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Joint IICA-FAO Action: Progress and outlook on behalf of the countries of the Americas

**San Jose, Costa Rica
October 2010**

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1. Background:

Relations between IICA and FAO have been discussed many times by meetings of IICA's governing bodies (the Executive Committee and the Inter-American Board of Agriculture-IABA). A summary of the mandates is presented in Annex 3 of this document.

In 2009, the previous Director General of IICA, in accordance with the recommendations of the Special Advisory Committee on Management Issues (SACMI), decided to hire Dr. Carlos Pérez del Castillo to prepare the document "Strengthening Partnerships and Coordination between IICA and FAO to the benefit of Agriculture in the Americas." In that document, the consultant suggested that one way to achieve the greatest possible benefit for the countries and rural communities of the Americas would be to implement an organizational model for IICA and FAO similar to the one used by the Pan American Health Organization (PAHO) and the World Health Organization (WHO), which is regarded as a successful model.

The consultant's proposal was one of the documents studied at the Fifteenth Regular Meeting of the IABA, held in Montego Bay, Jamaica, from October 29-30, 2009. On that occasion, the Board noted that (i) a section of the document contained a proposal that, in essence, called for a merger of FAO and IICA, and (ii) insufficient time was available to consider and discuss an option of that nature and scale. Therefore, by means of its Resolution No. 447, the Board instructed the SACMI to study the document.

The new Director General of IICA, taking into account the IABA's decision in Resolution No. 447, submitted for consideration by the SACMI, which met at IICA Headquarters on July 20, 2010, an analysis of the efforts made by both FAO and IICA to design and execute joint actions, and also gave an overview of the previous mandates issued by the Executive Committee and the IABA with respect to the strengthening of relations between the two organizations.

2. Conclusions and recommendations of the Special Advisory Committee on Management Issues (SACMI) concerning relations between IICA and FAO

The members of the Advisory Commission, at their aforementioned regular meeting, based on the provisions of IABA Resolution No. 447 and taking into account the comments of the Director General, made the following recommendations to the Thirtieth Regular Meeting of the Executive Committee:

Recommendation 1: That, given the complexity and difficulties of a possible merger of IICA and FAO, and recognizing that FAO had not been mandated by its Member States to undertake a merger with IICA, the SACMI recommends strengthening joint action via agreements between IICA and FAO, with the support of the Member States.

Recommendation 2: That the Director General prepare a document on IICA-FAO relations for presentation and consideration of the Executive Committee at its Thirtieth Regular Meeting, to include:

- i. The presentation of the Director General discussed at this meeting on IABA Resolution 447, “IICA-FAO Joint Action on Behalf of Agriculture in the Americas.”
- ii. Information about how the two institutions complement each other’s work, and progress in terms of joint action.
- iii. The presentation made by the General Directorate at the Thirty-first FAO Regional Conference for Latin America and the Caribbean, held in Panama, on joint IICA-FAO efforts, and the proposed agreement on expanding and strengthening joint action.

Accordingly, the Director General of IICA has prepared the present document pursuant to the above recommendation (ii) of the SACMI and is submitting it, as a working document, for consideration by the Thirtieth Regular Meeting of the Executive Committee. The Director General’s presentation is to be found in Annex 1. The proposed new IICA-FAO agreement can be seen in Annex 2.

3. Issues that have hindered the implementation of the mandates of IICA’s governing bodies

The Member States of IICA, which are also Member States of FAO, have not given the governing bodies of FAO the same mandate as the one given to IICA. It should be noted that no proposal with regard to a possible IICA-FAO merger has been included in the agendas of FAO’s Regional Conference and Council for discussion.

FAO’s regional offices have paid little attention to the mandates of IICA’s governing bodies but have continued to coordinate the activities of the two institutions, making it a common practice. Furthermore, while the Director General of IICA has often been given mandates, the fact is that the efforts to advance toward a process of greater coordination, or even a merger, must be spearheaded by the countries and by the senior management of IICA and FAO, not only by the Director General of IICA.

