

OFFICIAL DOCUMENTS SERIES No. 101

REPORT OF THE THIRTY-EIGHTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

17-18 July 2018



What is IICA?

More than 75 years ago, a group of visionaries recognized the need to create an agency specializing in agriculture for the American continent, with a purpose that still remains valid today: to promote agricultural development and rural well-being in this region.

As a result, the Inter-American Institute for Cooperation on Agriculture (IICA) was born. Throughout this time, the Institute has succeeded in identifying challenges and opportunities and, most importantly, evolving into an international technical cooperation organization that permanently responds to the new demands of the agricultural sector.

Our **mission** is *to encourage, promote and support our Member States in their efforts to achieve agricultural development and rural well-being through international technical cooperation of excellence.*

Our **vision** is *to be a modern and efficient institution supported by a platform of human resources and processes that are capable of mobilizing the knowledge available in the region and around the world, with the aim of achieving a competitive, inclusive and sustainable agriculture that takes advantage of opportunities to contribute to economic growth and development as well as to foster greater rural well-being and sustainable management of its natural capital.*

We provide cooperation by working closely and continuously with our 34 Member States, addressing their needs in a timely manner. Our most valuable asset is undoubtedly the close relationship we maintain with the beneficiaries of our work.

We have a wealth of experience in areas such as technology and innovation for agriculture, agricultural health and food safety, agribusiness, agricultural trade, rural development, natural resource management and training.

We are also committed to achieving results. Our 2018-2022 Medium Term Plan enables us to develop our technical cooperation model with the aim of consolidating IICA as an organization geared towards accomplishing concrete and visible results through our area of expertise, which is to facilitate positive changes in the agricultural and rural sectors of our Member States.



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Inter-American Institute for Cooperation on Agriculture (IICA) 2018



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CONTENTS

CONTENTS

MINUTES OF THE MEETING	7
Preparatory Session.....	9
First Plenary Session.....	13
Second Plenary Session.....	27
Third Plenary Session.....	39
Fourth Plenary Session.....	53
Closing Session.....	65
RESOLUTIONS	67
SIGNING OF THE REPORT	97
ANNEXES	101
Annex 1. Message from the Director General.....	103
Annex 2. Comments by the United States of America regarding the 2018-2022 Medium-Term Plan.....	113
Annex 3. Agenda.....	115
Annex 4. List of participants.....	117
Annex 5. Meeting staff.....	127

MINUTES OF THE MEETING

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

The Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was held in accordance with the provisions contained in the Rules of Procedure of the Executive Committee.

The 2018 Executive Committee comprised the following Member States: Antigua and Barbuda, Brazil, Canada, Chile, Colombia, Honduras, Mexico, Nicaragua, Panama, Peru, Saint Kitts and Nevis and Saint Vincent and the Grenadines.

PREPARATORY SESSION

0.1 *Opening of the session*

0.1.1 The Preparatory Session of the Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was called to order at 08:36 hours on 17 July 2018, in the Sala Magna (United States and Canada rooms) at IICA Headquarters, and was chaired by Mr. Charles Bertsch, Assistant Deputy Administrator of the Office of Agreements and Scientific Affairs (OASA) of the Foreign Agricultural Service (FAS) of the United States Department of Agriculture (USDA), given that the United States occupied the presidency of the Executive Committee at that time.

0.1.2 In attendance were representatives of all the Member States sitting on the 2018 Executive Committee.

0.2 Agreements

0.2.1 Election of the Chair and Rapporteur of the meeting

0.2.1.1 The representatives of the Member States on the Executive Committee unanimously elected Mr. Mauricio Guevara, Secretary of State of the Secretariat of Agriculture and Livestock (SAG) of Honduras, as Chair of the meeting, following a proposal by the Representative of Mexico, María de Lourdes Cruz Trinidad, Director of International Relations of the Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA) of Mexico. Next, Mrs. Patricia Giménez, Ambassador of Argentina in Costa Rica, was proposed as Rapporteur; this proposal was welcomed unanimously.

0.2.1.2 The Officers of the Meeting were elected as follows:

Chair:	Mauricio Guevara
Rapporteur:	Patricia Giménez
<i>Ex officio</i> Secretary:	Manuel Otero

0.2.2 Agenda of the meeting

0.2.2.1 The Chair submitted for consideration by the representatives the provisional work agenda of the Thirty-eighth Regular Meeting of the Executive Committee, included in document No. 676 (18). The provisional work agenda was approved without changes.

0.2.2.2 The Chair then informed the meeting that the working and information documents of the meeting had been made available on June 18, 2018, to the Executive Committee in electronic format and in Spanish and English, via the online information system.

0.2.3 Working committees

0.2.3.1 It was agreed that no working committees would be established, and that all matters would be dealt with in the plenary sessions. However, in response to a query from the Representative of Saint Kitts and Nevis, the Technical Secretary clarified that, if during the course of the meeting it became

necessary to set up committees, this could be done at the time when the representatives considered it advisable.

0.2.4 Duration of the meeting

0.2.4.1 It was agreed that the Closing Session of the meeting would take place on Wednesday, July 18, 2018 at 17:45 hours.

0.2.5 Deadline for submitting proposals

0.2.5.1 Tuesday, July 17, at 15:00 hours was set as the deadline for submitting new draft resolutions.

0.2.6 Countries' right to vote

0.2.6.1 The Director General of IICA sought the opinion of the legal adviser with respect to the scope and application of the rules governing the right to vote in meetings of the Executive Committee, in accordance with its Rules of Procedure and other provisions relating to their application.

0.2.6.2 The legal adviser explained the provisions of Chapter IX of the Rules of Procedure of the Executive Committee regarding the right to the vote. He informed the meeting that only one of the twelve Member States sitting on the Executive Committee was in arrears exceeding the limit established in order to have right to vote (more than two fiscal years of arrears). Accordingly, he called upon the Representative of Antigua and Barbuda to explain the reason for these arrears.

0.2.6.3 The Representative of Antigua and Barbuda indicated that his country's arrears with respect to IICA, as well as other international organizations, was due to the high investments that the government had made in order to recover from the devastation caused by the passage of two major storms. Despite the fact that the country had received donations from other governments and aid institutions, the State had invested more than USD 20 million to rebuild infrastructure and improve the living conditions of the population. He therefore asked the Director General and the other representatives in the Executive Committee for their understanding, and committed to making efforts to ensure that his country honored the payment of the quotas due.

- 0.2.6.4 The Director General, as well as the representatives of Peru and Saint Vincent and the Grenadines expressed their solidarity with the countries of the Caribbean in light of the damage caused by natural disasters and climate change. Furthermore, the Director General indicated that he understood the situation with respect to the arrears owed by Antigua and Barbuda, and expressed his hope that the country would manage to resolve it.
- 0.2.6.5 It was agreed that the delegation of Antigua and Barbuda, as well as all other delegations of Member States sitting on the Executive Committee, would enjoy full voting rights at its Thirty-eighth Regular Meeting.
- 0.2.7 Credentials
- 0.2.7.1 The Technical Secretary reported that all delegations of Member States present that were part of the Executive Committee had been supported and accredited with the corresponding credentials issued by the responsible authorities in each country. He also indicated that the Committee had received the credentials of six IICA Member States - Argentina, Costa Rica, Ecuador, Guatemala, United States of America and Uruguay - that were participating on this occasion as observers, i.e., with the right to speak, but without the right to vote. He added that Spain, an associate country of IICA, was also participating in the meeting of the Executive Committee, in addition to Israel and Turkey, which were permanent observer countries.
- 0.3 Close of the session
- 0.3.1 The Preparatory Session of the Thirty-eighth Regular Meeting of the Executive Committee was adjourned at 09:14 hours on July 17, 2018.

