

BIBLIOTECA VENEZUELA

IICA



REPORT OF THE EIGHTH
REGULAR MEETING
OF THE INTER-AMERICAN
BOARD OF AGRICULTURE

San Jose, Costa Rica

17-20 September 1995

WHAT IS IICA?

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

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

The Member States participate directly in the Inter-American Board of Agriculture (IABA) and the Executive Committee, the Institute's governing bodies, which issue the policy guidelines executed by the General Directorate. Today, IICA has a geographic reach that allows it to respond to needs for technical cooperation in the countries, through its Technical Cooperation Agencies and five Regional Centers, which coordinate the implementation of strategies tailored to the needs of each region.

The participation and support of the Member States and the relations IICA maintains with its Permanent Observers and numerous international organizations provide IICA with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1994-1998 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during this four-year period. Its general objective is to support the efforts of the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas. The Institute's work is aimed at making changes in three aspects of agriculture: production, trade and institutions, using an integrated approach to development which is based on sustainability, equity and competitiveness. IICA carries out its technical activities in four Areas of Concentration: Socioeconomic Policies, Trade and Investment; Science and Technology, Natural Resources and Agricultural Production; Agricultural Health; and Sustainable Rural Development. IICA's actions receive support from two Specialized Services: Training, Education and Communications; and Information, Documentation and Informatics.

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

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The Inter-American Institute for Cooperation on Agriculture wishes to thank the Government of Canada and the Organization of American States for their continued support of the meetings of the governing bodies of the Institute through the services of their interpreters and translators.

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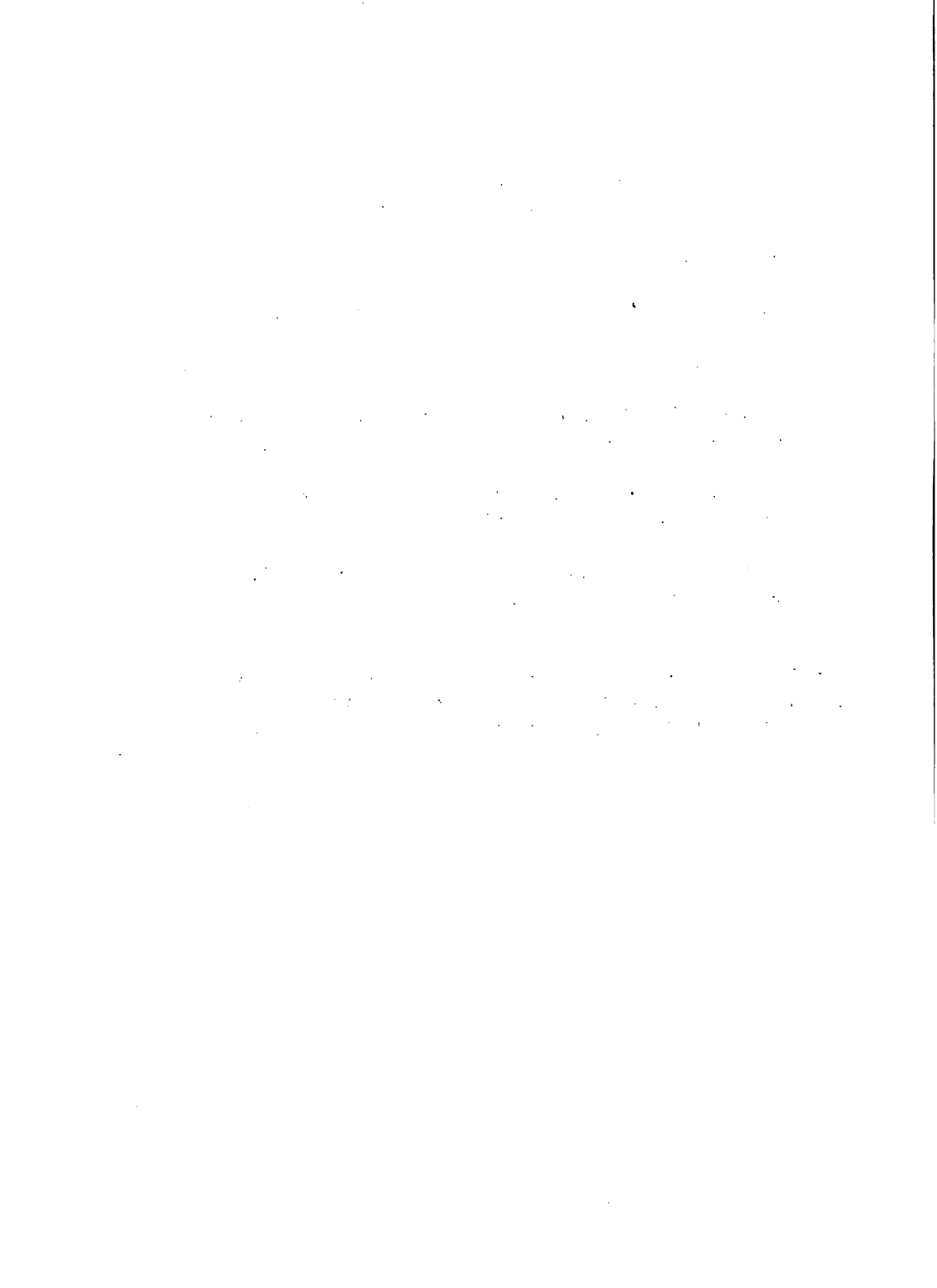
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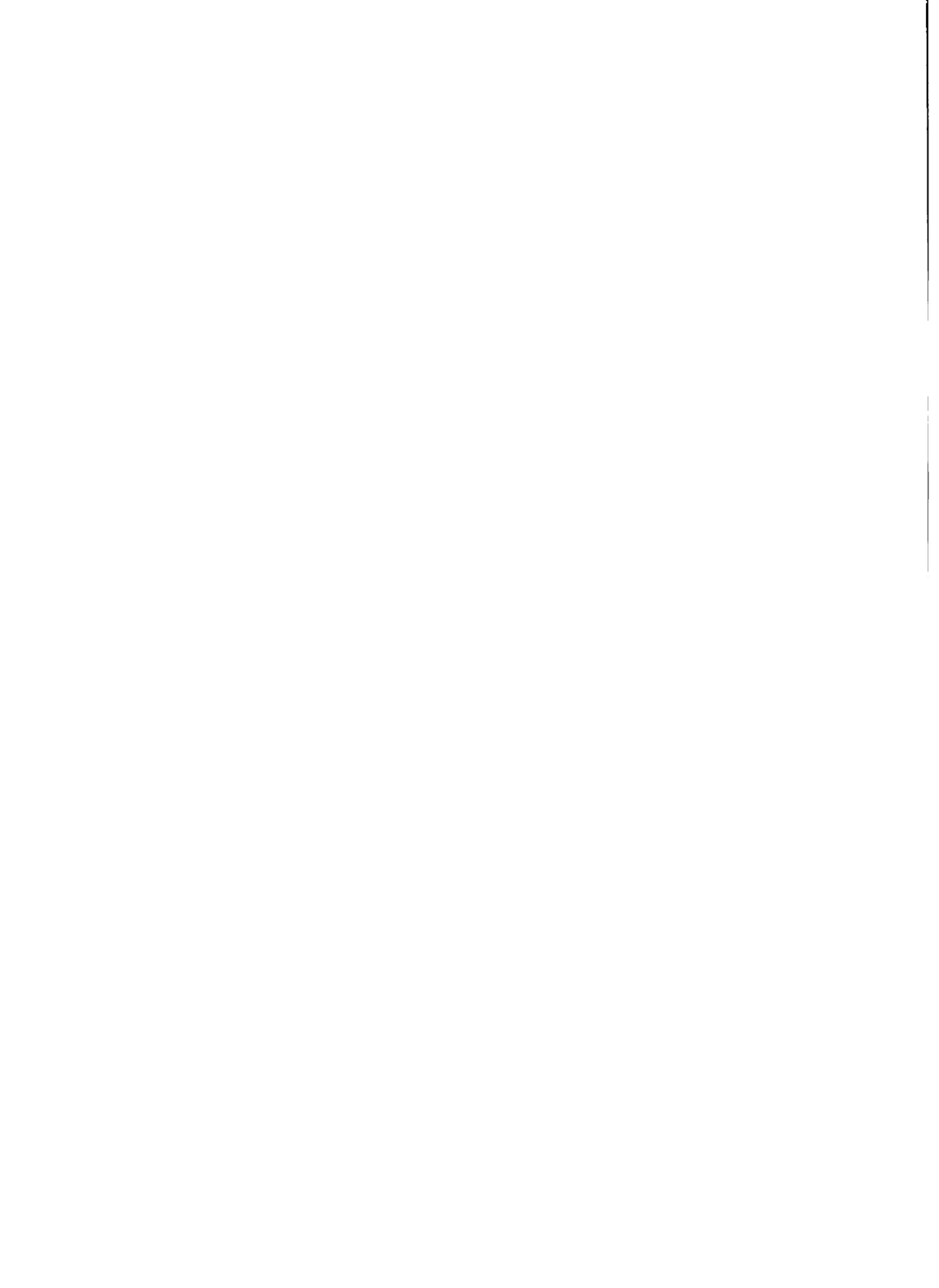
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MESSAGE OF THE DIRECTOR GENERAL



MESSAGE OF THE DIRECTOR GENERAL

Good afternoon, distinguished members of the Eighth Inter-American Board of Agriculture, observers and special guests.

After a very pleasant and active morning, we are now about to begin the plenary sessions of this IABA. According to the agenda, we are to begin with an address by the Director General.

In my remarks at the inaugural session, held this morning at the National Theater, I took the opportunity to explain our approach and our new vision of agriculture.

At this session, I would like to speak about the institutional reforms we are carrying out, as part of a process of comprehensive participatory management.

This process represents our response to the imperative necessity for our valuable human resources to become fully involved in decision making. We want to give them the necessary support to enable them to acquire the skills they need and to become familiar with the new dynamics that characterize the constant changes we are facing.

This transformation of IICA is geared to the new situation of the member countries and the challenges and demands that we all face.

We want to be more useful, more effective and more efficient in these processes of hemisphere-wide integration and globalization.

We also want to contribute to the national efforts aimed at achieving the sustainable development of agriculture and rural areas.

We are determined to continue these actions of institutional transformation and change, absolutely vital if we are to carry out, in the present circumstances, the

mandates established in our convention, rules of procedure and our Medium Term Plan.

Also in connection with the proposals of the 1994-1998 Medium Term Plan, we have prepared a document for this meeting entitled "Toward the Development of Agriculture and the Rural Areas of the Americas: The Participatory Technical Cooperation of IICA." This document is available for all of you, and our experts and specialists are also standing by to discuss the matter with you at any time.

I shall refrain from going into further details on this subject. I hope that you have the opportunity to exchange information with our staff and become more familiar with our process.

I should now like to turn to an important recommendation that you made two years ago at the Seventh IABA, concerning your interest in learning more about the actions that we implement in the countries.

Without further ado, I should like to invite you to watch two short videos. The first one is about the work being done by our technical cooperation agency in Haiti.

The second video presents a new vision of agriculture on the eve of the twenty-first century: the systemic approach.

Thank you.

**MINUTES OF THE EIGHTH REGULAR MEETING
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

**MINUTES OF THE EIGHTH REGULAR MEETING
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

San Jose, 17-20 September 1995

PREPARATORY SESSION

- 0.1 The Preparatory Session of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA) was held on September 17, 1995, at 4:30 p.m. in the Zurqui IV Room of the Europa Zurqui Hotel, in San Jose, Costa Rica. The meeting was chaired by the Representative of Mexico, Mr. Francisco Labastida Ochoa, Minister of Agriculture, Livestock and Rural Development of Mexico, in his capacity as Chairman of the Seventh Regular Meeting of the IABA.
- 0.2 In this session, the Heads of Delegation reached agreement on the following items:
- 0.3 Election of the Chairman and the Rapporteur
- By acclamation, the Plenary elected Mr. Roberto Solorzano, Representative of Costa Rica and Minister of Agriculture and Livestock, as Chairman of the IABA. He was nominated by the Representative of Mexico.
- The Representative of Panama nominated Mr. Emiliano Ortega Riquelme, Representative of Chile, for the position of Rapporteur. Mr. Ortega was elected by acclamation.

0.4 Agenda of the Meeting

The Agenda presented in document IICA/JIA/Doc.-197(95) was approved.

0.5 Membership of the Credentials Committee

The Credentials Committee was conformed of the Representatives of Argentina, Jamaica, Peru, and the United States of America.

0.6 Membership of the Style Committee

The Style Committee was conformed of the Representatives of Barbados, Brazil, Canada, and El Salvador, for the English, Portuguese, French and Spanish languages, respectively.

0.7 Working Committees

A working committee for the selection of external auditors was made up of the Representatives of the United States of America, Panama, Suriname and Venezuela. It was also agreed to form two additional working committees, and such others as might be necessary. One of the working committees would consider items relating to rural youth and development, while the other would deal with the repositioning of agriculture for the twenty-first century, in connection with the conservation of the region's phylogenetic resources, a discussion item suggested by the Representative of Ecuador. The deliberations of these Committees were open to all delegates.

0.8 Deadline for the Presentation of Proposals

The Board set September 19 at 12:00 noon as the deadline for the presentation of proposals. The

deadline did not apply to draft resolutions relevant to topics under discussion.

0.9 Duration of the Meeting

The Plenary agreed that the Meeting should end on September 20 at 20:00.

0.10 Order of Precedence of the Member States

The order of precedence was established following the Spanish alphabetical order, beginning with Costa Rica.

0.11 Other Business

The Representative of Belize proposed that the Board examine the serious plant health problems faced by Grenada and other Caribbean nations. The pathogen causing the problem was an insect from Asia that was spreading very rapidly, threatening a multitude of crops throughout the Caribbean region and the mainland. Several of the participants endorsed the proposal of the Representative of Belize. The Director General reported that IICA had held meetings with other technical cooperation organizations to design a coordinated strategy in order to eradicate the pathogen. The Director of Area of Concentration III: Agricultural Health agreed to distribute a report on those actions among the Representatives.

The Representative of Mexico proposed the approval of a resolution expressing the Board's appreciation to the Government and people of Costa Rica for the hospitality offered to the Representatives. The proposal was approved by acclamation.

- 0.12 The Chairman invited the Representatives to a *vin d'honneur* in the Zurqui III Room.
- 0.13 The session was closed at 17:30.

INAUGURAL SESSION

- 1.1 The Director General of IICA, Mr. Carlos Aquino G., opened the inaugural session, held at Costa Rica's National Theater, at 9:30 a.m. on September 18, 1995. He began by expressing his appreciation to the Government of Costa Rica, to the Ministers of Agriculture of the Americas and to the members of the official delegations for attending the Eighth Regular Meeting of the Inter-American Board of Agriculture. He went on to reflect on the hegemonic processes that were the backdrop against which agriculture was developing and would be projected during the next few years. He highlighted the role of inter-American integration, the aim of which was to form a major regional system of interdependence, and also required an inter-American vision of agriculture. He considered that the traditional, rigid approach to agriculture and its relationship to the environment was inoperative in the face of globalization, hemisphere-wide integration and the collapse of political/ideological, economic and trade barriers. It was therefore necessary to engage in a renovated, hemisphere-wide approach encompassing agricultural production, foodstuffs, natural resources, poverty and rural development, completely interdependent with the economy and society as a whole. That meant developing a new vision of and mission for agriculture and its institutions, calling for the adoption of an agricultural policy for the Americas aimed at reappraising and rescaling agriculture, the rural sector and its human resources, in order to address the challenges of

hemisphere-wide integration and cope with disasters in the twenty-first century. He concluded by noting that agriculture was not merely a highly technical, wide-ranging and risky activity; it also involved a deeply rooted, complex social process involving peace, democracy, and the economic, political, social and ecological sustainability of countries.

1.2

Mr. Francisco Labastida Ochoa, Secretary of Agriculture, Livestock and Rural Development of Mexico and Chairman of the Seventh Inter-American Board of Agriculture, extended greetings on behalf of the President of his country, and said he wished the delegates attending the meeting every success. He pointed out that an analysis of the work of the Institute had been carried out two years before which had resulted in the 1994-1998 Medium Term Plan. He highlighted IICA's institutional modernization efforts and the expansion of the scope of its work, which was helping to renew agricultural cooperation in the Americas. He was confident that timely recommendations for new sources of financing would be drawn up during the course of the present meeting. He noted that in the existing international context, the ministers of agriculture, as a political forum, were becoming increasingly involved in trade negotiations aimed at promoting involvement and joint investment in agricultural projects designed to reactivate rural economies in a comprehensive manner. He stressed the urgent need to manage the production potential of the countries more effectively to carefully plan their future food supplies and, above all, to raise productivity levels in order to bring rural sectors into step with the existing pace of progress in urban areas. On handing over the chairmanship of the meeting to the Minister of Agriculture of Costa Rica, he called upon him to continue striving to

consolidate IICA's role as the outstanding regional forum for agriculture.

- 1.3 Mr. Roberto Solorzano Gonzalez, Minister of Agriculture and Livestock of Costa Rica and Chairman of the Eighth Regular Meeting of the Inter-American Board of Agriculture, welcomed the participants and remarked on the special significance of holding the meeting in his country, the site of the IICA Headquarters. He pointed out that the situations giving rise to socioeconomic and political transformations called for an agriculture sector capable of competing. Responsibility for its development should be shared by the private and the public sectors. One of the challenges for sustainable development was to make conservation aims compatible with production aims by adapting them to the characteristics of each region and community. He emphasized that the agricultural sector had a commitment to economic and social development, which required competitive production structures undergirded by greater scientific and technological know-how and increased specialization on the part of farmers, livestock raisers and fishermen. He added that there was a need to establish close links between agriculture and industry through innovative business methods adapted to the demands of the economic, social and commercial setting, in order to compete advantageously in domestic and international markets. The present meeting faced the challenge of opening up a new inter-American space to invigorate the role played by agriculture in the global economy, social peace and the advancement of farmers, within a framework of sustainable development.

- 1.4 Next, an agreement was signed by the National Biodiversity Institute of Costa Rica and the Inter-American Institute for Cooperation on

Agriculture. Signing for Costa Rica was His Excellency the President of the Costa Rica.

- 1.5 Mr. Jose Maria Figueres, President of the Republic of Costa Rica, expressed his satisfaction at the opportunity to take part in the present meeting of IABA, and extended a warm welcome to the Ministers of Agriculture and the representatives of the member countries. He highlighted the importance of agriculture in national development strategies, and referred to the problems hindering agricultural development in the countries of the region. He pointed out that there was a fundamental need to breathe new life into agricultural policy in order to overcome the current crisis. He then listed three of the most important challenges to production policies, namely: (i) strengthening the role of the ministries of agriculture as the guiding forces of their respective sectors; (ii) reforming support services for farmers; (iii) giving impetus to projects that would maximize national competitive advantages and have positive social and economic repercussions. He concluded by remarking that despite the lag that characterized their production structures and the obstacles encountered in foreign markets, the countries of the region had significant maneuvering room in which to transform and revitalize their agricultural sectors. He hoped that the present meeting of the Inter-American Board of Agriculture would bring a renewal of energy and ideas, and thus give a boost to the countries as they faced their common struggles in the near future.

FIRST PLENARY SESSION

2. The First Plenary Session was called to order at 2:15 p.m. on Monday, September 18 in the United

States/Canada Room at the Headquarters of the Inter-American Institute for Cooperation on Agriculture, under the chairmanship of Roberto Solorzano, Minister of Agriculture and Livestock of Costa Rica.

2.1 Address by the Director General

2.1.1 The Director General began his presentation by referring to the inaugural ceremony that had taken place earlier in the day, during which he had described the approach that the Institute was adopting toward a new vision of agriculture. In that context, he wished to highlight the institutional reform effort being promoted at IICA, a major part of which was the training of its human resources in technical and administrative areas. This transformation stemmed from the new situation of the member countries and the challenges and demands facing them at the present time. He informed members that the Areas of Concentration were drafting a document on the technical cooperation actions of the Institute, to be circulated in a later session.

2.1.2 He then requested the Plenary's permission to show a video prepared for the IABA, which dealt with agriculture on the threshold of the twenty-first century and the systemic approach. Following the video, the Director General turned to the recommendations made at the meeting of the Inter-American Board of Agriculture held in September 1993 in Mexico and at Executive Committee meetings on the importance of publicizing the actions of the Institute in the member countries. He then presented a second video on the projects that IICA was currently executing in Haiti.

2.2 Approval of Draft Resolutions on Matters Discussed at the Fifteenth Regular Meeting of the Executive Committee

2.2.1 The Technical Secretary drew attention to six matters discussed by the Executive Committee at its previous meeting, as well as relevant draft resolutions, which were circulated among the members of the Plenary for consideration and approval. The Plenary then approved the following Draft Resolutions:

"1993 and 1994 Annual Reports"

"Reports of the External Auditors and Comments by the Director General on the 1993 and 1994 Reports of the External Auditors"

"Report of the Audit Review Committee"

"Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA) "

"Agreements, Contracts, Letters of Understanding and Others"

"1994-1995 Inter-American Awards in the Rural Sector"

2.3 Report of the Committee for the Designation of External Auditors for the 1996-1997 Biennium

2.3.1 The Director of Finance read out the report prepared by the Committee at the meeting held on Sunday September 17, 1995, at the Hotel Europa Zurqui. Said Commission was composed of the Representatives of Panama, Suriname, the United States of America and Venezuela, and was chaired by the Representative of Venezuela.

2.3.2 The Commission, having studied the documentation sent by the five firms of Auditors that had presented bids, recommended that the Plenary select the firm KMPG-Peat Marwick for the 1996-1997 biennium. The Commission recommended that, in the future, its members be allowed more time to review and discuss the documentation submitted by the firms tendering in order to reach a decision on the matter. It also recommended that, in its discussions, it adhere to articles 102 and 104 of the Rules of Procedure of the General Directorate of IICA.

2.4 Report of the Credentials Committee

The Technical Secretary presented the corresponding report. The Representative of the United States of America stated that the Committee, composed of Argentina, the United States, Jamaica and Peru, had examined the credentials presented by the delegates and had found them to be in order.

2.5 Report of the Chairman of the Executive Committee on the Meetings of the 1994-1995 Biennium

The Technical Secretary read out a report on the subject, and mentioned the key points dealt with in it. He noted that the achievements of the meetings of the biennium included the approval of the 1994-1998 Medium Term Plan, the measures adopted to implement it, the reports of the external auditors, the annual reports and the reports on the CATIs and the audit review.

2.6 1996-1997 Program Budget

2.6.1 The Technical Secretary reported on the draft resolutions distributed to the Delegations on the

quota scale, the Program Budget, measures to strengthen the Institute's financial capacity and the collection of overdue quotas, and CATIs.

- 2.6.2 The Chairman opened the floor to a discussion of the subject.
- 2.6.3 The Representative of the United States of America thanked the Government of Costa Rica for its hospitality, and praised the Administration for its efforts to bring about a restructuring of the operations of IICA. In particular, he had very positive comments to make about the efforts to establish strategic alliances, especially with FAO, to eliminate the duplication of efforts and enhance efficiency. He pointed out that Mr. Taylor would speak on the program budget at a later stage, and stressed the financial difficulties that his country was facing. He referred to the need for IICA to find new ways of increasing its efficiency, and added that the reduction in quota resources could be offset by an increase in external resources through IICA's participation in contracts, with an increase in the rates of CATIs applied to the projects concerned. He expressed concern at the fact that several countries owed quotas for two fiscal years and nonetheless received support from IICA. He concluded by pointing to the importance that the Director General of IICA had placed on actions related to the expansion of agricultural trade in the hemisphere and, by way of example, mentioned the meetings in Miami and Denver. He asked whether the draft resolutions would be dealt with all together or separately.
- 2.6.4 The Technical Secretary replied that the resolutions would be considered separately.

- 2.6.5 The Representative of Ecuador said he agreed with the comments of the Representative of the United States, and stressed the importance of IICA having the economic resources at its disposal to press ahead with its MTP. He therefore urged the member countries to make contributions and not merely request cooperation.
- 2.6.6 The Representative of Belize congratulated the administration of IICA for the work done in recent years. He expressed concern at the fact that some countries were in arrears with their quota payments because of the fiscal problems that their economies were experiencing. However, he added that since the meeting of the Executive Committee in June of the current year, many countries had made payments. That was a clear acknowledgement of the valuable work that IICA performed, and of the technical cooperation that it should continue to provide to tackle specific problems, such as the presence of the pathogen known as the pink mealy bug.

For all those reasons, he concluded, IICA's budget should not be reduced.

- 2.6.7 The Representative of Canada thanked the Government and people of Costa Rica for their hospitality and the General Directorate of IICA for the 1994-1998 Medium Term Plan, adding that he looked forward to seeing them in Quebec at the FAO meeting. His first point concerned the problem of the Institute's liquidity, and he asked the delegations to consider and approve Draft Resolution No. 21, which contained the Canadian Government's proposals for improving quota collections. Secondly, he expressed his satisfaction at the consensus achieved by the Executive Committee on the proposal for zero nominal growth. He urged all the delegations to continue to work together in

that spirit of understanding and flexibility. Canada was considering the possibility of limiting the number of international organizations with which it would maintain relations, and it was for that reason that it supported zero growth. His last point concerned his country's desire to establish a new relationship with the Institute based on a working strategy that would allow it to participate fully in the organization's programs and activities.

2.6.8 The Representative of St. Lucia remarked that the present meeting came at a decisive moment for the Institute. He said that a number of countries needed the cooperation services that it provided, but the financial difficulties they faced were serious. Although the small countries were weaker, the need for the more developed countries to support cuts in resources was also understandable. He stated that if the countries wished to receive the support of IICA in modernizing agriculture as the twenty-first century approached, the Institute should not be weakened. Citing the example of the pink mealy bug, he wondered whether the countries would be able to tackle the problem if IICA had fewer resources at its disposal. He ended by recalling the words of the President of Costa Rica, and asked the Delegations to give the Institute the support it deserved.

2.6.9 The Representative of Barbados thanked the Government and people of Costa Rica for their hospitality, and congratulated the Director General of IICA on his work. He expressed concern at the potentially negative impact of delays in paying quotas, and suggested that persuasive action be taken to collect those payments, bearing in mind the different circumstances and growth rates of the economies of the region. He stressed that

any cuts in the Institute's income would weaken its capacity, as an institution, to fulfill its duties, and that would in turn affect programs and territories. He then referred to the serious problems of natural disasters and diseases being faced by agriculture in the tropics. Barbados and its neighbors had suffered the devastating effects of such events. He stressed that the budget of IICA should be managed very carefully, and a cutback in the budget could seriously jeopardize efforts to deal with the problems he had just mentioned. Finally, he pointed out that the Institute should explore new sources of income, with a view to achieving financial balance.

- 2.6.10 The Representative of Guatemala expressed his appreciation to the Government of Costa Rica for its hospitality, and congratulated the leadership of IICA on the new structure of the organization. He said that his government endorsed the proposal for a zero-nominal-growth budget. That did not mean that it disagreed about the need to strengthen multilateral institutions; however, support for the Institute should be approached from a broader perspective, and alternative funding mechanisms should be considered. The Government of Guatemala had openly and decisively supported IICA, and now ranked fifth among the countries providing the greatest volume of resources, through its contracts for services pertaining to the management of external funds. He stressed the importance of exercising caution in the management of indirect costs, and pointed out that his government had decided to have the Institute manage funds, even under conditions that are not necessarily competitive with other options. Finally, commenting on the video presented at the beginning of the current session, entitled *La Agricultura de Cara al Siglo XXI*, he suggested that its focus be changed in order to

draw attention to success stories in the countries of Latin America, citing as an example production reconversion in the Maya communities of Guatemala, promoting the establishment of production chains.

2.6.11 The Representative of Guyana thanked the host Government of Costa Rica, and said he agreed with those who had expressed their support for the General Directorate of IICA. He said it was clear that the Institute was needed now more than ever before. Agriculture was the backbone of his country's economy, inasmuch as it accounted for 26% of the GDP and contributed 24% of the foreign exchange. However, there was a need for diversification and technology transfer. He stressed the positive role that IICA could play in supporting the agriculture of countries which, like his own, had relatively less developed economies. The Institute should carry out more dynamic actions in order to contribute to the strengthening of the agricultural sector on the threshold of the new century. His delegation supported the budget proposal recommended by the Executive Committee, namely, zero percent growth in the institution's budget. Parallel measures should be taken to support the Institute; for example, the ministry of agriculture of his country had made available to IICA a three-story building, which would allow for savings of approximately US\$ 26 000 per year.

2.6.12 The Representative of El Salvador congratulated the Government of Costa Rica and thanked the Director General of IICA for the support provided to the agricultural sector of his country. The presence at the current meeting of the main agricultural leaders of the Americas represented an excellent opportunity to carry out joint deliberations. He was fully aware of the benefits of

the Institute's actions, and understood that, like the governments themselves, IICA was also committed to improving its efficiency. He was grateful for the support received, and urged those countries that were behind in their quota payments to bring them up to date.

- 2.6.13 The Representative of Uruguay said he felt there was unanimous support for the current management of IICA, and acknowledged the institution's concern for agriculture, both present and future. He stressed the importance of the approach whereby the role of agriculture was viewed as the starting point for all other activities in which production linkages were generated. With regard to the budget proposals, he pointed out that there were two alternatives, namely, (i) to adopt adjustment programs, and (ii) the proposal agreed to by the Executive Committee. He supported the second alternative, inasmuch as the administrative adjustment process of the States had required the countries to reduce their government payrolls, as a result of which the private sector had to offer job opportunities and undertake actions previously carried out by the state. In that process, the necessary steps must be taken to enable men, women and young people to adapt, and institutions such as IICA could make a great contribution in that regard. Finally, he pointed out that cooperation had begun to prevail on the international scene and, although there were still confrontations in some regions of the world, cooperation should be encouraged. He hoped the forum of IABA would be able to send out a message of hope, oriented towards peace, in which agriculture had a decisive role to play.
- 2.6.14 The Representative of Honduras expressed appreciation for the hospitality offered by Costa Rica. The statements made by the Costa Rican

authorities clearly demonstrated the vision that country had of agriculture. He stressed the importance of the focus on renewal that was evident in the Director General's address. He supported the proposal for zero growth in the budget, and pointed to the need for selectivity in carrying out programs. As the Director General of FAO had said, hunger, injustice and poverty were the new names of war; he wished to add that productivity, equity and know-how should be the new names of peace. Finally, recalling that the President of the United States had proposed the economic integration of the Americas by the year 2005, he said it would be necessary to close the gaps in growth in order to achieve integration with equity.

- 2.6.15 The Representative of Chile expressed his country's appreciation for the work carried out by the Minister of Agriculture of Mexico as Chairman of the Seventh Meeting of the Inter-American Board of Agriculture and his satisfaction at the designation of the Minister of Agriculture of Costa Rica as Chairman of the Eighth IABA. He acknowledged IICA's efforts to further the development of agriculture and rural well-being, and remarked that, by decentralizing its services, the Institute had been able to reach out to the countries in an efficient, effective way. He supported the proposal for zero growth in the Program Budget. At a time of tremendous challenges, such as those mentioned by President Jose Maria Figueres, IICA must continue to support the modernization of the agricultural sector. He highlighted two important points that had to be taken into consideration. First, the importance of developing agricultural sectors geared to open economies; that was a real but difficult challenge inasmuch as it would ultimately depend on the future performance of markets and on the

agricultural policies of the developed countries. And second, the need to combine efforts to incorporate biotechnological breakthroughs into the fight against poverty. He stressed the need for joint efforts to tackle the common problems faced by the agricultural sector in many of the LAC countries, especially those related to pests that damage crops in the different regions. Chile would like to collaborate with the countries that experienced problems of that nature.

- 2.6.16 The Representative of Colombia thanked the Government of Costa Rica for its hospitality, and IICA and all its staff for the technical cooperation that it provided to the countries. Although Colombia had proposed a 3% increase in the budget, it accepted the decision of the countries and supported zero growth. He appreciated the remarks made by the ministers of Mexico and Costa Rica at the inaugural session, as well as by President Jose Maria Figueres. He added that it was necessary to come to terms with the process of economic globalization, and to design a new system of sustainable agriculture.
- 2.6.17 The Representative of Argentina expressed his appreciation for the hospitality of the Government of Costa Rica, and acknowledged the valuable work done by the Executive Committee in analyzing the different budget scenarios for the 1996-1997 biennium. Despite the substantial cuts that had been made in its national budget, Argentina was prepared to maintain its level of quota payments to IICA. He felt that it was expedient for the Institute to focus its efforts on the areas of rural development and agricultural health, as the contemporary challenges called for the formulation of strategies to tackle the problems of the LAC countries. He underscored the need for strategic alliances to be sought with regional

and multilateral organizations, with a view to combining efforts.

- 2.6.18 The Representative of Nicaragua thanked the Government and people of Costa Rica for their hospitality. He urged the Director General to continue with his efforts to modernize IICA. He supported the zero-growth budget proposal. He praised the efforts of the countries that had tried to bring their quota payments up to date, and reiterated that if IICA had a viable budget, the donor countries would maintain the level of support that they had provided over the years. He stressed the need for IICA to strengthen relations with the private sector, the linchpin of the economies.
- 2.6.19 The Representative of Suriname said that his country had participated in the deliberations on the different budget alternatives at the recent meeting of the Executive Committee, and supported the proposal for zero growth. He felt that the MTP was an excellent frame of reference for the technical cooperation that the countries expected from the Institute. He underscored the need for technology transfer in order to lower production costs.
- 2.6.20 The Representative of Venezuela thanked the Government of Costa Rica for its hospitality, and ratified his country's support for a budget with zero growth. He urged the countries in arrears to make efforts to bring their payments up to date. Venezuela was seeking resources with which to pay its overdue quotas, and hoped to be able to make a payment before the end of the year. He stressed that when the budget was not supported with the timely payment of quotas, IICA experienced serious cash flow problems.

- 2.6.21 The Representative of Brazil congratulated the Director General on the institutional modernization initiatives proposed in the 1994-1998 Medium Term Plan. He said that, given the political and economic context in which the region's economies were developing, investment in infrastructure and the possibilities of transferring resources were limited, as far as the countries were concerned; in that connection, it was necessary for IICA to support them, especially in the areas of biotechnology, genetic resources and agricultural trade. It was imperative to pool resources with multilateral and technical agencies at the regional and international levels, so as to establish a new institutional order that would make it possible to improve conditions in the agricultural sector, increase access to new markets, achieve social equity and strengthen sustainable growth. He emphasized the efforts that were being made to integrate the economy of his country with those of other countries in the region through MERCOSUR. In that regard, IICA could support the process with specific integration actions. He added that all the countries should support IICA, in order to enable it to attain the goals set for the 1996-1997 biennium.
- 2.6.22 The Representative of Paraguay thanked the Government of Costa Rica for its hospitality. He stated that the countries of the region should make efforts to strengthen IICA's role as the coordinating agency for the actions of the agricultural sector, in readiness for the twenty-first century. The participants were aware of the economic situation prevailing in all the countries; hence, although the Institute was in need of more funds, he supported the proposal submitted by the Executive Committee for a zero budget increase. IICA should give priority to the services it provided the countries, channel

greater efforts to the areas established in the MTP, and coordinate actions with other regional agencies, in order to maximize benefits. He highlighted the importance of the policy of decentralization, which would strengthen the technical capacity of each country. The establishment of regional centers was a valid means of ensuring timely and effective cooperation. In conclusion, he pointed out that one of the challenges facing agriculture was that of the pests and diseases that damaged crops; the Institute should strengthen its efforts to combat them.

2.6.23 The Representative of Mexico congratulated the Chairman and the Director General on their work, and said he supported the zero increase budget proposal. He stressed the need to increase productivity and deal with pests and diseases efficiently and effectively, as a means of fighting poverty and raising levels of agricultural production. He also noted that training programs were very important, and that IICA should join efforts and devise strategies to attain those aims swiftly.

2.6.24 The Representative of Panama thanked the Government of Costa Rica for its hospitality, and IICA for its efforts in extending technical cooperation to the member countries. He remarked that, over the past few years, the Institute had evolved in the way it supported his country's agricultural sector. He was in favor of the zero increase proposal, and hoped that contributions and additional funds could be secured from other regional agencies. He favored the establishment of strategic alliances with similar organizations and with observer countries. He stressed that IICA should play a leading role in providing guidelines for institutional development, marketing agricultural products and processing the

information needed to expedite the actions of the agricultural sector. He hoped that the resolutions adopted would help IICA to secure additional resources for strengthening the TCAs and the Institute's headquarters.

- 2.6.25 The Representative of Grenada conveyed greetings from his government, and said that it gave him great pleasure to attend the current IABA meeting, in view of the importance of the topics under discussion. He pointed out that, over the past few years, IICA's funds had been diminishing. It was therefore important for it to attend to priority areas, particularly plant and animal health. Grenada was currently plagued by three exotic pests, including the pink mealy bug, which posed a great threat to the rural population. Exports were adversely affected by restrictions, which in turn decreased foreign exchange earnings. He emphasized the need to join efforts to combat such pests; Grenada was willing to do so. In conclusion, he said that a recent study undertaken by IICA indicated that Grenada was the most competitive island and that, along with St. Vincent, was the only island that had not been affected by the fruit fly.
- 2.6.26 The Chairman adjourned the First Plenary Session at 18:15.

SECOND PLENARY SESSION

3. The Chairman called the Second Plenary Session to order at 9:00 a.m. on September 19, 1995 in the United States/Canada Room. He gave the floor to the Technical Secretary, who made some brief remarks on the day's program. The Representatives

proceeded with their interventions on the Program Budget for 1996-1997.

3.1. 1996-1997 Program Budget (cont.)

3.1.1 The Representative of Jamaica thanked the Government of Costa Rica for the kindness and hospitality it had shown the delegations, and warmly congratulated the Director General for the results obtained during the two years of his term. Referring to the matter of quotas in arrears, he said he realized that Jamaica was one of the countries that was behind with its payments to the Institute. However, a payment would be made to cover part of the debt. He expressed his appreciation for the option of using national currency to cover a portion of the quota payment. He urged the countries that supported a reduction in quotas to reconsider their position, inasmuch as a reduction would not solve the budget problem. Attention should be paid to the cost-benefit ratio of such a measure, which could seriously affect the economies and activities of countries that benefited directly from IICA's collaboration. He expressed his agreement regarding the necessity of conducting an audit of the Institute in order to maximize resource use, but added that audits should also be conducted at the country level, so that the countries would continue to make the contributions required for IICA activities.