Moreover, many of the Member States regard as an advantage, rather than a limitation, the fact that both IICA and FAO have offices in their countries supporting their national agendas. The situation offers national institutions two options for receiving cooperation and allows them to choose whichever institution is best equipped to their needs.

One after another, IICA's administrations have focused their efforts on increased coordination with FAO by establishing cooperation agreements and other, specific agreements.

4. The complexities involved in applying the WHO-PAHO model to relations between IICA and FAO in the Americas

4.1 The Convention on IICA

As an intergovernmental agency, IICA is underpinned by an inter-American convention of the same legal rank and status as the OAS Charter. Merging IICA and FAO would call for the amendment of the Convention on IICA. That would entail a long process of negotiation, approval, and ratification of the changes to be incorporated into the Institute's Convention in order to institute a model similar to the one used by PAHO and the WHO. Furthermore, amendments to the Convention on IICA must be ratified by the legislative bodies of the 34 Member States.

4.2 Geographical coverage

The following significant differences exist in the geographical coverage of IICA and FAO:

- IICA includes the United States of America and Canada. That is a very important comparative advantage, because they are an essential element of the hemispheric solidarity on which the Institute's work is based. It should be noted that, between them, the two countries contribute 73.8% of the Institute's quota budget.
- FAO operates in the region with a Regional Office for Latin America and the Caribbean whose sphere of activity and decisions exclude the United States of America and Canada.
- The FAO Regional Office includes Cuba, which is barred from participating in the OAS and, therefore, in IICA. FAO also covers and carries out programs (mainly but not exclusively related to fisheries) in various non-sovereign territories of the Americas (overseas territories or provinces of European nations), such as: the British Overseas Territories (Anguilla, Bermuda, Cayman Islands, Turks and Caicos, British Virgin Islands, Falkland Islands, and South Georgia); France's

Overseas Regions (previously known as Overseas Departments - Guadeloupe, Martinique, St. Pierre et Miquelon and French Guiana); and, in case of the Netherlands, Aruba and the Netherlands Antilles (Bonaire, Curacao, St. Martin, San Eustatius and Saba).

- 4.3 The merger: who wins and who loses.** A merger between FAO and IICA would be completely asymmetrical and more like a takeover of the Institute by FAO. It should also be borne in mind that the WHO/PAHO model was established more than 40 years ago in very special circumstances that are different from the situation today.
- 4.4 Positioning and prestige earned.** IICA is an institutional partner in the Summits of the Americas process and has developed regional structures for cooperation work with integration mechanisms such as the Central American Agricultural Council (CAC) and the Southern Agricultural Council (CAS), whose respective member countries regard them as very important. Since IICA has offices in every country in the hemisphere, its operations are very expeditious and the Ministers and other authorities responsible for agricultural and rural development appreciate its ability to provide a rapid response.
- 4.5 Costs.** It would be necessary to analyze the costs involved in bringing the salaries and benefits of IICA's personnel into line with those of FAO, and establish a viable formula for financing them. Inevitably, there would be both savings and higher costs, so both the costs and the benefits would have to be analyzed very carefully. Furthermore, to implement a merger the countries - and especially the biggest contributors - would be faced with the dilemma of combining the quotas and deciding how to administer them.

5. What is the alternative?

5.1 In what ways has effective progress been made in relations between IICA and FAO?

Under the Letter of Understanding signed by FAO and IICA, since 2006 progress has been made with:

- The organization of joint activities and projects
- The development of mechanisms for coordination and consultation in some countries.

A new legal instrument is in the process of being negotiated and formalized that will provide a framework for strengthening IICA-FAO cooperation and joint activities.

Coordination between IICA and FAO has been conducted on a case-by-case basis rather than planned, more on an individual level than the result of a joint strategy. Although the current model of IICA/FAO relations has not affected the performance of the two institutions and progress has been made in implementing joint activities, there is still plenty of room for further expansion with regard to topics and coverage.