FIRST PLENARY SESSION

1.1 *Opening of the session*

- 1.1.1 The First Plenary Session of the Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was called to order at 09:23 hours on July 17, 2018, and was chaired by the Representative of Honduras.

1.2 *Welcoming remarks by the Director General of IICA*

- 1.2.1 The Director General welcomed the representatives of the Member States, observer countries, international organizations, special guests and other participants in the Executive Committee to the Home of Agriculture in the Americas. He began his message with the transmission of a video, and by reflecting on rural producers in the Americas, who guaranteed daily sustenance for millions of people in both urban and rural areas.
- 1.2.2 He indicated that, since assuming office in January 2018, he had implemented the proposals that he had presented as a candidate, which were aimed at laying the groundwork for making IICA a more relevant institution. To this end, he stated, it was necessary to modernize its management in light of the new hemispheric and global context, with the principal objective of transforming the Institute into a more flexible institution that is close to the countries and is capable of providing technical cooperation of excellence in order to overcome the obstacles that limit the transformation of agriculture within the hemisphere.
- 1.2.3 He indicated that, at Headquarters, an effective mechanism was being established for controlling the cost of travel and consultancies, and that this had made it possible to save 17% of the resources assigned to those items, thus reorienting resources to substantive cooperation activities. He also pointed to other austerity measures that had generated additional savings of 10% of expenditure at Headquarters and in the delegations.
- 1.2.4 He indicated that the institutional cycle of the Medium-term Plan (MTP) for the period 2014-2018 had ended, and that almost all the results of the existing instruments of cooperation of said plan had been achieved, that externally

funded projects had continued, and that management of new projects had begun.

- 1.2.5 He also indicated that greater projection of the image of IICA was being promoted, for the purpose of strengthening and highlighting its attributes as a reference institution and as a knowledge manager, and thus facilitate access to external resources for technical cooperation.
- 1.2.6 The Director General announced the delivery in due time and form of the 2017 Annual Report to the Organization of American States (OAS), through its General Secretariat, as well as the carrying-out of accountability seminars in at least 16 countries.
- 1.2.7 He reaffirmed the desire to strengthen the governing bodies of the Institute, by expanding the number of observer countries and creating conditions for facilitating participation by the corporate sector and civil society, within the framework of an effective public-private articulation. He mentioned that, in particular, the relationship with the private sector was being strengthened, notably with companies such as Microsoft, Google, and Bayer, among others that were committed to social responsibility actions.
- 1.2.8 He indicated that horizontal cooperation had been promoted through exchanges between the countries of the Caribbean and Latin America, thus implementing the vision of IICA as an institution that serves as a bridge that is able to bring countries and regions closer together.
- 1.2.9 He mentioned the formalization of political and programmatic agreements with the sub-regional integration systems, and added that progress had been made in the implementation of a proposal to make IICA the leader of a network of networks, that functions in all the areas that deal with subjects related to agriculture and its future, in order to transform the Institute into a hemispheric platform of knowledge management and innovation, with the capacity to mobilize the institutional and human resources available in the region.
- 1.2.10 He underscored the importance of promoting a renewed model of institutional management based on strategic partnerships, with a view to strengthening IICA's actions. He mentioned some agencies with which initiatives of that nature had already been established, such as the

Pan American Health Organization (PAHO), the International Fund for Agricultural Development (IFAD), the Inter-American Development Bank (IDB), the World Bank, the CAF- Development Bank of Latin America, the United Nations Organization, and UN Women. He indicated that all these partnerships included activities geared toward the empowerment of priority sectors such as women and rural youth, for the purpose of incorporating them into the institutional agenda in a cross-cutting manner.

- 1.2.11 Next, he told the meeting of the push towards making IICA environmentally responsible and that, to that end, some initiatives had been implemented, for example, the efforts to adopt a paperless policy for meetings of the governing bodies, which included the use of electronic screens during the meeting of the Executive Committee.
- 1.2.12 The Director General indicated that the Institute was working hard in order to cement its role in the construction of a new paradigm for the agriculture sector, which should be characterized by efficiency, flexibility, decentralization, collaborative work, inclusion in networks, focus on processes and mobilization of human and institutional resources.
- 1.2.13 He pointed out that, given IICA's central role in agriculture, it had a great opportunity to once again take the lead in the agricultural and rural development of the hemisphere, which was being strengthened, and for which it advocated in every forum in which the Institute participates.
- 1.2.14 He added that IICA was not unaware of the changes that had occurred in the developmental models and which were forcing it to rethink its technical cooperation models. He asked for active support from the Member States in the Institute's transformation process, for which they were equally responsible, as this would make it possible to turn their demands and guidelines into binding mandates.
- 1.2.15 Finally, he invited the representatives of the Member States to discuss and endorse the proposal of the 2018-2022 MTP. He indicated that this should not be viewed as a rigid plan, but rather as an open process for constant review, so that it could contribute towards IICA fulfilling, with efficiency and quality, its historic mandate of supporting the efforts of its Member States to achieve agricultural development and rural well-being.

1.3 2018-2022 Medium-term Plan (MTP) Proposal

- 1.3.1 The Director General of IICA presented the proposed MTP for the period 2018-2022, and referred to the institutional mandate contained in Resolution No. 505 of the Inter-American Board of Agriculture (IABA), which stipulates that the Executive Committee is authorized to approve IICA's MTP for the 2018-2022 term. He explained that the current MTP was a flexible instrument, that it retained relevant elements and proposals expressed in the previous MTP, and that it was aligned with the Institute's Strategic Plan for the 2010-2020 period and with the Sustainable Development Goals (SDGs) approved by the United Nations in 2015.
- 1.3.2 He mentioned that in order to prepare the MTP, a special advisory group of experts had been established and 260 surveys had been conducted among IICA staff, 34 workshops with national counterparts of the wider agriculture sector had been organized, and consultations with four regional integration agencies were carried out.
- 1.3.3 He underscored the importance for the proposed MTP to consider the current global scenario, dominated by four major factors: a) evolution of the cycle of the world economy, b) restoration of the international food and agriculture trade in a multipolar world, c) growing impact of digitalization, robotics and use of biotechnology, and d) impact of climate change.
- 1.3.4 He added that the mission and the vision expressed in the MTP endorsed and updated the original purpose of IICA, as established in its Convention, and were supported by seven institutional values: respect for diversity, equality, gender equity, environmental responsibility and protection, collaborative work, institutional efficiency, honesty and transparency, and continuous learning.
- 1.3.5 He then outlined the four strategic objectives of the MTP, which are aligned and articulated with the SDGs: a) increase the contribution of the agriculture sector to economic growth and sustainable development, b) contribute to the well-being of all inhabitants of the rural territories, c) improve international and regional trade in the countries of the region, and d) increase the resilience of rural territories and of food and agriculture systems to extreme events.