3.1.2 The Representative of Dominica echoed the thanks and congratulations expressed by the Representative of Jamaica. He briefly described the difficult situation faced by Dominica due to hurricanes Luis and Marilyn and tropical storm Iris, which had devastated the agricultural sector and totally wiped out the banana industry. On behalf of Dominica and the islands of the Organization

of Eastern Caribbean States, he asked for IICA's assistance in assessing damage and rehabilitating crops, fishing and agroindustries. He also appealed to the Member States for their understanding regarding the difficult situation.

3.1.3 The Representatives of Peru and the Dominican Republic both said they agreed that it was important to support the Institute in its reorganization process and help it carry out a true re-engineering. They reiterated their thanks to the Government of Costa Rica for its hospitality and thanked the Director General for his leadership of the Institute in recent months. The Representative of Peru pointed out that the zero-growth option for the quota budget posed a challenge to IICA that required that various matters be revised, including the Medium Term Plan. However, he considered that the choice of that option demonstrated the countries' support for the action carried out. He urged Member States to continue seeking new mechanisms for collaborating with and supporting IICA, and to pursue efforts to pay their quotas promptly.

3.1.4 The Representative of Ecuador made a detailed analysis of what the approval of zero nominal growth in quotas for the 1996-1997 period entailed for the countries and IICA. He stressed the possible impact on IICA of an actual reduction in its purchasing power, and reiterated the importance of paying quotas, strengthening the Technical Cooperation Agencies in the countries, and decentralizing operations with the Regional Centers. The Institute should give the Regional Centers more freedom to negotiate and execute projects that generated CATIs for IICA, as a means of extending the Institute's collaboration in member countries. He drew attention to the seriousness of the health situation in the

Caribbean, as well as the shortage of personnel to respond to the many requests from the countries. By the same token, if member countries wanted IICA to carry out actions in response to their needs, they should also fulfill their responsibilities to the Institute.

3.1.5 The Representative of Bolivia joined in expressing appreciation to the Government of Costa Rica for its hospitality, and also congratulated the Director General for the adjustments made at IICA. He stressed the matter of agricultural health, one of the fundamental problems faced by a majority of the member countries. A case in point was the struggle of the Southern Cone countries and Bolivia against foot-and-mouth disease, in which they had to invest a substantial amount of resources. Foot-and-mouth disease was a serious problem because it attached not only cattle, but camelids as well, a very important category of production in Bolivia. In fact, were foot-and-mouth disease eradicated and the export of meat to other countries opened up as a result, Bolivia would be in a position to almost double its cattle stocks without the need to increase the area of land given over to pasture. He formally recommended that the possibility be examined of freeing IICA from the barriers and red tape involved in negotiating and procuring external resources to offset the loss of purchasing power resulting from cuts in resources needed to implement the Institute's actions in Member States.

3.1.6 The Representative of St. Lucia thanked the Government of Costa Rica for its hospitality and the Director General for the organization of the meeting. He stressed the importance of ensuring that the agreement reached by the majority of countries concerning zero nominal growth would

affect the main activities of the Institute as little as possible. He hoped that the member countries would bring their quota payments up to date and make the necessary contributions, as the survival of organizations like IICA in large measure depended on the contributions of their members. Referring to the problem mentioned by the Representative of Dominica, he noted that it was seriously affecting the other members of the Organization of Eastern Caribbean States at the economic and social levels. On the issue of agricultural health, particularly the pink mealy bug affecting Grenada and St. Vincent, he said he endorsed the comments of the Representative of Grenada on the possible repercussions of the problem. He sincerely hoped that the deliberations would result in appropriate guidelines and mechanisms being developed to alleviate the problems that had beset the Member States for so long.

3.2 Reading of Draft Resolutions

The Chairman thanked the Representatives for their participation in the discussion, and asked the Rapporteur to read out the draft resolutions relating to the Program Budget for the 1996-1997 biennium.

3.2.1 The Rapporteur read the draft Resolution entitled "Quota Scales."

3.2.2 The Representative of the United States of America expressed his satisfaction for the opportunity to be in Costa Rica in the company of the distinguished ministers of agriculture of the hemisphere. He said that IICA enjoyed considerable prestige within his country's agricultural community. He noted with satisfaction the Institute's most recent achievements in areas that

were crucial to agricultural development, as well as its efforts to work with the private sector, its coordination with universities and research centers, and its decentralization policy. He reiterated that his country was going through a serious budgetary crisis that called for cuts in public expenditure and made it imperative to place under scrutiny the amount allocated for its contributions to international organizations. An allocation of US\$934,000,000 had been requested for 1996, which was higher than the US\$834,000,000 allocated for 1995. He cautioned that Congress might well reduce the appropriation by at least US\$100,000,000. That warranted a reconsideration of the amount of such contributions; in fact, the very membership of his country in those organizations had been questioned. Both the people and the Congress were demanding that the international organizations reassess their objectives, activities and costs. While recognizing that the investment made in IICA was an effective one for agricultural development and hemisphere-wide trade, he stressed that the Institute needed to adjust its resources, proceed rapidly to change its policy on CATIs, and refrain from using its scarce quota resources to finance external-resource activities. He said it was important that countries with delinquent accounts bring their payments up to date. He endorsed the remarks made by the Representative of Venezuela, who had pointed out that it was useless to adopt a budget knowing that it was going to be impossible to make the payments as committed. The United States Representative said that all governments were going through difficult times and that it would have an impact on IICA. He added that, notwithstanding the fact that the Institute had a highly qualified staff and recognized capacity, the payment of his country's quota for the 1996-1997 biennium

depended on the current budget negotiations in Washington, D.C. Under such circumstances, the United States could not support the zero-percent-growth proposal, and could only endorse a quota budget of not more than US\$58,525,100, which was 2.08% lower than that for 1994-95. He explained that, if the projections of miscellaneous resources and CATIs were taken into account, his country's position would make it possible to reduce member country quotas for the 1996-1997 biennium to a total of US\$50,307,400, i.e., a 7.2% reduction with respect to the quota contribution for 1994-1995. He was aware of the burden that represented for IICA, which would have to effect additional savings in order not to jeopardize its technical cooperation. He asked that a roll-call vote be taken on the Draft Resolution that was now before the Committee, as well as on the one to be considered next. He wanted to ensure that his country's opposition to those draft resolutions was placed on record.

- 3.2.3 The Technical Secretary accepted the proposal for the taking of a vote and asked the Rapporteur to read out the Draft Resolution entitled "1996-1997 Program Budget," which was done, and proposed that the two draft resolutions be voted upon simultaneously.
- 3.2.4 The Representative of Uruguay and the Representative of Argentina recommended that the vote be taken on separate paragraphs, only a few of which referred to the budget, while the remainder consisted of procedural items on which there seemed to be consensus.
- 3.2.5 The Representative of the United States explained that his country was only concerned about the budget figures. He agreed to the proposal to

vote on the two draft resolutions under discussion simultaneously.

- 3.2.6 The Technical Secretary pointed out that the rules of procedure to which the Representatives of Uruguay and Argentina had referred were also included in other draft resolutions.
- 3.2.7 In compliance with Article 70 of the Rules of Procedure of IABA, a roll-call vote was taken, following the order of precedence established at the Preparatory Session.
- 3.2.8 The following delegations voted for both Draft Resolutions: Costa Rica, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, the Dominican Republic, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela, Argentina, Barbados, Belize, Bolivia, Brazil, Canada, Chile and Colombia. The United States of America voted against them. Antigua and Barbuda, Haiti, and Saint Kitts and Nevis were absent. The two Draft Resolutions were approved by majority vote.
- 3.2.9 The Representative of the United States said that he had taken note of the vote by the IABA. He reiterated that compliance with his country's financial obligations would depend on the budget that Congress would approve for contributions to international organizations. He suggested to the Director General that the budget be implemented carefully and cautiously, taking into account the cash flow, which would probably be lower than the budget approved today. He urged that administrative costs be reduced in order not to affect the technical cooperation programs.

- 3.2.10 The Representative of Ecuador said that he understood the position of the United States Representative, and that the fiscal problem was common to all the countries. He expressed concern at the reduction in the contribution of the United States, which provided around 60% of the budget of IICA. He had full confidence in the ability of the United States Representative to explain the situation at the internal level; he had a difficult, but not impossible, mission. He felt that the savings that needed to be achieved in the organization should be consistent with the actual situation of the countries.
- 3.2.11 The Director General thanked the delegates for the confidence, support and solidarity that had been expressed at the meeting. That attitude bound him to work with enthusiasm, caution, prudence and financial discipline, in search of excellence and quality. The work would be geared to actual conditions; to achieve that, it was important to be in constant communication with the Member States, particularly those that had stated that they were facing internal financial difficulties. He believed that, as the United States Representative had mentioned, IICA was not being weakened, but rather was facing major challenges.
- 3.2.12 With respect to the process of institutional re-engineering, the Director General explained that the Institute needed to undergo sweeping changes and reforms that would involve all levels. It was important not to allow oneself to be held back by inflexibility and traditional paradigms. The present IABA was a historic one, considering the issues that were being addressed. He stressed the importance of constant communication in the re-engineering process. It was important to bear in mind what was essential, what was

necessary and what was ideal, although under the present circumstances, one could not expect to achieve ideal conditions. He explained that priority would be given to decentralization, staff training actions and those aspects of the Medium Term Plan that were most in keeping with present and future needs and requirements. He added that the highest priority would be given to technical cooperation aimed at developing an agricultural sector characterized by excellence and quality. His view was that the decentralization of human and economic resources was crucial to improve Institute activities.

3.2.13 The Director General explained that he agreed with the comments of the Representatives of the United States and Canada to the effect that IICA should review its alternatives for securing income, and seek new options for alleviating the pressure on quota resources. Some possible solutions to the financial constraints might be to seek external resources from countries to carry out joint actions with other organizations and to establish linkages with the private sector. He highlighted the importance of sharing in the effort, noting that if something were free, it would not be appreciated.

3.2.14 The Representative of Mexico acknowledged the work of the Director General, and said that he perceived a widespread recognition that the agricultural sector was experiencing change throughout the world, especially with regard to its administration and organization. He said that the Institute needed to become more efficient, especially by reducing administrative and general costs envisaged in the budget, while strengthening technical cooperation.

3.2.15 The Representative of Honduras pointed out that the negative vote of the United States did not mean that it did not support the activities of IICA, but rather reflected a fiscal problem, one that also affected small countries. He stressed the supranational nature of the agreement reached on the Program Budget, and urged the United States Representative to endeavor to obtain the economic resources necessary to support the agreement. He said he agreed with United States Representative that IICA needed to cut expenditures, and that the Member States should bring their quota payments up to date. He felt that the payment of overdue quotas might encourage the United States to accept the increase agreed upon. Finally, he said he understood the need for better use to be made of budgetary resources, and that the decision to approve zero nominal growth in the quota resources had been taken in order to achieve consensus between Latin America, the Caribbean and the United States.

3.2.16 The Representative of El Salvador said he endorsed the remarks made by the Representative of Honduras concerning the position of the United States. He was confident that the efforts of the U.S. Representative would be successful, and that the crucial economic support for agriculture would be forthcoming. He then moved for a vote of support for the Director General, who was committed to a process of re-engineering to meet the demands that the Institute was facing in a setting of austerity. He concluded by offering the support of his government for the progress of IICA.

3.2.17 The Rapporteur then read out the Draft Resolution entitled "Measures to Strengthen the Financial Capacity of the Institute during the 1996-1997 Biennium."

- 3.2.18 The Representative of Guatemala asked for details regarding the content of Resolution No. 237, on CATIs, which the Technical Secretary provided. The Representative of Guatemala then asked that the phrase "agreements that are entered into from now on" be included in the Resolution.
- 3.2.19 The Technical Secretary took note of the amendment proposed by the Representative of Guatemala.
- 3.2.20 The Representative of Panama expressed his concern that setting a CATI rate at the average level stated in the study mentioned in the fourth preambular paragraph and in the resolution mentioned in operative paragraph c. (No. 237, adopted at the Fifteenth Meeting of the Executive Committee) would mean that the Institute would lose its competitiveness with regard to other agencies in managing external funds. He considered that the Director General should be given greater leeway in negotiating the percentage of CATIs to be charged in accordance with the nature of each project and its respective costs.
- 3.2.21 The Director General replied that the study in question, prepared by Price Waterhouse, had taken into account the nature of different projects, and on that basis had established the average rate for the cost of managing foreign funds during 1994. Although other agencies charged a lower overhead percentage, they generally had hidden costs.
- 3.2.22 The Technical Secretary pointed out that the topic of CATIs had also been broached in Draft Resolution No. 17. The Chairman requested that that draft resolution be read out, as he considered that it supplemented the draft resolution under discussion. The Rapporteur then read out the draft resolution on CATIs.

- 3.2.23 The Chairman gave the floor to the Institute's Legal Advisor, who pointed out that paragraph 3.5.1 of the Financial Rules established a minimum amount of 8% for CATIs, and that at its previous meeting the IABA had approved the preparation of an annual study on CATIs for the Audit Review Committee. The results of that study would be examined by the Executive Committee.
- 3.2.24 The Representatives of Panama and Ecuador expressed concern that the rate of 8% could limit the Institute's competitiveness. They reaffirmed their interest in giving the Director General greater leeway in setting the amount of CATIs. The Representative of Panama suggested that one of the matters that should be considered was the question of whether to change that percentage.
- 3.2.25 The Representative of the United States of America said that the Institute did indeed have leeway in setting the amount for CATIs, and recalled that such funds had doubled during the past year. He noted that the study approved at the previous IABA meeting was aimed at furnishing the Director General with information on the direct and indirect costs involved in the management of external funds in order to better prevent the use of quota resources to subsidize projects carried out with external funds. He felt there was no need to amend any of the Institute's financial regulations, and wished to place on record his country's disagreement with the use of quota funds to subsidize projects carried out with external resources.
- 3.2.26 Following a recess, the Technical Secretary reported that the questions raised by Panama and Ecuador regarding the draft resolutions under discussion had been cleared up at a meeting with the representatives of those countries.

- 3.2.27 The Chairman asked the Plenary if it was prepared to adopt the resolutions on "Measures to Strengthen the Financial Capacity of the Institute during the 1996-1997 Biennium" and on "CATIs." The Plenary adopted the two resolutions.
- 3.2.28 The Chairman asked the Rapporteur to read out the Draft Resolution on "Measures for Collection of Quota Arrearages." The Representative of Jamaica said that the text was not clear, and asked for more information. The Technical Secretary and the Legal Advisor explained that operative paragraph 2 referred to the possibility of payments of overdue quotas being accredited as the quota for 1995, rather than as payment of the earliest year for which the quota was owed. In view of the reply, the Representative explained that her country would soon be paying part of the 1995 quota, and therefore needed to know whether it would be possible to negotiate the arrearages. The Technical Secretary replied in the affirmative, following the approach taken in the discussions of the Working Group that had studied the matter.
- 3.2.29 There being no further objections, the Chairman said he took it that the Draft Resolution on "Measures for Collection of Quota Arrearages" was approved.
- 3.2.30 The Rapporteur read out the Draft Resolution on "Remuneration of the Director General for the 1996-1997 Biennium," which was approved.
- 3.3 Date and Site of the Ninth Regular Meeting of the Inter-American Board of Agriculture
- 3.3.1 The Representative of Chile offered his country as the site of the Ninth Regular Meeting of the

Inter-American Board of Agriculture. The Representative of Bolivia said he regretted that his country had not been able to honor its offer to host the meeting as anticipated, for a number of critical reasons that had made that impossible. He supported the offer made by the Delegation of Chile. The Representative of Venezuela also expressed his support for Chile as the site of the next meeting.

- 3.3.2 Chile was chosen by acclamation as the site of the meeting. The Technical Secretary proposed that the meeting should be held during the third week of September, as was customary. The Director General asked that the date be left open between September and October.
- 3.3.3 There being no objection, it was agreed that the meeting would be held on a date to be coordinated with the countries.
- 3.3.4 The Second Plenary Session was adjourned at 13:00.

THIRD PLENARY SESSION

- 4. The Chairman called the Third Plenary Session to order at 14:30.
 - 4.1 Biennial Report on the Activities of CATIE
 - 4.1.1 The Chairman asked the Director General of CATIE, Ruben Guevara, to present his report. Dr. Guevara explained that his presentation would be divided into three parts: the financial situation of CATIE; the results of the re-engineering that got underway three years ago; and the scientific breakthroughs that had been achieved.

- 4.1.2 With respect to the financial situation, he presented a series of figures to emphasize how much stronger CATIE's financial situation had become. He noted that the debt of nearly US\$ 1 million in the retirement fund had been reduced practically to zero, and that Mexico, Belize and Venezuela had become new members of CATIE.
- 4.1.3 Turning to the subject of the re-engineering process, he explained that it had entailed sweeping changes inside CATIE. Several national offices had been closed and the posts of two Deputy Directors had been eliminated, while a considerable number of staff had been terminated. Spending priorities had been re-evaluated, assigning greater importance to teaching and research while cutting the administrative budget. As a result of this re-engineering program, researchers had become more productive and the number of publications had increased, despite staff cuts. He also noted that training activities had flourished, with over 6000 receiving training in 1994. Manuals and regulations had been revised as part of a drive to streamline administrative processes without losing quality control.
- 4.1.4 With respect to scientific research breakthroughs during the biennium, he pointed out that there had been important achievements in areas such as the use of non-timber forest products. One of the most promising of these was a plant that can be used as an insecticide. In the area of biotechnology, a high priority for CATIE, progress had been made with the production of haploid plants and genetic mapping, through molecular markers.
- 4.1.5 The Representative of Honduras thanked Dr. Guevara for his presentation and noted that in the past IICA had contributed between four and

five percent of its quota budget to CATIE. He wondered what the effect of a reduction in this item would be.

- 4.1.6 The Director General of CATIE said that a reduction in these resources would have a significant impact on the finances of CATIE. The Representative of Guatemala proposed a draft resolution to maintain the percentage of quotas that IICA contributed to CATIE in the future.
- 4.1.7 The Technical Secretary reported that the amount allocated to CATIE in 1996-1997 Program Budget was exactly the same as that allocated for 1995, so that the motion was not necessary.
- 4.1.8 The Representative of St. Lucia congratulated the Director General of CATIE on the re-engineering process and the fact that CATIE had begun to publish materials in English, facilitating access to those publications by researchers from the Caribbean.
- 4.1.9 The Rapporteur read out the Draft Resolution "Biennial Report on the Activities of the Tropical Agriculture Research and Training Center," which was approved.

4.2 Biennial Report of CARDI

- 4.2.1 The Executive Director of the Caribbean Agricultural Research and Development Institute (CARDI), Hayden Blades, reported on that institution's activities. He recalled that CARDI had 12 Member States, all of them countries of the Caribbean Community, and that its activities were carried out from Belize to the islands of the Caribbean and down to Guyana in South America. He then listed CARDI's main aims: to meet the region's agricultural research and development needs, as

set forth in national plans and policies; to provide appropriate research and development services to the agricultural sector of the Member States; and to disseminate and apply new forms of technology for the production, processing, storage and distribution of the Member States' agricultural products.

- 4.2.2 According to Mr. Blades, Caribbean agriculture was now expected to compete in international markets as a result of the globalization of the world economy, and CARDI was the main organization supporting the new paradigm taking shape in agriculture. He also made mention of the institutional re-engineering of CARDI, which had led to changes in its structure.
- 4.2.3 He went on to say that the re-engineering of CARDI had led to the creation of two kinds of programs, technical and corporate. The former included a program to adapt and apply technology, another to improve crops and products, and a third on natural resource management. Corporate programs focused on information and communication, corporate services, and socioeconomic and business development planning. The Executive Director pointed out some of the most important activities that had been conducted during the biennium, which included developing a food supplement for cattle based on molasses and urea, evaluating the first hybrid variety of pigeon pea in the world, underway in Barbados, and design of an integrated pest-control strategy which had reduced mango production losses from 60 to 10 per cent.
- 4.2.4 The Third Plenary Session was suspended at 3:15 p.m. in order to hold the Forum of the Americas, which was attended by the President of Costa Rica, Jose Maria Figueres.

4.3 Reading of Draft Resolutions

- 4.3.1 The Third Plenary Session resumed at 6:40 pm on September 19, 1995. The Chairman recognized the Rapporteur, who proceeded to read out the operative part of the Draft Resolution "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)." It was approved as read.
- 4.3.2 The Rapporteur then read out the operative part of the Draft Resolution "IICA/FAO Technical Cooperation." The Representative of the United States of America said that it was very important to review the historical background of the relationship between the two institutions. He recalled that two years before, the Inter-American Board of Agriculture had given instructions to the effect that, in the process of strengthening the inter-agency relationship, IICA should become an arm of FAO, just as PAHO was an arm of the WHO. He understood that FAO had passed a similar recommendation and expressed his hope that these negotiations would prosper, so that the resources that the two institutions allocated to the region would be used more rationally. He stressed that this item should receive attention at the FAO meeting to be held in October 1995.
- 4.3.3 The Technical Secretary explained that efforts were being made to move in the direction proposed by the United States delegation; he pointed out that if the 10 offices run by the two organizations in the region could be merged, nearly US\$20 million would be economized.
- 4.3.4 The Representative of El Salvador said that the regional FAO meeting, held the past year in his country, had discussed the same matter, and he

felt that it was time to move ahead with concrete actions.

- 4.3.5 The Chairman declared the Draft Resolution approved as read.
- 4.3.6 The Rapporteur read out the Draft Resolution "Cooperation of the Office of International Epizootics," and it was approved as read.
- 4.3.7 The Rapporteur read out the Draft Resolution "Support for Renewed Focus on Agricultural Development in the Caribbean," and it was approved as read.
- 4.3.8 The Rapporteur read out the Draft Resolution "Outbreak of Pink Mealy Bug (*Maconellicoccus hiasutus*) in Grenada and Implications for the Americas." The Representative of Canada stated that he had been in touch with a Canadian expert on this disease, who was willing to attend the meeting scheduled for October in Grenada, and to provide any needed technical assistance in the framework of IICA.
- 4.3.9 The Representative of Honduras asked that operative paragraph 3 list OIRSA, along with CATIE and the USDA. The Representatives of Ecuador and El Salvador agreed with Honduras. The Representative of Barbados suggested that operative paragraph 2 be reworded to read "implement" an Emergency Action Plan. The Representative of Grenada asked that "the Ministry of Agriculture of Grenada" be added to operative paragraph 3, before "Trinidad and Tobago." The Representative of Ecuador asked that "quarantine" be eliminated from operative paragraph 1. The Representative of Suriname expressed support for the Draft Resolution. He added that the carambola fruit fly was present in his country and support would be

needed from the IABA to eliminate it. They hoped that several governments would also cooperate in this, especially France and the United States. The Chairman asked that Suriname's statement figure in the minutes.

- 4.3.10 The Rapporteur read out the Draft Resolution "Support to CARDI." The Representative of Trinidad and Tobago congratulated the Director of CARDI for the work of restructuring and re-engineering that had been completed so quickly. In his view, the CARDI should receive financial support so it could continue its valuable work, and therefore he asked that the word "approximately" be removed from operative paragraph 2.
- 4.3.11 The Technical Secretary explained that IICA's resource allocations to CARDI were based on a IABA agreement that set a fixed sum subject to resource availability.
- 4.3.12 The Representative of Honduras recalled that his colleague from Guatemala had asked for similar treatment for CATIE, with an allocation of 4.5 to 5 percent of IICA's budget, and pointed out that it would be a good idea to draft a resolution along these lines.
- 4.3.13 The Technical Secretary explained that both figures had been approved as part of the Program Budget adopted by this meeting of the IABA, and added that the agreement held with CATIE was different from the one with CARDI. The allocation for CATIE was a percentage of quota contributions received by IICA, while CARDI received a fixed amount.
- 4.3.14 The Chairman declared the Draft Resolution approved.

- 4.3.15 The Rapporteur read out the Draft Resolution "Institutional Change," and it was approved as read.
- 4.3.16 The Rapporteur read out the Draft Resolution "Actions for Rural Development." The Representative of the United States asked that the words "support its member countries more strongly" in operative paragraph 1 be changed to read "to continue to strongly support its member countries," and suggested an addition to operative paragraph 2, after "rural areas," to read "with a primary focus on increasing agricultural and agribusiness productivity." The Draft Resolution was approved as corrected.
- 4.3.17 The Rapporteur read out the Draft Resolution "Support for Work with Rural Youth." The Representative of Honduras asked for changes in the wording of operative paragraph 1, to reflect the true sense of working with rural youth. The Draft Resolution was approved with these changes of wording.
- 4.3.18 The Rapporteur read out the Draft Resolution "Date and Site of the Ninth Regular Meeting of the Inter-American Board of Agriculture." The Representative of the United States recalled that the Board, in its deliberations, had agreed to allow flexibility in setting the date. The Chairman agreed with this statement and asked that operative paragraph 2 be changed accordingly. The Draft Resolution was approved with this change.
- 4.3.19 The Rapporteur read out the Draft Resolution "Preservation of Genetic Material in the Americas." The Representatives of Ecuador, Honduras and Canada commented on the wording of the draft resolution, and the Technical

Secretariat agreed to submit a modified text in the Closing Session.

- 4.3.20 The Representative of Dominica took the floor to introduce a new draft resolution to the plenary, proposing emergency assistance for countries affected by tropical storms and hurricanes. One of the preambulatory clauses stressed the serious consequences that these natural disasters had on the economies of countries such as his own, as well as Antigua and Barbuda and other islands of the Eastern Caribbean. In the operative part, he asked that the Director General of IICA be authorized to allocate emergency resources to help the agricultural sector in these countries.
- 4.3.21 The Technical Secretary explained that the presentation of this document was out of order, and that the request by the Representative of Dominica would appear in the minutes.
- 4.3.22 The Representative of the United States recalled that the Institute had an emergency fund for this type of assistance, and asked how to go about using this fund. The Technical Secretary replied that the established procedure was initiated through the IICA Representative in the requesting country.

4.4 Approval of the Minutes

- 4.4.1 The Technical Secretary stated that the minutes of the Preparatory Session, the Inaugural Session and the First Plenary Session had been circulated, and that the delegations were welcome to make any comments and pass them along to the Secretariat.

4.5 Field Trip

4.5.1 The Representative of Costa Rica announced the field trip scheduled for the following morning, and described the places to be visited: a micro-watershed management project in Atenas, (information on this project was given to the delegations); the University for Peace, where a plaque would be unveiled in honor of the IABA and trees would be planted; and the National Biodiversity Institute (INBio).

4.6 Special Award for the Chairman of the IABA

4.6.1 The President of the Pan American Association of Agronomists bestowed a special award on the Minister of Agriculture and Livestock of Costa Rica for his support of their work. Minister Solorzano thanked the association for this honor and pledged to continue supporting them; at the same time, he urged the other countries to join this initiative.

4.7 The Third Plenary Session was adjourned at 19:40.

CLOSING SESSION

5. The Closing Session of the Eighth Regular Meeting of the Inter-American Board of Agriculture was called to order at 20:30 on Wednesday, September 20, 1995 in the Zurqui Room of the Hotel Europa Zurqui, under the chairmanship of Mr. Roberto Solorzano, Minister of Agriculture and Livestock of Costa Rica.

5.1 Approval of Pending Draft Resolutions

5.1.1 The Rapporteur read out the Draft Resolution "Preservation of Genetic Material in the

Americas." There being no objections from the Delegates, it was approved.

5.1.2 The Rapporteur then read out the Draft Resolution "Vote of Thanks to the Government and People of Costa Rica," which was approved as read.

5.1.3 The Representative of Honduras stated that a declaration by the ministers on the future of agriculture, entitled the Declaration of San Jose, had been drafted. He added that, since several ministers had had to leave earlier that day, it would be better to withdraw the Declaration. He asked the Director General to include the message contained in the declaration in the document on the Ministerial Forum that IICA would be publishing.

5.2 Signing of the Report of the Eighth Regular Meeting of the Inter-American Board of Agriculture

5.2.1 The Chairman of the IABA and the Director General of IICA, as the *ex-officio* Secretary of the IABA, signed the Report of the Eighth Regular Meeting of the Inter-American Board of Agriculture. The Technical Secretary pointed out that the Delegations had thirty days in which to request changes to the text.

5.3 Addresses by Director Generals Emeritus

5.3.1 Mr. Francisco Morillo, Director General Emeritus of IICA, addressed the delegations and thanked them for the opportunity to share his thoughts with them. He felt that the meeting that was drawing to a close marked an important change for IICA. He regarded as very positive the noti-

ceable trend in the addresses of the Director General of IICA and the President of Costa Rica, of viewing agriculture as something systemic which begins with the supply of inputs that it receives from other sectors of the economy and concludes with the consumer. That interdependence of the economy with other sectors was particularly important in the present context of rapid urbanization in the region. He added that these concepts assigned greater importance to agriculture, and for that very reason, also implied greater responsibility. He concluded by expressing concern for the Institute's international professional personnel, most of whom were recruited from the member countries, and felt that special care should be taken in facilitating their return whenever necessary.

- 5.3.2 Mr. Jose Emilio Araujo, Director General Emeritus of IICA, then expressed his disappointment at the real reduction in the Institute's budget quotas. Previously, he argued, the member countries had approved increases that had made it possible to compensate for annual inflation in the chief donor country. Mr. Araujo agreed with the comments of Mr. Morillo in regard to the new approach to agriculture. He also said that he was pleased to see that IICA was once again placing emphasis on human beings: the men, women and youths who work the land. With respect to rural youths, he praised the agreement to be signed with CAJIR during the Closing Session, which has the potential of becoming a channel for efforts to improve the living and working conditions of rural youths in Latin America and the Caribbean.

- 5.4 Signing of the Technical Cooperation Agreement between the Inter-American Institute for Cooperation on Agriculture (IICA) and the International Advisory Council for Rural Youth (CAJIR)
- 5.4.1 The Director General of IICA, Mr. Carlos E. Aquino, and the Chairman of CAJIR, Mr. Jose Maria Fresneda, signed the technical cooperation agreement between the two organizations.
- 5.5 Address by the Representative of Uruguay
- 5.5.1 After the Representative of Uruguay thanked IICA's Director General and staff, he presented a gift to the Director General of IICA on behalf of the government of his country. The Director General showed the gift to the audience and expressed his thanks to the Representative and Government of Uruguay.
- 5.6 Address by the Representative of Barbados
- 5.6.1 The Representative of Barbados said that he was speaking on behalf of the eight English-speaking Caribbean countries and wished to express his appreciation for having had the opportunity to meet the other delegates at this meeting, where the discussions had had great technical content and had been very useful. He added that IICA had demonstrated its commitment to the programs of agriculture and thanked the Director General and all his staff for the effort that had been made. He expressed the satisfaction of the countries he represented for having had the opportunity to see something of Costa Rican agriculture, and was deeply grateful for the kindness that they had been shown by the Minister of Agriculture and Livestock and his staff.

5.7 Address by Mr. Carlos E. Aquino, Director General of IICA

5.7.1 The Director General expressed his deepest gratitude to the President of Costa Rica, Costa Rica's Minister of Agriculture and Livestock and his team for their support in organizing and holding the Eighth Regular Meeting of the IABA. He also thanked the staff of the Institute for their efforts, enthusiasm and warmth in making the meeting a memorable event. He expressed satisfaction at the results obtained, which he regarded as positive for the Institute, since, in a context of globalization, they reaffirmed the role of the Institute as a forum for discussion, for reaching agreement on common positions, and for promoting horizontal cooperation between the countries.

5.7.2 The Director General thanked the Ministers for the support and cooperation he had received since his election and said that they would always be welcome at the Institute, inasmuch as joint work was required at the different levels of the Institute to tackle the great challenges and opportunities for change that were opening up for IICA. He remarked that in order to bring about the transformation of agriculture in the region, it was necessary for the governments and civil society to work together. The Director General wound up by referring to the fact that a new stage in the Institute's work was beginning that would culminate with the Ninth Regular Meeting of the IABA, to be held in Santiago, Chile in 1997.

5.8 Closing of the Meeting

5.8.1 The Chairman thanked the staff of IICA for their valuable work, a large part of it behind the scenes, to make the meeting possible.

- 5.8.2 He also congratulated the staff of the Ministry of Agriculture and Livestock, and expressed special appreciation for the efforts of the Ministers and Delegates who participated in the meeting. He added that the three days of work together had made him feel closer to their countries and, above all, to the farmers of their countries. He congratulated the Ministers and Delegates for their valuable contributions to the Ministerial Forum. He was sure that the publication resulting from the discussions at the Forum would be of high quality. He also expressed great interest in seeing that the publication in question, for which IICA had been given responsibility, be produced as soon as possible.
- 5.8.3 The Chairman adjourned the Closing Session of the Eighth Regular Meeting of the Inter-American Board of Agriculture at 21:30 on Wednesday, September 20, 1995.

RESOLUTIONS



IICA/JIA/Res.250 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 250

1993 and 1994 ANNUAL REPORTS

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.199(95), "1993 and 1994 Annual Reports,"

CONSIDERING:

That the 1993 and 1994 Annual Reports were reviewed by the Executive Committee at its Fourteenth and Fifteenth Regular Meetings respectively, and received as presented by the General Directorate;

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

RESOLVES:

To approve the 1993 and 1994 Annual Reports.

IICA/JIA/Res.251 (VIII-0/95)
19 September 1995
Original: English

RESOLUTION No. 251

FINANCIAL REPORTS OF THE INSTITUTE - 1993-1994

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.201(95) "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors - 1993 and 1994,"

CONSIDERING:

That Article 3 of the Rules of Procedure of the Inter-American Board of Agriculture (IABA) establishes that the Board shall approve the financial reports of the Institute for the preceding biennium;

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

That in the opinion of the external auditors, the financial reports accurately represent the financial status of the Institute through January 1 - December 31, 1993 and 1994, and the final balances for those years; and that the accounting principles on which they are based are completely consistent with generally accepted accounting practices,

RESOLVES :

To approve Document IICA/JIA/Doc.201(95), "Report of the External Auditors and Comments by the Director General on the Report of the External Auditors - 1993 and 1994."

IICA/JIA/Res.252 (VIII-0/95)
19 September 1995
Original: Spanish

RESOLUTION No. 252

QUOTA SCALE

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.200(95) "Proposed 1996-1997 Program Budget," Scenarios 1,2 and 3: 3% growth for 1996 and 3% for 1997; zero nominal growth in quotas for 1996 and 1997; and a 10% reduction in 1996 and another 10% reduction in 1997, respectively,

CONSIDERING:

That in compliance with Article 23 of the Convention on the Institute, the quota scale for the 1996-1997 biennium was prepared following the system for calculating quotas of the Organization of American States (OAS), excluding the contribution of The Bahamas, which is a Member State of the OAS but not of the Inter-American Institute for Cooperation on Agriculture (IICA);

That the Executive Committee Meeting held in advance of the Eighth Regular Meeting of the Inter-American Board of Agriculture carefully examined the three options presented in Document IICA/JIA/Doc.200(95) "Proposed 1996-1997 Program Budget," and a fourth option presented by the delegation of the United States of America, and adopted

Resolution IICA/CE/Res.251 "Quota Scale," which recommends to the IABA the attached quota scale;

That in view of the difficult budgetary situation of some Member States, it is not feasible to increase the quotas above the 1995 level,

RESOLVES:

1. To establish the quotas for the Member States of IICA for the 1996 and 1997 fiscal years in accordance with the amounts indicated on the attached quota scale.
2. To authorize the Director General to make short-term use of an established line of credit whenever delays in quota payments from the Member States create the need for funds, duly reporting these actions to the Executive Committee.
3. To stipulate that any amount received in excess of the total approved, and any unspent, uncommitted balance should enter the Working Subfund of the Regular Fund.

QUOTA SCALE OF MEMBER STATES
1996-1997

MEMBER STATES	% OAS		% IICA		AMOUNT IICA	
	1996	1997	1996	1997	1996	1997
Antigua and Barbuda	0.02	0.02	0.02	0.02	5,502	5,502
Argentina	4.90	4.90	4.90	4.90	1,347,925	1,347,925
Bahamas*	0.07	0.07	-	-	0	0
Barbados	0.08	0.08	0.08	0.08	22,007	22,007
Belize	0.03	0.03	0.03	0.03	8,253	8,253
Bolivia	0.07	0.07	0.07	0.07	19,256	19,256
Brazil	8.55	8.55	8.56	8.56	2,354,743	2,354,743
Canada	12.36	12.36	12.37	12.37	3,402,824	3,402,824
Chile	0.54	0.54	0.54	0.54	148,547	148,547
Colombia	0.94	0.94	0.94	0.94	258,582	258,582
Costa Rica	0.13	0.13	0.13	0.13	35,761	35,761
Dominica	0.02	0.02	0.02	0.02	5,502	5,502
Ecuador	0.18	0.18	0.18	0.18	49,516	49,516
El Salvador	0.07	0.07	0.07	0.07	19,256	19,256
United States						
of America	59.47	59.47	59.51	59.51	16,370,069	16,370,069
Grenada	0.03	0.03	0.03	0.03	8,253	8,253
Guatemala	0.13	0.13	0.13	0.13	35,761	35,761
Guyana	0.02	0.02	0.02	0.02	5,502	5,502
Haiti	0.07	0.07	0.07	0.07	19,256	19,256
Honduras	0.07	0.07	0.07	0.07	19,256	19,256
Jamaica	0.18	0.18	0.18	0.18	49,516	49,516
Mexico	6.08	6.08	6.09	6.09	1,675,279	1,675,279
Nicaragua	0.07	0.07	0.07	0.07	19,256	19,256
Panama	0.13	0.13	0.13	0.13	35,761	35,761
Paraguay	0.18	0.18	0.18	0.18	49,516	49,516
Peru	0.41	0.41	0.41	0.41	112,786	112,786
Dominican Republic	0.18	0.18	0.18	0.18	49,516	49,516
St. Kitts and Nevis	0.02	0.02	0.02	0.02	5,502	5,502
St. Vicente and the Grenadines	0.02	0.02	0.02	0.02	5,502	5,502
St. Lucia	0.03	0.03	0.03	0.03	8,253	8,253
Suriname	0.07	0.07	0.07	0.07	19,256	19,256
Trinidad and Tobago	0.18	0.18	0.18	0.18	49,516	49,516
Uruguay	0.26	0.26	0.26	0.26	71,523	71,523
Venezuela	3.20	3.20	3.20	3.20	880,278	880,278
SUBTOTAL	98.76	98.76	98.76	98.76	27,167,231	27,167,231
Cuba**	1.24	1.24	1.24	1.24	341,449	341,449
TOTAL	100.00	100.00	100.00	100.00	27,508,680	27,508,680

* Not a member of IICA.