5.2 Areas in which progress could be made without a merger

The following three fields are those that offer the best opportunities for increased cooperation:

a. Knowledge management and strategic thinking:

- Joint analyses of agriculture and the rural milieu with the participation of other key institutions such as ECLAC.
- Development of standardized indicators and use of the same figures for analyses, studies and mass communication.
- Joint dissemination of studies, documents and successful projects.
- Production of a series of technical documents with emphasis on innovative approaches, methodologies, and techniques that can be easily adapted and whose practical application has been verified.
- Joint development of information systems and specialized documentation in technical areas.

b. In the area of technical cooperation with the countries, joint technical cooperation activities could be stepped up by taking advantage of complementarities and focusing on areas that are the highest priority for the Member States. Furthermore, there is no clear evidence of duplication of work in the countries by the two institutions. Therefore, joint IICA-FAO activities could be intensified in this important field, on which the current IICA administration is focusing its efforts in order to strengthen it. Possible areas of work include:

- Development of innovative mechanisms for joint cooperation
- Implementation of joint missions to the countries for the identification and preparation of technical cooperation and investment projects
- Design of joint projects to be financed by other sources
- Documentation of successful FAO and IICA experiences
- Granting of places at FAO training activities to IICA officials, and vice versa
- Implementation of mechanisms to reduce the costs of technical cooperation.

c. **With regard to IICA and FAO's governing bodies and the meetings of Ministers of Agriculture**, resources could be saved and the attendance of more Ministers achieved by doing the following:

- Coordinating the timing of the meetings of the governing bodies of IICA and FAO so they are sequential
- Coordinating the accountability seminars with the governments at the country level
- Publishing and disseminating information about the joint activities and their results in order to secure the backing of the governments and the clients or beneficiaries of IICA-FAO joint work.

6. An example of coordination: *IICA-FAO joint activities in Haiti and the Dominican Republic with emphasis on the border region*

IICA and FAO have stepped up their joint work since the earthquake hit Haiti in January of this year. The two organizations assisted the Ministry of Agriculture of Haiti with the preparation of the Emergency Plan in Response to the January 12 Earthquake and the National Agricultural Investment Plan.

On July 21, 2010, the representatives of the Inter-American Institute for Cooperation on Agriculture (IICA) and the United Nations Food and Agriculture Organization (FAO) in Haiti and the Dominican Republic committed themselves to preparing a binational project, with emphasis on the two countries' common border. The final document is expected to be ready in September. They also formalized an alliance to coordinate their technical cooperation actions related to agriculture and rural development in the two countries, and agreed to prepare projects together and share their implementation 50-50.

The binational FAO-IICA project for Haiti and the Dominican Republic will make cooperation more effective by making better use of the technical and operational capabilities of both organizations and taking better advantage of the resources available, on behalf of the rural communities in the two countries. The main components of the initiative are: (i) cooperation to combat transboundary diseases that limit trade in agricultural products; (ii) the promotion of agribusiness for generational change in the countryside; and, (iii) support for the use of agricultural technology to combat climate change.

These joint activities are an example of how the two institutions can work together on the design and implementation of agricultural and rural development projects for the benefit of the Member States and their rural communities. They are also an effective response to the mandates and guidelines for joint action issued by the governing bodies of IICA and FAO, and by the senior management of both organizations.

7. Final considerations

The Director General of IICA is submitting the present document for consideration by the delegates to the Thirtieth Regular Meeting of the Institute's Executive Committee with a view to this governing body issuing a viable mandate, taking into account the readiness of the present administration to continue developing the mechanisms for joint action with FAO and deepening and expanding the coverage of joint activities.

If IICA and FAO find ways to complement each other's actions and capabilities better, the Member States will undoubtedly receive a better service and more benefits, both for the modernization of agriculture and for the improvement of the standard of living of rural communities. The contribution made by the joint activities will also facilitate implementation of IICA's Medium-term Plan for the period 2010-2014.

Annex 1

Address by the Secretary of External Relations to the Thirty-first FAO Regional Conference for Latin America and the Caribbean

Mr. Chairperson of the Thirty-first FAO Regional Conference for Latin America and the Caribbean,

Distinguished Ministers of Agriculture of Latin America and the Caribbean,

Mr. Graziano da Silva, FAO Regional Representative for Latin America and the Caribbean,

Ladies and Gentlemen,

On behalf of the Director General of IICA, Dr Victor Villalobos, I should like to express my deepest thanks for this opportunity given to the IICA to address this honorable assembly. The invitation extended to us is an excellent indication of the Regional Office's desire to pursue and to deepen our partnership.