- 1.3.6 He explained that, based on those strategic objectives, the MTP established five hemispheric programs through which the new institutional model for technical cooperation would be applied: 1) Bioeconomy and Production Development, 2) Territorial Development and Family Farming, 3) International Trade and Regional Integration, 4) Climate Change, Natural Resources and Management of Production Risks, and 5) Agricultural Health, Safety and Food Quality. In addition to these programs, the Institute would work on two fundamental cross-cutting topics: gender and youth, and innovation and technology.
- 1.3.7 The Director General pointed out that, for the management and implementation of the hemispheric programs, six types of technical cooperation actions would be carried out: a) building scenarios and support for the design of development strategies, b) technical and operational support for the mobilization of human resources and knowledge, c) mobilization of external financial resources in order to support the technical cooperation actions, d) management and administration of resources provided by the member countries, e) meeting demands through rapid response and short-term actions and f) horizontal cooperation between countries.
- 1.3.8 He mentioned that seven cooperation instruments would be available: a) development and adaptation of concepts and methodologies to technical cooperation activities, b) support for the design and application of public policies, c) support for the institutional strengthening of the public sector, d) promotion of capacity building, e) organization of technical-political forums and dialogues, f) articulation, promotion, public-private dialogue and collaboration, and g) planning for development and investment in agriculture.
- 1.3.9 He explained that the strategies for strengthening technical cooperation were focused on the organization of networks and strategic partnerships with related institutions and on collaborative work with the private sector and civil society, as well as on the identification and management of external resources by means of a pre-investment fund (FonPri), through which project formulation capacities and response to requests through rapid and short-term actions would be strengthened.
- 1.3.10 He stated that the MTP sought to create a renewed IICA with technical presence in the entire hemisphere, with an efficient administrative system and with interaction and full participation at the national and regional levels.

- 1.3.11 He indicated that during the 2018-2022 period, the administration would develop a policy aimed at ensuring that the Institute becomes a knowledge manager, that it can identify the needs and demands for technical cooperation of the member countries and provide them with the most appropriate responses thanks to the leadership and coordination of its technical staff and with the participation of external professionals. He added that IICA would be an institution “that knows who knows” in the Institute’s areas of expertise.
- 1.3.12 He presented the knowledge management model that the Institute would implement in order to provide its technical cooperation, through which it would apply an interdisciplinary, teamwork approach and would promote horizontal cooperation and the establishment of internal and external networks.
- 1.3.13 He referred to the processes of planning, programming, monitoring and evaluation that would underpin the execution of the MTP. He pointed out further that IICA would optimize its administrative management, would promote the strengthening of institutional finances, and would redesign the management of its human resources.
- 1.3.14 The Director General mentioned that the vision with which the Institute had been created in 1942 was still in force today, although the context was different, and that just as in those days, IICA was today facing major agricultural challenges. He concluded by indicating that the Institute should advance toward its centenary as an institution that was relevant and recognized for the services that it provides to the agriculture sectors of its member countries.
- 1.4 *Analysis and comments*
- 1.4.1 The Representative of Chile remarked that the 2018-2022 MTP had great similarities with the draft agricultural plan proposed by the new authorities in his country, especially with regard to the five cooperation programs; for this reason, he supported the Plan.
- 1.4.2 The Representative of Saint Kitts and Nevis indicated that the technical cooperation proposal presented in the 2018-2022 MTP was motivating and innovative. He recommended, among possible adjustments, that the Institute

not limit itself to managing the existing knowledge, but that it generate knowledge as well.

- 1.4.3 The Representative of Panama commented that his country was very satisfied with the proposed 2018-2022 MTP, which it considered to be ambitious and far-reaching. He requested further information on the strategic partnership between IICA and the Food and Agriculture Organization of the United Nations (FAO).
- 1.4.4 The Observer Representative of Uruguay stated that he was in support of the proposed 2018-2022 MTP, and underscored the value for his country of the role played by IICA as the Technical Secretariat of the Southern Agricultural Council (CAS).
- 1.4.5 The Representative of Canada supported the technical proposal presented, which reflects a broad process of consultation with the countries. He underscored the importance of the focus on international agricultural trade for the hemisphere, since this constitutes a fundamental pillar for improving the income and living conditions of producers and, consequently, for achieving the SDGs. He also lauded the fact that the MTP has addressed the cross-cutting issue of gender and youth, which are fundamental in the rural agricultural policies of Canada. He requested more information on the arrangements for financing the activities of the International Trade and Regional Integration Program.
- 1.4.6 The Representative of Mexico thanked the Director General for the proposed 2018-2022 MTP and for the efforts undertaken by the Institute with regard to environmental sustainability and process simplification. She expressed her full support for the technical model and stated that the five programs outlined would make it possible for IICA to promote the competitiveness of agriculture, food security, equity in the rural territories, and the inclusion of young people, women, and family farmers in the developmental processes of Latin America and the Caribbean (LAC). She underscored the changes in human resources of the Institute, since, in order to implement the proposed model, IICA would need to strengthen its technical capability, in addition to forging partnerships and networks with other agencies and research centers.
- 1.4.7 The Representative of Saint Vincent and the Grenadines expressed his complete satisfaction with the 2018-2022 MTP, especially with the proposal

that IICA become a manager of knowledge, regardless of where this existed. He declared that currently, knowledge generation was vast, and that the greatest challenge was to make it available to those who needed it; the new proposal by the Institute was therefore a step in that direction. He then referred to knowledge management, which is of vital importance for achieving a modern and competitive agriculture in the Caribbean region within the context of an absence of trade preferences, high impact of natural disasters and an aging rural population. He also underscored the challenges that the Caribbean is facing to fulfil the SDGs, especially those aimed at reducing poverty and malnutrition among farmers.

- 1.4.8 The Observer Representative of Argentina expressed her support for the proposed 2018-2022 MTP, and congratulated the Director General and the technical team at IICA on its preparation.
- 1.4.9 In supporting the proposed 2018-2022 MTP, the Representative of Brazil indicated that, based on this plan and specifically on the programs for “Climate Change, Natural Resources, and Management of Production Risks” and “Agricultural Health, Safety and Food Quality,” Brazil would be interested in IICA being a facilitator for work in the area of sanitary and phytosanitary risk assessment. He indicated further that this task should be carried out with support from the Committee on Plant Health (COSAVE) and the Standing Veterinary Committee (CVP) of the Southern region, by means of an appeal to risk assessment specialists within the region. He felt that this could benefit the countries of the Southern region through savings in human and financial resources, improvement in participation by the countries in meetings of multilateral organizations and in the defence of the scientific principle, greater harmonization of sanitary and phytosanitary measures among the countries, modernization of the official agricultural health and food safety services, scaling up of timely prevention and control of pests and diseases, and agricultural trade facilitation within the region. He proposed that, if it were to be successful, this experience could be replicated in the future in other regions.
- 1.4.10 The Representative of Colombia expressed his support for the proposed 2018-2022 MTP, in particular with the topics related to trade and sanitary and phytosanitary measures. He felt that it was important that all countries work on those topics in order to avoid non-tariff barriers. He suggested that,

in order for IICA to become more efficient and effective, the impact of this plan on the agricultural issues being addressed should be assessed.