** Appears only for purposes of the distribution of total quotas.

IICA/JIA/Res.253 (VIII-0/95)
19 September 1995
Original: Spanish

RESOLUTION No. 253

1996-1997 PROGRAM BUDGET

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.200(95) "Proposed 1996-1997 Program Budget," Scenarios 1, 2 and 3: 3% growth for 1996 and 3% for 1997; zero nominal growth in quotas for 1996 and 1997; and a 10% reduction in 1996 and another 10% reduction in 1997, respectively,

CONSIDERING:

That Article 3b of the Rules of Procedure of the Executive Committee establishes that this body is responsible for examining the proposed Program Budget that the Director General submits to the Inter-American Board of Agriculture and to make any pertinent observations and recommendations;

That the income from Member State quotas will be US\$ 27,508,680 both in 1996 and in 1997;

That income to cover Indirect Administrative and Technical Costs (CATIs) will be US\$4,294,300 in 1996 and US\$3,349,100 in 1997;

That miscellaneous income associated with quota resources has been estimated at US\$283,400 in 1996 and US\$291,900 in 1997;

That the proposed Program Budget for quota resources, CATIs and miscellaneous income submitted by the Director General for consideration by the Fifteenth Regular Meeting of the Executive Committee totals US\$ 32,086,380 for 1996 and US\$ 31,149,680 for 1997;

That the proposed Program Budget specifies budget items for direct cooperation services, management costs and general costs and provisions, funded with quota resources from the Member States;

That the proposed 1996-1997 Program Budget reflects joint efforts by the General Directorate and the Member States to absorb as much as possible the increase in non-discretionary costs in order to save on administrative costs, and to eliminate or reduce lower-priority activities and fund activities that are expected to have a greater impact and that have been assigned priority in the 1994-1998 Medium Term Plan;

That, bearing in mind the difficult budgetary situation of some Member States, the 1996-1997 Program-Budget be based on a 0% nominal increase in quotas for the biennium;

That the Executive Committee Meeting held in advance of the Eighth Regular Meeting of the Inter-American board of Agriculture carefully examined the three options presented in Document IICA/JIA/Doc.200(95) "Proposed 1996-1997 Program Budget," and a fourth option presented by the delegation of the United States of America, and adopted Resolution IICA/CE/Res.252 "Proposed 1996-1997 Program Budget,"

RESOLVES:

1. To approve IICA's biennial Program Budget, funded with Member State quotas, for the fiscal year January 1 to December 31, 1996 in the amount of US\$ 27,508,680, and for the fiscal year January 1 to December 31, 1997, in the amount of US\$ 27,508,680, to be distributed in each fiscal year as indicated in the attached table.
2. To authorize the Director General to make transfers between chapters, except for entries 9.1 of Chapter I, and 1 of Chapter III, provided total transfers neither increase nor reduce the affected chapters by more than ten percent.
3. To authorize the Director General to make expenditures not included in operative point 1 of this resolution, taking into account the income received for Indirect Administrative and Technical Costs, in accordance with the contracts and agreements executed within the program framework established in the Program Budget, the provisions of Resolution IICA/JIA/Res.70 (III-0/85), and on the basis of miscellaneous income associated with quota resources.
4. To authorize the Director General to make the necessary adjustments in the distribution of resources authorized in this Resolution, should income for each of the fiscal years fall below estimated levels. The Director General shall duly inform the Executive Committee and the Inter-American Board of Agriculture of this situation.
5. That unpaid quotas corresponding to the Cuban government shall be transferred to the Working Subfund of IICA's Regular Fund, and that their subsequent use must 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.

6. That quota resources received from the Member States that are allocated for the execution of programs and projects in the countries may be transferred for use in other projects in which the respective country expresses interest, provided that the parties so agree; this does not affect surpluses from programs in progress generated as a result of favorable movements in the exchange rate of the national currencies.
7. That the 0% growth of quota funds should not affect the process of decentralization that the General Directorate is carrying out in order to strengthen the Regional Centers, nor should it affect the priority areas of the Institute's work without prior consultations being held with the member countries, in meetings between the Regional Centers and the countries.
8. To urge the General Directorate to increase its efforts to enter into complementary agreements with FAO, PAHO and other international cooperation and funding agencies, with a view to combining resources in order to achieve common objectives and avoid duplication of services.

**1996-1997 PROGRAM BUDGET
BY CATEGORY OF ACTIVITY**

CATEGORY OF ACTIVITY	1996	1997
CHAPTER I - DIRECT COOPERATION SERVICES	23,705.200	23,224.600
1. Areas of Concentration and specialized Services	11,816.800	11,530.300
1.1. Area I: Socioeconomic Policy, Trade and Investment	2,977.700	2,848.600
1.2. Area II: Science and Technology, Natural Resources and Agricultural Production	3,221.700	3,178.600
1.3. Area III: Agricultural Health	1,750.900	1,731.300
1.4. Area IV: Sustainable Rural Development	2,165.100	2,087.900
1.5. Specialized Service: Training, Education and Communication	944.800	915.200
1.6. Specialized Service II: Information, Documentation and Informatics	756.600	768.700
2. Inter-thematic Projects	490.900	495.700
3. Directorate of Strategic Thinking	59.300	59.300
4. Center for Integration and Agribusiness Development	418.300	422.200
5. DIPRAT - CEPTI	494.400	414.700
6. Directorates of Regional Centers	1,196.000	1,211.700
7. Operating Structure of Technical Cooperation Agencies	6,383.500	6,345.600
8. Coordination of Centers and Technical Advisors	226.100	236.200
9. Contribution to Research Centers	1,661.700	1,661.700
9.1. CATIE	1,361.700	1,361.700
9.2. CARDI	300.000	300.000
10. Agrifuture Foundation	183.200	72.200
11. Short-term Technical Cooperation and Pre-investment	500.000	500.000
12. Training Funds	275.000	275.000

CHAPTER II - MANAGEMENT COSTS	2,825.580	2,881.080
1. Office of the Director General	733.000	745.800
2. Management Support Units*	2,092.580	2,135.280
CHAPTER III - GENERAL COSTS AND PROVISIONS	977.900	1,403.000
1. Working Subfund of the Regular Fund	341.400	341.400
2. OAS Administrative Tribunal	20.000	20.000
3. Meeting of the Executive Committee	128.500	128.500
4. Meeting of the Inter-American Board of Agriculture		250.000
5. Insurance on IICA Assets	85.000	87.600
6. Pensions, Former IICA Directors General and Former IICA Employees	229.000	229.000
7. External Audit	90.000	90.000
8. Inter-American Conference of Ministers of Agriculture		120.000
9. Insurance, Former Employees of IICA	50.000	51.500
10. Evaluation of Medium Term Plan		50.000
11. Life Insurance, Local Personnel	34.000	35.000
<hr/>		
TOTAL**/	27,508.680	27,508.680

* The costs of CEPPI are not included in the allocation for DIPRAT, since CEPPI is covered in Chapter I.

** 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.

IICA/JIA/Res.254 (VIII-O/95)
 19 September 1995
 Original: Spanish

RESOLUTION No. 254

**AGREEMENTS, CONTRACTS, LETTERS OF UNDERSTANDING
 AND OTHERS**

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

RESOLVES:

- To authorize the Director General to use the resources provided to IICA through the following Agreements, Contracts, Letters of Understanding and Others, during the 1996 and 1997 calendar years, for the specific purposes agreed upon.

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1996	1997
CENTRAL REGIONAL CENTER					
Administrative Support Action: Technical and Administrative Support to the Executive Secretariat for Agricultural Sector Planning and Renewable Natural Resources (SEPSA)	Cooperation Agreement between the Ministry of Agriculture and Livestock and IICA for Technical and Administrative Support to the Executive Secretariat of Sectoral Planning	Costa Rica	MAG/SEPSA	6,236.2	2,485.1
Administrative Support Action: Administration of Funds to be Used by UNACOOOP in Support of the National Student and Youth Cooperatives Program	Cooperation Agreement between the National Union of Cooperatives (UNACOOOP) and IICA for the Administration of Funds to be Used by UNACOOOP in Supporting the National Program of Student and Youth Cooperatives	Costa Rica	UNACOOOP	32.5	32.5
Administrative Support Action: Administrative Support to the Rural Development Program of Costa Rica	Technical Cooperation and Administrative Support Agreement between the Rural Development Program of the Government of Costa Rica and IICA, for Execution of the National Rural Development Strategy	Costa Rica	Government of Costa Rica	77.0	77.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ 1 000	
				1986	1987
Project: Supporting Agricultural Reactivation in Guatemala	<p>Agreement 42-93 between the Ministry of Agriculture, Livestock and Food of Guatemala and IICA to Create the Agricultural Statistics System.</p> <p>Agreement 42-93 between the Ministry of Agriculture, Livestock and Food of Guatemala and IICA to Provide Support in Agricultural Marketing</p> <p>Agreement No. 19/94 between the Ministry of Agriculture, Livestock and Food of Guatemala and IICA, to Strengthen and Restructure the Sectoral Planning System.</p> <p>Agreement No. 97-90 between the Ministry of Agriculture, Livestock and Food (MAGA) and IICA to Create Two Regional Agricultural Planning Units</p> <p>Agreement No. 83-94 between the Ministry of Agriculture, Livestock and Food of Guatemala and IICA, for Technical and Administrative Support in the Institutional Decentralization and Modernization of MAGA.</p> <p>Technical Cooperation Agreement between CEAR and IICA for the Development of Areas for Repatriates and Displaced Persons.</p> <p>Letter of Understanding between the Special Commission for Refugees and IICA, for Administrative Support in Executing the Project on Economic-Social Reactivation for Agricultural Cooperatives in Usumacinta, Peten and La Machaca, Peten.</p> <p>Agreement No. 41-93 between the Ministry of Agriculture, Livestock and Food of Guatemala and IICA, for Administrative Support to the Projects of the Forestry Plan of Action.</p> <p>Agreement among the Ministry of Agriculture, Livestock and Food, the Ministry of Public Finance and IICA, for Administrative Support in Executing the Plan to Restructure the National Agricultural Development Bank</p>	Guatemala	MAGA	140.0	
		Guatemala	MAGA	252.0	252.0
		Guatemala	MAGA	50.4	
		Guatemala	MAGA	56.0	
		Guatemala	MAGA	80.6	
Administrative Support Action: Strengthening the CEAR to Execute the Project on Economic-social Reactivation for Agricultural Cooperatives in Usumacinta-Pasion-La Machaca in the Peten		Guatemala	FONAPAZ	184.4	184.4
Administrative Support Action: Administrative Support for the Projects of the Forestry Action Plan for Guatemala		Guatemala	MAGA	902.9	
Administrative Support Action: Administrative Support for the Execution of the Plan to Restructure the National Agricultural Development Bank		Guatemala	MAGA	388.6	

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Other	Country	Source of Funding	US\$ x 1000	
				1986	1987
Administrative Support Action: Administrative Support for the Plan of Action to Modernize and Develop Irrigated Agriculture	Agreement No. 22-94 between the Ministry of Agriculture, Livestock and Food of Guatemala and ICA, for Administrative Support to the Plan of Action for the Modernization and Promotion of Irrigated Agriculture.	Guatemala	MAGA	487.9	498.0
Administrative Support Action: Administrative Support for Operating the Executing Unit of the Project 'Management and Conservation of the Renewable Natural Resources of the Upper Chixoy River Basin'	Agreement No. 35-94 between the Ministry of Agriculture, Livestock and Food of Guatemala (MAGA) and ICA, for Administrative Support to the Operations of the Executing Unit of the Project 'Management and Conservation of Renewable Natural Resources in the Upper Chixoy River Basin'.	Guatemala	MAGA	785.2	206.3
Administrative Support Action: Administrative Support to Projects Addressing Fruit Crop Development and the Processing of Fruits and Vegetables	Agreement No. 82-91 between the Ministry of Agriculture, Livestock and Food and ICA, for Administrative Support to Fruit Crop Development and Fruit and Vegetable Processing Projects.	Guatemala	MAGA	785.2	785.2
Project: Execution of the Training and Communications Subcomponent of the Project to Rehabilitate and Develop the Areas Affected by the Conflict in the Department of Chalatenango (PROCHALATE)	Agreement between the Government of El Salvador and ICA, for Execution of the Training and Communications Subcomponent of the Project 'Rehabilitation and Development of Areas Affected by the Conflict in the Department of Chalatenango'.	El Salvador	IFAD	258.7	264.5
Project: Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama	Contract to Administer the Funds of Agreement No. ALA/88/23 between the European Economic Community and ICA. Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama	Central Regional Center	EEC	1,542.4	
Project: Training in Business Management for Rural Cooperatives	General Cooperation Agreement between ICA and the Société de Développement International Desjardins (SDID)	Central Regional Center	SDID/Canada	20.0	11.0
Administrative Support to IFPRI	Letter of Understanding between ICA and the International Food Policy Research Institute (IFPRI) for Joint Activities for Sustainable Agriculture on Central American Hillsides	Guatemala Honduras	IFPRI	150.0	150.0
CARIBBEAN REGIONAL CENTER				1,765.0	116.4
Administrative Support Action: Support to Amerindian Research	UNICEF Grant Letter for Administrative Support 'Support to Amerindian Research.'	Guyana	UNICEF	2.7	

Name of Project/Administrative Support Action	Name of the Agreement/Contract/ Letter of Understanding/Others	Country	Source of Funding	US\$ ± 000	
				1986	1987
Administrative Support Action: Management of the French/Guyana Integrated Rural Development Programme	Agreement between the Ministry of Agriculture and IICA.	Guyana	MOA	40.0	
Project: Technology, Organization and Credit for Small Farmers in Haiti	Project Agreement between the United Nations Fund for Population Activities, Directorate of Haiti and Dominican Republic, and IICA in Haiti	Haiti	UNFPA	23.4	
Project: Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers	USAID/IICA Grant/CA Nº 521-0216-G-00-0008-00 for the Project "Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers."	Haiti	USAID	1,587.5	
Administrative Support Action: Support to SEA in Promoting Agricultural Development and Rural Well-Being	Cooperation Agreement between the Secretariat of State for Agriculture (SEA) and IICA, to Support Agricultural Development and Rural Well-being.	Dominican Republic	SEA	86.4	86.4
Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)	Agreement with the Government of France	Caribbean Regional Center	Government of France	25.0	30.0
ANDEAN REGIONAL CENTER					
Project: Technical Assistance and Training for the Cotagaita-San Juan de Oro Agricultural Development Project (CORDEPO)	Operating Agreement between the Porcist Regional Development Corporation (CORDEPO) and IICA, to Execute a Technical Assistance and Training Program for the Cotagaita-San Juan de Oro Agricultural Development Project.	Bolivia	IFAD/CORDEPO	11,803.7	9,201.1
Project: Technical Assistance and Training for the Chuquisaca Sur Agricultural Development Project (CORDECH)	Attachment to the Cooperation Agreement between the Chuquisaca Regional Development Corporation (CORDECH) and IICA to Expand the Technical Assistance and Training Program of the Chuquisaca Sur Agricultural Development Project.	Bolivia	IFAD/CORDECH	63.8	42.4
Project: Technical Assistance and Training for the Chuquisaca Norte Agricultural Development Project (CORDECH)	Operating Agreement between the Chuquisaca Regional Development Corporation (CORDECH) and IICA, to Execute a Technical Assistance and Training Program for the Chuquisaca Norte Agricultural Development Project."	Bolivia	IFAD/CORDECH	41.7	40.9
				24.8	20.6

Name of Project/Administrative Support Action	Name of the Agreement/Contract/ Letter of Understanding/Others	Country	Source of Funding	US\$ x 1000	
				1988	1987
Project: Training and Technical Assistance Program for the Project to Develop and Consolidate Settlements and Assist Small Farmers in the Department of Santa Cruz	Operating Agreement between the Santa Cruz Regional Development Corporation (CORDECRUZ) and IICA to Execute a Training and Technical Assistance Program for the Project on Developing and Strengthening Small-farmer Settlements in the Department of Santa Cruz.	Bolivia	IFAD/CORDECRUZ	47.6	29.7
Administrative Support Action: Administrative Support for the Cotagaita-San Juan del Oro Agricultural Development Project (CORDEPO)	Cooperation Agreement between the Potosí Regional Development Corporation (CORDEPO) and IICA, to Execute an Administrative Support Action for the Cotagaita-San Juan del Oro Agricultural Development Project.	Bolivia	IFAD/CORDEPO	284.5	282.2
Administrative Support Action: Administrative Support for the Chuquiaca Sur Agricultural Development Project (CORDECH)	Cooperation Agreement between the Chuquiaca Regional Development Corporation (CORDECH) and IICA, to Execute an Administrative Support Action for the Chuquiaca Sur Agricultural Development Project.	Bolivia	IFAD/CORDECH	308.5	308.5
Administrative Support Action: Administrative Support for the Chuquiaca Norte Agricultural Development Project (CORDECH)	Cooperation Agreement between the Chuquiaca Regional Development Corporation (CORDECH) and IICA, to Execute an Administrative Support Action for the Chuquiaca Norte Agricultural Development Project.	Bolivia	IFAD/CORDECH	83.3	64.3
Project: Modernization of Agricultural Marketing	Technical Cooperation Agreement between the National Planning Department and IICA for Consultancy Services in the Area of Modernization of Agricultural Marketing.	Colombia	DNP	68.0	
Project: Investment in the Agricultural Price and Market Information System (SIPSA)	Technical Cooperation Agreement No. 120/84 between the Ministry of Agriculture and Rural Development and IICA for Technical Assistance in Developing the Investment Phase of the Agricultural Price and Trade Information System (SIPSA).	Colombia	MA	38.3	77.0
Project: Studies on the Development of the Agricultural Sector	Technical Cooperation Agreement No. 009/85 between the Ministry of Agriculture and Rural Development and IICA for Conducting Studies and Providing Advisory Services in Formulating Agricultural Policies.	Colombia	MA	287.0	275.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 1000	
				1996	1997
Project: Strengthening Institutional Management Capabilities in the Public and Private Sector to Support the Competitiveness of the Sector	Technical Cooperation Agreement No. 00795 between the Ministry of Agriculture and Rural Development and IICA to Continue with Studies and Programs for Enhancing the Competitiveness of the Agricultural Sector.	Colombia	MA	550.0	850.0
Project: Implementation of the National Classification System for Beef Cuts	Technical Cooperation Agreement No. 12494 between the Ministry of Agriculture and Rural Development and IICA for the Implementation of the National Classification System for Beef Cuts and Carcasses.	Colombia	MA	55.0	
Project: Soil Management and Agricultural Mechanization	Technical Cooperation Agreement between the Ministry of Agriculture and Rural Development for the Reactivation of Agriculture in the Northern Sector of the Department of Cesar and the Southern Sector of Guajira	Colombia	MA	275.0	275.0
Project: Implementation of Policies on Rural Women	Technical Cooperation Agreement: No. 01-072-0-93 among the Co-financing Fund for Rural Investment, DRI and IICA.	Colombia	DNP-Office of the President of the Republic	385.0	385.0
Project: Advisory Services for Rural Development - DRI Fund	Technical Cooperation Agreement No. 01-070-0-94 among the Co-financing Fund for Rural Investment, DRI and IICA.	Colombia	DRI	646.8	646.8
Project: Advisory Services for the Small-farmer Organization and Training Fund (CAPACTAR)	Technical Cooperation Agreement No. 00696 between the Ministry of Agriculture and Rural Development and IICA for the Operation of the Small-farmer Organization and Training Fund (CAPACTAR)	Colombia	MA	646.8	646.8
Project: Technical Services for Libraries and Publications.	Agreement between the Nation-Ministry of Agriculture and IICA for the Operation and Improvement of the Rodrigo Pavia Library.	Colombia	MA	35.0	35.0
Administrative Support Action: Support for the Institutional Model of the Sugar Cane Research Center (CENICANA)	Agreement between the Sugar Cane Research Center (CENICANA) and IICA to Support Research on Sugar Cane	Colombia	CENICANA	90.0	100.0
Administrative Support Action: Administrative Support Services to the National Land Improvement Institute (INAT)	Administrative Support Agreement No. 033 of April 7, 1990, between INAT, previously known as HIMAT, and IICA	Colombia	INAT	112.2	91.8

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1986	1987
Administrative Support Action: Agricultural Development for the Production of Exports (CC)	Technical Cooperation Agreement between the National Planning Department and IICA to Carry Out Projects Aimed at Researching, Developing and Implementing Agricultural Technologies, with a View to Producing Exports.	Colombia	DNP	49.5	
Support to the National Technical Cooperation Action	Operating Agreement between the Ministry of Agriculture and Livestock of Ecuador and IICA for Operating IICA's TCA in the Country and the Institute's Programs in Ecuador.	Ecuador	MAG	12.3	12.6
Project: Technical Cooperation for Executing the Pango Rural Development Project -Phase II	Technical Cooperation Agreement among the Center for the Eradication of Gollers and Training for the Handicapped (CEBYCAM), the Technical Cooperation Agency of the Government of Switzerland (COTESU) and IICA.	Ecuador	COTESU	44.9	
Project: Technical Cooperation for Executing the Patococha Rural Development Project	Technical Support Agreement among the Ecuadorean Center for Agricultural Services (CESA), the Technical Cooperation Agency of the Government of Switzerland (COTESU) and IICA.	Ecuador	COTESU	79.2	
Project: Technical Support for Executing the Flood Control Project for the Lower Guayas River Basin Project (CEDEGE)	Technical and Administrative Support Agreement between the Study Commission for the Development of the Guayas River Basin (CEDEGE) and IICA.	Ecuador	IBRD/Gov. of Holland	696.6	
Administrative Support Action: IDB/MAG Support to the Agricultural Sector	Administrative Support Agreement IDB/MAG/IICA to Provide Support to the Agricultural Sector of Ecuador.	Ecuador	IDB	3,959.9	3,959.9
Project: Supporting Execution of the Plan of Action between the Governments of Peru and Chile to Intensify Efforts to Combat the Mediterranean Fruit Fly in Border Areas	Operating Agreement between the Governments of Peru and Chile and IICA for Administration of the "Chilean-Peruvian Bilateral Agreement to Intensify Efforts to Combat the Fruit Fly in Border Areas Shared by the Two Countries."	Peru	Ministry of Agriculture of Chile	569.4	
Project: Promotion of Technology Transfer to Small-farmer Communities of the Peruvian Highlands	Operating Agreement between the Executing Unit of the Project "Promotion of Technology Transfer to Small-farmer Communities of the Peruvian Highlands and IICA, for Executing a Technical Assistance and Agricultural Training Program.	Peru	IFAD	118.8	

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$, 000	
				1996	1997
Project: Establishment of a Regional and National Network for Training in Rural Development	Technical Cooperation Agreement between the Ministry of Agriculture and Livestock (MAC) and IICA for the Execution of a Technical Cooperation Program to Support the Foundation for Training and Research Applied to Agrarian Reform (CIARA).	Venezuela	IFAD	186.0	
Administrative Support Action: Administrative Support to the Preinvestment Plan of the MAC and Institutional Strengthening of its Sectoral Planning Office (PSAT Program)	Administrative Support Agreement between the Ministry of Agriculture and Livestock (MAC) of the Republic of Venezuela and IICA, to support the Preinvestment Plan of the MAC and Institutional Strengthening of its Sectoral Planning Office	Venezuela	IBRD IBRD/MAC	810.0 918.0	810.0 1,080.0
Administrative Support Action: Administrative Support to the Investment Plan for the Transformation of the Agricultural Sector (PTISA Program)					
Project: Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO) (Phase I)	Non-refundable Technical Cooperation Agreement ATN/SF-4339-RG between the Inter-American Development Bank (IDB) and IICA	Andean Regional Center	IDB	3.0	
	Non-refundable Technical Cooperation Agreement ATN/SF-4830-RG between the Inter-American Development Bank (IDB) and IICA	Andean Regional Center	IDB	102.0	25.0
	Technical Cooperation Agreement between the Bolivian Institute of Agricultural Technology (IBTA), of the Republic of Bolivia, the Colombian Agricultural Institute (ICA), of the Republic of Colombia, the National Agricultural Research Institute (INIAP), of the Republic of Ecuador, the National Institute of Agrarian and Agroindustrial Research (INIARA), of the Republic of Peru, the National Agricultural Research Fund (FONAIAP), of the Republic of Venezuela, and IICA, with a View to Institutionalizing the Cooperative Agricultural Research Program for the Andean Subregion, which upon entry into effect of this agreement will be known as the Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO) (Stage II)	Andean Regional Center	Countries	62.5	62.5

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1986	1987
Project: Support to the Regional South American Camelidae Development Program	Technical and Financial Assistance Contract - Grant A.T. No. 256 (Regional South American Camelidae Development Program) between the International Fund for Agricultural Development and IICA	Argentina, Bolivia, Chile and Peru	IFAD	282.5	72.3
SOUTHERN REGIONAL CENTER Project: Technical and Administrative Support to the Secretariat of the Cabinet for Activities Related to International Trade Negotiations	Letter of Understanding between the Secretariat of Agriculture, Livestock and Fisheries and IICA to Provide Technical and Administrative Support to the Secretariat of the Cabinet for Activities Related to International Trade Negotiations.	Argentina	SAGyP	23,863.4	21,886.6
Project: Technical and Administrative Support to the SAGyP for Analyzing the Agricultural Sector and Defining Policy Guidelines (SAGyP/Policies)	Letter of Understanding between the Secretariat of Agriculture, Livestock and Fisheries and IICA to Provide Technical Support to the Cabinet of the Secretariat of Agriculture, Livestock and Fisheries for Analyzing the Agricultural Sector and Defining Policy Guidelines (SAGyP/Policies).	Argentina	SAGyP	764.0	560.1
Project: Technical and Administrative Support to the Underscretariat of Agricultural Economy in Formulating Agricultural Programs, Projects and Studies (SAGyP/Projects)	Letter of Understanding between the Secretariat of Agriculture, Livestock and Fisheries and IICA to Provide Technical and Administrative Support to the Underscretariat of Agricultural Economy in Formulating Agricultural Programs, Projects and Studies (SAGyP/Projects).	Argentina	SAGyP	764.0	764.0
Project: Support to SENASA in Implementing the Program to Modernize Agricultural Services	Attachment No. 2 to the Operating Agreement for Technical Cooperation between the Secretariat of Agriculture, Livestock and Fisheries of the Republic of Argentina and IICA to Strengthen the Subprogram of the National Animal Health Service (SENASA).	Argentina	SENASA	336.0	336.0
Project: Strengthening Rural Development Institutions to Promote Equity and increase the Competitiveness of Small Farmers within the Context of Integration	Letter of Understanding between the Secretariat of Agriculture, Livestock and Fisheries and IICA to Provide Technical Assistance to the SAGyP in Executing the Program on Women in Northeastern Argentina.	Argentina	UNIFEM	56.0	56.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1986	1987
	Operating Agreement between the Secretariat of Agriculture, Livestock and Fisheries and IICA to Provide Training for Technical Personnel and Institutional Support to the Credit and Technical Support Program for Small Farmers in Northeastern Argentina.		IFAD	28.0	28.0
	Letter of Understanding No. 18 between the National Institute of Agricultural Technology and IICA to Support INTA in the Formulation and Execution of Policies, Programs and Projects for Small Farmers		INTA	22.4	22.4
Project: Technical and Administrative Support for Regional Development in the Province of July	Letter of Understanding between the Secretariat of Agriculture, Livestock and Fisheries and IICA to Support SAGYP in Executing the Social Agricultural Program	Argentina	SAGYP/PSA	112.0	112.0
	General Technical Cooperation Agreement between IICA and the Secretariat of Production of the Province of Tucuman for Development of and Technical Cooperation in the Areas of Science and Technology, Natural Resources, Agricultural Production, Domestic and Foreign Trade and Agricultural Health, in Support of Plans to Diversify and Modernize Production in the Province of July	Argentina	Province of July	560.0	560.0
Project: Technical and Administrative Support for Regional Development in the Province of Tucuman	General Technical Cooperation Agreement between IICA and the Secretariat of Production of the Province of Tucuman for Development of and Technical Cooperation in the Areas of Science and Technology, Natural Resources, Agricultural Production, Domestic and Foreign Trade and Agricultural Health, in Support of Plans to Diversify and Modernize Production in the Province of Tucuman.	Argentina	Province of Tucuman	224.0	224.0
Project: Technical and Administrative Support for Regional Development in the Province of Salta	General Technical Cooperation Agreement between IICA and the Secretariat of Production of the Province of Salta for Development of and Technical Cooperation in the Areas of Science and Technology, Natural Resources, Agricultural Production, Domestic and Foreign Trade and Agricultural Health, in Support of Plans to Diversify and Modernize Production in the Province of Salta.	Argentina	Province of Salta	560.0	560.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1996	1997
Project: Technical and Administrative Support for Regional Development in the Province of Mendoza	Letter of Understanding No. 1 between the Secretariat of Production of the Province of Salta (SP SALTA) and IICA to Provide Technical Cooperation to the Provincial Coordination Unit of the Plan to Change the Structure of Production in the Tobacco-growing Areas of the Province of Salta. General Technical Cooperation Agreement between IICA and the Undersecretariat of Agriculture and Livestock of the Province of Mendoza "SAG-Mendoza", for Developing Technical Cooperation in the Areas of Science and Technology, Natural Resources, Agricultural Production, Domestic and Foreign Trade and Agricultural Health.	Argentina	Province of Mendoza	336.0	336.0
Administrative Support Action: Administrative Support to the Development of Tobacco-growing Areas	Letter of Understanding between SAGYP and IICA for the Analysis and Reorganization of Tobacco-growing Areas in Argentina.	Argentina	SAGYP/Tobacco	756.0	756.0
Administrative Support Action: Cooperation to Develop Institutional Evaluation Programs and to Support the National Institute of Agricultural Technology (INTA) in Developing Substantive Activities	Letter of Understanding No. 12: Cooperation for Developing Institutional Evaluation Programs and Supporting INTA's National Directorate in Developing Substantive Activities.	Argentina	INTA	324.0	324.0
Administrative Support Action: Cooperation with the National Institute of Agricultural Technology (INTA) in Initiating and Executing a Course on Wheat Production for Latin America	Letter of Understanding No. 14 Between the National Institute of Agricultural Technology (INTA) and IICA in Implementing the Course on Wheat Production for Latin America.	Argentina	IDB (IFAD)	21.6	21.6
Administrative Support Action: Cooperation and Support in Developing the Second Stage of the Integrated Agricultural Information System (INTA-INDEC)	Letter of Understanding No. 15 Between the National Institute of Agricultural Technology (INTA) and IICA to Provide Cooperation and Support in Implementing Activities Related to the Processing, Analysis and Dissemination of Information Obtained from the 1996 National Agricultural Census, and Development of Stage Two of the Integrated Agricultural Information System, as Established in the INTA-INDEC Agreement.	Argentina	INTA	43.2	
Administrative Support Action: Administrative Support to the Fruit Fly Eradication Program (MENDOZA/MOSCA)	Letter of Understanding No. 1 between the Undersecretariat of Agriculture and Livestock of the	Argentina	Province of	1,060.0	1,060.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x,000	
				1986	1987
Administrative Support Action: Activities to Evaluate Fisheries Resources (SAGyP/INDEP)	Province of Mendoza (SAG-Mendoza) and IICA/Argentina to Support the Execution of the Fruit Fly Eradication Program (MENDOZA/MOSCA)	Argentina	SAGyP/INDEP	324.0	324.0
Administrative Support Action: Support to the National Statistics and Census Institute (INDEC) in the Study on Formulating Methodologies for Preparing Agricultural Estimates	Letter of Understanding between the National Institute for Fisheries Research and Development (INDEP) and IICA to Provide Administrative and Technical Support for Activities to Evaluate Fisheries Resources Prior to Execution of the Project to Modernize Agricultural Services (Fisheries Component)	Argentina	INDEC	324.0	324.0
Administrative Support Action: Administrative Support to the Coordinating Unit of the Secretariat of Agriculture, Livestock and Fisheries/International Fund for Agricultural Development Project (SAGyP-IFAD)	Letter of Understanding between the National Institute for Agriculture, Livestock and Fisheries (SAGyP) and IICA for a Study on the Reformulation of a Methodology for Preparing Agricultural Estimates	Argentina	IFAD	37.6	37.6
Administrative Support Action: Administrative Support for Organizing and Equipping the Argentine Institute for Plant Health and Quality (IASCAV)	Letter of Understanding between the Secretariat of Agriculture, Livestock and Fisheries (SAGyP) and IICA for Administrative Support in Managing the Operating Costs of the National Coordinating Unit of the Credit and Technical Support Program for Small Farmers in Northeastern Argentina.	Argentina	IASCAV	1,080.0	1,060.0
Administrative Support Action: Administrative Support to the Secretariat of Natural Resources and Human Environment, with a View to Carrying Out Actions Prior to the Development of the National Environment System	Letter of Understanding between the Secretariat of Natural Resources and Human Environment and IICA to Provide Administrative Support to the Secretariat of Natural Resources and Human Environment with a View to Carrying Out Actions Prior to the Development of the World Bank Loan Program and Aspects Related to the Development of the National Environment System.	Argentina	SRN and AH	540.0	540.0
Administrative Support Action: Support to Satellite Monitoring of the Fishing Fleet Activities	Letter of Understanding between the Undersecretariat of Agriculture, Livestock, and Fisheries and IICA-Argentina, to Carry Out Preparatory Activities to Implement the Project to Modernize Agricultural Services (Fisheries Component).	Argentina	SAGyP	1,458.0	1,458.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	US\$ x 000	
			1996	1997
<p>Administrative Support Action: Support to the Project to Determine the Feasibility of Improving the Infrastructure of Fishing Ports in Argentina</p> <p>Administrative Support Action: Study on the Demand for Argentine Fisheries Products and Efforts to Promote Consumption of Same</p> <p>Administrative Support Action: Evaluation of Water Resources for Implementing a National Aquaculture Development Program</p> <p>Administrative Support Action: Support to Participation in Fairs and International Meetings</p> <p>Administrative Support Action: Improving the Operation of Fishing Ports in Argentina</p>				
<p>Administrative Support Action: Administrative Support to the National Cotton Boll Weevil (Anthonomus Grandis B) Prevention Program in Argentina</p>	<p>Letter of Understanding between the Argentine Institute of Plant Health and Quality (IASCAV) and IICA to Provide Administrative Support to the National Cotton Boll Weevil (Anthonomus Grandis B) Prevention Program in Argentina.</p>	Argentina	1,080.0	1,080.0
<p>Administrative Support Action: Administrative Support to the Fruit Fly Eradication Program (IASCAV/MOSCA)</p>	<p>Letter of Understanding between the Argentine Institute of Plant Health and Quality (IASCAV), and the Secretariats of Agricultural Affairs of the Provinces of Mendoza and San Juan and IICA to Provide Administrative Support to the Fruit Fly Eradication Program (IASCAV/MOSCA).</p>	Argentina	648.0	648.0
<p>Administrative Support Action: Administrative Support in Declaring Zones Free of the Nematode Globodera rostochiensis</p>	<p>Letter of Understanding between the Argentine Institute of Plant Health and Quality (IASCAV), and the Secretariats of Agricultural Affairs of the Provinces of Mendoza and San Juan and IICA to Provide Administrative Support in Declaring Zones Free of the Nematode Globodera rostochiensis.</p>	Argentina	324.0	324.0
<p>Administrative Support Action: Administrative Support to Activities to be Developed by the National Counterpart</p>	<p>Letter of Understanding No. 2 between the Secretariat of Agriculture, Livestock and Fisheries and IICA To Provide</p>	Argentina	864.0	864.0

Name of Project/Administrative Support Action	Names of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1996	1997
of the Program to Modernize Agricultural Services (Cabinet/SAGYP/IICA)	Administrative Support to Activities to be Developed by the National Counterpart of the Program to Modernize Agricultural Services (Cabinet/SAGYP/IICA).	Argentina	SAGYP	540.0	540.0
Administrative Support Action: Administrative Support to the Undersecretariat of Agricultural Production in Executing the Program to Promote Instruments for Agricultural Modernization (SAGYP/Marketing)	Letter of Understanding No. 2 between the Secretariat of Agriculture, Livestock and Fisheries and IICA for Administrative Support to the Undersecretariat of Agricultural Production in Executing the Program to Promote Instruments for Agricultural Modernization (SAGYP/Marketing).	Argentina	SAGYP	540.0	540.0
Administrative Support Action: Administrative Support for Formulating Forestry and Agroindustry Projects in the Provinces	Letter of Understanding No. 2 between the National Forestry Institute, the Secretariat of Agriculture, Livestock and Fisheries and IICA for Administrative Support for Formulating Forestry Projects in the Provinces (NGOs/Provinces)	Argentina	SAGYP	540.0	540.0
Project: Cooperation with EMBRAPA in Executing Technical Cooperation Services in the Area of Agricultural Modernization Technology in the South Central Brazil	Technical Cooperation Agreement between the Brazilian Institute of Agricultural Research (EMBRAPA) and IICA in Executing Technical Cooperation Services to Modernize Agricultural Technology in South-Central Brazil (PROMOAGRO)	Brazil	IDB/EMBRAPA	2,507.0	2,725.0
Project: Institutional Strengthening of Animal Health Services in Brazil	Technical Cooperation Agreement between the Federal Union, through the Ministry of Agriculture, Supply and Agrarian Reform, and IICA, headquartered in San Jose, Costa Rica, and the IICA Office in Brazil, for Strengthening the National Animal Health Program, under the Secretariat of Agricultural Health (SDA)	Brazil	MAARA/SDA/DDA	167.0	
Project: Technical Cooperation to the Secretariat of Irrigation (SIR) or National Department of Drought Control (DNOCS) for Implementing the Northeast Irrigation Project	Technical Cooperation Agreement between the Executive Secretariat of the National Irrigation Program and IICA or the National Department of Drought Control (DNOCS) for implementing the Northeast Irrigation Project	Brazil	IBRD	896.0	448.0
Project: Implementing the System for Risk Analysis and Control of Critical Points in Fishery Products	Agreement between the Ministry of Agriculture, Supply and Agrarian Reform and IICA for Implementing Projects Linked to the Quality and Productivity Program	Brazil	MAARA	336.0	336.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 1000	
				1986	1987
Project: Institutional Strengthening of the Secretariat of Water Resources for the Integrated Management of Water Resources	Basic Cooperation Agreement on Privileges, Immunities and Institutional Relations between the Federal Republic of Brazil and ICA for Cooperation in Managing Water Resources	Brazil	IBRD/SIR	1,263.0	
Administrative Support Action: Administrative Support to the International Center for Tropical Agriculture (CIAT) in Brazil	Letter of Understanding between ICA and the International Center for Tropical Agriculture (CIAT) for Administrative Support in Brazil	Brazil	CIAT	1,100.0	1,100.0
Administrative Support Action: Support to Cooperation Activities between North Carolina State University and the Brazilian Institute of Agricultural Research (NCSU/EMBRAPA)	Letter of Understanding between North Carolina State University (NCSU) and ICA to Renew Technical Cooperation between the two Institutions, in Coordination with Activities of EMBRAPA	Brazil	NCSU/EMBRAPA	86.0	66.0
Project: Support to the Institutional Development of the Ministry of Agriculture	Technical Cooperation Agreement between the Office for Agricultural Policy Studies and ICA, to Support Training and Technical Assistance.	Chile	ODEPA/IDB	125.2	128.9
	Technical Cooperation Agreement between the Ministry of Agriculture of Chile SAG/ICA to Support the Strengthening of SAG.		SAG	119.1	122.6
	Technical Cooperation Agreement between the Office for Agricultural Policy Studies and ICA, to Support Training and Technical Assistance.		ODEPA	56.1	59.8
	Basic Agreement between the Undersecretariat of Agriculture and ICA.		Undersecretariat of Agriculture	22.9	23.5
Project: Upgrading the Institutional, Technical and Managerial Capabilities of INDAP	Cooperation Agreement between the Agricultural Development Institute (INDAP) and ICA to Prepare Studies on Institutional Modernization	Chile	INDAP	291.2	303.5
Administrative Support Action: Resource Management to Support Training Abroad and for International Technical Assistance	Cooperation Agreement between the Agricultural and Livestock Services and ICA for Resource Management to Support Training Abroad and for International Technical Assistance.	Chile	SAG/IDB	225.1	236.3
Project: Supporting the Implementation of Strategic Areas for the Modernization of MGAP	Letter of Understanding PSA No. 5 between the Ministry of Livestock, Agriculture and Fisheries (MGAP) and ICA.	Uruguay	MGAP	30.2	30.2