You are the mandators of both institutions and have instructed us to deepen our ties. Many of you were present at the last session of the Inter-American Board of Agriculture in Jamaica where, thanks to your support, Dr Villalobos was nominated to head the IICA.

At the time, he expressed his keen interest in developing new forms of cooperation with other international agencies for the benefit of the countries. That same message is reiterated today.

For several years in Mexico, Dr Villalobos worked with both institutions and has since been an enthusiastic supporter of collaboration between them; an enthusiasm that is no doubt shared by Dr da Silva.

Dr Villalobos enjoyed the opportunity to work for FAO in Rome and today has the honor to lead IICA. That experience will clearly be useful for the purpose at hand.

One of the first actions that Dr Villalobos undertook when joining the Institute was to search the records of our collaboration. He found that this has been extensive and long-standing. We have a natural affinity of activities at country level, although coordination has been conducted more on a case-by-case basis than planned, more on an individual level than the result of a joint strategy.

He also reviewed the history of requests made by Ministers on the Inter-American Board of Agriculture and found at least six resolutions calling for coordination between the IICA and FAO.

Strictly speaking, we still have some way to go to achieve full coordination, but a fair appreciation would point to a rich history of collaboration. True, a frequent charge has

been duplication in the work of the IICA and FAO. But Dr Villalobos found no evidence of such duplication, although he did recognize that we need to complement our activities better.

The desire for collaboration has been expressed on many occasions, with three notable examples:

In 2006, a Letter of Understanding for a Strategic Alliance between the two organizations was signed for a period of four years that ends on 28 April this year. It would certainly be appropriate to renew this letter, after having jointly evaluated its results, as stipulated in the document itself, and determining a joint strategy. I will be outlining Dr Villalobos's response to this a little later.

Secondly, I should like to mention the report entitled "The Outlook for Agriculture and Rural Development in the Americas, 2009," jointly produced by our institutions with the invaluable assistance of ECLAC. I consider this to be an extremely relevant document that would be worth formally instituting as a periodical report. Its characteristics could be discussed by the parties involved.

Thirdly, I wish to refer to the joint IICA/FAO actions mentioned in the reports that have been presented in recent years. Dr Villalobos found at least three dozen examples of joint actions in those reports, including studies, reports, forums and training at national, regional and hemispheric level.

All this leads us to the conclusion that first, we need to formalize and structure existing collaboration and then to take it further. A document by Dr Carlos Pérez del Castillo on this subject was presented to you in Jamaica.

Given this situation and that the Inter-American Board of Agriculture will sit until next year, Dr Villalobos respectfully requests this Assembly to instruct the FAO Regional Representative to negotiate with the IICA a new letter of understanding, giving effect to the Ministers' instructions on cooperation between both institutions.

Such collaboration would take place in at least five common areas:

- Food security - zero hunger
- Rural development and combating poverty
- Agricultural productivity and competitiveness
- Sustainable development
- Knowledge management

The formal procedure would be:

- To hold a meeting of senior officers from both institutions to draft a new letter of understanding with a minimum program of cooperation over the medium term

- To present these proposals to a special meeting of government representatives (perhaps two per region) for their comments and observations
- To send the resulting document to the other countries for the same purpose
- To produce the final document to be submitted to the Ministers of Agriculture of the hemisphere at the next IABA (2011)
- To set time aside at the IABA for the Ministers to discuss this issue with a view to its approval and subsequent instructions.

Because of obvious time constraints, I wish to end by submitting this proposal for your kind consideration, imposing upon the hospitality of our hosts. Dr Villalobos is infinitely grateful for this invitation and for your attention.

Thank you very much.