- 1.4.11 The Representative of Antigua and Barbuda expressed his support for the proposed 2018-2022 MTP. He warned that countries such as his were more susceptible to the effects of extreme climatic events. He added that his country was facing problems of supply, production, and price instability that affected food security. He felt that there was need for a “*comprehensive market plan*” that includes production, storage and marketing, for the purpose of guaranteeing supply and thus improve food security. He called upon IICA and FAO to jointly meet these needs.
- 1.4.12 The Observer Representative of the United States of America supported the proposed 2018-2022 MTP. He underscored the efforts aimed at establishing strategic partnerships, at evaluating and modernizing processes, at leveraging resources, and achieving more efficient management. He indicated that he had suggestions to make regarding the text, specifically with respect to the assertion of weakness in multilateral trade¹. He suggested that the discussions in the Ministerial Conference of the World Trade Organization (WTO) held in Buenos Aires in December 2017 be followed-up on, for the purpose of preparedness for the next ministerial conference of that organization, at which relevant topics will be dealt with, such as markets and trade disputes. He indicated that he had specific comments and suggestions on the programs; he mentioned further that the Plan could have an impact on Resolution 506 of the IABA, entitled “Strategic Analysis of the Inter-American Institute for Cooperation on Agriculture (IICA).” He expressed his support for the five proposed thematic programs and requested more information on the priorities, the amounts allocated, and the topics related to agricultural health, safety and food quality, among others. He indicated that the members of his delegation would work with the IICA specialists on the specific topics.
- 1.4.13 The Representative of Peru declared that he was in support of the 2018-2022 MTP, and that the programs and cross-cutting topics, in addition to coinciding with the objectives of his government, were coherent, were forward-looking, and were well articulated.

¹ Comments on the 2018-2022 MTP were received on 18 October 2018 from the Delegation in the United States, and are included as an annex to the present report.

- 1.4.14 The Representative of Nicaragua joined the other representatives who had expressed their support for the proposed 2018-2022 MTP. He indicated that, in Nicaragua, there was a large number of holdings that qualified as family agriculture, and that cooperation from the Institute was required for their development. He felt that the proposal was consistent with the SDGs. He also asked if the change from being an agency that generated knowledge, to being a knowledge manager was due to issues of financing, or to other factors.
- 1.4.15 The Observer Representative of Guatemala backed the proposed 2018-2022 MTP, and thanked IICA for its prompt reaction in supporting the producers who were affected by the recent eruption of the Volcán del Fuego in his country.
- 1.4.16 The Representative of Honduras stated that the proposed 2018-2022 MTP was in line with that of his Government. He agreed with the Representative of Nicaragua that special attention needed to be given to 60% of the population living in poverty or extreme poverty, as was the case in Honduras. He felt that countries such as his could rise economically through the development of agriculture, which needed to evolve from being “basic” agriculture to one in which the value added to primary production mattered more. He drew attention to another problem that was affecting producers, i.e. access to financing, which is made worse by the level of risk in agricultural production, given its exposure to events associated with climate change. He called for an inclusive model that would make it possible for rural producers to access financing.
- 1.4.17 Following the interventions of the representatives of the member countries, the Director General expressed his appreciation for the support expressed with respect to the proposed 2018-2022 MTP.
- 1.4.18 Regarding the topic of knowledge management, he stated that IICA was an institution with a staff complement of approximately 600 professionals and that, as a result, was not always in a position to generate knowledge in all topic areas. However, he explained that the Institute could indeed play a facilitating role by being aware of where the knowledge was, and channelling it towards those who need it.
- 1.4.19 In response to the query from the Representative of Panama, he reported that efforts were being made to give continuity to the historic relationship

between IICA and FAO, which was one of the topics on the agenda of the meeting of the Executive Committee.

- 1.4.20 He then underscored the role of the Institute as the Secretariat of several regional entities, as this was an excellent means of promoting regional activities. He thanked the Observer Representative of Uruguay for his comment with respect to the role of IICA as Secretariat of the CAS.
- 1.4.21 He referred to two relevant issues raised by the Representative of Canada, i.e. resources for implementing the 2018-2022 MTP and the topic of gender and youth. He remarked that the resources of the Member States and the flexibility of IICA's structure, which will become increasingly horizontal, would make it possible for the Institute to work in an articulated manner with other institutions through the formulation of projects financed by bilateral or multilateral funding agencies. He declared that the inclusion of topics such as gender and youth would not only be part of a politically correct discourse, but also would result in concrete actions. He reported that on 15 October, on the occasion of the International Day of Rural Women, the Institute would host a celebration and, within that framework, launch specific projects on that topic.
- 1.4.22 He expressed his agreement with the statement made by the Representative of Mexico that human resources cannot be the adjustable variable in an institution such as IICA. He added that, in order to reverse that trend, financial stability was needed, unnecessary expenditure had to be reduced, and more resources should be sought for the delivery of technical cooperation.
- 1.4.23 He stated that the concept of an agricultural platform for development, as mentioned by the Representative of Saint Vincent and the Grenadines, was appropriate.
- 1.4.24 He indicated his intention to collaborate jointly on the topic of health risks with the COSAVE and the CVP, as proposed by the Representative of Brazil.
- 1.4.25 He stated that he agreed with the Representative of Colombia on the need to assess the impact of the MTP. He also invited the Observer Representative of the United States of America to submit his suggestions for strengthening the 2018-2022 MTP to the Technical Secretariat. He agreed with the

Representative of Peru that there were different models for agriculture, and that modern agriculture needed to be in step with agriculture in the present millenium.

1.4.26 Finally, in response to the observations made by the representatives of Honduras and Nicaragua, as well as the Observer Representative of Guatemala, he underscored the importance of value-added for creating opportunities for employment and greater benefits for the rural territories.

1.5 *Activities of the General Directorate and the governing bodies of IICA*

1.5.1 2017 Annual Report

1.5.1.1 The Technical Secretary indicated that the report on technical cooperation activities carried out by the Institute in 2017 had been delivered by the Director General to the office of the Secretary General of the Organization of American States (OAS) in April 2018, and that it had been provided to participants in the Executive Committee meeting through the online information system.

1.5.1.2 He opened the floor to the representatives to make observations or request clarification on the content of the report. He also pointed out that each representative had at his/her disposal a sheet with information on the technical cooperation that the Institute had provided to his/her country in 2017.

1.5.2 Report of the 2018 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI)

1.5.2.1 The Technical Secretary explained that the report was sent to the Member States sitting on the SACMI on 4 June 2018, and that members of the Executive Committee had been informed via the online information system. He gave the opportunity to the representatives to comment or seek clarification on the content of the report.