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1996	1997
Project: Institutional Strengthening of the Granja Sector	Agreement between the Ministry of Livestock, Agriculture and Fisheries of Uruguay and IICA to Develop the Granja Sector.	Uruguay	MGAP/JUNAGRA	120.0	120.0
Project: Strengthening the Agricultural Health Service of the Ministry of Livestock, Agriculture and Fisheries to Promote Agricultural Exports in Uruguay	Technical Cooperation Agreement between the Ministry of Livestock, Agriculture and Fisheries and IICA for Institutional Strengthening of the Directorate of Agricultural Health Services.	Uruguay	MGAP/SPA	385.0	385.0
Administrative Support Action: Supporting the Ministry of Livestock, Agriculture and Fisheries in Improving Management of the Minister's Cabinet Staff	Letter of Understanding PSA No. 5 between the Ministry of Livestock, Agriculture and Fisheries (MGAP) and IICA.	Uruguay	MGAP	324.0	324.0
Administrative Support Action: Supporting Internal Management at the National Granja Board (JUNAGRA)	Letter of Understanding G3 between the Ministry of Livestock, Agriculture and Fisheries (MGAP) and IICA Supporting Internal Management at the National Granja Board	Uruguay	MGAP/JUNAGRA	90.0	90.0
Administrative Support Action: Support in Managing the Agreement between MGAP and Farmers' Associations for Technological Validation of Agricultural Alternatives, and in the Campaign to Control the Parrot Population	Letter of Understanding CM2 between the Ministry of Livestock, Agriculture and Fisheries and IICA, within the Framework of the Technical Cooperation Agreement with the MGAP, to Support Agricultural Modernization.	Uruguay	MGAP	194.4	194.4
Administrative Support Action: Supporting PROVA in Administering the Recuperation of Risk Capital	Letter of Understanding CM2 between the Ministry of Livestock, Agriculture and Fisheries and IICA, within the Framework of the Technical Cooperation Agreement with the MGAP, to Support Agricultural Modernization.	Uruguay	MGAP	32.4	32.4
Administrative Support Action: Strengthening the Management Capabilities of the General Directorate of Agricultural Services of the MAGP	Letter of Understanding CM2 between the Ministry of Livestock, Agriculture and Fisheries and IICA, within the Framework of the Technical Cooperation Agreement between MGAP and IICA, to Support Agricultural Modernization	Uruguay	MGAP	44.3	44.3
Administrative Support Action: Supporting the Administrative Management of the Directorate of Grains of the MGAP	Letter of Understanding CM6, within the Framework of the Technical Cooperation Framework Agreement with the MGAP, to Support Agricultural Modernization.	Uruguay	MGAP/DIGRA	162.0	162.0
Administrative Support Action: Supporting the Coordinating Unit of International Affairs of the MGAP	Letter of Understanding CM10, within the Framework of the Technical Cooperation Framework Agreement with the MGAP, to Support Agricultural Modernization. *	Uruguay	MGAP	86.4	86.4

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 1000	
				1996	1997
<p>Project: Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)</p>	<p>Cooperation Agreement between the Bolivian Institute of Agricultural Technology (IBTA), of the Republic of Bolivia; the Brazilian Institute of Agricultural Research (EMBRAPA) of the Federal Republic of Brazil; the Colombian Agricultural Institute (ICA) of the Republic of Colombia; the National Agricultural Research Institute (INIAP), of the Republic of Ecuador; the Ministry of Agriculture of the Cooperative Republic of Guyana; the National Institute of Agrarian and Agroindustrial Research (INIAA), of the Republic of Peru; the Ministry of Agriculture, Livestock and Fisheries of Suriname; the National Agricultural Research Fund (FONAIAP), of the Republic of Venezuela, and IICA, for the Creation and Execution of the Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)</p>	<p>Brazil, Andean Regional Center, Guyana Suriname</p>	<p>Countries</p>	<p>150.6</p>	<p>150.8</p>
<p>Project: Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)</p>	<p>Technical Cooperation Agreement between the National Institute of Agricultural Technology (INTA), of the Republic of Argentina; the Bolivian Institute of Agricultural Technology (IBTA), of the Republic of Bolivia; the Brazilian Institute of Agricultural Research (EMBRAPA) of the Federal Republic of Brazil; National Agricultural Research Institute (INIA), of the Republic of Chile; the Directorate of Agricultural and Forestry Research and Extension (DIEAF) of the Ministry of Agriculture and Livestock of the Republic of Paraguay, and the Alberto Boeger Center for Agricultural Research (CIAAB) of the Republic of Uruguay, and IICA, with a View to Institutionalizing the Cooperative Agricultural Research Program for the Southern Cone (PROCISUR), which upon entry into effect of this agreement will be known as the Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)</p>	<p>Bolivia, Southern Regional Center</p>	<p>Countries</p>	<p>581.6</p>	<p>581.6</p>
<p>Project: Strengthening Plant Protection Services to Facilitate the Trade of Agricultural Products among the Countries of the Southern Cone</p>	<p>Cooperation Agreement among the Ministries of Agriculture of Argentina, Brazil, Chile, Paraguay and Uruguay, and IICA to Provide Technical and Administrative Support to the Plant Protection Committee</p>	<p>Southern Regional Center</p>	<p>COSAVE</p>	<p>270.9</p>	<p>138.0</p>

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Other	Country	Source of Funding	US\$ x 000	
				1988	1987
Project: Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)	for the Southern Area (COSAVE), to Enhance its Capabilities in Attaining its Goals and Objectives Cooperation Agreement among the Secretariat of Agriculture, Livestock and Fisheries (SAGYP), of the Republic of Argentina; the Ministry of Agriculture, Supply and Agrarian Reform (MAARA), of the Federal Republic of Brazil; the Ministry of Agriculture and Livestock (MINAGRI), of the Republic of Chile; the Ministry of Agriculture and Livestock (MAG), of the Republic of Paraguay; the Ministry of Livestock, Agriculture and Fisheries (MGAP), of the Republic of Uruguay; the National Institute of Agricultural Technology (INTA), of the Republic of Argentina; the National Settlement and Agrarian Reform Institute (INCRA), the San Francisco Valley Development Corporation (CODEVASP), the Superintendency of Development for Northeast (Brazil) (SUDENE), the Bank of Northeastern Brazil (BNB) of the Federal Republic of Brazil; the Agricultural Development Institute (INDAP), the National Agricultural Research Institute (INIA), of the Republic of Chile, and IICA, for the Implementation of the Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)	Southern Regional Center	Countries	90.0	100.0
NORTHERN REGIONAL CENTER Project: Agricultural and Forestry Research and Extension Services: Research and Organization for Technology Transfer Component	Inter-institutional Technical Cooperation Agreement between the Secretariat for Agriculture and Hydraulic Resources, representing the United States of Mexico, and IICA to Support Implementation of the Technology Transfer Component of the Agricultural and Forestry Research and Extension Project (PIEX).	Mexico	Secretariat of Agriculture and Rural Development	154.8	7,232.5
Project: Strengthening Animal Health Services in Mexico	Cooperation Agreement between IICA and the Secretariat for Agriculture and Hydraulic Resources of the United States of Mexico in the Area of Animal Health.	Mexico	Secretariat of Agriculture and Rural Development	1,026.0	1,080.0

Name of Project/Administrative Support Action	Name of the Agreement/Contract/Letter of Understanding/Others	Country	Source of Funding	US\$ x 000	
				1986	1987
Administrative Support Action: Strengthening Plant Protection Services to Support the Production and Trade of Mexican Agricultural Products (Public Funds)	Memorandum of Understanding between the Secretariat for Agriculture and Hydraulic Resources (SARH) and IICA in the Area of Plant Health.	Mexico	Secretariat of Agriculture and Rural Development	612.2	612.2
Administrative Support Action: Strengthening Plant Protection Services to Support the Production and Trade of Mexican Agricultural Products (Pre-inspection Component)	Memorandum of Understanding for Cooperation in the Area of Plant Protection between the Secretariat for Agriculture and Hydraulic Resources (SARH) and IICA.	Mexico	Secretariat of Agriculture and Rural Development	2,001.2	2,001.2
Administrative Support Action: National Fruit Fly Eradication Program	Cooperation Agreement between the Secretariat for Agriculture and Hydraulic Resources of the United States of Mexico and IICA in the National Campaign to Eradicate Fruit Flies.	Mexico	Secretariat of Agriculture and Rural Development	3,489.8	3,489.8
HEMISPHERIC PROJECTS				1,096.5	341.5
Project: Regional Program on Communications, Women Sustainable Development	Agreement on Sweden's Contribution to IICA for the Regional Program on Communications, Women and Sustainable Development	Headquarters	SIDA	56.0	
Project: Promoting the Sustainable Use of Natural Resources and Agricultural Production	Institutional Development for Sustainable Agricultural Production in Central American Hillside	Headquarters	Royal Embassy of the Netherlands	602.0	331.5
Project: Promotion and Development of Technological Innovations	Non-refundable Technical Cooperation Agreement ATNSF-4833-RG between the Inter-American Development Bank (IDB) and IICA	Headquarters	IDB	325.0	
Project: IICA Participation in the Hemispheric Rural Agroindustry Development Program (PRODAR)	Memorandum of Grant Conditions Centre File: 92-0025 between the International Development Research Centre and the IICA to Undertake Phase II of the Research Project Entitled: "Agroindustry Networks (Latin America)" Letter of Understanding between IICA and the Center for International Cooperation in Agricultural Research for Development - Department of Agri-food and Rural Systems (CIRAD-SAR) for the Cooperative Rural Agroindustry Development Program (PRODAR)	Headquarters	IDRC	43.5	
		Headquarters	CIRAD-SAR	10.0	10.0
		TOTAL		44,824.8	34,710.7

2. To authorize the Director General to formalize and carry out projects funded with external resources and presently under negotiation, as presented in Annex 3 of the proposed Program Budget.
3. To authorize the Director General to receive contributions and grants and sign agreements not expressly included in this Resolution, provided they are consistent with the objectives of IICA's programs, and provided the Director General informs the Member States of the Executive Committee in advance whenever such agreements exceed US\$500,000 annually. These contracts must contain provisions that ensure that the amounts involved cover IICA's Indirect Administrative and Technical Costs (CARTIs) in accordance with relevant Resolutions of the Inter-American Board of Agriculture (IABA) and of the Executive Committee in force at the time.
4. To provide that any unused balance from agreements, contracts, letters of understanding and others during 1996 and 1997 be maintained separately in IICA's trust fund, to be used in accordance with the terms of the contributions.
5. To authorize the Director General to alter the amounts of projects prepared on the basis of estimated figures, as resources are effectively confirmed by participating institutions.

IICA/JIA/Res.255 (VIII-0/95)
19 September 1995
Original: Spanish

RESOLUTION No. 255

MEASURES TO STRENGTHEN THE FINANCIAL CAPACITY
OF THE INSTITUTE DURING THE 1996-1997 BIENNIUM

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING,

That the growing demand for IICA's services to Member States in the areas of sustainable agriculture, trade, health, scientific research, rural development, and production notwithstanding, the percentage of the Institute's activities funded from quota resources has been falling steadily in recent years;

That the Executive Committee has recommended the adoption of a program budget for the 1996-1997 biennium with a nominal 0% growth in quotas, and it is therefore necessary to take innovative initiatives to strengthen the financial capacity of the Institute;

That Resolution No. 235, approved by the Executive Committee at its Fifteenth Regular Meeting, recommends that the Inter-American Board adopt measures to collect quotas in arrears;

That the Study on CATIs submitted by Price Waterhouse for 1994, in accordance with Rule No. 3.5.2 of the Financial Rules of the Institute, concluded that IICA should charge an average percentage of 11.57% to projects financed with external resources, and Resolution No. 237,

approved by the Executive Committee at its Fifteenth Regular Meeting, instructed the Director General to take into account the results and recommendations of the study when negotiating CATIs from 1995 onward;

That some Member States have recommended that a study be made of alternatives for increasing the income of the Institute for the funding of its activities;

That during the meeting held in advance of the Eighth Regular Meeting of the Inter/American Board of Agriculture, the Executive Committee issued Resolution IICA/CE/-Res.253 "Measures to Strengthen the Financial Capacity of the Institute during the 1996-1997 Biennium,"

RESOLVES:

1. To authorize the Director General to draw up and implement a program to promote the collection and sale of services and the generation of other miscellaneous income.
2. To request the Member States to donate to the Institute facilities in the form of premises and human and material resources for the Technical Cooperation Agencies of the Institute and the Regional Centers located within their territories.
3. To reiterate Resolution No. 237 on CATIs, adopted at the Fifteenth Regular Meeting of the Executive Committee.
4. To endorse the recommendation set forth in Resolution No. 235 on measures for the collection of quotas in arrears, and to authorize the Director General to put into effect the measures that will be recommended by the Committee in a resolution to be adopted in its Sixteenth Regular Meeting, ad

referendum to the ratification of the IABA at its Ninth Regular Meeting.

5. To instruct the Director General to speed up the restructuring of the Institute and to further advance the process of decentralization, so as to achieve significant savings in administrative costs, as well as increased efficiency and competitiveness.
6. To instruct the Director General to propose adjustments to the norms currently in effect so as to facilitate the securing of extra-quota resources and to ensure flexible management thereof.

IICA/JIA/Res.256 (VIII-0/95)
19 September 1995
Original: English

RESOLUTION No. 256

MEASURES FOR COLLECTION OF QUOTA ARREARAGES

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Informational Document No. 3 entitled "Status of Quotas of the Member States as of May 31, 1995" and the document entitled "Meeting of the Quota Collection Working Group,"

CONSIDERING:

That Article 23 of the Convention on the Inter-American Institute for Cooperation on Agriculture provides that "the Member States shall contribute to the maintenance of the Institute through annual quotas established by the Board;"

That Article 24 of the Convention on the Inter-American Institute for Cooperation on Agriculture states that a Member State that is in arrears in the payments of its quotas for more than two complete fiscal years shall have its right to vote suspended in the Board and the Committee unless it is decided that the Member State's failure to pay those quotas is "due to circumstances beyond its control;"

That Article 80 of the Rules of Procedure of the General Directorate (RPGD) states that the annual quotas "shall fall due as of the first day of the corresponding fiscal year;" Article 81 of those Rules provides that the

General Directorate "shall receive all resources for the Institute and must take all necessary steps to receive such contributions on schedule," and Rule 3.3.3 of the Financial Rules states that the Director General is responsible for obtaining the quotas owed by the Member States;

That the failure of Member States to make timely payment of quotas unnecessarily delays and obstructs execution of the approved Program Budget and is detrimental to the Institute and those Member States which fully comply with their quota obligations;

That a working group of this Executive Committee (made up of delegates from Brazil, Canada, Colombia, Costa Rica, Mexico, Peru, Suriname, the United States, and Venezuela) has recommended a series of measures for facilitating the collection of past-due quotas;

That systematic efforts to collect quota arrearages through direct negotiation with the Member States and the establishment of realistic payment schedules have proven successful for reducing those arrearages in other international organizations,

RESOLVES:

1. To urge Member States that have not yet paid their 1995 quotas to pay those arrearages as soon as possible.
2. To authorize the Director General, as a one-time exception to the rule, to credit monies received from Member States in arrears during 1995 as payments towards their 1995 quota obligations, and, provided the 1995 obligation is covered, to negotiate with those Member States realistic timetables and methods for the payment of all other arrearages.

3. To instruct the Director General to prepare a study and recommendations for the next Regular Meeting of the Executive Committee on:
 - (a) the feasibility of accepting alternative forms of payment of past due quotas, including, but not limited to, payment in local currency, payment in kind (real estate, services, etc.), payment in negotiable securities, and contributions to funds for sustainable development;
 - (b) incentives and sanctions for motivating prompt payment of current quotas and arrearages.

IICA/JIA/Res.257(VIII-O/95)
19 September 1995
Original: English

RESOLUTION No. 257

CATIs

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That Member State budgetary constraints continue to limit the amount of assessment or quota funds that can be made available to support worthy programs and projects through multinational organizations such as the Inter-American Institute for Cooperation on Agriculture (IICA), for the benefit of the agricultural sectors, trade enhancement and private sector development in the countries of the hemisphere;

That institutes such as IICA must seek outside funding and contracts on an ongoing basis to support Member State agricultural sector income enhancing, trade development and agribusiness and other private sector technical assistance and human capital development projects in order to replace financial support formerly provided through Member State assessments and quota payments;

That such contracts must be drafted in such a way as to ensure that all IICA costs are covered under the terms of those contracts, including all direct as well as indirect and overhead cost components ("CATIs"), and that those costs should not be subsidized by Member State assessments or quotas;

That if sufficient and appropriate CATIs are not charged for outside contracts by IICA to cover all of the Institute's direct and indirect costs for performing that contract work, serious cash flow problems could be created for IICA which would seriously injure its financial health and negatively affect other crucial projects and their completion;

That the Executive Committee, at its Fifteenth Regular Meeting, by Resolution No. 237, accepted the report of an independent consulting firm and its recommendation that IICA should have charged an average CATI rate on its outside contract work of 11.57 percent in 1994; therefore,

RESOLVES:

To instruct the Director General to take into account the results and recommendations of the 1994 CATI study, together with the related concerns expressed by the members of the Executive Committee, in establishing the appropriate CATI rates for externally funded projects negotiated for the remainder of 1995 and until such time as those rates are modified based on the results of future CATI studies.

IICA/JIA/Res.258 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 258

REMUNERATION OF THE DIRECTOR GENERAL
FOR THE 1996-1997 BIENNIUM

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

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

RESOLVES:

To set the remuneration of the Director General for the 1996-1997 biennium in the same amount stipulated in the Institute's budget for 1995.

IICA/JIA/Res.259 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 259

DESIGNATION OF EXTERNAL AUDITORS FOR
THE 1996-1997 BIENNIUM

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

The bids from firms interested in serving as IICA's external auditors for the 1996-1997 biennium,

CONSIDERING:

That Article 2.h of the Rules of Procedure of the Inter-American Board of Agriculture and Article 94 of the Rules of Procedure of the General Directorate provide that the Board shall select and appoint external auditors every two years, based on competitive bids; and

That the committee designated by the Eighth Regular Meeting of the Inter-American Board of Agriculture studied the documentation submitted,

RESOLVES:

1. To appoint the firm KPMG Peat Marwick as IICA's and CATIE's external auditors for the 1996-1997 biennium.

2. To instruct the General Directorate to place particular emphasis on the importance of meeting the requirements of Articles 102 and 104 of the Rules of Procedure of the General Directorate in its contract with KPMG Peat Marwick.

IICA/JIA/Res.260(VIII-0/95)
19 September 1995
Original: English

RESOLUTION No. 260

REPORT OF THE AUDIT REVIEW COMMITTEE

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.203(95), "Report of the Audit Review Committee;" Resolution IICA/JIA/Res.231(VII-0/93), "Establishment of the Audit Review Committee;" and the "Statute of the Audit Review Committee," contained in Appendix B of the Financial Rules,

CONSIDERING:

That the Inter-American Board of Agriculture (IABA), in its Seventh Regular Meeting, adopted Resolution IICA/-JIA/Res.231(VII-0/93) establishing the Audit Review Committee (ARC) and approving its Statute;

That Article 6.1 of the Statute of the ARC provides that "the ARC may adopt its own rules of procedure, provided those rules do not conflict in any way with the provisions of [its] Statute, the other rules and regulations of the Institute, and the resolutions of the Institute's governing bodies;"

That the Report of the Audit Review Committee ("ARC Report") sets out a series of audit recommendations and includes a copy of the Rules of Procedure adopted by the

ARC pursuant to its authority under Article 6.1 of its Statute;

That Article 2.k of the Rules of Procedure of the Inter-American Board of Agriculture (IABA) authorizes the IABA "to review the reports of the Audit Review Committee and to evaluate periodically the results of the external auditing system, including the efficiency and effectiveness of that Committee;"

That Article 3.j of the Rules of Procedure of the Executive Committee authorizes that Committee "to receive and approve the ARC's reports and recommendations, [and] to forward the Reports and Recommendations of the ARC to the Inter-American Board of Agriculture;"

That the work of the ARC is vital to assist the Member States in their efforts to obtain the budgetary support the Institute needs,

RESOLVES:

1. To receive the audit recommendations set out in the ARC Report and to take note of the ARC's Rules of Procedure, adopted pursuant to Article 6.1 of its Statute.
2. To express its satisfaction with the work of the ARC.

IICA/JIA/Res.261 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 261

BIENNIAL REPORT OF THE CARIBBEAN AGRICULTURAL
RESEARCH AND DEVELOPMENT INSTITUTE (CARDI)

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.204(95) "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI),"

CONSIDERING:

That CARDI received significant funding from the Institute's Program Budget;

That the Executive Committee, at its Fifteenth Regular Meeting, approved Resolution IICA/CE/Res.240(XV-O/95) recommending that the Inter-American Board of Agriculture (IABA), at its Eighth Regular Meeting, approve the Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI),

RESOLVES:

1. To accept the Document IICA/JIA/Doc.204(95) "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)."

2. To ask CARDI to continue presenting a report to the Inter-American Board of Agriculture (IABA), describing its activities and including audited financial statements as stipulated in Article 5(e) of the agreement between the Institute and CARDI, and as required by IICA's own rules and practices.
3. To request the Director General of IICA to continue including a review of the Biennial Report of CARDI on the agenda of the meetings of the Inter-American Board of Agriculture (IABA).

IICA/JIA/Res.262 (VIII-0/95)
19 September 1995
Original: English

RESOLUTION No. 262

SUPPORT TO CARDI

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.204(95) "Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI),"

CONSIDERING:

That Resolution IICA/JIA/Res.247(VII-0/93) refers to a "Differentiated Strategy for the Caribbean;"

That Resolution IICA/JIA/Res.245(VII-0/93) "Finances - CARDI" refers to the need to strengthen technical collaboration between IICA, CATIE and CARDI and indicates that the financial support placed at the disposal of CATIE and CARDI should become progressively subject to the execution of cooperative projects of common interest,

RESOLVES:

1. To continue IICA's support to CARDI.
2. To allocate to CARDI's budget the sum of approximately US\$300,000 for activities related to CARDI's Strategic Plan 1995-2001 and IICA's Medium Term Plan 1994-1998

and Differentiated Strategy for the Caribbean 1994-1998, including the coordination of PROCICARIBE as outlined in the new agreement. These funds are to be utilized to finance projects in CARDI's Operational Plan, as approved by CARDI's Board of Directors for approximately US\$150,000, and to finance supporting projects and activities agreed upon jointly by CARDI and IICA for approximately US\$150,000.

3. To ensure transparency and accountability and CARDI shall agree with IICA annual programs of work and the method of disbursement of said funds and shall furnish IICA with periodical reports on operations carried out under the agreement at such times and in such form as is mutually agreed upon by CARDI and IICA.

IICA/JIA/Res.263 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 263

BIENNIAL REPORT ON THE ACTIVITIES OF THE
TROPICAL AGRICULTURE RESEARCH AND TRAINING CENTER
(CATIE)

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.205(95) "Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE),"

CONSIDERING:

That in accordance with Clause Nine of the CATIE Contract, the Center should submit a biennial report to the Inter-American Board of Agriculture (IABA) covering technical, financial and administrative issues;

That the Executive Committee, at its Fifteenth Regular Meeting, studied the "Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE)," and adopted Resolution No. 241 recommending it for approval by the Eighth Regular Meeting of the Inter-American Board of Agriculture,

RESOLVES:

To receive with pleasure Document IICA/JIA/Doc.205(95) "Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE)."

IICA/JIA/Res.264 (VIII-O/95)
19 September 1995
Original: English

RESOLUTION No. 264

IICA/FAO TECHNICAL COOPERATION

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That the financial situation of Member States that have traditionally supported the development efforts of multinational organizations in the hemisphere have come under serious constraints in recent years;

That governments in those countries are seriously looking for ways to reduce contributions to multinational organizations, especially through mechanisms that reduce overlap, duplication and redundancy, yet maintain project and program viability;

That the United Nations Food and Agriculture Organization ("FAO") and the Inter-American Institute for Cooperation on Agriculture ("IICA") have technical competency and common interest in a number of developmental areas that aim to help agricultural producers, agribusinesses, trade and development in the Member States of the hemisphere;

That the Inter-American Board of Agriculture, at its Seventh Regular Meeting, under Resolution No. 240, resolved "to recommend to the incoming Director General that IICA conduct a study to determine what steps must be taken to move forward in coordinating activities with FAO, and, if possible, to integrate their actions in the region";

That the ministers of agriculture of the countries of the hemisphere were successful in urging the FAO Conference to support the initiative of coordination and integration, and in encouraging FAO's participation in the study proposed in IICA Resolution No. 240;

That the ministers of agriculture of the countries of the hemisphere see the relationship between IICA and FAO as potentially similar to that which successfully exists between the Pan American Health Organization ("PAHO") and the World Health Organization ("WHO"), where IICA would coordinate FAO projects and programs in the hemisphere as PAHO now does for WHO;

That the Director General of IICA and the Director General of FAO have both signed a "Letter of Understanding on the approach to be followed to strengthen cooperation between the two organizations," and the Executive Committee of IICA, in Resolution No. 226 approved at its Fourteenth Regular Meeting, "...urged the Director General to continue to strengthen relations with FAO,"

RESOLVES:

To instruct the Director General to take specific, concrete steps to integrate technical projects and operations, including offices and staffing, with FAO in the hemisphere wherever possible, following negotiations with the Director General of FAO under the joint Letter of Understanding. The Director General should obtain agreement from FAO in writing, as an amendment to the Letter of Understanding, as to which project activities, operations, offices and staffs will be integrated with IICA between now and the Ninth Regular Meeting of the Inter-American Board of Agriculture. This information should be submitted to the members of the Executive Committee at its next Regular Meeting for discussion and approval.

IICA/JIA/Res.265 (VIII-O/95)
19 September 1995
Original: English

RESOLUTION No. 265

COOPERATION OF THE OFFICE OF INTERNATIONAL EPIZOOTICS

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That the financial situation in Member States that have traditionally supported the development efforts of multinational organizations in the hemisphere have come under serious constraints in recent years;

That closer cooperation and coordination between international professional scientists and multinational organizations such as the Inter-American Institute for Cooperation on Agriculture ("IICA") is a desirable goal as all Member States and organizations strive to improve efficiency in the use of scarce development funding;

That the Office of International Epizootics ("OIE") can serve the Member States of the hemisphere and their scientists more effectively if there is coordination of activities from a western hemisphere office;

That IICA is decentralizing its activities and specialists to five regional centers in the hemisphere, including a new Northern Regional Center to be located in Washington, D.C., with close coordinating linkages with all its scientists, projects and specialists;

That important problems in epizootics in the hemisphere can be best handled by coordinating the activities of OIE and IICA through its regional centers, which serve all 33 IICA Member States in the hemisphere,

RESOLVES:

To instruct the Director General to investigate with OIE the feasibility and desirability of OIE co-locating a coordinating program office at IICA's new Northern Regional Center in Washington, D.C., within existing resource levels, to better serve in helping to solve serious epizootic problems in the 33 IICA member countries of the hemisphere.

IICA/JIA/Res.266 (VIII-O/95)
12 September 1995
Original: English

RESOLUTION No. 266

OUTBREAK OF PINK MEALY BUG (MACONELLYCOCCUS HIASUTUS)
IN GRENADA AND IMPLICATIONS FOR THE AMERICAS

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING,

That the pink mealy bug (PMB) was first reported in November 1994 (although it was believed to have arrived in early 1994) by the Caribbean Agricultural Research & Development Institute (CARDI) and the Commonwealth Agricultural Bureau International (CABI) Institute of Entomology;

That this is the first report of the pest in the western hemisphere; it is indigenous to tropical Africa, east Asia, and northern Australia;

That the pest has no known natural predators in the western Hemisphere and spreads rapidly to a wide range of over 125 plant species, causing severe economic damage to the agricultural, ornamental and forestry sectors;

That since the arrival of the PMB in Grenada, it has attacked numerous food, ornamental and forestry crops and has resulted in the cessation of agricultural trade between Grenada and a number of its neighbors, causing severe economic hardship to a number of rural peoples in both Grenada and the importing countries;

That the PMB has now been identified in Trinidad and Tobago and with infestation levels rising in its northern peninsula and isolated reports in the southern areas and localized sightings in Barbados;

That by virtue of the movement of people, agricultural goods and transport vehicles, countries such as St. Lucia, St. Vincent, Guyana and Venezuela are considered to be severely at risk, with the consequent possibility of continental spread, thus making the control and eradication of the pest a hemispheric concern,

RESOLVES:

1. To declare the pink mealy bug (PMB) as a pest of major economic importance to the Americas and that the control and eradication of the PMB requires actions of an emergency and medium-term nature.
2. To authorize the Director General of the Institute to provide resources for the implementation of a short term Emergency Action Plan for the infested and at-risk countries. Such plan will include:
 - A public awareness campaign.
 - Surveys for the incidence of the pests.
 - Immediate enforcement of plant quarantine procedures and legislation.
 - Immediate measures to reduce infestation levels in the infested countries.
3. To request the Director General of the Institute, in the design and implementation of the Emergency Action Plan and any other plans or programs, to work closely with FAO, CABI and CARDI, which are already working actively in the fight against this

pest with the Ministry of Agriculture of Grenada and Trinidad and Tobago, as well as with other agencies such as CATIE, USDA and OIRSA.

4. To authorize the Director General of the Institute, in collaboration with the Government of Grenada, to convene:
 - a. An inter-agency meeting in Grenada in early October 1995, to finalize the components of the Emergency Plan and to prepare the outline of a medium-term strategy and program.
 - b. A meeting of ministers of agriculture from infested, at-risk and other concerned countries of the hemisphere, to approve the recommendations of the inter-agency meeting.
5. To urge all IICA member countries to provide urgent and tangible assistance to these efforts in recognition of the potential deleterious economic effects of the PMB to the Hemisphere.
6. To authorize the Director General of the Institute to mobilize appropriate assistance for these efforts.

IICA/JIA/Res.267 (VIII-0/95)
19 September 1995
Original: English

RESOLUTION No. 267

SUPPORT FOR RENEWED FOCUS ON
AGRICULTURAL DEVELOPMENT IN THE CARIBBEAN

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING,

That there is agreement among Member States of IICA on the necessity for a new, concentrated focus on developing agriculture in the hemisphere in a competitive and sustainable manner;

That IICA is committed to giving support to the efforts being made by member countries to transform their agriculture in the context of regional and international developments;

That Caribbean Member States of IICA have taken the initiative at the level of heads of government to begin the process of designing and implementing new strategies for achieving the objective of enabling agriculture to realize its contribution to the economic and social well-being of its people,

RESOLVES:

To authorize the Director General to collaborate with the Caribbean Member States in this initiative and provide technical and other support within the resources of the Institute.

IICA/JIA/Res.268 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No.268

PRESERVATION OF GENETIC MATERIAL IN THE AMERICAS

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That the countries of the Americas possess animal and plant genetic resources for agriculture that are original, autochthonous and ancestral, and have not been protected, promoted or improved;

That those genetic materials, such as highland grasses, medicinal plants and animals are well adapted to their environments and to production conditions in each county;

That these materials need to be conserved and improved because they are the heritage of the countries of the Americas,

RESOLVES:

1. To urge the countries to compile an inventory of the agricultural potential of these genetic materials, so as to initiate programs for conservation, sustainable use and dissemination.
2. To request IICA to follow up on these initiatives and support the efforts of the countries in the areas of evaluation, conservation and sustainable use.

IICA/JIA/Res.269 (VIII-0/95)
19 September 1995
Original: Spanish

RESOLUTION No. 269

ACTIONS FOR RURAL DEVELOPMENT

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

The Medium Term Plan, which states, "The objective of IICA's actions during the 1994-1998 period is to contribute to the efforts of its Member States in bringing about human development in rural areas," and that it aims "to produce improvements in the quality of life and the living space of rural populations,"

CONSIDERING:

That the member countries have been carrying out major efforts to serve populations in rural areas;

That Latin America and the Caribbean have 16 million young people who are waiting for an opportunity and who constitute the future hope for a better quality of life in the hemisphere,

RESOLVES:

1. To instruct IICA to continue to strongly support its member countries in their efforts to improve

services and the quality of life in rural areas and bring about full development of their youth.

2. To request IICA to continue its search for methodologies that will lead to the integrated development of rural areas, with a primary focus on agricultural productivity and related agribusiness activities, preferably with an interdisciplinary and multiagency focus.
3. To encourage opportunities for education, employment, credit and all those actions that will allow rural dwellers to remain in their zones of origin, be a factor of integration in their families, and contribute to maintaining the vigor and dynamism of the rural environment.
4. To call upon the international community to allocate resources and support joint efforts for an integrated process of rural development.

IICA/JIA/Res.270 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 270

SUPPORT FOR WORK WITH RURAL YOUTH

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That in the framework of a hemispheric strategy to position agriculture for the 21st century, special efforts must be made to ensure that rural youth are appropriately involved;

That IICA has been concerned with this issue for many years, having made efforts to strengthen national public and private rural youth programs that continue to require support;

That in the framework of this commitment, the Ibero-American Rural Youth Advisory Council (CAIJR) was established as the coordinating agency of the Network of National Rural Youth Programs, and of private organizations that support these programs;

That IICA and CAIJR have reiterated their willingness to continue supporting these actions in accordance with the stipulations of agreements and contracts they have been signing jointly,

RESOLVES:

1. To reaffirm and deepen the commitment to support work with rural youth in our countries in order to improve their current and future living and working conditions, as a complement to efforts aimed at transforming and reassessing the value of agriculture and the rural setting, in terms of production and social needs.

2. To instruct the Director General, jointly with the Ibero-American Rural Youth Advisory Council (CAIJR), to persuade the international community to continue supporting and strengthening actions by the countries that will lead to active, effective participation in development processes by rural youth.

IICA/JIA/Res.271 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION NO. 271

INSTITUTIONAL CHANGE

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That the Executive Committee, at its Fourteenth Regular Meeting, approved the 1994-1998 Medium Term Plan (IICA/CE/Res.216(XIV-O-94)), which sets out the guidelines for institutional change based on decentralization, flexibility, participation and concentration;

The importance of these guidelines for ensuring that the Institute is in a position to provide efficient and effective support to its Member States, within the framework of globalization and hemispheric integration, on the eve of the twenty-first century;

The progress that has been made in this regard by the present administration of IICA;

The relevance that training has for the human resources of the Institute to enable it to adapt to the new world scenario;

RESOLVES:

1. To congratulate the present administration of the Institute for the progress made to date in the process to bring about change at IICA.
2. To instruct the Director General to continue with the process of internal training and institutional change, based on the guidelines contained in the 1994-1998 Medium Term Plan.

IICA/JIA/Res.272 (VIII-0/95)
19 September 1995
Original: Spanish

RESOLUTION No. 272

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

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.207(95) "Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA),"

CONSIDERING:

That the Executive Committee, at its Fourteenth and Fifteenth Regular Meetings, studied the reports submitted by the Director General on actions taken to comply with the resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture;

That the Executive Committee, in both meetings, having studied the aforementioned reports, noted that the General Directorate of the Institute had complied satisfactorily with the recommendations of the IABA,

RESOLVES:

To approve Document IICA/JIA/Doc.207(95) "Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture."

IICA/JIA/Res.273 (VIII-O/95)

18 September 1995

Original: Spanish

RESOLUTION No. 2731994-1995 INTER-AMERICAN AGRICULTURAL MEDAL

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.209 (95) "Inter-American Awards in the Rural Sector,"

CONSIDERING:

That, as evidenced in the aforementioned report, the Committee conducted an exhaustive study of the nominations received, taking into consideration the Regulations for Conferring the Inter-American Awards in the Rural Sector approved by the Inter-American Board of Agriculture at its Fifth Regular Meeting;

That these regulations stipulate that the Inter-American Agricultural Medal may be awarded on a biennial basis to only one person;

That Mr. Nazeer Ahmad from Trinidad and Tobago was nominated by the Government of Guyana as a candidate for the 1994-1995 Inter-American Agricultural Medal, and that his nomination was submitted in compliance with all established requirements;

That all documentation examined indicates that the candidate is qualified to receive this honor;

That the Executive Committee, at its Fifteenth Regular Meeting, adopted Resolution No. 245 recommending that the IABA award the Inter-American Agricultural Medal to Mr. Nazeer Ahmad,

RESOLVES:

To award the 1994-1995 Inter-American Agricultural Medal to Mr. Nazeer Ahmad, in public international recognition of his outstanding contributions to agricultural development and to improving rural life.

IICA/JIA/Res.274 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 274

1994-1995 INTER-AMERICAN AGRICULTURAL AWARD
FOR YOUNG PROFESSIONALS

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.209(95) "Inter-American Awards in the Rural Sector,"

CONSIDERING:

That, as evidenced in the aforementioned report, the Committee conducted an exhaustive study of the nominations received, taking into consideration the Regulations for Conferring the Inter-American Awards in the Rural Sector approved by the Inter-American Board of Agriculture at its Fifth Regular Meeting;

That these regulations stipulate that the Inter-American Agricultural Award for Young Professionals may be awarded on a biennial basis to only one person;

That Mr. Kevel Conway Lindsay was nominated by the Government of Antigua and Barbuda as a candidate for the 1994-1995 Inter-American Agricultural Award for Young Professionals, and that his nomination was submitted in compliance with all established requirements;

That all documentation examined indicates that the candidate is qualified to receive this honor,

RESOLVES:

To award the 1994-1995 Inter-American Agricultural Award for Young Professionals to Mr. Kevel Conway Lindsay, in public international recognition of his outstanding spirit of service and contributions to improving rural life.