Annex 2

**United Nations Food and
Agriculture Organisation**

**Inter-American Institute for
Cooperation on Agriculture**

GENERAL COOPERATION AGREEMENT BETWEEN THE UNITED NATIONS FOOD AND AGRICULTURE ORGANISATION (FAO) AND THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA) FOR FOOD SECURITY AND THE SUSTAINABILITY AND COMPETITIVENESS OF AGRICULTURE IN THE AMERICAS

The United Nations Food and Agriculture Organisation, hereinafter **FAO**, represented by ____ (name and title) ____ and the Inter-American Institute for Cooperation on Agriculture, hereinafter **IICA**, represented by its Director General, Dr. Víctor Manuel Villalobos Arámbula, hereby sign the present General Cooperation Agreement that formalizes a strategic partnership between the two organizations.

CONSIDERING:

1. That FAO is a specialized agency of the United Nations System, created on 16 October 1945, in the city of Quebec. That its Mission, according to the Preamble of its Constitution and fully respecting its mandate (Article I of said Constitution), is “to help build a food-secure world.” That, to that end it helps its Members to reduce food insecurity and rural poverty; ensure a regulatory framework and regulatory environment for food and agriculture, fisheries and forestry; ensure sustainable increases in the supply and availability of food; conserve and enhance the natural resource base; and generate knowledge about food and agriculture, fisheries and forestry.
2. That IICA, founded in 1942, since the creation of the OAS in 1948 has been the specialized agency of the Inter-American System for agriculture, in accordance with the Charter of the Organization of American States and the new 1980 Convention on the Institute. That it is comprised of the 34 Member States, with full international legal status. That its objective, according to its Convention, is “to encourage, promote, and support the efforts of the Member States to achieve their agricultural development and rural welfare” and its mission is to “provide innovative technical cooperation to the Member States, with a view to achieving their sustainable development in aid of the peoples of the Americas.”
3. That, pursuant to the mandate issued by the Ministers of Agriculture of the hemisphere, the two organizations have formed a partnership to provide technical support to the countries of the hemisphere, which was established formally by means of the Note of Understanding signed on 4 February 1994 by the Deputy Directors General of the two institutions and the Note of Understanding signed on 25 February 1997 and reiterated by the aides-mémoire signed on 18 June 1998 in San Jose, Costa Rica, on 26 July 2001 in Havana, Cuba, on April 2002 and in Caracas, Venezuela on April 2006, the Letter of Understanding signed by the Director General and the FAO Regional Representative for Latin America and the Caribbean.
4. That as a result of this partnership between the two institutions, important activities have been undertaken in Latin America and the Caribbean, ranging from the joint development of the document “Outlook for agriculture and rural development in the Americas” and the database of indicators for measuring the state of agriculture in the Americas (www.agriruralc.org) at the hemispheric level, to joint work on regional projects such as the process of building a joint observatory to measure and monitor food security in the Central Region.

5. That the Parties wish to promote and broaden their collaboration on topics related to the mission of each organization and strengthen the cooperation they provide to the countries of the hemisphere.

THE PARTIES AGREE:

CLAUSE ONE:

Objective

To strengthen the technical cooperation that IICA and FAO carry out with the countries of the Americas and the Caribbean, and to promote joint action to bolster the use of resources and institutional achievements to help to improve and strengthen the efforts of agriculture and rural life in the hemisphere.

CLAUSE TWO:

Areas of Cooperation

The Parties, by mutual consent and subject to the decisions of their respective regulatory bodies, shall together fulfill the mandates of the Ministers of Agriculture with regard to collaboration between the two institutions in at least five common areas: food security, rural development, poverty reduction, agricultural productivity and competitiveness, sustainable development and knowledge management.