- 1.5.3 Status of the Resolutions of the Thirty-seventh Regular Meeting of the Executive Committee and of the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA)
- 1.5.3.1 The Technical Secretary mentioned that the reports on the status of the resolutions of the Thirty-seventh Regular Meeting of the Executive Committee and of the Nineteenth Regular Meeting of the IABA, which were held in 2017, had been made available via the online information system, and invited the representatives to ask questions or make observations.
- 1.5.3.2 He then referred specifically to Resolution No. 506 of the Executive Committee, related to the Statute of the Inter-American Commission on Organic Agriculture (ICOA); to Resolution No. 572 of the Executive Committee, on IICA Cooperation with the Market Information Organization of the Americas (MIOA); to Resolution No. 606 of the Executive Committee, which refers to the report of the Tropical Agriculture Research and Higher Education Center (CATIE); to Resolution No. 624 of the Executive Committee, related to the Caribbean Agricultural Research and Development Institute (CARDI); and to Resolution No. 508 of the IABA, on support for the Memorandum of Understanding between IICA and FAO.
- 1.5.3.3 He explained that in the first four cases, it was stipulated that the organizations must report annually, that in the third case, it was a requirement that CATIE also submit annual financial reports to the Executive Committee and to the IABA, and that in the fifth case, IICA and FAO must present to the meeting of the Committee a joint report on the progress of the provisions of the memorandum of understanding signed in 2017. In all cases, the corresponding information had been submitted on a timely basis to the online information system of the Executive Committee.
- 1.6 Close of the session
- 1.6.1 The First Plenary Session of the Thirty-eighth Regular Meeting of the Executive Committee ended at 12:20 hours on July 17, 2018.

SECOND PLENARY SESSION

2.1 Opening of the session

2.1.1 The Second Plenary Session of the Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) began at 14:17 hours on July 17, 2018, under the chairmanship of the Representative of Honduras.

2.2 Formalization of general cooperation agreements

2.2.1 The Director General reiterated the importance of strategic partnerships as a means of undertaking complementary activities, developing synergistic relationships and strengthening the technical capacity and financial sustainability of the Institute. He indicated that he wished the participants in this meeting of the Executive Committee to witness the signing of several general agreements with strategic partners.

2.2.2 Memorandum of Understanding between the United Nations Office for South-South Cooperation (UNOSSC) and the Inter-American Institute for Cooperation on Agriculture (IICA)

2.2.2.1 The Director General reported that the objectives of this agreement were to contribute to reducing poverty in the most efficient way possible, to protect and restore the rural sector in the face of natural disasters, to conserve the environment and to work together to achieve the Sustainable Development Goals (SDGs).

2.2.2.2 The Director of UNOSSC, Jorge Chediek, expressed his pleasure, by teleconference, at the signing of this Memorandum of Understanding with IICA. He underscored the importance of its signature, given that a conference on South-South cooperation would take place in Buenos Aires, Argentina, in March 2019, with the aim of renewing the commitment of the international community and organizations to this type of cooperation. He added that the Institute had proven to be a model cooperation body based on its prestige, trajectory, projection and achievements, and one with which UNOSSC wished to carry out activities and joint publications to build a better America and a better world.

- 2.2.2.3 The Memorandum of Understanding between UNOSSC and IICA was thereby signed virtually.
- 2.2.2.4 The Technical Secretary reported that all the original documents that had been agreed to virtually would be exchanged by both parties via *courier*, so that each organization would have an original document.
- 2.2.3 Memorandum of Understanding between the Organization of Eastern Caribbean States (OECS) and the Inter-American Institute for Cooperation on Agriculture (IICA)
- 2.2.3.1 The Director General expressed his satisfaction with the signing of this Memorandum of Understanding, whose objective it was to establish a cooperation framework that contributes to the implementation of the differentiated strategy of IICA for the Caribbean region and the OECS Agriculture Action Plan. He explained that, within the framework of this memorandum, activities and collaborative projects focused on the agri-food sector could be carried out, as well as the establishment of specific program areas to promote the sustainable development of the member countries.
- 2.2.3.2 The Director of the OECS, Didacus Jules, expressed his gratitude to the Director General of IICA for signing this agreement, which constituted the greatest achievement to date within the framework of the relationship that both institutions have maintained, since it would enable the promotion of agriculture in the Eastern Caribbean countries.
- 2.2.3.3 The Representative of Saint Vincent and the Grenadines requested the floor. He stated that this agreement was very opportune both for his country, where the repositioning of the agriculture sector was being promoted, and for the Caribbean region, where young people and women could now see a future in agricultural activity. He added that they would work to comply with the agreements of the agreement, so that the seed that is sown today would bear fruit for the population of the Eastern Caribbean countries.
- 2.2.3.4 The Memorandum of Understanding between the OECS and IICA was signed.

- 2.2.4 Cooperation Framework Agreement between the General Secretariat of the Andean Community (CAN) and the Inter-American Institute for Cooperation on Agriculture (IICA)
- 2.2.4.1 The Director General of IICA highlighted the importance of this agreement, since integration was one of the alternatives for promoting technical cooperation. He mentioned that the objective of the agreement was to establish a general framework for both parties to develop, within the scope of their respective competences, an opportunity for cooperation in order to carry out joint activities, with a view to improving the quality of life of the population in the countries of the Andean subregion (Bolivia, Columbia, Ecuador and Peru).
- 2.2.4.2 The Secretary General (a.i.) and Director General of the Andean Community (CAN), Luz Marina Monroy Acevedo, recalled via teleconference that since 1989 both institutions had signed important agreements to promote the liberalization of trade in agricultural products in the Andean subregion. She stressed the need to continue the joint efforts geared toward development of the member countries of the CAN, for which it was essential that the agriculture sector be more dynamic and contribute to achieving a better quality of life, making the rural area attractive for current and future generations.
- 2.2.4.3 The Representative of Colombia, a member country of the CAN, expressed her pleasure at the signing of this agreement while recognizing the strategic importance of consolidating technical cooperation actions in the Andean region.
- 2.2.4.4 The memorandum of understanding between the General Secretariat of CAN and IICA was signed virtually.
- 2.2.5 General Cooperation Agreement between the General Directorate of Multilateral Cooperation (DIGECCOM) of the Dominican Republic and the Inter-American Institute for Cooperation on Agriculture (IICA)
- 2.2.5.1 The Director General pointed out that for IICA, the signing of this agreement was of great importance, the objective of which was to establish the terms and conditions for joint cooperation that would strengthen and improve the

agricultural and rural sectors of the Dominican Republic and support for the development of complementary activities.

2.2.5.2 The Director General of Multilateral Cooperation and the national authorizing officer of European Funds, Ambassador Antonio Vargas, expressed his pleasure at the signing of the agreement and reiterated the unreserved support of the Government of the Dominican Republic for IICA, for bringing the countries closer together to share experiences and strengthen South-South cooperation.

2.2.5.3 The general agreement of cooperation between DIGECOOM and IICA was signed.

2.3 Financial and programmatic-budgetary situation of IICA

2.3.1 2019 Program Budget

2.3.1.1 The Administration Manager explained the main criteria used to prepare the 2019 Program Budget: a) it has been aligned with Resolution No. 511 of the Inter-American Board of Agriculture (IABA), approved in October 2017, and the 2018-2022 Medium-term Plan (MTP); b) the sources of financing of the Regular Fund are the quotas of the Member States and the miscellaneous income to be generated; c) the basis for IICA's quota scale are the percentages approved by the Organization of American States (OAS) for 2019; d) the resources of the Miscellaneous Income Fund have been exhausted, and an amount of USD 3,500,000 has been budgeted to be generated in 2019; e) the expenditure budget is aimed at improving institutional efficiency, is aligned with institutional planning and is geared towards new technical cooperation programs.