IICA/JIA/Res.275 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 275

1994-1995 INTER-AMERICAN AWARD FOR THE PARTICIPATION
OF WOMEN IN RURAL DEVELOPMENT

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.209 (95) "Inter-American Awards in the Rural Sector,"

CONSIDERING:

That, as evidenced in the aforementioned report, the Committee conducted an exhaustive study of the nominations received, taking into consideration the Regulations for Conferring the Inter-American Awards in the Rural Sector approved by the Inter-American Board of Agriculture at its Fifth Regular Meeting;

That these regulations stipulate that the Inter-American Award for the Participation of Women in Rural Development may be awarded on a biennial basis to only one person;

That Ms. Lorna Rose Gooden was nominated by the Government of Jamaica as a candidate for the 1994-1995 Inter-American Award for the Participation of Women in Rural Development, and that her nomination was submitted in compliance with all established requirements;

That all documentation examined indicates that the candidate is qualified to receive this honor,

RESOLVES:

To award the 1994-1995 Inter-American Award for the Participation of Women in Rural Development to Ms. Lorna Rose Gooden, in public international recognition of her outstanding contributions to improving rural life.

IICA/JIA/Res.276 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 276

DESIGNATION OF MEMBERS OF THE AWARDS SELECTION
COMMITTEE FOR THE 1996-1997 BIENNIUM

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.210(95) "Designation of the Members of the Awards Selection Committee for the 1996-1997 Biennium,"

CONSIDERING:

That the Regulations for Conferring the Inter-American Awards in the Rural Sector, approved in Resolution IICA/JIA/Res.174(V-O/89), create a committee to select candidates for the awards, with one representative from each of five Member States sitting on the Executive Committee in years when the Inter-American Board of Agriculture (IABA) holds its regular meeting;

That these regulations specify that four of the committee members shall represent the four geographical areas of IICA's work and the fifth shall represent the United States of America and Canada, and that they shall be selected in alphabetical order in accordance with established criteria;

That it is necessary to set up the Selection Committee for the biennium beginning January 1, 1996,

That the Executive Committee, at its Fifteenth Regular Meeting, by Resolution No. 248, received Document IICA/CE/Doc.297(95) "Designation of the Members of the Awards Selection Committee for the 1996-1997 Biennium,"

RESOLVES:

That, in compliance with pertinent regulations, the Selection Committee to bestow the Inter-American Awards in the Rural Sector for the 1996-1997 biennium shall be made up of one IABA representative from each of the following Member States: Argentina, Barbados, Bolivia, Guatemala and the United States of America.

IICA/JIA/Res.277 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 277

DATE AND SITE OF THE NINTH REGULAR MEETING
OF THE INTER-AMERICAN BOARD OF AGRICULTURE

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That, in accordance with Article 16 of the Rules of Procedure of the Inter-American Board of Agriculture, regular meetings of the IABA shall be held every two years, preferably during the second half of the second year of the Institute's biennium, and that in each meeting, the Board is to decide on the provisional date and site of the subsequent regular meeting, in accordance with written offers submitted by the governments of the Member States to the Director General;

That in accordance with Article 17 of the Rules of Procedure of the Board, the Board shall select a site for its regular meetings from among the offers received, and in accordance with the principle of rotation and geographic distribution;

That the Government of Chile has offered the city of Santiago as the site of the Ninth Regular Meeting of the Inter-American Board of Agriculture,

RESOLVES:

1. To thank the Government of Chile and accept its generous offer of the city of Santiago as the site of the Ninth Regular Meeting of the Inter-American Board of Agriculture (IABA).
2. To hold the Ninth Regular Meeting of the IABA in September or October 1997.

IICA/JIA/Res.278 (VIII-O/95)
19 September 1995
Original: Spanish

RESOLUTION No. 278

VOTE OF THANKS TO THE GOVERNMENT AND PEOPLE
OF COSTA RICA

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Eighth Regular Meeting,

CONSIDERING:

That the hospitality extended by the Government of Costa Rica has been a determining factor in creating an orderly, cordial atmosphere for the deliberations of the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA);

That the support provided by the Government of Costa Rica for the meeting has ensured the success of this important event,

RESOLVES:

To express its deep appreciation to the Government and people of Costa Rica, especially to His Excellency President Jose Maria Figueres for his honorable and enlightened participation in this ministerial forum, his leadership in the field of agriculture and the democratic process, his decisive action to promote sustainable development and protect the environment, and, in particular, his readiness to enter into constructive dialogue with the ministers of the hemisphere. This appreciation is to be conveyed by the

Minister of Agriculture and Livestock, Ing. Roberto Solorzano, and extended to include Mr. Solorzano himself and the diligent staff of his ministry, for the cordial hospitality and generous support they provided during the Eighth Regular Meeting of the Inter-American Board of Agriculture.

SIGNING OF THE REPORT


**SIGNING OF THE REPORT OF THE EIGHTH REGULAR 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 Report of the Eight Regular Meeting of the Inter-American Board of Agriculture is hereby signed at 20:00 hours on the twentieth day of September of the year nineteen hundred and ninety five.


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

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

San Isidro de Coronado, Costa Rica.



Carlos F. Aquino G.
Director General and
Secretary ex-officio



Roberto Solorzano S.
Chairman



REPORT OF THE CREDENTIALS COMMITTEE

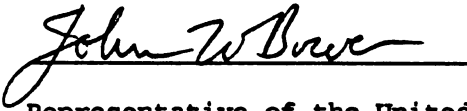
**REPORT OF THE CREDENTIALS COMMITTEE OF THE EIGHTH
REGULAR MEETING OF THE INTER-AMERICAN BOARD OF
AGRICULTURE**

The Credentials Committee of the Eighth Regular Meeting, made up of the Representatives of Argentina, Jamaica, Peru and the United States of America, was set up in accordance with the provisions of Articles 44 y 45 of Chapter VII of the Rules of Procedure of the Inter-American Board of Agriculture and the agreements reached in the Preparatory Session of this meeting.

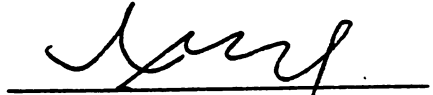
The Committee examined the credentials of the representatives of the Member States of the Inter-American Board of Agriculture. It found the credentials of the following to be in order: Antigua and Barbuda, Argentina, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Saint Vincent and the Grenadines, Saint Kitts and Nevis, Suriname, Trinidad and Tobago, United States of America, Uruguay and Venezuela.

The Committee wishes to remind the Delegations that, in order to facilitate the work of the Committee at future IABA meetings, credentials should be prepared in strict compliance with the provisions of Article 7 of the Rules of Procedure of the IABA, and that, to this end, it is recommended that they use the sample credential sent to the Member States by the General Directorate.

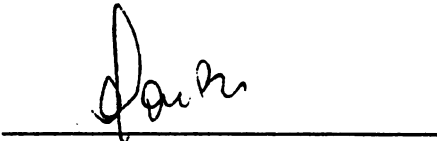
This report is signed in San José, Costa Rica, on September 17, 1995.



Representative of the United States of America
Chairman
John Bowen



Representative of Peru
Vice-chairman
Rodolfo Masuda Matsura



Representative of Argentina
Rapporteur
Gloria Paez



Representative of Jamaica
Faith Innerarity

**REPORT OF THE SELECTION COMMITTEE TO RECOMMEND THE
APPOINTMENT OF EXTERNAL AUDITORS FOR
THE 1996-1997 BIENNium**



REPORT OF THE SELECTION COMMITTEE
TO RECOMMEND THE APPOINTMENT OF EXTERNAL AUDITORS
FOR THE 1996-1997 BIENNIUM

On September 17, 1995, at 17:30, a Committee to recommend the appointment of external auditors for the entities of IICA and CATIE for the 1996-1997 biennium was convened and met in Meeting Room 4 of the Hotel Europa Zurqui, San Jose, Costa Rica. The Committee was comprised of representations from the following delegations:

Panama
Suriname
United States of America
Venezuela

Also present at the meeting were representatives of the Audit Review Committee of IICA, as well as the Director of Finance of IICA, who served as the Technical Secretary to the Committee.

It was moved by the Representative of the United States of America, and seconded by the Representative of Panama, that the Representative of Venezuela should act as Chairperson of the Committee for this session, and the Representative of Venezuela agreed to accept the nomination.

The Director of Finance explained that the purpose of the meeting was to review the bids of external audit firms who had bid on the audits of IICA and CATIE and to recommend the selection of external auditors for IICA and CATIE for the 1996-1997 biennium.

The Director of Finance then proceeded to read the minutes of the last meeting of the Committee, held on September 19, 1993, in Mexico City, Mexico, and referred to the fact that Article 2.h of the Rules of Procedure of the Inter-American Board of Agriculture provides that the

IABA shall select and appoint auditors every two years, based on a process of competitive bidding. He then explained the process which had been used for soliciting bids from audit firms and confirmed the fact that the five audit firms which had responded to the request for bids were all capable of undertaking the assignments in question.

Committee members then proceeded to examine the material provided, including the background information on IICA and CATIE which had been distributed to the audit firms in order to familiarize the firms with the objectives, scope and reporting requirements of the assignment.

In light of the fact that a change in auditors had been recommended at each of the last two meetings of the IABA, the Committee discussed the effects of another change in auditors at this time. However, the Director of Finance confirmed that, in fact, four of the five firms had had extensive experience with the accounts of both IICA and CATIE, and that the selection of a firm based on the lowest price bid would not present undue problems for the Administrations of either IICA or CATIE.

Other matters which were tabled for discussion by the Committee were the need for the external auditors to conduct audit examinations in selected Technical Cooperation Agencies of the Institute as well as at IICA Headquarters, in addition to the number of visits to IICA Headquarters which had been specified in the proposals of the audit firms.

The point was raised, and agreed to by all Members of the Committee, that, in the future, IICA's administration should arrange more time for the Committee members to study the supporting material prior to being required to render their decision. However, with respect to the material presented for consideration at this time, the Committee was able to reach a consensus and to conclude that the bid submitted by the firm of KPMG Peat Marwick was the

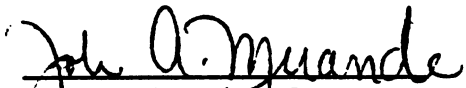
most reasonable, both from the standpoint of price and from the described ability of the firm to properly address the audit needs of IICA and CATIE.

The Committee therefore agreed that the Chairman of the Committee should recommend to the IABA that KPMG Peat Marwick's bid be accepted for the 1996-1997 biennium.

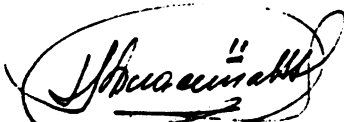
In addition, Committee members also agreed to include in their recommendation to the IABA the fact that instructions to the incoming auditors should underscore the requirement to adhere strictly to the procedures defined in Articles 102 and 104 of the Rules of Procedure of the General Directorate, which define the reporting requirements of the external auditors.

The Meeting was adjourned by the Committee Chairman at 18:40.

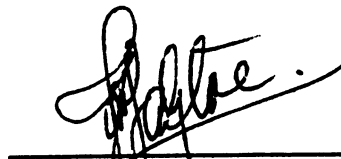
Sabas Gonzalez
Chairperson
Representative of Venezuela



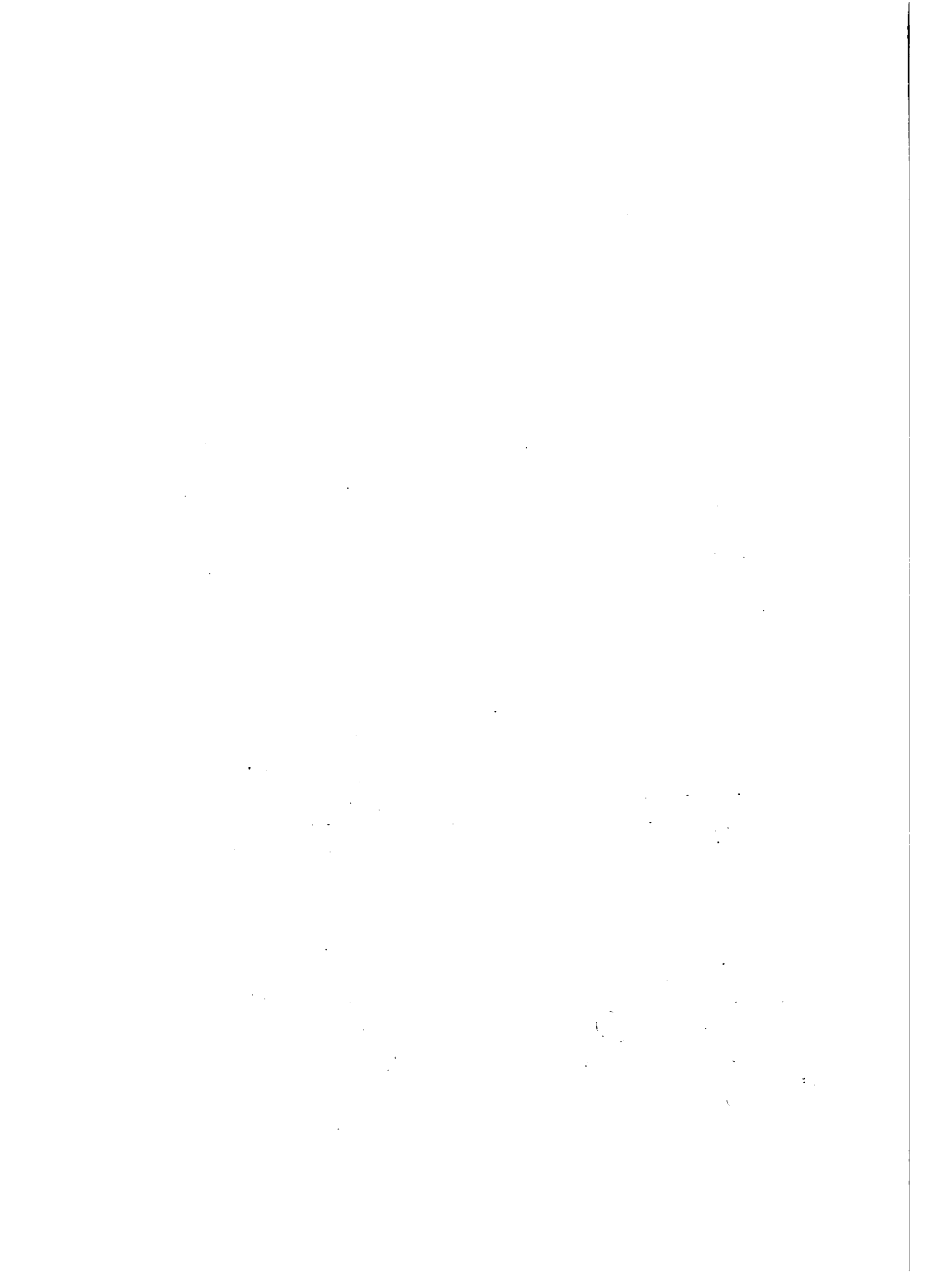
John Miranda
Representative of the
United States of America



Alfredo Acuña
Representative of Panama



Jaswant Sathoe
Representative of Suriname



AGENDA

IICA/JIA/Doc.197 (95)

Agenda

1. Provisional Schedule IICA/JIA/Doc.198 (95)
2. Message of the Director General (unnumbered)
3. 1993 and 1994 Annual Reports IICA/JIA/Doc.199 (95)
4. Financial Issues
 - 4.1 1996-1997 Program Budget IICA/JIA/Doc.200 (95)
 - 4.2 Reports of the External Auditors and Comments by the Director General on the 1993 and 1994 Reports of the External Auditors IICA/JIA/Doc.201 (95)
 - 4.3 Designation of the External Auditors for the 1996-1997 Biennium IICA/JIA/Doc.202 (95)
 - 4.4 Report of the Audit Review Committee IICA/JIA/Doc.203 (95)
5. Special Reports
 - 5.1 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI) IICA/JIA/Doc.204 (95)
 - 5.2 Biennial Report on the Activities of the Tropical Agriculture Research and Training Center (CATIE) IICA/JIA/Doc.205 (95)

6. Reports on the Meetings of IICA's Governing Bodies

- 6.1 Report of the Chairman of the Executive Committee on the Meetings of the 1994-1995 Biennium IICA/JIA/Doc.206(95)
- 6.2 Report on the Status of the Resolutions of the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA) IICA/JIA/Doc.207(95)
- 6.3 Date and Site of the Ninth Regular Meeting of the Inter-American Board of Agriculture IICA/JIA/Doc.208(95)

7. Other Business

- 7.1 1994-1995 Inter-American Awards in the Rural Sector IICA/JIA/Doc.209(95)
- Report of the Awards Selection Committee submitted to the Fifteenth Regular Meeting of the Executive Committee
- 7.2 Designation of the Members of the Awards Selection Committee for the 1996-1997 Biennium IICA/JIA/Doc.210(95)

LIST OF PARTICIPANTS

MEMBER STATES OF IICAARGENTINA**Regular:**

Gloria Báez
Coordinadora de Asuntos Internacionales
Secretaría de Agricultura, Ganadería
y Pesca
Buenos Aires

Alternate:

Bernardo Juan Ochoa
Consejero
Embajada de Argentina en Costa Rica
Apdo. 1963
1000 San José

BARBADOS**Regular:**

Rawle Eastmond
Minister of Agriculture and Rural Development
Ministry of Agriculture and Rural Development
Christ Church

Alternate:

Branford Goddard
Permanent Secretary
Ministry of Agriculture and Rural Development
Christ Church

BELIZE**Regular:**

Russell Garcia
Minister of Agriculture
Ministry of Agriculture
Belmopan

Alternate:

Crescencio Sosa
Permanent Secretary
Ministry of Agriculture and Fisheries
West Block

BOLIVIA**Regular:**

Edgar Talavera Soliz
Secretario Nacional
Secretaría Nacional de Agricultura y Ganadería
Ministerio de Desarrollo Económico
La Paz

BRAZIL**Regular:**

José Eduardo de Andrade Vieira
Ministro da Agricultura, do Abastecimento
e da Reforma Agrária do Brasil
Ministerio da Agricultura, do Abastecimento
e da Reforma Agrária do Brasil
Brasília, D. F.

Alternates:

Mauricio Assis Souza

Chefe

**Assessoria para Assuntos Internacionais
Ministerio da Agricultura, do Abastecimento
e da Reforma Agrária do Brasil
Brasília, D. F.**

Antonio Luiz Machado de Moraes

Assessor

**Assessoria para Assuntos Internacionais
Ministerio da Agricultura, do Abastecimento
e da Reforma Agrária do Brasil
Brasília, D. F.**

Germano de Andrade

Assessor do Ministro

**Ministerio da Agricultura, do Abastecimento
e da Reforma Agrária do Brasil
Brasília, D. F.**

Dante Scolari

Assessor do Ministro

**Ministerio da Agricultura, do Abastecimento
e da Reforma Agrária do Brasil
Brasília, D. F.**

CANADA**Regular:**

Fernand Robichaud

Secretary of State

**Agriculture, Agri-Food, Fisheries
and Oceans**

Alternates:

C. William Ross
Director General
International Markets Bureau
Agriculture and Agri-Food Canada

Gilliane Lapointe
Chargé d'Affaires
Canadian Embassy in Costa Rica
P. O. Box 351
1007 Centro Colon

John L. Ausman
Acting Director
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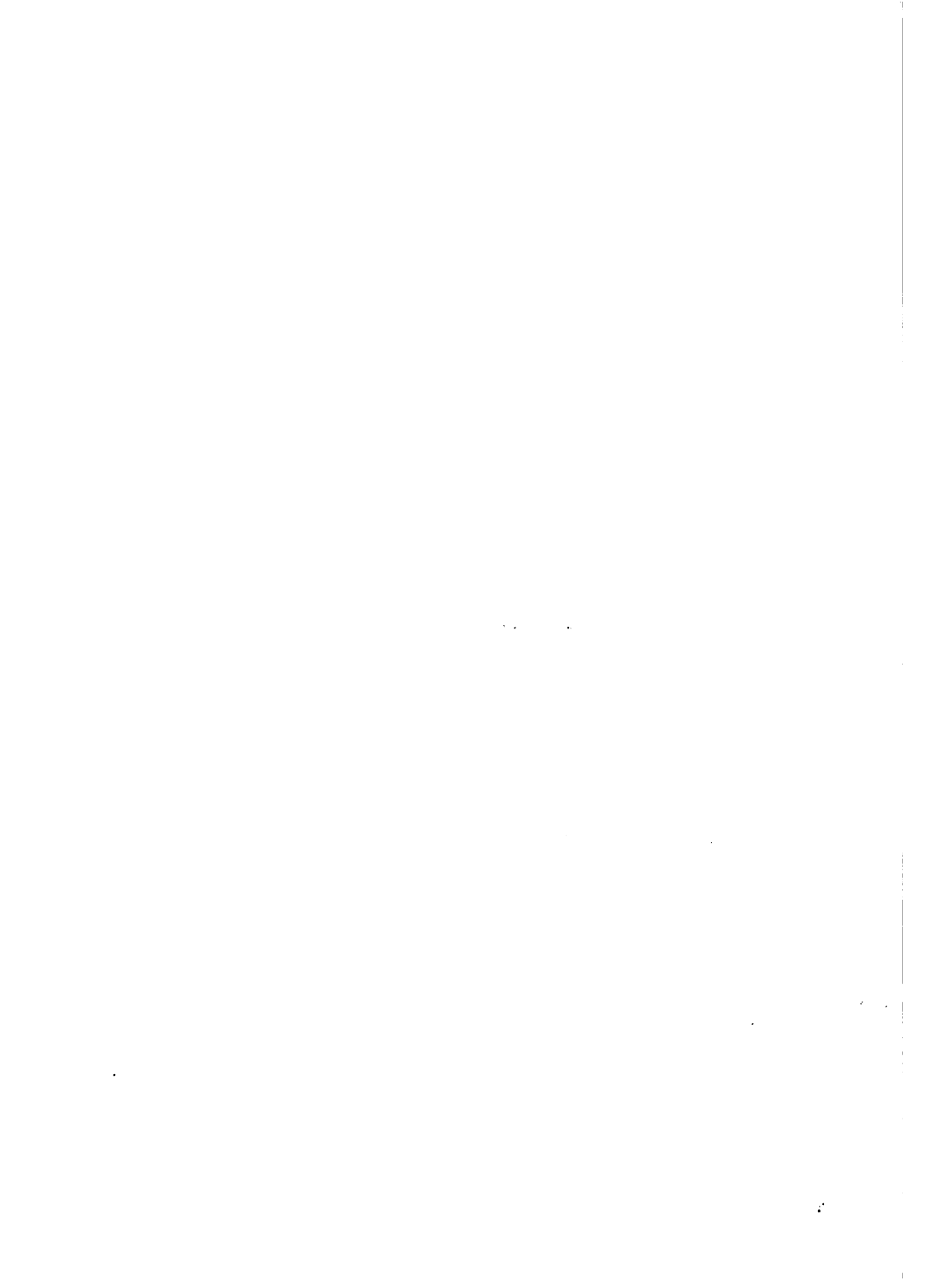
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**ADDRESS BY PRESIDENT JOSE MARIA FIGUERES O.,
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Ladies and Gentlemen:

It is a great pleasure for me to be with you at this meeting of the Inter-American Board of Agriculture. On behalf of all Costa Ricans, I welcome you, Messrs. Ministers of Agriculture and other representatives from neighboring countries. I come to this event with enthusiasm, as to a meeting of friends who share grand dreams, and also deep concerns. Agriculture has always been the center of my life. Ever since I began my working life, I have been in agriculture and agroindustry, like my father before me. I entered public life as Minister of Agriculture. It is because of these personal experiences, and a compelling desire to share concerns about the continent's agriculture, that I am so pleased to be here with you.

I would like to focus your attention today on the current status and future prospects for agriculture in Latin America and the Caribbean. I would not like to waste the valuable time we have available, so I will omit the preliminaries and directly tackle the substantive issues before us. My address will be divided into three parts. First, I will review the important role of agriculture in our national development strategies. Second, I will mention some of the problems that are inhibiting agricultural progress in our countries. Finally, I will share a few thoughts on ways we might be able to overcome the current crisis.

1. Could Our Countries Live without Agriculture?

For over three decades, agricultural production growth has been losing momentum. Today, agriculture in the majority of our countries is in outright crisis. Although the region's economy has been on the rebound since the

beginning of this decade, agricultural production has failed to keep up with overall economic growth.

Many people are unconcerned about the decline of agriculture. New industries and services, they claim, will more than make up for it. They seem to forget that we cannot make over our production structures from one day to the next, as if they were simple-to-assemble mechanical devices. At issue here are entire societies whose bond to their land and natural resources have been gradually built up over the long course of personal histories. What nation has ever denied its own history of production, simply to pursue development? A look around us gives eloquent reply. We can think of the industrialized societies of Europe, or the state of Israel, or the recently industrialized countries of southeast Asia. All of them founded their development on a renewed appreciation of primary production. This was the foundation on which they erected later processes of industrialization.

Although the examples of these countries are illustrative, the answers to the riddle of agriculture can be found most clearly on our own doorstep. Because the majority of our countries have a strong agricultural tradition, agricultural modernization is a prerequisite if we hope to pursue sustainable development. When I use this term "sustainable development," I mean that the process by which a nation advances rests on four building blocks: macroeconomic balance, social equity, political democracy, and environmental equilibrium.

Agricultural progress provides the key for our countries ultimately to set these building blocks in place. We will not easily achieve sustained economic growth unless we begin to attach greater value to our natural resources. If full economic prosperity and social development take hold in the rural zones, we will build greater social equity and our democracies will become more vigorous. We can even deter environmental deterioration

if our agroindustrial practices begin to conserve natural resources and use them more rationally.

2. Fragmented Production Structures

The future of agriculture will determine the overall future of our nations. This is why we must be so concerned about when we see the sector lagging behind. Agriculture has failed to keep up, not only in terms of quantity produced, but also in how it is produced, and whether the sector is capable of transforming itself to assimilate constant change in world markets. Unlike the industrialized world, our countries have production structures that fail to build fluid linkages, that lack multiplier effects, and that have developed little synergy between production, marketing and consumption. Instead, they tend to be utterly fragmented. Five broad structural gaps cut across the agricultural sector, leaving it fractured.

The first is the gap between agricultural production and natural resource conservation. Our production methods have been hostile to nature. Our agriculture has often been the force behind deforestation, which is progressing at the chilling rate of seven million hectares per year, soil erosion, and water pollution. The responsibility falls both to small-farm production and to modern production enterprises. It is a sad irony that we have squandered so many natural riches in exchange for so little added value.

Another large gap exists between production and trade of agricultural goods. How we waste our productive efforts by our inability to market what we produce! I would hesitate to ignore the powerful external barriers our exporters must face when they attempt to sell their products for fair prices on the on the international markets. But it is no secret that we have much to learn about trade, and that no one can overcome our limitations for us. Until we take this step, we will continue to miss out on opportunities to sell more and sell better.

Another gap separates our production structures from our scientific and technological capabilities. We still fail to place our scientific and technological resources at the service of sustained innovation processes. We are slow to assimilate conventional technologies. We have barely advanced in the use of fertilizers, improved seed, tractors, and irrigation. More serious still is that we have not been adopting new technologies, such as computer use and biotechnology, as much as we should. Meanwhile, the world technological revolution moves ahead. Even in modern production sectors, many businesses are being pushed out of the market by constant innovations. Unless we regroup our scientific and technological sectors to start making true progress, our competitive positions will continue to deteriorate.

The next gap is between agriculture and industry. In spite of the fact that agroindustry has a high profile in our national industrial sectors, and that some of our countries have highly competitive agroindustrial operations, it is evident that we are not doing enough agroindustrial processing. We need to open new export opportunities, protect ourselves against fluctuations in agricultural product prices, extract greater value from our natural resources, and open the doors to regional development. All of these objectives, as you know, demand that we thoroughly rejuvenate our agriculture through vigorous industrialization processes that will raise the market value of our natural and human resources.

The fifth gap separates agricultural production from social development. One result of the gaps I have already mentioned is that the majority of areas with a long agricultural tradition have failed to achieve dynamic production levels. Even areas that have pursued agricultural modernization have become polarized, with benefits spread unevenly. These factors, in combination with weak social policies, have limited social development in rural zones. Clear indicators of this include stagnated employment levels or rising unemployment and a drop in real wages.

An overqualified work force is another problem, as in the case of the pools of available engineers and technicians unable to find positions in agricultural businesses. Rather than growing, the rural population is emigrating to urban areas, taking its poverty with it.

These limitations in our production structures have been with us throughout history. But they weigh heavier on us today because the great changes occurring in the world are making our own weaknesses more critical. They promise progress, but will bring only danger, unless we transform our economies.

The technological revolution continues to reshape the way we produce and live in the world. The growth of world trade creates more interdependent, export-dependent national economies. Our economies continue to open, but production processes are not changing fast enough to protect our producers. Meanwhile, protectionist policies persist in the industrialized countries. Added to this panorama on our continent is the hemispheric immigration process, which has intensified these trends and is driving us to eliminate trade and investment barriers within just ten years.

The choice couldn't be any clearer: either we continue to lose our competitive edge as the economies open up and our productive transformation lags behind, or we take the path of modernization, shaking off production structures that have weighed us down in the past, and seizing the opportunities held out by economic integration.

3. The Roads to Agricultural Renewal

We have no choice but to change our forms of coexistence, production and trade by placing higher value on our natural and human resources. Only thus will we be able to begin sustainable development processes. To attain this end, we must renovate production policy, which has lost

importance, and within that policy we must also revitalize agricultural policy. I do not believe we should recycle old dogmas on the role of the state. We now know that, for economic growth to become sustainable, state and market alike must be combined in a creative, pragmatic manner, making the most of their advantages and reducing their weaknesses in each specific situation.

With regard to the challenges facing our productive policies, I would like to make a few comments, merely to illustrate my view on the direction changes are taking. I am not forgetting that this is a meeting of ministers of agriculture, so I will therefore concentrate on their field of competence. I shall mention three levels of action.

The first concerns strengthening the roles that the ministries play in production, as the leaders of their sectors. This includes ministries such as agriculture, industry and tourism. In strengthening their basic functions, these ministries should seek to exert greater influence on economic policy, to make it reflect the productive interests of our countries more effectively. I am thinking of our macroeconomic policies in particular, since they continue to favor the import trade and financial speculation, at the expense of heavily penalizing productive efforts. With overvalued exchange rates and high interest rates, we will continue to compete at a severe disadvantage. We are well aware that there are reasons for such situations that go beyond the power of our national states. I continue to believe, however, that there is room for political action that we can use to better advantage to favor productive modernization, and that the institutional front is very important in that struggle.

To strengthen their leadership role, agricultural ministries should abandon their productive bias and cease to be the closed preserve of agronomic disciplines. Instead, they should embrace an integrating, interdisciplinary view

of agricultural activity, a view that should not widen its structural gaps but combat them.

It would also be advisable for agriculture ministries to strengthen their dialogue and alliances with farmer organizations, to ensure that their strategic interests have a greater bearing on economic policy. I am not referring to the frequent discussion of immediate problems or the pressure exerted by some farmers to secure privileges as a means of evading genuine competitiveness; rather, I am referring to responsible dialogue with a vision of the future, in which the government plays its role as the representative of society as a whole and avoids becoming a distributor of privileges.

On recovering their mission, agriculture ministries will also be in a better position to include the views of agricultural businessmen in international trade negotiations. Within the framework of continent-wide integration, our countries must carry out a united struggle in the liberalization process. The multilateral trade system, which lays down a standardized code of conduct for all countries, provides us with the best options for combating the inequities that prevail in international trade, particularly on the part of industrialized countries.

The second sphere of action of productive policy to which I would like to refer concerns the reform of support services for farmers. Our region has made much progress in carrying out a critical analysis of the productivist, agronomist model that has prevailed in the agricultural sector's institutions, and there are reforms from which we can learn. We now know that support for agriculture is more effective to the extent that it is a more comprehensive, varied support for the linkages that form agroindustrial chains, ranging from primary production to end consumption. Let us do away, once and for all, with the approach to agricultural services that focused exclusively on research and extension; all too often, it only

benefited farmers on a larger scale and excluded small-scale producers.

Our governments face the great challenge of spurring the creation of newer, more advanced networks of agricultural services -- public or private, depending on which is more suitable in each case -- to help close the structural gaps I mentioned previously. In this regard, we certainly do need better research and better extension. Today more than ever, we need basic research, particularly to be in a position to master and make creative use of the fruits of the biotechnological revolution. We must re-examine the role of applied research for it to respond flexibly and effectively to the challenges facing our products in their markets. We need new extension schemes that will genuinely be of use to small-scale farmers, and that means that they should form part of more comprehensive sets of services.

Advisory services for the organization of farmers must play a more important role. The organizations can serve to facilitate credit application, to secure better prices on purchasing inputs, and to increase exportable supply. Farmer organizations can enable producers and exporters, or agricultural and industrial producers, to jointly establish companies. Finally, organization can take a multinational shape, allowing us to reap the advantages of trade liberalization, establish linked production and marketing chains between two or more of our countries, and strengthen the competitive advantages of each one.

We also need more and better market information. There is no more room for production initiatives that turn a blind eye to the marketplace. All too often, the naivete of our farmers can be measured in bankrupt businesses and hungry families. The solution lies in timely, reliable market information, freely available to the public and easily accessible by farmers and exporters alike.

Let us not forget agricultural credit. Even in a severely restrictive macroeconomic environment, much can be done to make credit available to larger numbers of farmers, and to design specialized funds tailored to the specific farming methods of each group.

Technical assistance for farmers also deserves attention. We should be trying harder to spread efficient conservation-oriented practices. We need to take better care of the natural resources used for agriculture. We need to conserve soils and water, make better use of irrigation, assimilate integrated pest management techniques, and curb the abuse of agrochemicals, replacing them with more intensive use of biological controls on farms. We need to recognize the true value of our natural resources, rein in the plundering of this wealth, and increase the economic benefit we reap. I am mindful of the case of range livestock production, that erodes the soil and encourages the felling of natural forests. We need to be changing over to more rational methods for producing livestock intensively, combining them whenever possible with tree farming or with other activities.

Our agricultural producers should be receiving better services in many other fields as well, including advisory assistance in farm management techniques, animal and plant health services, technical support for post-harvest and processing activities, training of the labor force and building of public infrastructure.

With this approach, as we begin to translate a present challenge into reality, our farmers and agroindustries will find that the support they receive is more effective. We will have moved beyond the techniques that distort price systems, instead finding ways to make our production activities genuinely competitive.

Our third challenge is to promote projects of high national interest, which build on potential competitive advantages and have a powerful social and economic impact.

Industrialized countries have undertaken large-scale national and multinational projects to develop new competitive advantages. How much more important is this type of initiative for those of us whose countries are poor, have fewer resources, and face greater external challenges? It will be very difficult for us to make qualitative leaps in our production structures unless we focus on projects of strategic importance. Some projects could aim to create agroindustrial development centers located in particular rural areas. Others might seek to develop a competitive edge in industries of strategic importance. In my country, coffee provides an eloquent illustration. For over a century, we have produced high-grade coffee with one of the greatest productivity levels in the world. But we continue to sell our coffee just as we have been doing for one hundred years, unable to penetrate specialty coffee markets or to begin selling processed coffees or other coffee products, even though these markets hold out the promise of leading us out of the structural crisis that has tied our hands. Certainly, we could envisage a joint effort between private enterprise and the government, to bring about a qualitative leap in the competitiveness of this agroindustrial chain. This is the type of venture that would be very difficult for individual farmers to undertake, but that can become feasible when we all pool our efforts.

National efforts such as these can draw particular force from new and ambitious region-wide initiatives. As Carlos Aquino has said, agricultural policy must play a more visible role in hemispheric fora. At the same time, we need to synthesize our national experiences more systematically, so that we can draw from them the lessons and new ideas that will light the way as we proceed to transform our countries. We must work together to build a new paradigm for transforming agriculture, giving due weight to our own situations and common aspirations.

We must also undertake an in-depth review of regional organizations associated with agriculture. These organizations, like the sectoral institutions in our own countries, need to be profoundly rethought if they are to meet successfully the present challenges of agriculture in the hemisphere. In this regard, IICA stands out as an example of an organization willing to carry out self-examination and redesign its internal structure. I am confident that this Board will produce joint initiatives and agreements that will guide actions related to agriculture throughout the hemisphere.

Ladies and gentlemen, my speech is finally coming to an end. I hope to have left you with one clear idea: even though our production structures may be backward, even though the external market holds many obstacles, our countries have wide margins for action to transform and revitalize our agricultural sectors. I have great faith that we will use these margins wisely, and that we will bring forth a new period of lasting prosperity. I am confident that this will be the case. The history of our hemisphere reveals a people who have never shrunk from daunting challenges. What we have before us is just one more. I know that we all share this optimistic view, and this is why we will leave this Board meeting with our energy recharged and our ideas renewed to take on the common struggles that lie ahead.

Thank you very much.

**ADDRESS BY THE MINISTER OF AGRICULTURE AND LIVESTOCK
OF COSTA RICA, MR. ROBERTO SOLORZANO,
AT THE INAUGURAL SESSION**

As the representative of the agricultural sector of Costa Rica, I bid you a warm welcome to our country. It is particularly meaningful to us that this meeting should take place on Costa Rican soil, in the country that for so long has been home to the Inter-American Institute for Cooperation on Agriculture. We see this as an important opportunity to reaffirm our nations' will to seek new avenues for joint development around the hemisphere.

This final decade of the twentieth century has brought profound changes to an astonished world, transforming many spheres of our society. As a result of these transformations, development models must now respond to a new economic setting, a new social arena, a new institutional life, and a new environmental plane.

Our countries have seen their societies redefined by rapid socioeconomic and political transformations.

With these changes come new scenarios that call for a fundamental change in agricultural development models. Considering that the world economic setting has been revolutionized, the paternalistic state has faded into history, and that the environment has suffered from imbalances induced by our production styles, we find that we must conceive of new dimensions. Our countries' agricultural sectors will have to compete in new scenarios as opportunities so require, where the private and public sectors share responsibility for the sector's development.

Agriculture is the backbone of the economy for most of the countries represented in this meeting. This is why we must spare no effort to promote a competitive and prosperous agricultural sector. Only this will bring economic stability, allowing workers and small agricultural businesses to improve their lot each day. Only this will

shrink the gaps that separate city from countryside, providing rural populations with greater access to effective social services.