CLAUSE THREE:

Operating mechanisms

In executing the present General Cooperation Agreement, the Parties shall observe the following guidelines:

1. Each party shall designate an official to be responsible for maintaining contact and coordinating all activities that are to culminate in the signing of an agreement or letter of understanding. FAO and IICA designate as the individuals responsible for the execution of the present General Cooperation Agreement ____ (title) _____, for FAO, and ____ (title) _____ for IICA. The counterparts of the two organizations shall meet periodically to reach agreement on and evaluate the actions/projects/plans of action negotiated by the two organizations.
2. Specific actions shall be implemented by means of letters of understanding or agreements formalized through minutes of meetings. Letters of understanding shall be signed when the management of resources of the counterpart or third parties is involved, in which case they shall specify the objectives; modes of action; forms of participation; the obligations of each Party, separately; technical and financial contributions and human resources assigned, provisions governing the management of resources and others; budgets, including the corresponding costs of technical supervision and institutional support and the Indirect Costs or Institutional Net Rate (INR), and other elements designed to ensure the smooth and effective implementation of whatever is agreed upon. Agreements on joint actions under which each party executes its own resources and which are formalized through minutes of meetings shall specify the objectives, contributions and responsibilities of each party and the schedules of activities, coordination mechanisms and use of the resulting products.
3. When deemed necessary, the Parties may set up groups or technical missions to study the nature, intensity and length of the projects and activities undertaken, or that may be undertaken, under

the present General Cooperation Agreement, and propose any appropriate recommendations and projects that shall be subject to specific agreements or letters of understanding.

4. The specific agreements or letters of understanding alluded to in the present General Cooperation Agreement may be executed with the participation of other multilateral or bilateral technical cooperation and financial assistance entities; or the governments of countries interested in the improvement of agriculture and rural development in Latin America and the Caribbean; or private entities whose objectives are compatible with those of the Parties, if deemed advisable and necessary by the signatories to the present General Cooperation Agreement.

**CLAUSE FOUR:
Intellectual Property**

The information resulting from the work carried out under the present agreement shall be the property of the respective institution. The Parties may make available to the scientific community the information resulting from the actions of this collaboration, by whatever means the Parties agree upon, jointly or separately and in writing.

The Parties undertake to observe all possible discretion and responsibility in the use of the information that is the object of this cooperation agreement and may not share it with third parties without the written authorization of the other Party.

**CLAUSE FIVE:
Personnel**

The personnel that each Party designates to execute the activities and projects resulting from the present General Cooperation Agreement shall continue to work exclusively for the Party that designates them, so that both Parties are free from any and all responsibility that might arise concerning this matter.

**CLAUSE SIX:
Settlement of Disputes**

Any dispute between the Parties stemming from the interpretation and application of the present General Cooperation Agreement shall be resolved by means of friendly negotiation between the Parties.

**CLAUSE SEVEN:
Entry into Force, Renewal and Modifications**

The present General Cooperation Agreement shall enter into force on the date on which it is signed by the Parties and shall remain in effect for a period of FOUR years, unless one of the Parties informs the other that it wishes to terminate it, giving six months' notice in writing. Early termination of the present agreement shall not affect the progress and conclusion of any specific agreements or letters of understandings under way.

The present General Cooperation Agreement may be renewed for similar periods, subject to prior joint analysis by the Parties of what has been achieved, three months before it expires. The results of the analysis shall be used to determine whether the agreement should be renewed. All renewals shall be confirmed by means of an Addendum that shall form an integral part of the principal agreement; furthermore, the clauses of the Addendum shall include the results of the analysis carried out for the renewal.

The terms of the present General Cooperation Agreement may be modified in exceptional circumstances, by express agreement of the Parties by means of addenda that shall form an integral part of the original agreement.

The original version of the present General Cooperation Agreement is in Spanish. In the event of any discrepancy between the Spanish and English versions, the Spanish version shall prevail.

IN WITNESS WHEREOF, the representatives of the two Parties, being duly authorized, hereby sign the present General Cooperation Agreement, in four copies, two in Spanish and two in English, in the city of _____, _____, on the __day of the month of ___ of 201_.

José Graziano da Silva
Assistant Director-General
FAO Regional Representative
for Latin America and the Caribbean

Dr. Víctor Manuel Villalobos Arámbula
Director General
Inter-American Institute for
Cooperation on Agriculture

Annex 3

Mandates issued by IICA's governing bodies (Executive Committee and Inter-American Board of Agriculture) concerning IICA-FAO relations and joint action

1. Resolutions of the Executive Committee:

- **Resolution No. 226 of the Executive Committee, dated September 13, 1994**

In this resolution, the Executive Committee accepted with satisfaction the report "Coordination of FAO-IICA Activities" and urged the Director General to continue efforts to coordinate activities with FAO.