2.3.1.2 He noted that the income budget for 2019 is USD 33,074,100, of which USD 29,574,100 corresponds to quotas and some over-quotas, and USD 3 500 000 to miscellaneous income. He reported that the allocation of the Regular Fund by budget chapter was as follows: a) Direct technical cooperation services: USD 29,785,681; b) Management costs: USD 1,856,916; c) General costs and provisions: USD 1,171,040 and d) Renovation of infrastructure and equipment: USD 260,463. He commented that the detailed allocation by programming center and major

object of expenditure was available in the working document included in the online information system of this meeting of the Executive Committee.

2.3.2 Report on the collection of quotas

2.3.2.1 The Director of the Financial Management Division commented that Article 23 of the IICA Convention established that Member States must contribute to the financial support of the Institute through annual quotas established by the IABA, in accordance with the calculation system for OAS quotas.

2.3.2.2 She explained that Resolution No. 414 of the IABA had established that the quotas of the current year were considered past due, if not paid before June 30 of that year, having determined this as a reasonable date for paying the annual fees that are due as of the first of January of each year.

2.3.2.3 She reported that, as of July 16, 2018, 12 countries were up to date, 18 were in regular status (owing payments for two years or less) and 4 in arrears (owing payments for more than two years). She indicated that the amount to be collected for the year 2018 was USD 29.6 million, of which USD 14.7 million had been received to date.

2.3.2.4 Finally, she requested the support of the Member States for the payment of the quotas, since this was essential for IICA to complete its work plan.

2.3.2.5 The Representative of Brazil reported that his country was making payment of USD 3 000 000 on that day, relating to an outstanding portion of the payment for the year 2017.

2.3.2.6 The Director General expressed his gratitude to the Delegation of Brazil for the payment made.

2.3.3 Financial statements of the Institute for 2017 and Report of the external auditors

2.3.3.1 The Director of the Financial Management Division reported that the financial statements had been prepared, audited and approved in strict compliance with generally accepted accounting principles in the United States (US GAAP). She presented the result of the external audit of 2017,

which was undertaken by the Deloitte firm, which concluded that “(...) the financial statements of the Institute reasonably present, in all its significant aspects, IICA’s financial position as of December 31, 2017.”

- 2.3.3.2 She commented that the evidence obtained from the audit, which was sufficient and appropriate, provided the elements on which a qualified opinion was based: a) some of the provisions for termination benefits require actuarial studies, and b) the information needed to determine the valuation of quotas owed for more than one year was not available.
- 2.3.3.3 Finally, she explained that the Purchasing Committee of the Institute had carried out the selection process for the external auditors for the period 2018-2019 and that the Deloitte firm was recommended for having presented the best technical and economic proposal from among the five bidding firms.
- 2.3.4 Twenty-fourth Report of the Audit Review Committee (ARC)
- 2.3.4.1 Mr. Steven Rickrode, in his capacity as a member of the ARC, presented the report of this committee on the review of the financial statements and IICA’s external audit in 2017.
- 2.3.4.2 He announced that the ARC had carried out a thorough review of the comments made by the external auditors on the valuation of termination benefits, on the status of quota payments receivable and on the *Programa Agro Ingreso Seguro* (AIS) in Colombia.
- 2.3.4.3 He noted that the ARC recognized the actions undertaken by IICA to respond to the observations of the external auditors and had recommended that the Institute perform, over time, additional actuarial surveys to ensure the overall evaluation of termination benefits, follow-up on the timely collection of quotas receivable and continue monitoring the situation of the AIS Program in Colombia. He added that the ARC appreciated the appropriate manner in which the IICA Administration had addressed each of the comments of the external auditors.

2.4 Analysis and comments

- 2.4.1 The Representative of Antigua and Barbuda requested information on the possibility that the debt of those countries facing extreme economic crises would be forgiven.
- 2.4.2 The Representative of Saint Kitts and Nevis noted that in 2016 and 2017 the external auditors had indicated that no actuarial valuation of the pension funds had been made. He asked whether there were pension funds, and opined that in order to avoid these amounts appearing as liabilities and affecting the audit qualification, the solution was to transfer those funds to operators or agents independent of the Institute who would administer them. He asked whether or not that possibility had been considered.
- 2.4.3 The Observer Representative of the United States of America said that her country was concerned that IICA's financial statements had received a qualified opinion. She commented that they were aware of the logistical and financial difficulties to meet the requirements of annual actuarial studies, and requested that the Administration inform the countries in writing about the current situation and the challenges it faced in addressing it. She indicated that the liabilities for employee benefits could be significant, which could affect the performance of the organization. She noted that the Institute continued to use the US GAAP for the presentation of financial statements, when other international organizations were adopting international public sector accounting standards (IPSAS). She requested information on the obstacles that IICA would face in adopting these standards, while recognizing that this presents significant challenges and costs.
- 2.4.4 The Representative of Canada asked whether indirect cost recovery (ICR), assessed at 8.1% of managed external resources, was and is sufficient to cover the actual indirect costs. He explained that his doubt arose because in previous meetings of the governing bodies it was reported that the decrease in the amount of external resources with which the projects were financed and the ICR rate did not cover all the indirect costs. Therefore, given the magnitude of the indirect costs, if the ICR was not enough, it may have an impact on the regular budget.
- 2.4.5 The Observer Representative of the United States of America applauded the cost containment measures and financial discipline that had allowed for

savings. He believed that the effort to present a strengthened strategic framework that linked resources to the expected results and, therefore, allowed for reasonable adjustments based on available resources, should be lauded. He made reference to the 38.6% reduction in the travel budget in 2019 in relation to the 2018 budget, and asked whether that reduction would affect the effectiveness of IICA's technical cooperation.

- 2.4.6 He then referred to the importance of Member States considering the measures taken by the OAS to reduce the percentage of the largest contributor. He reported that, in accordance with the resolution of the Permanent Council of the OAS issued on June 29, the reform of the quota system, which included changes through the reduction of the maximum quota and the increase in the minimum quota, would be made over a period of five years starting in 2019. He indicated that the resolution provided that the percentages would be frozen in 2019 and 2020 and that the changes would be made from 2021 to 2023. This meant that there would be changes in the quota percentages at IICA. However, the total contributions would be determined by the Member States in accordance with the procedures for setting the budget. Finally, he agreed with the Representative of Canada in his request to follow up on the rate for the ICR, to ensure that these were being covered. He noted in the report of the external auditors a loss of USD 846,000 in 2016 and of 490,000 in 2017 in the commercial and miscellaneous operations, and asked if this was related to the sufficiency of indirect costs for some projects.
- 2.4.7 The Representative of Mexico inquired about a possible date for the conclusion of the matter related to the AIS Program in Colombia.
- 2.4.8 In response to the comments and questions, the Administration Manager explained that, in the first six months of the current administration, a study was undertaken on travel requirements and management. In addition, he indicated that the use of technologies has been promoted to hold virtual meetings. Based on the results of the study and given the success of such meetings, it was deemed appropriate to propose a reduction of financial resources for travel in the 2019 budget and redirect them to the Pre-Investment Fund (FonPRI).
- 2.4.9 The Director of the Financial Management Division referred to the question of the possibility of transferring payments to pension funds and, thus, not