Costa Rica's agricultural sector, like that of most of the countries of the Americas, has played a decisive role in the economic, social and environmental development of our society. It is the cornerstone which has supported our people's development and, as such, has become the foundation on which our nation has built the democratic system we enjoy today.

Five years from the closing of the twentieth century, Costa Rica's economy continues to depend on the agricultural sector. Statistics show that today, agriculture produces approximately 20 percent of the gross national product and 68 percent of the value of our exports. Only this sector continues to post a positive trade balance, standing in contrast to trends of the overall national economy.

Labor figures are also very revealing, as 22.6 percent of the economically active population is employed in activities related to agriculture. This is the sector that provides economic opportunity in the rural areas of our country, where 56 percent of the Costa Rican population lives.

As we approach the twenty-first century, we find that the agricultural sector still plays the leading role it has played since the beginning in helping to build the Costa Rican economy.

Generation after generation, our culture and our national identity have drawn sustenance from agriculture.

As we look toward the future, we visualize a Costa Rica that has learned to make the most of its traditional love of agriculture, drawing on this sector to achieve higher levels of economic and social development and thus

striving to find and intelligently maintain its place in the world economy.

Under the conviction that agriculture will continue to be the engine for economic reactivation, we have set out a strategy for sustainability in the agricultural sector of Costa Rica, which rests on three main pillars:

The first pillar is participation. This means that producers and their organizations are encouraged to play an active role in shaping public policies, in providing services, and in identifying shared actions.

The second pillar is the reconversion of production structures to make production more efficient, obtain a better market position for products, conserve natural resources, and increase the degree of equity.

Finally, the third pillar is institutional transformation. The sector's institutions need to improve their ability to respond to the demands and needs of agricultural producers and to begin serving as facilitators, streamlining relations and integrating the sector in the framework of sustainable development. As they do this, they will give new momentum to a development strategy able to combine the here and the now with the future, the important with the urgent, and the economic with the social and the environmental.

Let me share something I heard from a small farmer in a rural community of Costa Rica. He was telling me about an organic vegetable farming project he owns in partnership with several other small farmers. He said, "We are an association. No one is more important than anyone else, because we all work the land in order to provide for our families. But I have to say this: we do have three bosses; the consumers (both here and in other countries), our land, and the environment."

In his simple way, this farmer summed up the challenge facing our hemisphere's entire agricultural sector as we approach the twenty-first century. In his statement he has encapsulated the need to adapt and compete in accordance with the demands of an international market, producing on a foundation of social peace and environmental balance.

This Costa Rican farmer, seeing things from his own standpoint, understands that better income levels, in and of themselves, will not improve lives. Just as important as income is the right to a clean environment and greater access to public social services, as well as development opportunities for future generations.

The leaders of the world's nations saw this clearly at the Earth Summit. They shouldered important new commitments, and the agricultural sector took up the challenge by implementing policies based on sustainable development. This is why we are determined to find methods of agricultural production that use agrochemicals more rationally and conserve soil and water more effectively, all in a setting of shared responsibility between the government and civil society.

One of the challenges for sustainable development is to bring conservation goals into harmony with the objectives of production, tailored to the characteristics of each region and community.

This is why I would like to emphasize the essential role of the micro-watershed. This elemental planning unit contains all the hydrological and social elements necessary for institutional actions to be fully integrated, and for communities to have true participation.

More than a physical space, the micro-watershed is the essential social environment for propelling local development so that a true strategy for sustainable development can be erected. Local groups need to be involved in this

process through participatory planning, as this will lead to sustainable land management based on the decisions of farmers, who are at the forefront.

Today we are here to reassert the agricultural sector's commitment to the economic and social development of our countries, based on competitive production structures. This competitiveness must be rooted in more advanced scientific and technological knowledge and greater specialization for our producers of crops, livestock and fish products, and not in low incomes and deteriorating social conditions in the countryside.

Efforts should focus on strengthening our competitive advantages by raising quality and lowering costs, by making our labor force much more productive, and by advancing our technological development.

We need an agricultural sector that is closely bound to industry and uses innovative business approaches that will meet the demands of today's economic, social and trade environment, and that can compete successfully on local and international markets. We also need forms of agriculture that will truly enrich rural communities and allow farmers to combine the mastery of modern technology with long-standing cultural traditions.

The challenge that lies before us for these three days is to break new ground in this hemisphere, giving agriculture a new, more dynamic role to play in the world economy, bringing about greater social peace, and guaranteeing development for our farmers, all in a framework of sustainable development.

With this perspective, my sincere hope is that we can find new, stronger approaches to inter-American cooperation that fully embrace all these demands and needs of agriculture and thus contribute to improving the quality of life for all the citizens of our Americas.

Thank you.

**ADDRESS BY FRANCISCO LABASTIDA OCHOA AT THE
INAUGURAL SESSION OF THE EIGHTH REGULAR MEETING
OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

Your Excellency Mr. Jose Maria Figueres, President of the Republic of Costa Rica; Mr. Roberto Solorzano, Minister of Agriculture and Livestock, Costa Rica; Ministers of Agriculture and Heads of Delegation of the Member States of the Inter-American Institute for Cooperation on Agriculture; Ambassadors; Mr. Carlos Aquino, Director General of the Institute; Dr. Rodrigo Gamez, President of the National Biodiversity Institute; Special Guests; Ladies and Gentlemen:

I am very pleased to take part in this high-level forum of ministers of agriculture of the Americas. I bring greetings from the president of my country, Mr. Ernesto Zedillo, who wishes to convey his fervent support for the success of this meeting and his desire that its results and agreements will benefit the agricultural development of our peoples.

It gives me special satisfaction to be in this country, with which we share deep ties of collaboration and mutual support. I would like to express my deep gratitude to the Government of Costa Rica, the honorable host of this event, and in particular, to President Jose Maria Figueres.

Allow me to acknowledge the progress Costa Rican agriculture has made in tropical livestock and coffee, among other areas. The technological advances in coffee are particularly notable.

Two years ago, my country had the honor of hosting the Seventh Regular Meeting of the Inter-American Board of Agriculture. During this event, the Ministers of Agriculture reaffirmed their responsibility and their commitment to agriculture in the Americas and to cooperation for development as the means for the sector's success.

This meeting marked the beginning of a long period of analysis that has taken shape in the 1994-1998 Medium Term Plan, which sets out the guidelines for the work of our Institute. We appreciate this institutional modernization effort and offer our support for the effort to make IICA an organization that is ever more able to meet the needs of the Member States.

During this period, IICA has identified its strengths and weaknesses and expanded its thematic and institutional horizons towards a renewed approach to agricultural co-operation in the hemisphere.

Our countries are building a mutually beneficial trade interchange through the creation of free-trade treaties between countries in North, Central, and South America. These treaties are an answer to the needs of the agricultural and rural sectors in our countries.

During the course of this meeting, we ministers will be making decisions that will have important implications for the Institute's future. One of these has to do with the lack of sufficient resources to cover the rise in IICA's operating costs. I am sure that, together, we will find new formulas for maximizing use of existing resources, as well as obtaining new funding sources.

It is important to mention the need for open, participatory cooperation, particularly in the areas of animal and plant health and technology transfer. This will enable the countries represented here to engage in a cooperative mechanism for international macroeconomic growth. Despite the progress that has been made, serious deficiencies still remain that must be resolved as soon as possible.

Mexico believes in and practices multilateralism. One example of this is the fact that, despite our economic problems, my country has not discontinued its activities abroad.

Today we are witnessing an economic process that distorts market forces less and whose instruments have a wider scope of action. This process has opened the door for greater efficiency, productivity, and competitiveness as standards for relations by between social agents. There is no question about the driving role of the state in economic and social transformations. On the contrary, there is an awareness that, not only can it not be substituted, but that the state is the driving force behind modernization in the production, social, and political spheres.

In this process of adaptation to global change, our countries must move beyond a national sectoral perspective. We must be imbued with the spirit of solidarity and interdependence at the macroeconomic level that will enable our farmers, and agriculture in general, to interrelate without hindrances, in trade, in technology transfer and in the necessary collaboration mechanisms between disparate, but complementary, economies.

At the Summit of the Americas, our leaders pledged to promote free trade and hemisphere-wide integration, the eradication of poverty, the effective incorporation of women and youth, and to encourage private-sector participation in our countries' development tasks.

Within that framework, as a political forum, we ministers of agriculture are meeting at a point in history in which we must assume our role and ensure that our sector becomes more and more involved in trade negotiations in order to promote joint participation and investment in agricultural projects that will reactivate our rural economies across the board.

Our countries have opened up to world trade flows, but in return we expect to be granted facilities such as loans, technology and joint investment opportunities, in order that we may successfully carry out the structural transformation of our rural sector and make it a natural

part of the agroindustrial process and other economic sectors. In its capacity as the coordinating agency for this endeavor, IICA, as the technical forum of the Inter-American Board of Agriculture, can make substantial contributions in this regard.

In such a context of balanced cooperation, it would be possible to make domestic production more market-oriented and gear it towards competition at the global level. This in turn would not only make it possible to attract capital, investment and jobs, but also foreign exchange for beneficiary nations.

In addition to profitable activities, however, I would like to emphasize the pressing need to manage our countries' productive potential more effectively, to carefully plan our future food supplies and, above all, to raise productivity and bring rural sectors up to the level of our other sectors, putting them in step with the pace of progress in the latter.

The efforts have afforded a magnificent opportunity to cooperation with our sister countries and with the multilateral cooperation institutions that have been established worldwide to accelerate and consolidate human progress, particularly the progress of those to whom a debt of justice is still owed, especially the people living in rural areas.

The work carried out jointly by IICA and the countries of the Americas goes to show that the potential of this vast land of promise can be turned into a reality, into detonators of growth and communal well-being.

On handing over the chairmanship of the IABA to my Costa Rican colleague, Mr. Roberto Solorzano Sanabria, I wish him every success and invite him to continue working to consolidate this agency as the regional agricultural forum par excellence.

It is up to all of us here today to jointly find suitable formulas to speed up a process of hemisphere-wide improvement that will enable us to overcome the backwardness of our rural societies.

Let us focus all our efforts, capacity and political will on this hope. Our peoples demand it; our countries need it.

Thank you very much.

**ADDRESS BY THE DIRECTOR GENERAL OF THE INSTITUTE,
MR. CARLOS E. AQUINO GONZALEZ**

On behalf of the Community of the Americas, made up of the Member States of the Inter-American Institute for Cooperation on Agriculture, and personally, allow me to express how honored we are to participate in this important event, and to thank the Government of Costa Rica for inviting us to the beautiful and historical National Theater to inaugurate the Eighth Inter-American Board of Agriculture.

We want to thank the President of the Republic, the Costa Rican Government, the ministers of agriculture of the Americas, the members of the official delegations, all of you, for helping to make possible this important opportunity for dialogue and communication on agriculture in the Americas.

I would like to share with you some thoughts on the most important processes taking place in the setting in which agriculture in the hemisphere will develop in coming years.

I also want to share with you some of the key actions that should be on the working agenda for agriculture throughout the Americas, if we are to respond effectively to the challenges posed by integration, globalization and sustainable development of agriculture and rural areas.

Hemispheric integration is the axis

Hemispheric integration is a process of key importance because it is increasingly becoming the axis around which the principal economic interests and the development of our countries revolve.

The creation of the Free Trade Area of the Americas (FTAA), which will gradually eliminate barriers to trade

and investment by the year 2005, will give a boost to the hemispheric integration process already under way as a result of subregional and bilateral agreements already in effect.

As we approach the twenty-first century, we are witnessing the construction of a hemispheric ~~system~~ involving production and trade, the flow of capital and technology, the exchange of knowledge and information, and the shared needs and opportunities of groups of countries and the entire hemisphere.

Hemispheric integration is an organic process because it has the political support of the countries, and is built on the results of structural adjustment, which provide a solid foundation for maximizing the benefits of the process.

Hemispheric integration is also a comprehensive, viable and sustainable process because, as the twenty-first century draws to a close, a new style of economic and social development is taking shape.

Economic development will be based on economic opening and integration, deregulation and liberalization, a state that regulates and promotes development, and a more important role for the private sector.

The countries are basing their social development on democratization and plurality in their societies, on the struggle against poverty and efforts to incorporate the most disadvantaged sectors of the population (women, children, young people and indigenous groups) into the mainstream, on educational reform and training, on health and good nutrition, on work and the conservation of natural resources and the environment with the aim of ensuring productive use in the future, and on the struggle against corruption, smuggling and drug trafficking.

In the Americas, agriculture is part and parcel of this process, and the time has come to view the agricultural affairs of any given country from the perspective of inter-American integration, a process which is creating a hemispheric system made up of many interdependent elements.

It calls also for an inter-American view of agriculture.

Change and leadership in agriculture

As agriculture's role and importance in these processes grows, so must the role of the sector's leaders and other participants.

To begin with, they should have an active role in negotiations that establish the rules of the game and general policies; in the offices that prepare and store technical data that support their arguments and contributions; and in the countryside and in the economy, where the most important efforts are made to upgrade the competitiveness of agriculture.

When we hear, or even say, that agriculture is declining in importance, that it is losing ground, I submit, Mr. President, honorable ministers, friends and colleagues, that, if this is true, it is because we are allowing it to happen.

We have noticed how all those involved in agriculture throughout the Americas, from agricultural leaders to farmers, are doing their utmost to translate into concrete actions what is known as the "agricultural priority," which is preached everywhere, but which often contrasts with the facts.

A new approach to agriculture

We contend that not only has agriculture not lost importance, but rather that its role is becoming more critical every day. However, we have not always been able to demonstrate this or to get society to recognize this fact.

Why is it that we cannot demonstrate agriculture's importance or convince society that it is important?

In our view, the problem is that the approach we use in discussing, managing and transforming agricultural activities is no longer the most suitable.

I am referring to the traditional and inflexible view of agriculture and its relations with its surroundings, which, on the one hand, considers agriculture as an isolated, primary production sector, and, on the other, is narrow, self-limiting and short-sighted.

In the context of globalization, hemispheric integration and the crumbling of political-ideological, economic and commercial barriers, this approach is no longer suitable.

For more than a decade, the import-substitution model has been wearing down as a new model of development has been emerging in all the countries. However, the traditional approach to and concept of agriculture has not yet been replaced; it is still the same.

As the new style of economic and social development takes shape, a renewed approach to agriculture must still be developed, one that is functional and responds to the new challenges.

This approach will enable us to disprove the myth of the "marginalization" of agriculture, and promote the growth and development of agriculture, the environment and rural inhabitants.

We must advance collectively in a joint effort to renew this approach. We must again adopt a systemic approach to agriculture, which, in the context of globalization and integration, reveals its structure, which is also systemic.

This is a renewed and hemispheric approach that envisages agricultural production, food, natural resources, poverty and rural development as closely intertwined and interdependent with the economy and society as whole.

Defining a strategy for returning agriculture to a position of importance

In developing a renewed approach, it is also necessary to develop a new vision and mission for agriculture and its institutions. We must work to draw up the actions of a process to define and establish an agricultural policy for the Americas.

This policy should aim to reassess, or better yet, attach proper value to agriculture, rural areas and their human resources, with a view to enabling them to participate actively in hemispheric integration and meet the challenges of the twenty-first century.

If we believe that agriculture's importance has not diminished, it might seem inappropriate to speak of reassessing its value, since it is impossible to restore importance to something that has not been lost.

Why, then, insist on reassessing its value? Because we have lost the capacity to recognize and demonstrate its importance; and because many of us still have a simplistic, distorted view of agriculture.

Therefore, we understand efforts to revalue agriculture as a deliberate and voluntary act to earn recognition by all of society that agriculture has not declined in importance, but rather has changed qualitatively. We must

demonstrate that it is a systemic structure, that it pervades, in real and effective terms, all of the economy and society.

We must work to establish its value with a strategy aimed at enabling the sector to perform effectively in integration and meet the challenges of the twenty-first century.

We must define and implement an ongoing process to add value in all the strategic segments of systemic agriculture.

Allow me, ladies and gentlemen, to mention some areas where agriculture's value can be heightened, and the important challenges facing us in that regard.

Biodiversity and natural and genetic resources: sound conservation and use of these, as well as the identification of commercially valuable products and substances, will provide hitherto unsuspected new ways of contributing to society and the overall economy.

Agricultural and agroindustrial products: high quality and the ability to fill new market niches will provide excellent opportunities, within the context of hemispheric integration and intra-regional markets.

Essential services that support agriculture, agro-industry and markets: these are the levers that will facilitate conversion, competitiveness and greater value added.

Other activities that are related to agriculture: industry, education, services, all of which also add value.

Agriculture can also add value to the decision-making process for sectoral and especially macroeconomic policy, through better capabilities and harmonization.

The reform of agricultural institutions, both public and private, will add value to agriculture.

The development and ongoing training of human resources, the source of wealth of the sector, is key to competitiveness and the valuation of systemic agriculture.

If we adopt a suitable approach and a strategy that creatively combines the short and the long terms, as well as the urgent with the strategic, we are certain we will be able to diffuse threats, strengthen our advantages and enhance opportunities.

Economic recovery in the region in the 1990s must receive a greater contribution from agriculture.

We will be in a better position to halt the deterioration of natural resources and rural areas, and especially to curb poverty and bring about a sustainable and comprehensive human development in rural areas.

Ladies and gentlemen, these are some of the great challenges before us. Let us join efforts; let us undertake together this great task of earning recognition for agriculture's true importance and value.

We must be convinced and truly understand that agriculture is not just a technical, diversified and risky activity, but also a significant and complex social process that has to do with peace, democracy, as well as economic, political, social and ecological sustainability.

Thank you very much.

**ADDRESSES DURING THE VISIT OF THE MINISTERS
OF AGRICULTURE TO THE UNIVERSITY FOR PEACE**

ADDRESS BY DR. FRANCISCO BARAHONA,
RECTOR OF THE UNIVERSITY FOR PEACE, DURING
THE VISIT OF THE MINISTERS OF AGRICULTURE
TO THE UNIVERSITY FOR PEACE

I welcome you to this beautiful campus, home to the only United Nations international university for peace.

It is not by coincidence that our institution is located in Costa Rica. We are here for reasons known to all of you, and which we share with IICA, especially this country's efforts to promote democracy, respect for human rights and peaceful co-existence.

Allow me then, against this backdrop, to offer a few thoughts on a goal we share: that of building societies in which human beings are the focus of all human actions, and the values of tolerance, justice, solidarity, equity, freedom and mutual respect will finally make peace a reality.

Even though your primary concern, as ministers of agriculture of the Americas, is to oversee the policies of the sector, it is clear to all of us that today, more than ever, agricultural production is suffering the effects of globalization and the almost unlimited movement of products, capital and technologies.

Many of the changes taking place in our countries, especially in the social and political realms, happen so fast that we do not have time to fully consider their consequences.

At the present time, statistics on the situation in Latin America are extremely negative. For example, more than 60% of the people live in poverty, less than 25% of our young people finish high school and illiteracy rates are appalling. The current annual rate of growth in Latin America is between 2% and 3%, while in some East Asian

countries it ranges from 9% to 12%. Also, growing military expenditures and the concentration of wealth are a direct affront to a middle class that sees its purchasing power declining day by day, and a lower class that is growing in numbers and may pose a threat in the medium term to the fledgling democracies in the region. We must correct this situation now. The threat of new and increased spirals of violence, as a reaction by the poor in Latin America, may put an end to this new period of democratization and overshadow today's more positive macroeconomic outlook.

What can we do in a world that places a premium on the individual and the achievement of success and preaches indifference toward the suffering of others? What can we do about the concentration of wealth and the continued existence of structures that unfairly exclude certain members of society?

Your responsibility in this, gentlemen, is great and will go beyond the few years allotted to your governments, forcing you to reflect and make decisions of historic proportions. It is up to you to act quickly and to chart a different course, one that will lead to justice and sustainable human development. However, this cannot be accomplished with political declarations or technical formulae, applied indifferently and without due consideration of the historical context of each country.

According to U.S. Vice President Al Gore, what is needed are plans for establishing, especially in developing countries, social and political conditions that are conducive to the development of stable and sustainable societies. This is social justice, which calls for the equitable distribution of land, respect for human rights, healthy nutritional levels, basic health services and adequate housing, high literacy rates and greater freedom, citizen participation and responsibility.

I could produce similar quotes from Latin American leaders, but I believe that Mr. Gore's comments effectively illustrate the basic concepts of a new development model for the twenty-first century.

In this context, I believe that you have a very important role to play in building peaceful societies in your countries. However, to accomplish this goal, it will be necessary to effect structural reforms in our production sectors, land tenure practices and the distribution of the wealth generated in our rural areas, as has been pointed out in national assessments over the years. In the past, words such as agrarian reform and integrated rural development were heard repeatedly, but remained only words due to the ideological polarization of the Cold War and the to-the-death defense of their privileges by the powerful.

Now that the Berlin Wall has fallen, it is possible to discuss these topics objectively and with an eye toward real change. To not do so would be to add to and aggravate the threat I mentioned earlier. Also, if this task is not taken seriously, it may well lead to social and political unrest in the future, which none of us wants.

In our humble opinion, the rural sector of the countries of Latin America and the Caribbean must be rescued, in order for it to become a key instrument in overcoming the traditional confrontation between capital and labor, by creating new production relations within the framework of a market economy that will result not only in greater production, but also a more equitable distribution of wealth and a new emphasis on human beings as the focus of all economic activities and the actions of all other sectors participating in the new economic model.

Only by adopting a broad, holistic and integrated vision, which goes beyond the current crisis in the sector, and bringing about structural changes that will improve economic, political, social and cultural conditions in the

agricultural sector will we find ways to ensure peace and democracy in the twenty-first century. If we do not, we will encourage violence, a return to authoritarian rule and violations of human rights.

Perhaps, thanks to your noble efforts, generations yet to come will enjoy a brighter future. If this is our goal, we must be willing today to undertake a frank analysis of the internal obstacles to our countries' efforts to improve themselves and achieve their full potential.

The Americas have all the resources they need to fulfill the hopes of Bolivar and Lincoln; today, our best citizens are committed to the ideal of hemispheric integration. I hope each sector will contribute to this effort, in the knowledge that what we have not been able to achieve in the twentieth century can become a reality in the twenty-first.

I believe that this hope is shared by you and millions of others in the Americas. I would like to make a wish: that today, as you plant trees in our Forest of the Americas, we also plant the seed of this hope, which, I am certain, will grow into a strong trunk and branches filled with life and faith in the best qualities and the promise of mankind.

Thank you.

ADDRESS BY MR. CARLOS F. AQUINO G.,
DIRECTOR GENERAL OF IICA, DURING THE VISIT
OF THE MINISTERS OF AGRICULTURE
TO THE UNIVERSITY FOR PEACE

I would like to express my profound gratitude to the authorities of the University for Peace for the warm welcome they have extended to the ministers of agriculture and rural development of the Americas.

Our visit to this center, which is devoted to study and action in pursuit of the peaceful resolution of conflicts and disarmament, is one of the last activities on a full agenda by the members of the Inter-American Board of Agriculture over the last three days.

Throughout the long but productive sessions at Headquarters, we have discussed the Institute's role in the current context of hemispheric integration and globalization. We have also reflected on the need to ensure that efforts aimed at reaching the levels of competitiveness demanded by this context also generate better living conditions and alleviate poverty, which, in our judgement, are two requisites for achieving justice and social peace.

It is our belief that human resource development is the key to achieving competitiveness, and that the objective of competitiveness should be the development of our human resources.

Consequently, we have reaffirmed our conviction that the search for equity must be the fundamental objective of our action, and that agricultural development on the eve of the twenty-first century must be based on the premise of harmony among all social sectors.

Necessarily, this process includes those sectors of the population that have traditionally been left out and behind, which, unfortunately, is still the case for most of the inhabitants of the rural areas of our countries.

Our visit to the University for Peace, where the good will and desire for justice of all of us who are committed to human development come together, is, then, an appropriate place to conclude our working sessions.

Here, we should renew our faith in all human beings and our hemisphere, and recognize that agriculture is a key sector in the hemispheric integration process that is linked to the search for peace and human dignity.

In conclusion, I would like to add that this commitment will be demonstrated with the planting of the Forest of the Americas, here, on the campus of the University for Peace. This forest will always symbolize our decision to back hope, sustainable development, hemispheric integration and a more just and humane society, which is the best legacy we can leave to future generations.

Thank you.

ADDRESSES OF THE CLOSING SESSION

**ADDRESS DELIVERED BY ROBERTO SOLORZANO,
MINISTER OF AGRICULTURE AND LIVESTOCK OF COSTA RICA AND
CHAIRMAN OF THE EIGHTH REGULAR MEETING OF THE
INTER-AMERICAN BOARD OF AGRICULTURE**

Ministers from the Hemisphere, Delegates, Mr. Carlos Aquino, Directors Emeritus of the Institute, Dr. Eduardo Salvado. I would like to ask for a round of applause for Eduardo. Thank God we have a Technical Secretary, for he has kept me informed throughout all the sessions of what I have to do. I am very grateful to you, you do a great job. I would also like to congratulate the IICA staff, who have supported this Meeting of the Inter-American Board of Agriculture and contributed to its success; all those anonymous people whom we never even meet, but who have worked so hard to make it a reality. My thanks also to the staff of the Ministry of Agriculture, especially Ezequiel Garcia, Emilia Solis and Kattia Mora, and all the colleagues who have been working with me at this activity.

I want to express my gratitude to all the Ministers and members of the delegations for visiting our country to take part in the Meeting of the Inter-American Board of Agriculture. After working together for three days, I now feel closer to your countries through each of you, and especially closer to the farmers of your countries, and that makes very happy. I have devoted my life to agriculture, to this wonderful task of working the land. My family has been involved in this activity for over a hundred years and Costa Rica's campesinos are very close to my heart.

I thank you for your valuable contributions and your participation in the Ministerial Forum. In my opinion, the President is not the only one who contributed successfully to yesterday's Forum; the presentations of the Delegates were also of the highest calibre. I must confess that I look forward to seeing the publication we asked IICA to produce containing all the ideas that were put forward yesterday.

I would like to conclude by thanking you for tolerating any shortcomings there may have been in my chairmanship of the meeting. I put my heart into it and I hope that I have not inconvenienced you in any way. The meeting ends today, but I shall always remember it as one of the greatest experiences of my life. I herewith declare the Eighth Meeting of the Inter-American Board of Agriculture adjourned.

Thank you very much.

**ADDRESS BY MR. BOWLE EASTMOND; REPRESENTATIVE OF
BARBADOS, DURING THE CLOSING SESSION**

The distinguished delegations of Belize, Dominica, Grenada, Guyana, Jamaica, St. Vincent, St. Lucia, and Trinidad and Tobago join me in expressing our satisfaction with the meeting just concluded and our gratitude to all of you. Unfortunately, our colleagues from Antigua and St. Kitts could not be here, no doubt, because both of these territories are suffering the effects of vicious weather and hurricanes.

We want to say that it has been a pleasure for us to work with all the delegates here, and that the arrangements for this meeting were excellent. We were able to accomplish a considerable amount in a short space of time, and the deliberations have left us with a feeling that we have made significant progress. IICA has shown itself to be committed and dedicated to promoting sustainable agriculture and agri-related businesses, and under its current leadership, and with the support of all the staff, we reaffirm our confidence in IICA.

The people of Costa Rica who have interacted with us have shown evidence of a seriousness and dedication to agriculture and agribusiness, and this has in many ways opened our eyes to where we should go in agriculture in the English-speaking Caribbean.

We want you, Mr. Chairman, to convey to your President and the people of Costa Rica the gratitude of the English-speaking Caribbean territories, which we represent. To your President, your people and you personally, we wish to express our highest regard and respect.

Thank you.

**ADDRESS BY CARLOS E. AQUINO G., DIRECTOR GENERAL OF
IICA, DURING THE CLOSING SESSION**

Thank you very much Mr. Chairman, Ministers, Heads of Delegations, Permanent Observers, representatives of international organizations, ladies and gentlemen.

As the Director General of the Inter-American Institute for Cooperation on Agriculture, I would like to express our deepest gratitude to the President of Costa Rica, Mr. Jose Maria Figueres Olsen, the Minister of Agriculture and Livestock of Costa Rica, Mr. Roberto Solorzano, and the staff of the Ministry, for the valuable assistance provided in the preparation and execution of the activities of this Eighth Regular Meeting of the Inter-American Board of Agriculture

Special thanks to all the personnel of the Institute and to the Technical Secretariat and its staff, who have worked with such painstaking care and enthusiasm; in short, all those who have worked with such dedication and contributed so much to ensure the success of this meeting. I remember hearing Minister Solorzano state that he wanted this meeting to be memorable. I think we have achieved this.

We have completed an intensive schedule of work that combined administrative, bureaucratic and technical matters, as well as deliberations by the Ministers on the future role of agriculture.

As this meeting draws to a close, we feel a great sense of satisfaction at having worked together in the search for better ideas and the best future for the Institute and for agriculture in the Americas.

We have moved forward, and though much undoubtedly remains to be done, we are optimistic and believe that new avenues are opening up for agriculture, despite the

difficulties ahead. This Institute has been strengthened with the comments of the Ministers and delegates of the Member States. At this time of globalization and integration, IICA is virtually the only organization at the hemispheric level devoted to agriculture. Consequently, today, as in the past, it is of great importance. It is an organization that can foster dialogue and coordinate fora and open, democratic discussions. It is also an organization that can serve as a link for horizontal and bilateral cooperation among countries.

The program we followed during the last three days enabled us to visit an important watershed management project involving participatory planning, as well as the Biodiversity Institute. We came away from both places with a very positive impression that will enable us to identify areas in which the Institute and organizations such as FAO can continue working together for the well-being of the Americas.

Today, September 20, is the second anniversary of my election as Director General of IICA. I would like to thank all of you for the support and cooperation you have provided over the past two years. Although I took office on January 14, I say two years because from the moment I was elected in September 1993 in Mexico, we began holding working sessions with the Ministers and Heads of Delegations. Out of these grew the G-33 Group, which marked the beginning of a participatory process for which each country designated a professional. These professionals, together with officials of the Institute, worked to draw up the Medium Term Plan that today serves as an important tool and guide for our actions.

All the support we have received and continue to receive makes us want to strive even harder. We are here to serve you. We are at the disposal of the countries, constantly striving for excellence, quality, dedication and enthusiasm.

Also, we are convinced that our greatest potential, not only in the institutions, but in the countries, is our human resources, and that investments in the training of human resources will enable us to tackle great challenges. Clearly, we believe that the combination of efforts is indispensable. We recognize that there may be differences, but differences can be a blessing in disguise: they cause us to reflect and seek the best alternatives. I thank you for your observations, suggestions and comments which, I repeat, will always be welcome.

In an institution as complex as IICA, the Inter-American Board of Agriculture and Institute's management and professional personnel must maintain a dialogue and an exchange of ideas aimed at strengthening the organization. This is what occurred here over the past three days. As we have already pointed out, this organization faces great challenges in terms of change and structure. The enormous transformations that have occurred throughout the history of humanity have come about because men and women decided to bring about changes to improve the world.

We believe that, through a shared effort and a sense of unity, we can have an institution with capabilities and talent. Those of us who are here today and those who follow can take pride in being part of an institution that is a model of efficiency, effectiveness, discipline and austerity.

To conclude, I again want to say "There are no pre-set paths. We must make our own way in this world." We are faced with changes in our traditional paradigms and enormous challenges, but also great opportunities. As Secretary Labastida said, we can bring about the transformations that agriculture needs if we understand that great efforts are needed from all of us: from the governments and from civil society.

Following this meeting of the Board, we shall be starting a second phase of work as we look toward the Ninth

Regular Meeting of the Inter-American Board of Agriculture, which will be held in Santiago, Chile. We shall be sending you a preliminary document on the Ministerial Forum that will present the ideas put forth so that you can make suggestions and comments, and we shall then be in a position to present a new vision and mission of agriculture for these new times.

Thank you, thank you very much, and I want you to know that you have someone here who will always be ready to work and serve you with the utmost humility and dedication.

**ADDRESS BY DR. FRANCISCO MORILLO,
DIRECTOR GENERAL EMERITUS OF THE INSTITUTE,
DURING THE CLOSING SESSION**

It is an honor and a privilege for me to have the opportunity to speak this evening, and I would like to congratulate the Government of Costa Rica and the Director General for the success of this historic Eighth Regular Meeting of the Inter-American Board of Agriculture. This meeting, under your astute leadership, Mr. Chairman, and thanks to the ideas expressed by His Excellency the President of Costa Rica, the Director General and the Delegates from the Member States, has marked a fundamental change in our view of agriculture in the Americas and IICA itself.

This change lies in seeing agriculture as a system made up of components, including agricultural inputs and services, followed by primary production, agroindustry and marketing, and ending with domestic and foreign consumers, as well as the relations among them, as so eloquently explained by President Figueres. Likewise, the mission of this system goes beyond the production of goods for sale. It also takes into account food security, environmental safety, the occupation and sound use of land, employment, equitable incomes, as well as the well-being of inhabitants of rural areas and all others involved in the different processes. Consequently, the relationship between the agri-food system and the security and well-being of the populace has become clear, especially in these times of environmental deterioration and increased urbanization, both of which are growing threats.

Therefore, the sustainability of the system should be viewed from the environmental, technological, economic, social and political perspectives, with emphasis on the relationship between the well-being of those who work the land and the whole of humanity.

While it is true that these concepts increase awareness of the importance of agriculture, they also place greater responsibility of those who participate in the development of the sector, especially national and international agricultural institutions.

The institutional reform process undertaken by IICA is a response to this new challenge. This, combined with the ongoing process of globalization, makes IICA even more important for its Member States and Permanent Observers, providing them with a multilateral agency that can identify, plan and execute technical cooperation actions involving individual countries or groups of countries, with international support, that will give them an advantage in adapting to the conditions of today's world.

The source of IICA's strength always has been and continues to be its human resources, whose intellect is a trademark of the Institute. Most of the international professional personnel are recruited in our countries, and are very difficult to replace. It is only fair that their governments and IICA afford them the status of international public servants so that their departure from and return to their countries of origin is not the source of a "brain drain" or traumatic experiences, inasmuch as most of IICA's professional personnel do not have permanent, but rather temporary, contracts.

Lastly, I wish to reiterate my concurrence with the objectives of IICA and with the approach to development espoused by the President of Costa Rica and the Director General, Carlos Aquino, and my willingness to continue supporting their efforts to achieve these goals. However, this will be possible only if the Member States, the Observers and international agencies continue to offer political, financial and technical support to IICA, which, over the years has provided countless benefits in return for such support.

Thank you.

**ADDRESS BY DR. JOSE EMILIO G. ARAUJO,
DIRECTOR GENERAL EMERITUS OF IICA,
DURING THE CLOSING SESSION**

I merely wish to express my satisfaction at being present at another meeting of the Inter-American Board of Agriculture, at participating with you in this work and seeing the results that we have achieved, such as the vote on the budget. I cannot say that I feel satisfied, inasmuch as IICA has always received enough support from the countries to at least compensate for inflation. This year's vote will translate into a slight reduction in the budget, but I am certain that the Director General will know how to organize IICA's work so that the importance of the Institute to agriculture in Latin America and the Caribbean will not be undermined.

I am delighted to have heard the words spoken at the Inaugural Session by the President of Costa Rica, the Minister of Agriculture of Costa Rica and the Director General, and to have been witness to the President's participation in the Ministerial Forum. During the Forum, attention was again drawn to the need to direct development toward human beings, an issue that is of great importance to the Institute, but which had been set aside, especially in the previous administration. We view with satisfaction the decisions made and the concerns expressed regarding rural youths and the men and women that work the land.

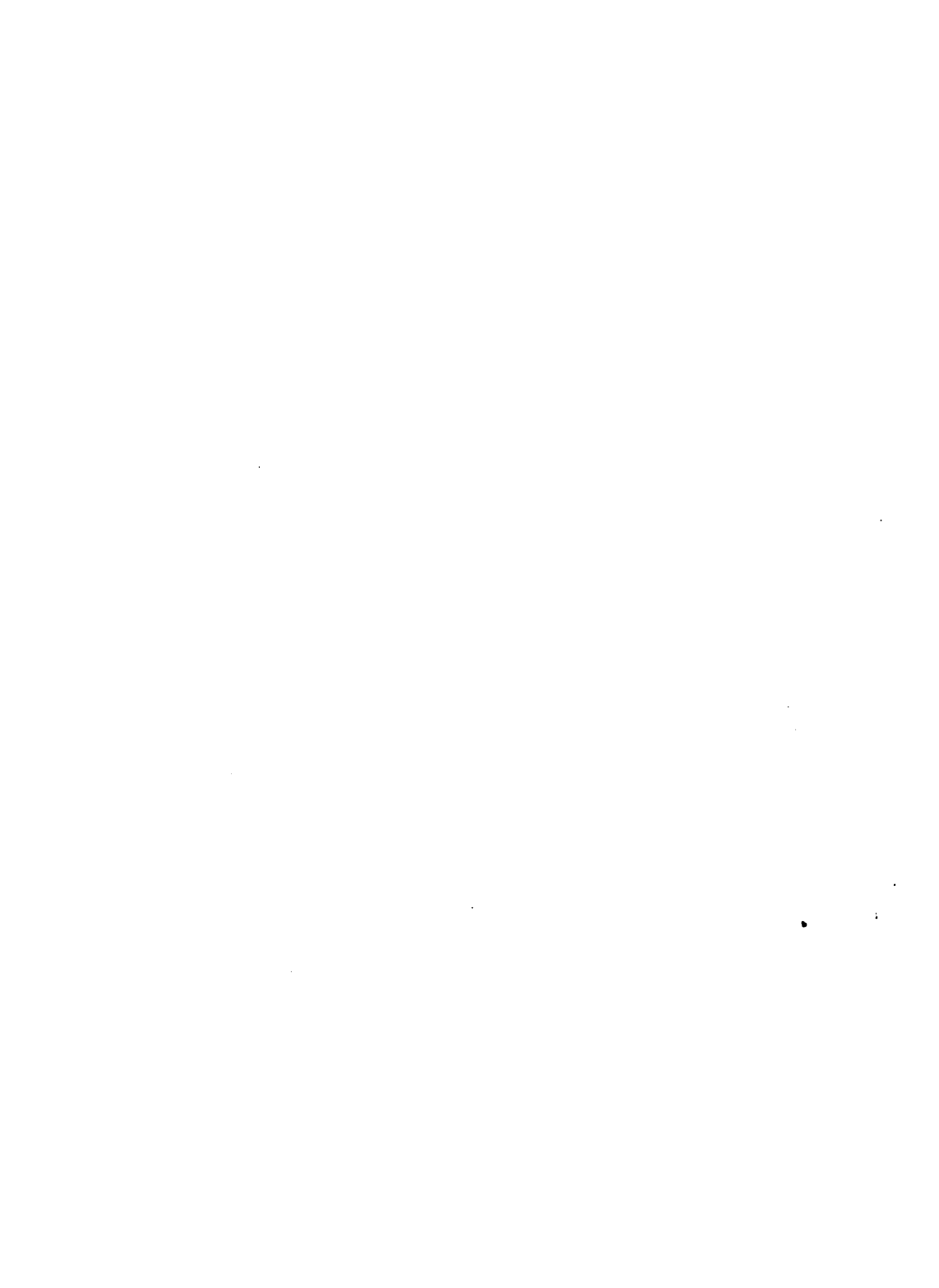
We will have the satisfaction of witnessing the signing of an agreement between IICA and the International Advisory Council for Rural Youth (CAJIR) during this session. In the 1970s, during my administration as Director General of IICA, we created the CAJIR at the inter-American level. A great deal of important work has been done since that time, but further support is needed. Inasmuch as Spain and Portugal are currently members of CAJIR, the Council offers tremendous potential for advancing the cause of

rural youth and addressing the concerns expressed in the resolution that, on the initiative of the Minister of Uruguay, was approved during this meeting.