- **Resolution No. 370 of the Executive Committee, dated October 3, 2002**

In this resolution, the Executive Committee acknowledged the work of the Director General of IICA to strengthen joint efforts between IICA and FAO to the benefit of their Member States, especially those in Latin America and the Caribbean, and instructed the Director General of IICA to continue working to strengthen ties with FAO. It also asked him to report on the progress made in joint actions and in developing new mechanisms for concerted action, to both the Executive Committee, at its Twenty-third Regular Meeting, and to the IABA, at its Twelfth Regular Meeting. (Both took place in 2003).

- **Resolution No. 387 of the Executive Committee, dated July 24, 2003**

In Resolution No. 387, the Executive Committee accepted the report on the joint efforts carried out in 2002 by IICA and FAO and also instructed the Director General of IICA to continue to continue assigning priority and special attention to forging closer relations with FAO, expanding the scope and importance of joint actions, and developing new mechanisms for the work agreed to by the two organizations.

2 Resolutions of the Inter-American Board of Agriculture

- **Resolution No. 157 of the IABA, dated October 12, 1989**

In this resolution, the IABA asked the Chairperson of the IABA to inform the FAO General Conference, during its twenty-fifth session, to

be held in Rome, Italy in November 1989, of the approval of the Plan of Joint Action for Agricultural Reactivation in Latin American and the Caribbean and to request that organization's cooperation and support.

It also requested the Director General of IICA to continue the task of coordination with FAO and to seek to formalize an agreement to strengthen the coordination of their operations in the countries of Latin America and the Caribbean, in order to make their cooperation in the implementation and follow-up of these plans more effective.

- **Resolution No. 240 of the IABA, dated September 21, 1993**

By means of Resolution No. 240, the IABA recommended 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.

It also urged the Ministers of Agriculture of the countries of the hemisphere to ensure that the FAO Council support the coordination and integration initiative, encouraging FAO's participation in the study proposed in the resolution.

- **Resolution No. 264 of the IABA, dated September 19, 1995**

In Resolution No. 264, the IABA instructed 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 was to obtain agreement from FAO in writing, as an amendment to the Letter of Understanding, as to which project activities, operations, offices and staffs would be integrated with IICA between then and the Ninth Regular Meeting of the Inter-American Board of Agriculture. That information was to be submitted to the members of the Executive Committee at its next regular meeting for discussion and approval.

- **Resolution No. 320 of the IABA, dated October 13, 1997**

Through Resolution No. 320, the Inter-American Board of Agriculture congratulated the Directors General of FAO and IICA on the results obtained in coordinating their joint activities and asked the Director General to continue with the efforts to coordinate actions with FAO. It also requested that the Chair of the IABA to bring to the attention of the Nineteenth Conference of FAO, for its information and corresponding purposes, the recommendations of the Ministers of Agriculture on the matter, and that the Ministers of Agriculture of IICA's Member States

inform their Ministries of Foreign Affairs of the IABA's concerns regarding IICA-FAO relations.

- **IABA Resolution No. 447, dated October 30, 2009**

By means of Resolution No. 447, the IABA thanked the Director General for the document "Strengthening Partnerships and Coordination between IICA and FAO to the benefit of Agriculture in the Americas" and directed the SACMI: a) to analyze the document "Strengthening Partnerships and Coordination between IICA and FAO to the benefit of Agriculture in the Americas" and devise options for closer IICA-FAO integration; and, b) to present recommendations to the IICA Executive Committee in 2010 on how to proceed on the issue of IICA-FAO integration, with a view to presenting a formal proposal on the subject, including an analysis of types of arrangements and other considerations, at the 2011 meeting of the IABA.

The Board also asked the Member States, through the appropriate channels, to present any proposals they might wish to make to the corresponding institutions and directed the Director General of IICA to provide any technical, legal and logistical support SACMI might require to carry out that mandate.