including them as liabilities, in order to eliminate the qualification of the financial statements. She commented that the international professional staff of IICA participated in the OAS Pension Fund and that, in the case of local staff, the Institute contributed to national pension schemes. In both cases the required funds were transferred to external entities, which administered them, as appropriate, in each scheme. She explained that the liabilities referred to correspond to reserves for the payment of benefits to employees who terminate their employment relationship, which vary according to the national legislations of each country. She reiterated that, in the case of local officials, it was not pension systems, but the variable benefits available to employees according to the legislation of each country at the time of termination of their employment relationship. She explained that actuarial studies were required to estimate the accounting provisions to cover the payment of these benefits in the future. She reported that the Institute had been conducting studies of termination benefits, a task that began with the employee groups with the highest number of personnel, and that studies covering 67% of these reserves had already been carried out.

- 2.4.10 The Representative of Saint Kitts and Nevis agreed with the Representative of the United States of America that more information was required on the subject of actuarial studies. In addition, he believed it was important to prevent external auditors from issuing a qualified opinion due to liabilities associated with the payment of benefits in the future.
- 2.4.11 The Director of the Financial Management Division pointed out that the issue under discussion was complex. She asserted that the important thing was to be certain that IICA had recorded the liabilities and that it was not ignoring future obligations, but rather moving towards determining those liabilities, as required by the rigorous accounting standards in force, through the contracting of actuarial surveys.
- 2.4.12 The Representative of St Kitts and Nevis proposed that IICA negotiate in this respect with the social security institutions of each country.
- 2.4.13 The Director of the Financial Management Division answered the question regarding what was required to adopt the IPSAS accounting standards system. She explained that other organizations had faced challenges in adopting them, and that a great amount of time and resources was required. She pointed out that the Institute uses accounting principles from US GAAP

and was trying to obtain information about the experiences of other organizations. She then referred to the comment of the Observer Representative of the United States of America regarding the excess expenditure corresponding to miscellaneous income. She explained that this was due to the fact that, until 2017, it had been possible to budget the resources that had accumulated in the Miscellaneous Income Fund in a planned and programmed manner, but due to the exhaustion of that fund as of 2018, those resources would no longer be available for the Program Budget. She added that, faced with this situation, in 2015 the IABA had approved an increase in the quotas of the member countries, with the objective of keeping the level of the regular budget constant.

- 2.4.14 With regard to the ICR, she explained that in 2017 there was additional income from the ICR and that efforts that begun some six or seven years ago to recover the indirect costs considering an ICR/INR rate of 8.1% had continued, although on average it had not yet reached that percentage. She added that the need to revise the goal for the future could be assessed. Meanwhile, she reported that the Institute was on track towards reaching the goals defined by the IABA regarding the ICR.
- 2.4.15 The Director General referred to the query regarding the status of the AIS Program in Colombia. He indicated that since he had taken up office there had been no changes, that the dialogue had continued at all levels, that the IICA Delegation in Colombia had continued to provide technical cooperation according to the demands of that country, and that no major risks were expected from this matter in the near future.

2.5 Reading and approval of draft resolutions

- 2.5.1 The Rapporteur read the draft resolution “2018-2022 Medium-term Plan (MTP) of the Inter-American Institute for Cooperation on Agriculture (IICA).”
- 2.5.2 The Representative of Canada commented that the text of the sixth paragraph of the recitals did not reflect the emphasis on knowledge management and the proposed paradigm shift. He requested that the following text be included: “That the 2018-2022 MTP outlines a new cooperation paradigm that is geared towards increasing opportunities for rural peoples in the

hemisphere, and achieving an efficient and flexible IICA that prioritizes knowledge management and collaboration.”

- 2.5.3 The draft resolution “2018-2022 Medium-term Plan (MTP) of the Inter-American Institute for Cooperation on Agriculture (IICA)” was approved with the modification suggested by the Representative of Canada.
- 2.5.4 The Rapporteur proceeded to read the following draft resolutions: “2019 Program Budget” and “Report on the collection of quotas.” The Chair submitted for approval the aforementioned draft resolutions, which were approved without modifications.
- 2.5.5 The Rapporteur read out the draft resolution “2017 Financial Statements of the Inter-American Institute for Cooperation on Agriculture (IICA), Report of the External Auditors and Twenty-fourth Report of the Audit Review Committee (ARC).”
- 2.5.6 The Observer Representative of the United States of America proposed the addition of an operative paragraph expressing his request that IICA present a report on the qualified opinion of the ARC.
- 2.5.7 The Representative of St Kitts and Nevis suggested that the Institute continue to seek solutions in this regard.
- 2.5.8 The draft resolution “2017 Financial Statements of the Inter-American Institute for Cooperation on Agriculture (IICA), Report of the External Auditors and Twenty-fourth Report of the Audit Review Committee (ARC)” was approved with the addition of an operative paragraph with the following text: “To instruct the Director General of IICA to submit a written report on the Institute’s challenges and efforts to address the basis for the qualified opinion of the external auditors, and to continue to seek solutions.”
- 2.5.9 The Rapporteur proceeded to read the draft resolution “Appointment of External Auditors of the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE) for the 2018-2019 biennium.”
- 2.5.10 The Representative of Canada asked about the power of the Executive Committee to appoint external auditors for CATIE.

- 2.5.11 The legal advisor of the Executive Committee explained that clause XXXI of contract-law 8028 states that the external auditors of IICA will also be CATIE's auditors.
- 2.5.12 The draft resolution "Appointment of External Auditors of the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE) for the 2018-2019 biennium" was approved without modifications.
- 2.5.13 The Rapporteur read the following draft resolutions: "2017 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA)," "Report of the 2018 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI)" and "Status of the resolutions of the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA) and the Thirty-seventh Regular Meeting of the Executive Committee." The draft resolutions were approved without modifications.
- 2.6 *Close of the session*
- 2.6.1 The Second Plenary Session of the Thirty-eighth Regular Meeting of the Executive Committee of IICA was adjourned at 17:22 hours on July 17, 2018.

THIRD PLENARY SESSION

3.1 Opening of the session

- 3.1.1 The third plenary session of the Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was called to order at 08:50 hours on 18 July 2018. It was chaired by the Representative of Honduras.

3.2 Formalization of IICA's general cooperation agreements

3.2.1 General Agreement for Technical Cooperation between the Pan American Development Foundation (PADF) and the Inter-American Institute for Cooperation on Agriculture (IICA)

- 3.2.1.1 The Director General explained that the objective of the agreement was to contribute to agricultural development in Latin America and the Caribbean (LAC), as well as to establish a broad legal framework for specific cooperation agreements that could emerge in the future.
- 3.2.1.2 Via teleconference, the Executive Director of PADF, Katie Taylor, expressed her satisfaction with the signing of the agreement with IICA. She explained that, for the past 56 years, PADF had supported the most vulnerable populations. She added that the Foundation had responded to numerous natural disasters and humanitarian crises and had fostered human development, peace and justice.
- 3.2.1.3 She mentioned that this agreement provided the opportunity to combine efforts in order to improve food security, health and nutrition, especially for vulnerable populations. She added that the agreement would allow for driving improved use of natural resources, the improvement of agricultural assets, gender equality, the use of and access to agricultural properties, the mobilization of resources and technical support, as well as innovation and new technologies.
- 3.2.1.4 She concluded her remarks by stating that the establishment of a cooperation framework for the region's agriculture sector would enable the two agencies

to work together to assist rural populations in improving their condition and building a hemisphere of opportunities for everyone.