I would like to go on record as supporting IICA's desire to once again place emphasis on rural development and the problems of men, women and youth in rural areas.

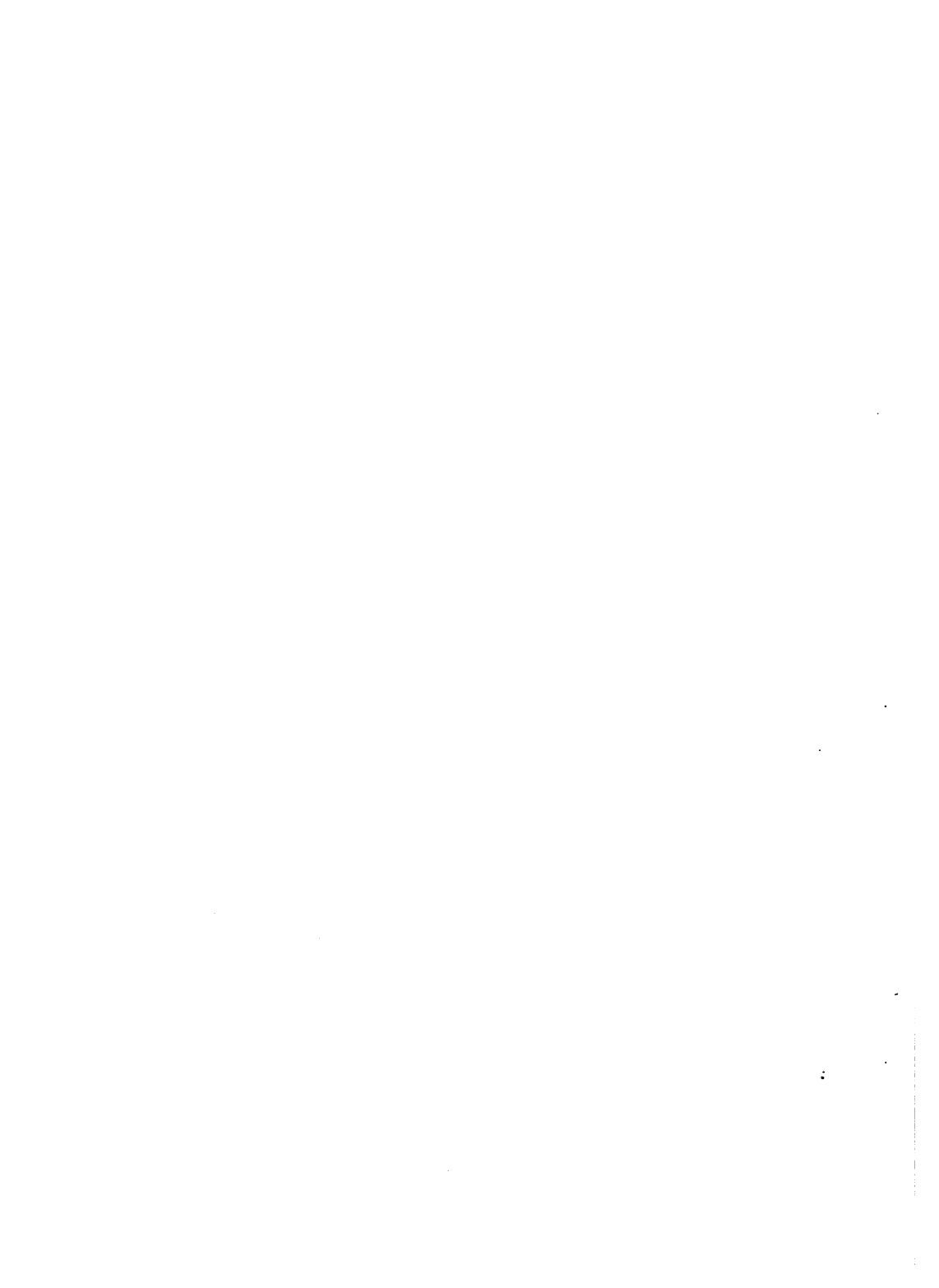
Mr. Chairman, these are the comments that I wanted to make, and I would also like to second those of my colleague Dr. Francisco Morillo. I do not intend to repeat them, but would ask that you reflect on the points that he raised and with which I agree wholeheartedly.

Thank you very much.



**MINUTES AND RESOLUTIONS OF THE EXECUTIVE COMMITTEE
MEETING HELD IN ADVANCE OF THE EIGHTH REGULAR
MEETING OF THE INTER-AMERICAN BOARD OF AGRICULTURE**

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**MINUTES OF THE EXECUTIVE COMMITTEE MEETING
HELD IN ADVANCE OF THE EIGHTH REGULAR MEETING OF THE
INTER-AMERICAN BOARD OF AGRICULTURE**

PREPARATORY SESSION

0.1 The Preparatory Session of the Executive Committee Meeting held in advance of the Eighth Regular Meeting of the IABA was called to order at 9:20 a.m. on September 14, 1995, in the United States/Canada Room at IICA Headquarters.

0.2 The Technical Secretary welcomed the representatives of the member countries and emphasized the special nature of this meeting. He went on to explain that consultation with the Institute's Legal Advisor had led to the conclusion that it would be best to reinstall the Chair and Rapporteur who held office during the Fifteenth Regular Meeting of the Executive Committee, as well as the member countries that sat on the Credentials Committee and the Style Committee.

0.2.1 Ratification of the Chair and Rapporteur of the Meeting.

As the Plenary expressed no objections, the following officers were ratified.

Chairman:	Oscar Campos, Representative of Costa Rica
Rapporteur:	Sabas Gonzalez, Representative of Venezuela
<u>Ex-officio</u> Secretary:	Carlos E. Aquino-Gonzalez, Director General of IICA

0.2.2 The Representatives of Canada, Costa Rica, Peru and Suriname were appointed to sit on the

Credentials Committee, and a date and time were set for their meeting.

0.2.3 Membership of the Style Committee

The Representatives of Brazil, Guyana, Colombia and Haiti were appointed to sit on the Style Committee for the Portuguese, English, Spanish and French languages, respectively.

0.2.4 Duration of the Meeting

The Plenary agreed to hold the Closing Session of the meeting on Friday, September 15, 1995, in accordance with the proposal of the Technical Secretariat.

- 0.3 The Technical Secretariat then invited the Chairman and Rapporteur of the meeting to take their places at the head table. The Chairman again welcomed the representatives and adjourned the session at 9:30 a.m.

FIRST PLENARY SESSION

- 1.1 The First Plenary Session of the Meeting of the Executive Committee held in advance of the IABA began at 9:45 a.m. on Thursday 14 September 1995, in the presence of Mr. Oscar Campos, Deputy Minister of Agriculture and Livestock of Costa Rica.
- 1.1.2 The Director General welcomed the participants and thanked them for taking part in the meeting. He stated that he hoped that the delegates would reach a consensus on a visionary, long-term solution for IICA.
- 1.1.3 He went on to say that, in compliance with Resolution 134 adopted at the previous meeting of

the Executive Committee, the three budgetary proposals prepared in accordance with the recommendations of the member countries would be submitted for consideration. The proposals included: a) a 3% annual increase in quotas; b) a zero nominal increase, and c) a reduction of 10% in 1996 and a further 10% in 1997. Each proposal included information on the adjustments to be made in each case and their impact.

- 1.1.4 With regard to the proposal for a 3% annual increase, he pointed out that it would actually mean zero growth in real terms in view of the drop in purchasing power of the US dollar projected for 1996 and 1997. He also noted that funds generated through overhead costs were not freely available, since the majority were invested in each country.
- 1.1.5 The Director General shared three important points with the Plenary to conceptualize the work to be carried out during the meeting. The first dealt with his commitment, on assuming the post of Director General of the Institute, to ready it for the twenty-first century and fulfill the mandate received from the member countries. The Institute would thus be in a position to aid the countries in carrying out the processes of productive, commercial, institutional and human transformation needed for sustainable development.
- 1.1.6 His second point was that the processes of continent-wide integration and trade were highly significant, the axis around which the most relevant aspects of agriculture would be structured and organized. He mentioned sustainable development and participatory democracy as the main means of guaranteeing that the benefits of the aforementioned processes would translate into improved conditions and living standards for society in general.

- 1.1.7 Third, the Director General pointed out not only the need to internalize these main guidelines, but also the difficulty of accomplishing the proposed aims in an institution where economic, political, diplomatic, technical and multicultural interests must be reconciled. He emphasized that these were times of change and of in-depth review of the Institute, which would have to adjust to the new paradigm. IICA had to renovate itself and join the movement toward organizational flexibilization, globalization, and systematic training of human resources to do away with institutional and mental rigidity.
- 1.1.8 He stated that those reflections could be seen in substantive actions and results, such as the progress made in the process of decentralization by establishing regional centers and thereby bringing the Institute closer to the places where demands existed. The role played by the Northern Regional Center would be fundamental in incorporating the United States and Canada into the Institute's action as genuine partners in collective efforts.
- 1.1.9 Another result had been reflected in the streamlining of financial and administrative procedures, by setting priorities, applying austerity measures, strengthening teamwork and reducing professional and support staff. A third result was multiplying the financial capacity of quota funds by attracting funds from other sources; such funds were seed capital for strengthening the Institute's capacity and increasing the quality and coverage of its services. The creation of the Agriculture Foundation as a means of managing additional resources deserved special mention in that regard.

- 1.1.10 He went on to highlight the importance of assisting countries in linking the private and public sectors in order to overcome the challenges of sustainable development and human-resource development in the rural sector. He placed special emphasis on the technical support IICA could provide to agrobusinessmen, thereby strengthening its capacity to serve the countries of the Americas.
- 1.1.11 The products generated during the months of his administration included developing the management capacity of the Institute's human resources; by way of an example, he mentioned the High-level Management Program implemented at INCAE headquarters in Nicaragua during July 1995. The commitment undertaken by the representatives of Technical Cooperation Agencies, the directors of the Regional Centers and the Directors at Headquarters was a reflection of their personal and professional desire to advance in transforming IICA in order to prepare it for the twenty-first century.
- 1.1.12 The Director General concluded by stating that linking increased technical and management capacities to institutional decentralization and renovation, to the creation of dynamic work teams and to the austerity policy was helping to make the Institute a service and education network to fully meet the demands of the member countries, their governments and agricultural producers in the Americas. He stressed, however, that the task required the political, moral, diplomatic and financial support of all the member countries to find solutions more in keeping with prevailing conditions.
- 1.1.13 The Chairman thanked the Director General for his remarks, stating that they would serve as a framework to facilitate decision making at the end of the day's session.

1.2 1996-1997 Program Budget Proposal

- 1.2.1 The Chairman gave the floor to the Director in charge of Planning, Programming, Projects and Technical Audit (DIPRAT), to allow him to present the budget scenarios for the 1996-1997 biennium.
- 1.2.2 The DIPRAT Director stated that the options he was about to present had been prepared in fulfillment of Resolution IICA-CE/Res.234 (XV-O/95) of the Fifteenth Regular Meeting of the Executive Committee. That resolution requested the Director General to prepare two additional Program Budget options for the 1996-1997 biennium, based on the following premises: i) a biennial budget with zero nominal growth in quotas for both years; and ii) a budget with a 10% reduction in 1996 and additional 10% reduction in 1997. Those alternatives were in addition to the proposal submitted at the Fourteenth Regular Meeting of the Executive Committee, held in June 1994, which called for a 3% annual budgetary increase.
- 1.2.3 In regard to the quotas of Member States, he pointed out that, in scenario 1 (3% increase), the real increase would be zero, since the increase would match expected inflation. With scenario 2 (0%), the nominal increase in quotas would be zero, the costs of inflation would be absorbed and technical cooperation levels would be maintained. With scenario 3 (-10%), in real terms the reduction would amount to 13% in 1996, and 24% in 1997, which would mean a reduction in IICA's capital and reduce its capacity to provide technical cooperation.
- 1.2.4 Using tables and graphs, he presented a comparison of quota contributions for 1996 and 1997 with previous years. The budget in scenario 2 (0%) thus corresponds to the real value of quota funds

received by the Institute in 1988. In scenario 3 (-10%), the funds available would be similar to the real value of the quotas received in 1980. With respect to the overall allocation of quota funds for the 1996-1997 biennium in comparison to the 1995 budget, he pointed out that in scenario 2 (0%) the difference would amount to US\$ 2,500,600, and in scenario 3 (-10%), to US\$ 7,977,600.

- 1.2.5 He stated that the actual availability to IICA of CATIs and miscellaneous funds had been taken into account in allocating resources, and that the reduction of funds for direct cooperation services was greater in scenario 3 (-10%) than in scenario 1 (3%) and 2 (0%).
- 1.2.6 The reduction in the allocation of funds was based on: i) concentrating efforts on the priority areas of the 1994-1998 MTP; ii) recognizing the financial limitations of Member States; iii) applying austerity policies; iv) favoring technical cooperation actions over bureaucratic requirements; v) keeping the allocation of funds for management costs to a minimum, without affecting cooperation services and the capacity to generate and manage projects with external funds; vi) maintaining a reasonable proportion in allocating funds between staff costs and operating costs, vii) making more efficient use of resources by means of the "Projects System", and viii) maintaining a regional balance, with more developed countries helping those with fewer resources.
- 1.2.7 He analyzed the proportion of assigned quota funds versus generated resources, and noted that there were no differences among the scenarios. The Central Regional Center would be assigned 26 times more resources than those it contributed; the Caribbean, 18 times; the Andean, 2.5; the Southern, 0.9, and the Northern, 0.1 times.

- 1.2.8 He went on to say that IICA allocated 70% of its resources to the staff payroll. Since it had a short-term approach to financing, the Institute had not responded to the loss of purchasing power of its quota funds, and that had led to a need to cut back its staff. In 1986, the Institute had 186 international professionals on its payroll; by 1995, the figure had dropped to 121. With scenario 3 (-10%), the international professional staff would have to be reduced to 110 in 1996 and 90 in 1997.
- 1.2.9 Scenario 2 (0%) would reduce funds for management and general costs, while strengthening funds for technical cooperation services in 1996. Scenario 3 (-10%) would lead to a reduction of US\$2,100,000 for direct technical cooperation services. It should be emphasized that adjustments would be more severe at IICA Headquarters than in the countries. Quota contributions to Research Centers, CORECA and PROCIs would also be reduced.
- 1.2.10 CATIs (overhead costs) enable the Institute to recover the indirect costs of managing projects financed with external funds. Such funds are primarily furnished by member countries, with some also generated by IICA Headquarters, which was why some of its units are financed through those funds. They are also used as seed capital for new initiatives depending on external funds. In 1996, 61% will stem from the public treasury, and 3% from international agencies. In 1997, 70% will come from government agencies and 30% from international agencies.
- 1.2.11 He summed up the impact of scenario 2 (0%) as follows: i) it would be impossible to recover losses from the drop in the purchasing power of quotas; ii) it would more difficult to deal with increases in staff costs; iii) less funds would be allocated

to Management Support Units; iv) the Director of DIREX would be transferred to Washington; v) CEPPI would be decentralized; vi) contributions to CATIE and CARDI would be proportionally reduced; vii) the funds allocated to Technical Cooperation Agencies (TCAs) would not be affected; viii) there would be an increase in the amount of funds assigned to the Directorates of the Regional Centers to strengthen regional planning, programming and project units; ix) the Regional Agricultural Integration Council would be established in the Caribbean Center, and x) support would be extended to JUNAC and agricultural innovations systems in the Andean Center. The initiatives envisaged in the MTP with seed capital for 1996 only (inter-American centers, systems and networks) could only be financed with external funds.

1.2.12 Restructuring the budget through scenario 3 (-10%) would lead to the following results: i) elimination of the Strategic Planning Directorate ; ii) regionalization of the Directorates of Areas of Concentration in 1997; iii) merger and redefinition of the functions of Specialized Services I and II as of 1997; iv) no prospect of initiating some centers, systems and networks proposed in the MTP; v) elimination of 31 international posts and 24 local posts during the biennium; vi) reduction of the Agricultural Health emergency fund; vii) reduction of the circumstantial and pre-investment technical cooperation budget item in 1997; viii) conversion of the Directorate of Administration into a Services Unit, and ix) reduction of the number of Representatives from 27 to 13.

1.2.13 He stated that the impact of scenario 3 (-10%) would be as follows: i) decapitalization and regression of available quota funds to 1978 levels; ii) execution of the approved 1994-1998 MTP would be seriously impaired; iii) the process

of reforming the Institute would be negatively affected; iv) the transformation process would be delayed in that staff training, replenishment of assets and systems re-engineering would be affected; v) the response capacity of IICA Headquarters would be weakened regarding specialized technical support, technical and operational supervision and administrative support; vi) the Institute's capacity to generate and manage projects using external funds would be affected, and vii) staff would be reduced.

- 1.2.14 He also pointed out the effects of the aforementioned scenario would have on technical cooperation, since it would be more difficult to tackle technical issues with sound financial backing. The technical capacity of Technical Cooperation Agencies in Member Countries would be reduced when the number of representatives was curtailed. Specialists would have to bear the brunt of administrative burdens, the commitments undertaken in projects under way would not be fulfilled, limits would be placed on the possibility of promoting new initiatives with the private sector, and communication and transport costs would increase.
- 1.2.15 In conclusion, the Director of DIPRAT stated his willingness to remain on hand to facilitate the member countries' discussions of IICA, its financing and its future.
- 1.2.16 The Chairman gave the floor to the Observer Representative of the United States, who referred to the remarks made by the Director General on the present thrust for change, and said that although many object to the pace of change, such changes nevertheless had to be addressed. He recalled that in June 1995, the United States had proposed that a 10% annual reduction in quotas should be very

seriously considered. Now, however, he had another proposal, which would be presented by Mr. John Bowen, a high-ranking State Department official.

- 1.2.17 Mr. Bowen praised the administration for its efforts to prepare the two scenarios requested in such a short time -- in addition to the original one, featuring a 3% increase -- and congratulated IICA for its highly professional presentation. The additional proposals had been most useful for deliberations in Washington. The domestic situation in the United States had made it necessary for his country to limit its contributions to international agencies, so it was important that institutions such as IICA should resort to other financing mechanisms. The United States government had asked all its ambassadors in the Americas to make known a new proposal for the 1996-1997 biennium, amounting to US\$ 58,526,100, the text of which was being distributed to the Plenary. He asked if there were any questions concerning the proposal and asked the administration to explain its impact and implications.
- 1.2.18 The Representatives of Haiti, Chile and Guyana stated that they had no knowledge of the new proposal.
- 1.2.19 The Chairman informed them that DIPRAT was studying the implications of the proposal. As soon as the analysis was ready, it would be distributed.
- 1.2.20 The Representative of Chile congratulated the Administration on its work and on the presentation. He suggested that some other topic should be discussed or that the session should be suspended until the analysis of the impact of the new proposal was made available.

- 1.2.21 The Chairman commented that all the countries had had to make adjustments in order to make sounder use of scarce funds and that discussions should take place within that framework.
- 1.2.22 The Representative of Panama stated that the topic was of great importance to the future of agriculture, and asked how much time the administration would need to present the analysis of the new proposal.
- 1.2.23 The Representative of Belize commended the administration for the realistic approach of its presentation. He commented that the drastic changes would bring serious consequences, especially for small countries. He congratulated the United States for reconsidering its position and diminishing the amount of the reduction. He said that despite the difficult situation his country was in, he supported scenario 1 (3%), since the others would prevent IICA from carrying out its operations.
- 1.2.24 The Representative of Canada thanked the Director General for his perceptive remarks on the need to find new paradigms for agriculture and to place greater importance on quality. He acknowledged the work done in preparing the three scenarios. He deemed it advisable to back scenario 2 (0%). Although it meant making adjustments, it would enable IICA to fulfill its commitments and the priorities of the MTP. He recalled the need to consider offering a discount for prompt payment, which could amount to 2%, and to penalize countries that were in serious arrears. In light of the firm USA position, it would perhaps be necessary to make some additional nominal cuts to the 0% proposal. He continued by stating that scenario 3 (-10%) would have a drastic effect on the work plan approved for the biennium.

- 1.2.25 The Representative of Panama said his country supported the second alternative. He also expressed his government's interest in reducing the funds allocated to IICA Headquarters in order to benefit the Technical Cooperation Agencies. He went on to list his government's agricultural and rural development priorities, which includes raising the productivity and employment levels of rural families, and providing increasing access of their products to domestic and foreign markets. He suggested that a high-level meeting should be held to discuss the topic of financing, since ongoing discussions on access to resources impaired the capacity of institutions.
- 1.2.26 The Representative of Costa Rica congratulated the IICA officials on their presentation of the three budget scenarios, and pointed out that the new plan submitted by the United States had been received the previous week. He reported that at a recent meeting held by the ministers of agriculture of the six Central American countries, the ministers had agreed to support the zero increase option, as reflected in the remarks made by the Representative of Panama. Costa Rica endorsed that view. He also pointed out that Costa Rica had made an effort to pay its outstanding quotas, and to date had paid 75% of the amount owed: it expected to cover its 1995 quota during the course of September. He concluded by stating that the country's delay in paying was due to the pressures exerted by the rate of devaluation and to problems stemming from not having included the quota in the budget. Those problems had been resolved.
- 1.2.27 The Observer Representative of Jamaica stated that IICA needed financial resources with which to carry out its activities. Nevertheless, for financial reasons and those stemming from being a developing country, the Government of Jamaica

could only pledge to support the zero increase proposal, since it was experiencing difficulties in fulfilling its commitments. In conclusion, she stated that IICA should consider the possibility of allowing countries to pay their outstanding quotas in local currency, to cover the operating costs of the Technical Cooperation Agencies.

1.2.28 The Representative of Belize pointed out the need to keep the proposal for a nominal 3% increase open. Agriculture was very important to his country, but Belize had difficulties with the availability of skilled human resources to support the growth of the agricultural and livestock sector. Belize was the last country to become a member of IICA, and wished to be given the same support extended to other countries in transforming their agricultural sectors.

1.2.29 The Representative of Chile said he was impressed with the presentation of the proposals requested at the June meeting of the Executive Committee. He was deeply concerned about the possible consequences of a 10% reduction in quota funds, and mentioned, as an example, that it might lead to a 50% cut in the number of international professional staff. He emphasized that IICA's capital was its staff, and that if that capital were reduced, the support extended to countries would also diminish. He also expressed his disagreement with the administration's belief regarding the possibility of executing the MTP as approved. In his opinion, that would not be possible if the proposed reduction was approved, and it would be necessary to draw up another MTP. At the June meeting, his country had supported the proposal for a 3% nominal increase, and his government's position had not changed. He deemed it advisable to study the new proposal put forward by the United States. Lastly, he stressed that the

Executive Committee should reach a consensus on the reduction. Chile had every intention of contributing to that consensus, which was a pressing need, since the Inter-American Board of Agriculture was due to meet in a matter of days.

- 1.2.30 The Representative of Colombia thanked the DIPRAT officials for their presentations. He stated that Colombia had decided to support the 3% proposal. He pointed out that agriculture and rural development are very significant topics on the Colombian Government's agenda, since they are important to negotiations concerning the country's pacification.
- 1.2.31 The Representative of Peru remarked that his country was also experiencing the economic difficulties described by other countries. He went on to pose the following question to the administration of IICA: was this MTP going to be executed, or would another one be drawn up? He also wondered whether the possibility of doing away with a significant number of international officials was due to the imminent re-engineering of the Institute, or whether such dismissals were the result of the current budgetary situation.
- 1.2.32 The Representative of Suriname noted that it was important for IICA to be allocated appropriate resources, since a substantial percentage of the technical cooperation resources received by his country came from the Institute. His government supported the decentralization process undertaken by IICA, and the proposal for a 3% nominal increase in quota funds. He added that his country had covered its quotas for 1994 and 1995.
- 1.2.33 The Observer Representative of Mexico joined the other delegations in congratulating the administration for the information on proposals it had

supplied. He remarked that Mexico was facing a complex budgetary situation, and was therefore unable to accept a 3% increase in quotas, and instead favored scenario 2 (0%).

- 1.2.34 The Observer Representative of the United States pointed out that the purpose of the meeting was not to discuss the consequences of decisions. He highlighted the difficulties facing the organs of the executive branch in the United States, which has seen reductions of up to 50% in budget allocations to support international agencies. He pointed out that the new option was better than the -10% scenario, that his country was very willing to extend its support to IICA, and that it was its ally in the search for financial resources. He concluded by adding that organizations that faced up to reality would have better opportunities.
- 1.2.35 The Chairman thanked the Observer Representative of the United States for his frankness and noted that there was awareness that the new U.S. proposal was far more flexible. He requested instructions from the Technical Secretary on the procedure to be followed and on the administration's reaction to the questions and concerns put forward by the Representatives.
- 1.2.36 The Technical Secretary reported that due note had been taken of the proposals put forward during the course of the day. He said that at 2:30 p.m., DIPRAT officials would explain the impact of the new proposal submitted by the United States.
- 1.2.37 The Director General cleared up the concerns voiced by the Representative of Peru, pointing out that all the scenarios presented during the day had been based on the approved MTP. A consensus had been reached on the MTP as approved, and it

was hoped that consensus could also be reached on the budget. He felt that drawing up another MTP would entail a major effort, and that did not seem appropriate. He added that IICA did not have the funds to cover severance pay for staff that might be dismissed, and that was why quotas were so important. He stressed that the administration had no intention of preparing another MTP, but rather would submit a set of scenarios. The MTP would have to be adjusted on the basis of the consensus reached during the Executive Committee meeting.

- 1.2.38 The First Plenary Session was adjourned at 12:30 p.m.

SECOND PLENARY SESSION

2. The Chairman called the Second Plenary Session to order at 15:00 on September 14, 1995. He gave the floor to the Technical Secretary, who reported that since the previous meeting of the Executive Committee, quota payments had been received from several countries in the amount of \$1,400,000, not including that of Suriname. He added that another Member State would be paying its 1995 quota of US\$1,000,000 during the IABA, at which time the Directorate of Finance would be presenting a complete report.
- 2.1 Presentation by DIPRAT on the Impact of the Proposed Reduction in the 1996-1997 Budget Put Forth by the United States of America.
- 2.1.1 The Chairman invited the Director of Planning, Program, Projects and Technical Audit (DIPRAT) to explain the technical analysis of the impact of

the proposed reduction in the 1996-1997 budget presented by the United States of America.

- 2.1.2 The Director of DIPRAT pointed out that the proposed 8.56% reduction in the quotas of Member States for the 1996-1997 biennium would mean a drop of US\$4,710,000 in income compared with the 1995 budget. He explained that the net reduction in regular resources (which, in addition to quotas, included income from CATIs and Miscellaneous Income) for the 1996-1997 biennium would represent a 3.35% decrease (US\$2,031,300) with respect to the 1995 budget. He proceeded to point out the differences in the allocation of quota resources by chapters (Direct Cooperation Services, Management Costs and General Costs and Provisions) resulting from the four possible scenarios for the 1996-1997 biennium.
- 2.1.3 He then explained that the cost of the staff cuts would be US\$814,759, including a reduction of 22 Local Staff members and 11 members of the International Professional Personnel.
- 2.1.4 He added that the amounts budgeted for CATIs, based on agreements that had already been entered into, were US\$4,294,300 for 1996 and US\$3,349,100 for 1997. He then pointed out the distribution of the resources in question for the four scenarios proposed. He explained that the allocation of CATI resources was designed to cover the direct and indirect costs incurred by the Technical Cooperation Agencies and the generating units at Headquarters in administering external resources, and those of a preinvestment and training fund. He noted that 80% of the CATIs were generated in 6 countries (Argentina, Brazil, Colombia, Ecuador, Guatemala and Mexico).

2.1.5 Finally, he listed the following impacts of the 8.56% reduction in quota resources for the 1996-1997 biennium:

- * The centers, systems and networks proposed in the 1994-1998 MTP would not become operational
- * The posts of 11 international officials would be eliminated over the course of the biennium
- * The posts of 22 local staff members would be eliminated over the course of the biennium
- * Decapitalization would occur and the availability of quota resources would revert to 1981 levels
- * It would affect the execution of the 1994-1998 MTP as approved
- * It would negatively affect the Institute's reform process
- * It would set back the transformation process by affecting: training and refresher training for the personnel, the replenishment of assets, and systems re-engineering
- * It would weaken Headquarters' capacity to respond, primarily in the areas of: specialized technical support, technical and functional supervision, and administrative support
- * It would affect the institution's capacity to generate and administer projects with external funding, adversely affecting both the generation of CATIs and other income

2.1.6 The Chairman gave the floor to the Observer Representative of Mexico, who said he would like to obtain a copy of the data presented by the Director of DIPRAT in order to analyze them in greater depth.

2.1.7 The Representative of Chile said that he agreed with the comments of the Observer Representative

of Mexico, and expressed doubts about the division of the budget between quotas and CATIs. He noted that IICA's policy had been to allocate CATIs to finance actions that were generated with external resources, wherefore the allocation of those resources should not be changed in the four scenarios proposed. He did not deem it advisable for quota resources to be replaced with possible income from CATIs, which could not be altered by the Committee.

- 2.1.8 The Chairman gave the floor to the Director of DIPRAT, who explained that the data included in the budget referred to resources that had actually been obtained. He agreed that there was indeed no perfect way of substituting CATI resources for quota resources. He argued that such a possibility existed in the case of Miscellaneous Income, but that in IICA's case, those resources were limited and were generally used to cover arrearages in quota payments.
- 2.1.9 The Representative of Canada expressed concern at the prospect of activities carried out with external resources being subsidized with the Institute's regular funds. He was of the opinion that while an increase in the amount fixed for CATIs could mean a loss of competitiveness, the possibility of raising the rate somewhat could be considered.
- 2.1.10 The Director of DIPRAT stated that the CATI resources included in the budget had already been negotiated at an average rate of 9%; were the IABA to approve an increase, the resources would be obtained following the approval of future agreements. He expressed concern at the prospect of a possible increase in the rate charged by the institution for CATIs at a time when a number of agencies geared to the administration of interna-

tional cooperation agreements were emerging in the countries, and there was strong competition between some international organizations.

- 2.1.11 The Observer Representative of the United States expressed concern about the use that would be made of CATI resources generated by the new contracts that IICA would sign in the 1996-1997 biennium, as they were not included in the present budget.
- 2.1.12 The Director of DIPRAT explained that the CATIs generated by new agreements would be used to meet the direct and indirect costs generated by the agreements themselves, and that IICA would not obtain any profit from the signing of the agreements in question. He pointed out that the current rules established that when there were outstanding balances of CATI resources not spent during a fiscal year, they were transferred to the General Working Fund. He also noted that a table had been included in the Program Budget showing the CATIs that would be obtained from contracts under negotiation.
- 2.1.13 The Observer Representative of the United States asked for an explanation of how the 40% of the CATI resources that were not funneled to the countries and CATI-generating units were rescheduled, and how the CATIs charged for agreements under negotiation that might eventually be concluded would be used.
- 2.1.14 The Director of DIPRAT remarked that 15% of that 40% was allocated by the Director General to a preinvestment fund for the procurement of new resources, and 25% covered indirect costs at Headquarters that were generated both in his office and in the support units. With respect to the CATIs that would be generated by new agreements, he said that those resources could indeed be used;

in fact, they were distributed among the Technical Cooperation Agencies, the generating units, Headquarters and the preinvestment fund. He underlined the fact that those resources did not represent freely available resources.

- 2.1.15 The Chairman gave the floor to the Director General, who repeated what the Director of DIPRAT had said in regard to the fact that the CATIs projected for the 1996-1997 biennium were already committed to covering the costs of agreements that generated them. The average income from CATIs in recent years had been US\$2,000,000, and the balance remaining was used to cover the shortfall in resources due to arrearages in quota payment by some member countries, as well as preinvestment expenses. He pointed out that most of the CATIs were associated with six countries, and that if the circumstances in regard to them changed, the continuity of those resources could not be guaranteed. He referred to the problem of competitiveness that had been raised by the Director of DIPRAT, resulting from the emergence of organizations that administered international cooperation agreements. He suggested other alternatives for obtaining the support of the countries in reducing the Institute's expenses, such as the payment of leases and local staff. He expressed his concern at the need to conclude the issue of the 1996-1997 Program Budget at that meeting of the Committee, so as to avoid having to refer it to the IABA. He suggested to the Chairman and the Delegates that working groups should be created to meet directly with DIPRAT officials and conduct a detailed analysis of the impact of the proposed reduction in the 1996-1997 budget proposed by the United States, and to endeavor to reach consensus on the issue.

- 2.1.16 The Chairman referred to the proposal of the Director General to establish three working committees, and stressed the importance of finding a formula for consensus. Nevertheless, he felt it was important to conclude the round of questions and answers concerning the presentation of the Director of DIPRAT, and opened the floor to the Representatives.
- 2.1.17 The Technical Secretary suggested that DIPRAT officials should participate in the working committees to facilitate the analysis of the different proposals.
- 2.1.18 The Representative of Belize said he felt that the situation concerning the quotas and the CATIs was clear. He proposed, however, that before the working committees started their work, it would be advisable to determine to what extent the positions converged so as to proceed to identify a compromise consensus.
- 2.1.19 The Chairman noted that the positions had become more flexible and that there was a willingness to reach agreement. He related the budget proposal to the process of institutional re-engineering set forth in the MTP, and stressed the importance of not losing sight of the working priorities that had been approved.
- 2.1.20 The Chairman proposed that the working committees should be organized as follows:
- i) The first working committee, coordinated by the Representative of Belize, would be composed of: Suriname, Guyana, Haiti, Barbados and Jamaica, with Mr. Rafael Marte on behalf of DIPRAT.

- ii) The second committee, coordinated by the Representative of Chile, would consist of: Colombia, Venezuela, Brazil, Peru, El Salvador, Panama and Costa Rica, with Mr. Manuel Otero representing DIPRAT.
- iii) The third committee, coordinated by the Representative of Canada, would be composed of: Mexico, the United States, Canada, and the Chairman of the Executive Committee, with Mr. Fernando del Risco acting for DIPRAT.

- 2.1.21 The Representative of Venezuela stated that his government regarded the work of IICA as very positive, but that the current financial crisis and the fiscal deficit facing his country made it impossible for it to approve the increase in contributions to the Institute. Efforts were being made to obtain the budgetary resources to meet arrearages up to 1994, and budget estimates had been made to cover the quotas for the next two years. He expressed his support for quota proposal 2 (zero growth.)
- 2.1.22 He noted that quota resources, CATIs and external resources had been discussed, but that nothing had been said about cash flow. In that connection, he felt that the Institute's cash flow would be improved by the recovery of overdue quotas. Lastly, he said that as far as budgetary matters were concerned, IICA should depend more and more on CATIs and external resources.
- 2.1.23 The Representative of Canada stressed the importance of reaching consensus, and reiterated the options that had been proposed. He concluded that the options concerning a 10% reduction and a 3% increase were extreme positions. Their analysis did nothing to help bring an agreement closer;

accordingly, he expressed his support for an analysis of the scenarios that fixed the change in quotas between zero growth and an 8.6% reduction.

- 2.1.24 The Chairman noted that the option for a 10% reduction had been discarded, and mentioned that the initial position of the Representative of Belize, in favor of a 3% increase, was based on the fact that such an increase would barely compensate for inflation. The United States' proposal of an 8.6% reduction should be considered. He agreed with the point made by the Representative of Canada to the effect that the viable options ranged from zero growth to an 8.6% reduction. He felt that the work of the committees would help narrow the gap as far as the different proposals were concerned.
- 2.1.25 The Representative of El Salvador congratulated the Director General on the content of his presentation. He referred to the difficulties faced by the agricultural sector in gaining access to resources, remarking that in his country, the Ministry of Agriculture has been affected by a large cut in the national budget. He pointed out that other options that should be considered were the search for alternative funding mechanisms and the elimination of non-priority functions within the Institute.
- 2.1.26 He then mentioned that a change of mentality was being fostered in El Salvador, in a desire to advance all aspects of democracy and to achieve a free, participatory, integrated society committed to the need for a change of attitude that was essential for the country to gain entry into global production chains. He underscored the importance of the support received from IICA in that process, and stressed the need for such support to continue to be available to the member countries.

- 2.1.27 The Representative of Belize referred to the position of the Observer Representative of El Salvador. Stressing the importance of IICA's contributions to the countries, he urged the delegations to make every effort to reach a consensus. He argued that the positions of the different governments on the issue of the program budget should be respected. A better inventory of the countries' resources was needed, particularly their human resources. He proposed that adjustments should be made in 1996, in order to make it possible to reorganize the programming.
- 2.1.28 The Chairman reiterated the importance of group work. The Second Plenary Session was adjourned at 17:15.

THIRD PLENARY SESSION

3. The Third Plenary Session was called to order at 10:35 a.m. on September 15, 1995 in the United States/Canada Room.
- 3.1 Report on the Agreements Reached by the Working Groups
- 3.1.1 The Chairman reported on the three working groups which had met to analyze the possible budget scenarios presented by the Institute, and to build consensus. Based on the information presented by the Coordinators of the working groups, he indicated that the delegates had understood that it would be impossible to approve a growth budget, given the financial situation affecting the majority of the Member States. Thus, it would be necessary to accept the zero nominal growth scenario, which itself implied a real decrease of approximately 3% percent in the Institute's budget for the next biennium. Likewise, he underscored

the need for the administration to carry out a thorough analysis of the CATI policy.

- 3.1.2 He acknowledged that the countries had exhibited a flexible, understanding attitude in reaching this consensus. He added that the recommendations focused on the need for IICA to make adjustments corresponding to zero nominal growth for the 1996-1997 period to perform a careful review of the CATI policy currently in effect, to continue its efforts to collect quotas in arrears, and to maintain an austerity policy in accordance with the Institute's real capacity under the aforesaid budget.
- 3.1.3 The Chairman pointed out that at the present time, the role of agriculture was changing, and that the countries had expressed their willingness for the Institute to support the Member States in that complex process. He also underscored that the United States had not hesitated to adjust its position once it had understood the difficult financial situation that the small countries were facing, and would continue to face, if the Institute's budget were decreased.
- 3.1.4 The Chairman gave the floor to the Representative of Chile, who indicated that at the last meeting of the Executive Committee, his country had supported the 3% quota-income budget with the understanding that the 3% implied zero real growth. However considering the willingness to reach consensus that had been expressed in the Plenary and working group discussions, he supported the recommendation for zero nominal growth for the 1996-1997 period. While the budget in question did not allow for the possibility of recovering the loss of purchasing power of quota resources, it did implicitly ensure that the integrity of the MTP guidelines would not be affected and that it would

not be detrimental to IICA's most important capital, its human resources. The Representative of Chile was concerned that some of the initiatives proposed in the MTP, such as the inter-American centers and networks, would have to rely solely on seed capital for start-up. He stressed the importance of those tools for the development of the Institute and the countries, and asked that the administration make an effort to provide additional resources for the implementation of the centers and networks. He urged the countries to support the institution's efforts along those lines, and reiterated Chile's support for the implementation of some of those mechanisms.

3.1.5 The Representative of Belize indicated that the working group he had coordinated had been composed of small countries which were very dependent on the Institute's resources and support, and could be put in a very vulnerable position if support were decreased. He referred to the steps taken to pay overdue quotas and the efforts being made by Member States to show their willingness to fulfill their obligations. He noted, for example, that some countries had offered different types of in-kind payments and had expressed their understanding of the widespread economic crisis confronted by Member States. It appeared that the zero nominal growth scenario would be supported as the minimum acceptable option and the one that would have the least impact on the Institute's technical cooperation activities.

3.1.6 The Representative of Panama congratulated the Technical Secretary for the excellent work that had been done in preparing the different budget scenarios. He commented that the work done during those two days could have been accomplished during the June meeting and that many resources would have been saved which could have been invested in

projects and support to countries. He suggested that the administration review the indirect administrative and technical costs (CATIs), recommended that CATIs be reduced by 3-4%, and urged other Member States to pay their quotas on time. He recognized that Panama was behind with its payments, mainly as a result of the situation in his country between 1987 and 1989. However, it was currently making a special effort to pay its pending quotas. He expressed his support for the remarks made by the Representative of Chile, especially regarding the need to avoid any adverse effect on the Institute's human resources capital.

3.1.7 The Representative of Canada commented that all the members of the Executive Committee had demonstrated a true spirit of cooperation in the working groups. He acknowledged that the United States had been flexible about finding a new alternative. The working group he had coordinated had focused its discussion on finding an intermediate position between Alternative 2 (0%) and the United States proposal of -8.56%. Unable to agree on such an option, it had approved the zero increase. He thanked the Chairman for coordinating the work, and thus enabling the Executive Committee to reach a consensus.

3.1.8 The Chairman pointed out that the working groups had evaluated various options for downsizing, but had felt that that option would be extremely risky and even suicidal. Because political and economic stability in the countries depended on agriculture, the Member States needed to take a responsible attitude. Thus, the Executive Committee felt comfortable with their consensus on Alternative 2 (0%).

3.1.9 The Observer Representative of Mexico, agreeing with the Representative of Panama, felt it was

unfavorable for IICA to have to subject its budget to extensive discussion every two years. He reminded the Institute of the possibility of selling support services and technical advisory assistance to governments and nongovernmental organizations outside its Member States. IICA should be able to capitalize on its 53 years of experience, highly skilled professional team and worldwide recognition. Selling its services in that way could provide it with an alternative source of income.

3.1.10 The Observer Representative of the United States, referring to some of the comments made by the Representative of Panama, explained that in June 1995, it had become clear that there was no consensus for a budget with a 3% quota increase. Mexico, Canada, the United States and other countries were not in a position to support such an option. Therefore, the Committee had begun to discuss other alternatives, such as zero percent growth, or a 10% reduction for 1996 and another 10% reduction for 1997, for a total reduction of US\$8 million from the proposed budget. Because of the willingness to be flexible and to compromise, another proposal had been developed and sent out, although it had not been seen by all the countries. It involved a smaller reduction, totalling US\$3.3 million more than scenario 3. He felt that his country had moved beyond the original proposal, but that other countries had not. He added that his country could not accept the zero growth alternative; therefore, at the meeting of the Inter-American Board of Agriculture the following week, it might be necessary to take a vote. The voting process, although not very common, would comply with Article 24 of IICA's Convention.

3.1.11 The Representative of Brazil congratulated all the Member States present at the current meeting of the Executive Committee, and the Director General.

He expressed appreciation for the support the working groups had received in their deliberations. Brazil felt it was necessary to support the zero growth proposal. His country was undergoing a process of economic stabilization, was controlling inflation, and had a good balance of payments, but could not support a budget that envisaged a 3% growth. IICA needed to find ways to become more efficient by cutting costs, especially administrative costs. Agriculture was very important to Brazil as a means to guarantee food security and improve the terms of trade. Fifty percent of the country's US\$50 billion in exports originated in agriculture, and therefore it was extremely important to be able to continue taking an active role in that activity. He acknowledged the importance of IICA and the need to continue strengthening the agricultural sector.

3.1.12 The Chairman thanked the Representative of Brazil for his remarks, and stressed that the flexible attitude of the United States had been essential for the 12 countries on the Executive Committee to reach consensus on the zero percent growth option. IICA should redirect its resources toward more investment and less expenditure.

3.1.13 The Representative of Costa Rica asked that another proposal be considered as a draft resolution.

3.1.14 The Chairman recommended that the proposal in question should be included as Draft Resolution 4.

3.2 Reading of Draft Resolutions

3.2.1 The Chairman asked the Rapporteur to read out the draft resolutions that had been submitted.

- 3.2.2 The draft resolution on "Quota Scale" was approved as read.
- 3.2.3 Draft Resolution on the "1996-1997 Program Budget." The Technical Secretary explained that the budget figure shown in the first preambular paragraph had been rounded off to US\$27,508,700, but that the correct figure, US\$27,508,680, had been shown in the previous draft resolution. The Secretariat took note of the correction, and the resolution passed with no further modifications.
- 3.2.4 Draft Resolution on "Measures to Strengthen the Financial Capacity of the Institute during the 1996-1997 Biennium." The Representative of Chile observed that at the current meeting, many members had stressed the need to obtain external resources. To do so, the Institute would have to become more flexible and modify its internal rules and regulations to facilitate external fund management. For that reason, IICA had recently lost an excellent opportunity to obtain external resources in his country. Therefore, he proposed that the draft resolution include a paragraph instructing the Director General to amend the pertinent regulations.
- 3.2.5 The Observer for Jamaica asked for clarification of sub-paragraphs b. and d. She also asked for a review of Resolution No. 253, recommending measures to the Director General to strengthen the Institute's financial capacity. She reported that her government would pay part of its quota arrearages.

The Technical Secretary explained that sub-paragraph b. referred to specific situations in which some governments sometimes assigned their own staff members to work in the Institute for specific time periods, or provided maintenance

supplies for use in IICA facilities. The Legal Advisor, William Berenson, explained the scope of sub-paragraph d., and read out the operative paragraph of Resolution 235. The Observer for Jamaica thanked them for the explanations, said she was satisfied, and proposed that any donations received from the countries should be considered partial payment of quotas in arrears.

- 3.2.6 The Technical Secretary read out the proposed text for a new sub-paragraph f.: "To instruct the Director General to propose adjustments to the norms currently in effect so as to facilitate the securing of extra-quota resources and to ensure flexible management thereof."
- 3.2.7 The Representative of Canada proposed that in sub-paragraph e. of the draft resolution, the phrase "so as to achieve significant savings in administrative costs, as well as increased efficiency," should be added after "decentralization."
- 3.2.8 The Representative of Peru expressed his support for the Canadian proposal. He suggested that the words "and competitiveness" should be added at the end of the paragraph. In addition, he pointed out that the operative section of resolution 2 should be adjusted to the changes in the preambular section of that resolution.
- 3.2.9 The Representative of Colombia endorsed the proposal made by the Representative of Chile, and reiterated that it was important that IICA find alternative financing mechanisms, including the co-financing of projects with other international agencies.
- 3.2.10 The Representative of Panama also supported the Chilean proposal, which he considered to be fully compatible with the proposals made at the meeting.

- 3.2.11 The Chairman closed the discussion on the draft resolution, which was approved with the proposed amendments.
- 3.2.12 The Delegation of Costa Rica proposed that the Committee recommend to the Inter-American Board of Agriculture that it draw up a statement on the position of agriculture and sustainable rural development.
- 3.2.13 The Technical Secretary thanked the Representative of Costa Rica and took note of the proposal, which would be translated into the four official languages and circulated to the Representatives during the day.

3.3 Approval of the Minutes

The Technical Secretary informed members that the summary records of the Preparatory Session and the First Plenary Session had been distributed in preliminary form and that any changes should be handed over to the Secretary in written form.

3.4 Closure of the Meeting

- 3.4.1 The Director General thanked the Chairman, the Representatives, and IICA officials, especially the DIPRAT staff for their work in providing the Executive Committee with the requested scenarios for the 1996-1997 Program Budget. He assured the Representatives that he was aware of the financial difficulties that concerned them, and added that caution, austerity, striving for excellence and greater efficiency were fundamental elements of the IICA administration. He offered to keep closely in touch with the Member States in

executing the budget, and reiterated the administration's willingness to engage in dialogue. Lastly, he said that the IABA had a very interesting program agenda ahead which he hoped would be enriched by the contributions of the Representatives.

3.4.2 The Chairman thanked the Director General, the Deputy Director General, IICA officials, and the Representatives, and expressed his satisfaction regarding the constructive attitude that had prevailed throughout the meeting of the Executive Committee.

3.4.3 The meeting was adjourned at 12:25 p.m.

RESOLUTIONS

IICA/CE/Res.251
15 September 1995
Original: Spanish

RESOLUTION No. 251

QUOTA SCALE

The EXECUTIVE COMMITTEE, at its meeting in advance of the Eighth Regular Meeting of the Inter-American Board of Agriculture,

HAVING SEEN:

Document IICA/CE/Doc.282(95) "Proposed 1996-1997 Program Budget,"

CONSIDERING:

That in compliance with Article 23 of the Convention on the Institute, the quota scale for the 1996-1997 biennium was prepared following the system for calculating quotas of the Organization of American States (OAS), excluding the contribution of The Bahamas, which is a Member State of the OAS but not of the Inter-American Institute for Cooperation on Agriculture (IICA);

That in view of the difficult budgetary situation of some Member States, it is not feasible to increase the quotas above the 1995 level.

RESOLVES:

To recommend to the Eighth Regular Meeting of the Inter-American Board of Agriculture:

1. To establish the quotas for the Member States of IICA for 1996 and 1997 fiscal years, in accordance with the amounts indicated on the attached quota scale.
2. To authorize the Director General to make short-term use of an established line of credit whenever delays in quota payments from the Member States create the need for funds, duly reporting these actions to the Executive Committee.
3. To stipulate that any amount received in excess of the total approved, and any unspent, uncommitted balance should enter the Working Subfund of the Regular Fund.

**QUOTA SCALE OF MEMBER STATES
1996-1997**

MEMBER STATES	% OAS		% IICA		AMOUNT IICA	
	1996	1997	1996	1997	1996	1997
Antigua and Barbuda	0.02	0.02	0.02	0.02	5,502	5,502
Argentina	4.90	4.90	4.90	4.90	1,347,925	1,347,925
Bahamas*	0.07	0.07	-	-	0	0
Barbados	0.08	0.08	0.08	0.08	22,007	22,007
Belize	0.03	0.03	0.03	0.03	8,253	8,253
Bolivia	0.07	0.07	0.07	0.07	19,256	19,256
Brazil	8.55	8.55	8.56	8.56	2,354,743	2,354,743
Canada	12.36	12.36	12.37	12.37	3,402,824	3,402,824
Chile	0.54	0.54	0.54	0.54	148,547	148,547
Colombia	0.94	0.94	0.94	0.94	258,582	258,582
Costa Rica	0.13	0.13	0.13	0.13	35,761	35,761
Dominica	0.02	0.02	0.02	0.02	5,502	5,502
Ecuador	0.18	0.18	0.18	0.18	49,516	49,516
El Salvador	0.07	0.07	0.07	0.07	19,256	19,256
United States of America	59.47	59.47	59.51	59.51	16,370,069	16,370,069
Grenada	0.03	0.03	0.03	0.03	8,253	8,253
Guatemala	0.13	0.13	0.13	0.13	35,761	35,761
Guyana	0.02	0.02	0.02	0.02	5,502	5,502
Haiti	0.07	0.07	0.07	0.07	19,256	19,256
Honduras	0.07	0.07	0.07	0.07	19,256	19,256
Jamaica	0.18	0.18	0.18	0.18	49,516	49,516
Mexico	6.08	6.08	6.09	6.09	1,675,279	1,675,279
Nicaragua	0.07	0.07	0.07	0.07	19,256	19,256
Panama	0.13	0.13	0.13	0.13	35,761	35,761
Paraguay	0.18	0.18	0.18	0.18	49,516	49,516
Peru	0.41	0.41	0.41	0.41	112,786	112,786
Dominican Republic	0.18	0.18	0.18	0.18	49,516	49,516
St. Kitts and Nevis	0.02	0.02	0.02	0.02	5,502	5,502
St. Vicente and the Grenadines	0.02	0.02	0.02	0.02	5,502	5,502
St. Lucia	0.03	0.03	0.03	0.03	8,253	8,253
Suriname	0.07	0.07	0.07	0.07	19,256	19,256
Trinidad and Tobago	0.18	0.18	0.18	0.18	49,516	49,516
Uruguay	0.26	0.26	0.26	0.26	71,523	71,523
Venezuela	3.20	3.20	3.20	3.20	880,278	880,278
SUB TOTAL	98.76	98.76	98.76	98.76	27,167,231	27,167,231
Cuba**	1.24	1.24	1.24	1.24	341,449	341,449
TOTAL	100.00	100.00	100.00	100.00	27,508,680	27,508,680

* Not a member of IICA.

** Appears only for purposes of the distribution of total quotas.

IICA/CE/Res.252
15 September 1995
Original: Spanish

RESOLUTION No. 252

1996-1997 PROGRAM BUDGET

The EXECUTIVE COMMITTEE, at its meeting in advance of the Eighth Regular Meeting of the Inter-American Board of Agriculture,

HAVING SEEN:

Document IICA/CE/Doc.282(95) "Proposed 1996-1997 Program Budget,"

CONSIDERING:

That Article 3b of the Rules of Procedure of the Executive Committee establishes that this body is responsible for examining the proposed Program Budget that the Director General submits to the Inter-American Board of Agriculture and to make any pertinent observations and recommendations;

That the income from Member State quotas will be US\$ 27,508,680 both in 1996 and in 1997;

That income to cover Indirect Administrative and Technical Costs (CATIs) will be US\$4,294,300 in 1996 and US\$3,349,100 in 1997;

That miscellaneous income associated with quota resources has been estimated at US\$283,400 in 1996 and US\$291,900 in 1997;

That the proposed Program Budget for quota resources, CATIs and miscellaneous income submitted by the Director General for consideration by the Fifteenth Regular Meeting of the Executive Committee totals US\$32,086,380 for 1996 and US\$31,149,680 for 1997;

That the proposed Program Budget specifies budget items for direct cooperation services, management costs and general costs and provisions, funded with quota resources from the Member States;

That the proposed 1996-1997 Program Budget reflects joint efforts by the General Directorate and the Member States to absorb as much as possible the increase in non-discretionary costs in order to save on administrative costs, and to eliminate or reduce lower-priority activities and fund activities that are expected to have a greater impact and that have been assigned priority in the 1994-1998 Medium Term Plan;

That, bearing in mind the difficult budgetary situation of some Member States, the 1996-1997 Program Budget be based on a 0% nominal increase in quotas for the biennium,

RESOLVES:

To recommend to the Eighth Regular Meeting of the Inter-American Board of Agriculture:

1. To approve IICA's biennial Program Budget, funded with Member State quotas, for the fiscal year January 1 to December 31, 1996 in the amount of US\$27,508,680, and for the fiscal year January 1 to December 31, 1997, in the amount of US\$27,508,680, to be distributed in each fiscal year as indicated in the attached table.

2. To authorize the Director General to make transfers between chapters, except for entries 9.1 of Chapter I, and 1 of Chapter III, provided total transfers neither increase nor reduce the affected chapters by more than ten percent.
3. To authorize the Director General to make expenditures not included in operative point 1 of this resolution, taking into account the income received for Indirect Administrative and Technical Costs, in accordance with the contracts and agreements executed within the program framework established in the Program Budget, the provisions of Resolution IICA/JIA/Res.70(III-0/85), and on the basis of miscellaneous income associated with quota resources.
4. To authorize the Director General to make the necessary adjustments in the distribution of resources authorized in this Resolution, should income for each of the fiscal years fall below estimated levels. The Director General shall duly inform the Executive Committee and the Inter-American Board of Agriculture of this situation.
5. That unpaid quotas corresponding to the Cuban government shall be transferred to the Working Subfund of IICA's Regular Fund, and that their subsequent use must 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.
6. That quota resources received from the Member States that are allocated for the execution of programs and projects in the countries may be transferred for use in other projects in which the respective country expresses interest, provided that the parties so agree; this does not affect surpluses from programs in progress generated as

a result of favorable movements in the exchange rate of the national currencies.

7. That the 0% growth of quota funds should not affect the process of decentralization that the General Directorate is carrying out in order to strengthen the Regional Centers, nor should it affect the priority areas of the Institute's work without prior consultations being held with the member countries, in meetings between the Regional Centers and the countries.
8. To urge the General Directorate to increase its efforts to enter into complementary agreements with FAO, PAHO and other international cooperation and funding agencies, with a view to combining resources in order to achieve common objectives and avoid duplication of services.

**1996-1997 PROGRAM BUDGET
BY CATEGORY OF ACTIVITY**

CATEGORY OF ACTIVITY	1996	1997
CHAPTER I - DIRECT COOPERATION SERVICES	23,705,200	23,224,600
1. Areas of Concentration and specialized Services	11,816,800	11,530,300
1.1. Area I: Socioeconomic Policy, Trade and Investment	2,977,700	2,848,600
1.2. Area II: Science and Technology, Natural Resources and Agricultural Production	3,221,700	3,178,600
1.3. Area III: Agricultural Health	1,750,900	1,731,300
1.4. Area IV: Sustainable Rural Development	2,165,100	2,087,900
1.5. Specialized Service: Training, Education and Communication	944,800	915,200
1.6. Specialized Service II: Information, Documentation and Informatics	756,600	768,700
2. Inter-thematic Projects	490,900	495,700
3. Directorate of Strategic Thinking	59,300	59,300
4. Center for Integration and Agribusiness Development	418,300	422,200
5. DIPRAT - CEPP1	494,400	414,700
6. Directorates of Regional Centers	1,196,000	1,211,700
7. Operating Structure of Technical Cooperation Agencies	6,383,500	6,345,600
8. Coordination of Centers and Technical Advisors	226,100	236,200
9. Contribution to Research Centers	1,661,700	1,661,700
9.1. CATIE	1,361,700	
9.2. CARDI	300,000	
10. Agrifuture Foundation	183,200	72,200
11. Short term Technical Cooperation and Pre-investment	500,000	500,000
12. Training Funds	275,000	275,000

CHAPTER II - MANAGEMENT COSTS	2,825,580	2,881,080
1. Office of the Director General	733,000	745,800
2. Management Support Units*	2,092,580	2,135,280
CHAPTER III - GENERAL COSTS AND PROVISIONS	977,900	1,403,000
1. Working Subfund of the Regular Fund	341,400	341,400
2. OAS Administrative Tribunal	20,000	20,000
3. Meeting of the Executive Committee	128,500	128,500
4. Meeting of the Inter-American Board of Agriculture		250,000
5. Insurance on IICA Assets	85,000	87,600
6. Pensions, Former IICA Director General and Former IICA Employees	229,000	229,000
7. External Audit	90,000	90,000
8. Inter-American Conference of Minister of Agriculture		120,000
9. Insurance Former Employees of IICA	50,000	51,500
10. Evaluation of Medium Term Plan		50,000
11. Life Insurance, Local Personnel	34,000	35,000
TOTAL**/	27,508,680	27,508,680

* The costs of CEPPI are not included in the allocation for DIPRAT, since CEPPI is covered in Chapter I.

** 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.

IICA/CE/Res.253
15 September 1995
Original: Spanish

RESOLUTION No. 253

MEASURES TO STRENGTHEN THE FINANCIAL CAPACITY
OF THE INSTITUTE DURING THE 1996-1997 BIENNIUM

The EXECUTIVE COMMITTEE, at its meeting in advance of the Eighth Regular Meeting of the Inter-American Board of Agriculture,

CONSIDERING,

That the growing demand for IICA's services to Member States in the areas of sustainable agriculture, trade, health, scientific research, rural development, and production notwithstanding, the percentage of the Institute's activities funded from quota resources has been falling steadily in recent years;

That the Executive Committee has recommended the adoption of a program budget for the 1996-1997 biennium with a nominal 0% growth in quotas, and it is therefore necessary to take innovative initiatives to strengthen the financial capacity of the Institute;

That Resolution No. 235, approved by the Executive Committee at its Fifteenth Regular Meeting, recommends that the Inter-American Board adopt measures to collect quotas in arrears;

That the Study on CATIs submitted by Price Waterhouse for 1994, in accordance with Rule No. 3.5.2 of the Financial Rules of the Institute, concluded that IICA should

charge an average percentage of 11.57% to projects financed with external resources, and Resolution No. 237, approved by the Executive Committee at its Fifteenth Regular Meeting, instructs the Director General to take into account the results and recommendations of the study when negotiating CATIs from 1995 onwards;

That some Member States have recommended that a study be made of alternatives for increasing the income of the Institute for the funding of its activities,

RESOLVES:

To recommend to the Inter-American Board of Agriculture, at its Eighth Regular Meeting, that it adopt a resolution whereby:

a. The Director General would be authorized to draw up and implement a program to promote the collection and sale of services and the generation of other miscellaneous income;

b. The Member States would be requested to donate to the Institute facilities in the form of premises and human and material resources for the national offices of the Institute and the Regional Centers located within their territories;

c. Resolution No. 237, on CATIs, adopted at the Fifteenth Regular Meeting of the Executive Committee, be reiterated;

d. The recommendation set forth in Resolution No. 235, on measures for the collection of quotas in arrears, would be endorsed and the Director General would be authorized to put into effect the measures that will be recommended by the Committee in a resolution to be adopted in its Sixteenth Regular

Meeting, ad referendum to the ratification of the IABA at its Ninth Regular Meeting;

e. The Director General would be instructed to speed up the restructuring of the Institute and to further advance the process of decentralization, so as to achieve significant savings in administrative costs, as well as increased efficiency and competitiveness.

f. To instruct the Director General to propose adjustments to the norms currently in effect so as to facilitate the securing of extra-quota resources and to ensure flexible management thereof.

REPORT OF THE CREDENTIALS COMMITTEE

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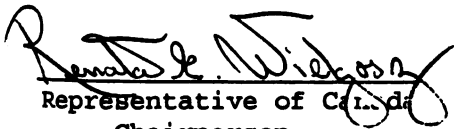
**REPORT OF THE CREDENTIALS COMMITTEE OF THE MEETING
OF THE EXECUTIVE COMMITTEE HELD IN ADVANCE OF THE
EIGHTH REGULAR MEETING OF THE INTER-AMERICAN
BOARD OF AGRICULTURE**

Pursuant to Article 50 of the Rules of Procedure of the Executive Committee, the Meeting of the Committee held in advance of the Eighth Regular Meeting of the Inter-American Board of Agriculture designated a Credentials Committee composed of Representatives of Canada, Costa Rica, Peru and Suriname.

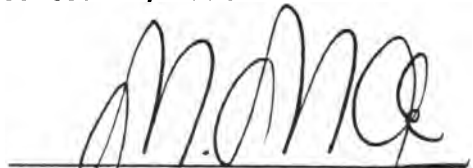
Meeting on the morning of September 14, 1995, the Credentials Committee elected its officers and proceeded to review the credentials of the Representatives to the Executive Committee.

The Credentials Committee concluded that the credentials were in order and that there was no reason to doubt their authenticity.

San Jose, Costa Rica, September 14, 1995.



Representative of Canada
Chairperson
Renata E. Wielgosz



Representative of Suriname
Vice-Chairperson
Johan Saidi Sisal



Representative of Peru
Rapporteur
William Arteaga



Representative of Costa Rica
Ezequiel García

**ADDRESS BY MR. CARLOS E. AQUINO G.,
DIRECTOR GENERAL OF IICA, AT THE INAUGURAL SESSION
OF THE EXECUTIVE COMMITTEE MEETING HELD PRIOR TO THE
EIGHTH REGULAR MEETING OF THE IABA**

**ADDRESS BY MR. CARLOS E. AQUINO G.,
DIRECTOR GENERAL OF IICA, AT THE INAUGURAL SESSION
OF THE EXECUTIVE COMMITTEE MEETING HELD PRIOR TO THE
EIGHTH REGULAR MEETING OF THE IABA**

Mr. Chairman of the Executive Committee, Ministers of Agriculture, Delegates to the Special Meeting of the Executive Committee, IICA officials, Ladies and Gentlemen.

On behalf of the community of the hemisphere, which comprises the Inter-American Institute for Cooperation on Agriculture, IICA, I would like to say that we are greatly honored to greet you and express our heartfelt welcome.

I would also like to express our sincere hope that we will emerge from this special meeting renewed and strengthened, and that we will find a consensus formula that will allow our countries to find a solution that reflects our vision for the institution at this crucial point in its history. We must remember that the decisions we take today will affect the institution's work, not only over the next two years, but well beyond that period.

In fulfillment of Resolution 134 of the last meeting of the Executive Committee, we will be submitting to the Member States, for their consideration, a comparative summary of the allocation of resources, in three budgetary scenarios, namely: three percent annual growth; zero nominal growth; a 10% reduction in 1996 and an additional 10% reduction in 1997.

We shall provide information on the adjustments that these alternatives entail, as well as on the changes in the program budget ordered at the previous meeting of the Executive Committee. We will also report on the potential impact of each of these alternatives.

The documents on these scenarios were sent to the Member States for review between August 17 and 21, 1995.

At the last meeting of the Executive Committee, the Administration presented a budget which envisaged a 3% annual increase in quotas, an increase which would adequately compensate for the loss of purchasing power of Member State quotas resulting from inflation in the United States, which affects the value of the United States dollar.

This scenario represents a real growth level of zero. The loss of purchasing power of the United States dollar is estimated at US\$825,000 in 1996 and US\$1,675,300 in 1997.

The scenarios that entail real reductions in quota contributions are based on elements previously suggested by the Executive Committee and additional elements proposed by the Administration.

I would like to point out that in the case of resources generated through overhead costs, these are not readily available. Most of these resources remain in the country of origin, which is where most of the indirect costs involved in managing external resources are incurred.

The fundamental purpose of the proposals to be submitted is to follow through on the aforementioned resolution and offer the Member States an opportunity to engage in an open, constructive dialogue and exchange of ideas, and enable you to decide what is best for this institution, which belongs to all our Member States.

Mr. Chairman, distinguished delegates, I would like to share with you some thoughts that can help us place our work in perspective.

You may rest assured that we will continue to fulfill the mandate that we have received from the Member States, namely, to work for the transformation of production processes, of institutions and of human resources, as the basis for sustainable development.

I expressed this commitment even before I took over as Director General of the Institute. I have put it into action during the nearly 20 months that I have been implementing a participatory style of management at IICA, in order to prepare it for the twenty-first century and enable it to address the important issues on the strategic agenda of the Member States. In this effort, we have had to overcome difficulties, misunderstandings, resistance, pressures, and difficult economic situations.

The process of hemisphere-wide trade integration is of overriding importance, and holds great promise. It is the axis around which agricultural concerns will be organized.

At the same time, sustainable development and participatory democracy ensure that the benefits of this process will be translated into improved conditions and quality of life for society in general.

Mr. Chairman, distinguished delegates, we know that making the necessary adjustments on these major issues is difficult in such a complex institution, where different economic, political, diplomatic, technical, and multi-cultural interests must be reconciled.

We realize, however, that the present time is one of change, of reengineering, when an in-depth review must be made of the entire organization and of its mission, its values and its processes.

We understand that mankind as a whole is going through uncertainty that calls for organizational flexibility, a global mentality, systematic and continuing training of human resources, and renovation of organizations.

In other words, we must move from control organizations, which are rigid, hierarchical, robotic, autocratic, extremely vertical and exclusive, to service-oriented and training organizations which are flexible, participatory, creative, innovative, and human resource-oriented. These human resources must be trained on a continuing basis. They must be motivated, ready for change and willing to move towards new paradigms and to constructively reject and advance beyond the status quo in order to build organizations that have a flexible, winning institutional culture with shared values.

We understand, and more over, we agree with Member States that under the current circumstances, organizations must be willing to undergo review and reform. Any organization that indulges in the luxury of neglecting its human resources is bound to go under, sooner or later.

Along these lines, I must say that at IICA, we are reviewing our own operations. We want to change and are in that process. We have shortcomings, and there are misunderstandings and uncertainties, but we are determined to improve.

We want to tell you that our words are backed by actions. We have been, and will continue to be, consistent and persevering. The difficulties do not weaken us; on the contrary, they add creative tension and strengthen us.

We have been working with honesty, dedication, enthusiasm, and motivation, and we are fully convinced that there is still much room for improvement, and much ground to be covered.

Although it will still take time for this effort to produce substantive results, we can already point for to the following:

Decentralization

Decentralization is a substantial part of our effort. We have made significant progress in implementing the regional centers. The Central, Caribbean, and Southern Centers are already beginning their operations. The Northern and Andean Centers are in the process of being set up. It is of fundamental importance that the Institute be brought closer to those who need its services. The Centers are an excellent vehicle for making the institutions in the countries more dynamic and effective.

Like the other regional centers, the Northern Center will fulfill a particularly important role: to facilitate the full incorporation of the United States and Canada into the Institute's activities, as genuine partners in its collective effort.

We also hope to gain better access to other technical resources at universities, organizations, businesses, and specialized agencies that can help, and be helped, in achieving the great goals of development.

Rationalization of financial and administrative procedures

The changes in the institution have included, and will continue to do so, efforts to effectively save resources, and above all, to put them to more efficient use.

These measures include setting priorities, applying austerity measures, making cuts in allocations and expenditures, and strengthening teamwork. Also, support staff, and to a lesser degree, technical and professional staff, have been reduced. In short, a policy of austerity in the management of resources has been applied with discipline and wisdom.

Attracting resources from other sources

The process of enhancing the value of each dollar obtained also includes multiplying the financial capacity of quota resources by attracting resources from other sources.

Thus, in 1988-1989, for each dollar received from quotas, IICA administered US\$0.57 from other sources. At present, we administer US\$1.50 for every dollar received from quotas.

We consider the resources we receive from Member States as seed capital, to be used both for strengthening the Institute's capacity and for expanding the quality and coverage of its services.

We would like to draw your attention to the initiative we have taken in creating the AgriFuture Foundation, as a visionary body to raise additional funds from non-traditional resources.

The fruit of this initiative will become visible over the medium term.

Relations between the public and private sectors

We are persuaded that IICA must play a new role in its approach to the major players in agriculture in the Americas, i.e., the agricultural entrepreneurs and the producer associations. We see this role as that of a catalyst and a creator of links between the public and private sectors, with a view to meeting the challenge of ensuring the sustainable development of agriculture and the development of human resources in rural areas.

Agricultural entrepreneurs may and should benefit from the know-how and technical support that IICA can provide. Thus, the institution is in a position to reinforce its ability to provide efficient services on a paid basis.

The spirit of Montefresco

In keeping with our ideals, we have assigned a substantial part of the Institute's human resources to the development of state-of-the-art management, technical and human capabilities.

Right from the beginning of this administration, we have stressed the development of the institution's human resources at all levels, from support staff to management. An especially significant example of this process is the Senior Management Workshop carried out at the Central American Institute for Business Administration (INCAE), with the participation of IICA management at the highest level, the representatives of the Technical Cooperation Agencies in the countries, the directors of the Regional Centers and the Directors at Headquarters, including the Deputy Director General of IICA.

The commitment that participants undertook, the know-how they acquired and the experience they gained through their contact with instructors of great prestige --all from Harvard and Yale, in the United States-- led to the coining of the motto "The Spirit of Montefresco", from the name of the place where INCAE is located, in Managua, Nicaragua.

This motto reflects our personal and professional commitment to move forward in effecting the transformation, or "re-engineering", as others might say, of IICA, in order to prepare it for the twenty-first century, and to better serve you and all the member countries, thanks to our improved efficiency and qualifications.

With the assistance and advice of the INCAE instructors, we are also laying the foundation for a strategic alliance of our two institutions, with a view to moving forward, with the collaboration of distinguished and experienced experts, with this complex process we have undertaken.

We will continue to invest in the human resources of the Institute, as this is the best way to ensure that they are appreciated, and it is the initial, the medium-range and the ultimate goal of transformation.

We are thus implementing the mandate set forth in the Medium Term Plan, which, with great vision, establishes this as a crucial strategy for achieving the sustainable development of agriculture.

We wish to be consistent, and start right here at home.

Systemic organization of the Institute

With the qualitative improvement of our management and technical capability, with the decentralization and delegation of duties and resources, with the creation of participatory work teams, with the policy of austerity whereby priority is assigned to technical cooperation, with strategic planning that focuses on priorities, with renewed processes and attitudes towards change, with self-financing or contracted services, with modern and efficient communications and information systems, and with professional advice on how to achieve change, we are helping to turn the Institute into a service and learning-oriented organization, a network and a systemic structure that extends throughout the hemisphere. We are persuaded that this will enable us to add value to each dollar we receive, and to ensure that each cooperation activity fully meets the needs of those who request our services, i.e., the member countries, their governments, and the farmers.

Gentlemen, Ministers and official Delegates, in order to ensure the success of this undertaking, we need the support and understanding of the Member States. We need broad-based political, moral, diplomatic and financial support.

We do not consider it necessary to stress the serious problems that a budget cut entails for any institution. What is at stake is, essentially, the momentum generated by an institution that has opted for change; a process of change that is irreversible, one in which the Executive Committee and the Administration, the professional staff and the support staff all work together in their willingness to become more efficient and effective.

Let us now support our IICA. Let us seek more suitable solutions for the situations we face, because the benefits will, without a doubt, outweigh the costs.

Thank you very much.

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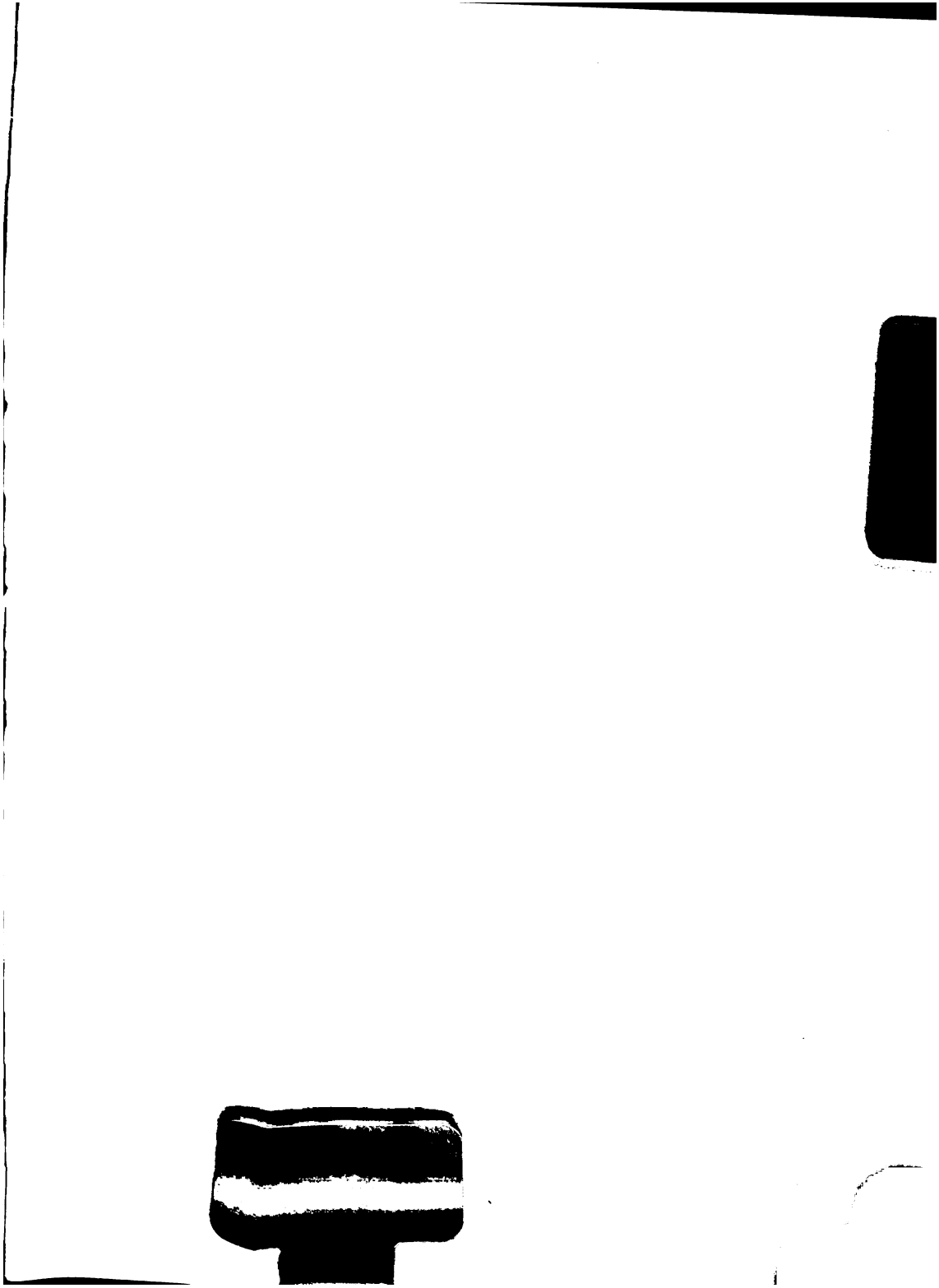
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