3.2.1.5 The General Agreement for Technical Cooperation between PADF and IICA was signed virtually.

3.2.2 Cooperation Agreement between the Inter-American Institute for Cooperation on Agriculture (IICA) and the University for Peace (UPEACE)

3.2.2.1 The Director General reported that the signing of this agreement would strengthen the relationship between the two institutions; he also acknowledged the efforts undertaken by UPEACE with respect to capacity building. He mentioned that the agreement would enable both institutions to share experiences and conduct joint research projects.

3.2.2.2 Mr. Francisco Rojas Aravena, Rector of UPEACE, commented that the signing of this agreement afforded an opportunity to contribute to achieving the goals of the 2030 Agenda for Sustainable Development, especially those aimed at feeding the world, reducing poverty and caring for the environment.

3.2.2.3 He explained that the agreement would enable IICA and UPEACE to share their visions regarding critical issues for the Americas and to compare its situation with that of other regions in the world, given that UPEACE also carried out activities in Africa, Asia and other regions. He added that the agreement also generated value-added, given that IICA could contribute to expanding UPEACE's understanding of hemispheric topics such as agricultural development and environmental protection, which were critical to the region's achievement of sustainable development.

3.2.2.4 The Cooperation Agreement between UPEACE and IICA was signed.

3.2.3 General Agreement between the Latin American Faculty of Social Sciences (FLACSO) and the Inter-American Institute for Cooperation on Agriculture (IICA)

3.2.3.1 The Director General underscored the fact that the signing of this agreement with a prestigious, leading institution was very important to IICA, given that it would allow for safely addressing matters related to territorial development, family farming, equity, inclusion, gender and youth. He

mentioned that he dreamt of a fairer, more peaceful Americas, where progress prevailed in rural areas; as a result, he had high expectations regarding the signing of this agreement with FLACSO, an institution that had made substantial conceptual and methodological contributions to socioeconomic development and capacity building in the Americas.

3.2.3.2 Mrs. Josette Altmann Borbón, Secretary General of FLACSO, highlighted the fact that she had carried out several visits to the Institute, during which she had addressed matters related to peace building as well as equal rights and opportunities for rural women, among others. She stated that, on this occasion, she was returning to the Institute in her capacity as Secretary General of FLACSO, an intergovernmental agency established 61 years ago to conduct work in areas related to development and inclusion in LAC. She mentioned that this agreement with IICA would provide FLACSO with the opportunity to promote training for men and women in social sciences, which would enable them to become involved in the region's development and contribute to achieving a better quality of life.

3.2.3.3 The General Agreement between FLACSO and IICA was signed.

3.2.3.4 The Observer Representative of Argentina requested the floor. He expressed his satisfaction with the signing of the agreement between IICA and FLACSO, as well as his hope that it would contribute to fostering the integration and inclusion of the people of the hemisphere.

3.2.3.5 The Observer Representative of Costa Rica stated that his Government lauded IICA's signing of agreements with UPEACE and FLACSO, which were leading institutions in Latin America and the world. He underscored the importance of signing agreements with prestigious institutions in order to face the challenges of a changing world.

3.3 Dialogue with the private sector

3.3.1 The Director General of IICA presented the objectives and scope of the dialogue. He highlighted the importance of contributions by the private sector to improving agriculture in LAC. He stated that IICA had an extensive track record of joint work with the private sector, and that this relationship should be strengthened and provided with greater visibility, given the leading role

that the agriculture sector and civil society should play in strengthening agriculture in the hemisphere.

3.3.2 IICA and its collaboration with the private sector: survey of experiences and roadmap

3.3.2.1 The Deputy Director General of IICA mentioned a few reasons for which it was important to work with the private sector in order to achieve progress in the agricultural development agenda: a) the sector played a critical role in transforming agrifood systems, b) it was a source of growth and development in rural areas, c) governments alone could not resolve all of the problems, and d) the private sector was a driving force for innovation.

3.3.2.2 He added that IICA's work with the private sector dated back to 1980 and had continued to date through the incorporation of joint actions in the Institute's Flagship Projects on matters related to agrifood chains, food safety and capacity building in rural entrepreneurship. He explained that over the past five years, IICA's work with the private sector had focused on capacity building, technical support (especially for producers' organizations and groups), support for dialogue in order to foster public-private collaboration, strengthening of producers' organizations and institutions, as well as joint efforts aimed at mobilizing resources, among other actions.

3.3.2.3 He then highlighted the benefits of continued work with the private sector for the Institute, including: a) reaching a greater understanding of the needs and challenges of markets and production sectors, b) increasing the ability to drive innovation, c) improving access to technical and scientific information, d) leveraging technical and financial resources and e) taking advantage of the private sector's political capital.

3.3.2.4 He commented that there were a number of immediate opportunities to strengthen the relationship with the private sector, including: the mobilization of resources; capacity building for the weakest links of value chains; the scaling up of innovations, methodologies and experiences; the identification and promotion of joint ventures; knowledge management and sharing; the development and streamlining of standards and regulations; and the design and implementation of joint projects. He added that IICA, in turn, would represent for the private sector a partner with the capacity to build bridges between stakeholders involved in agriculture and improve their

participation in dialogues with the public sector, in order to design, manage and evaluate public policies.

3.3.2.5 He concluded his remarks by stating that public-private partnerships allowed for overcoming obstacles to competitiveness, improving involvement in global value chains, driving the creation of a new generation of public goods and conducting work through networks and partnerships in order to link the work carried out by the public and private sectors, with the participation of civil society, as a means to guarantee transparency and equity.

3.3.3 Role of the private sector in agricultural development in the Americas: strengthening cooperation with IICA

3.3.3.1 In his capacity as moderator, the Coordinator of Social and Institutional Communication at IICA initiated the dialogue with the representatives of the private sector. He reiterated the importance of the role played by the private sector in transforming agriculture in LAC, as well as the relevance of advancing toward the achievement of sustainability and the fulfilment of the Sustainable Development Goals (SDGs). Lastly, he proposed the need to implement IICA's 2018-2022 MTP with collaboration from the private sector.

3.3.3.2 The moderator introduced Mrs. Ivonne García, Deputy Director of the Dominican Agribusiness Board (JAD).

3.3.3.3 The Deputy Director of JAD noted that the institution had been established in 1984 with support from the United States Agency for International Development (USAID), and that it currently had 160,000 members. She explained that the Board assisted producers through a number of services, including a laboratory that analyzed soils, water and pesticide residues in products for export; she added that the Board was authorized by the Ministry of Health to grant sanitary permits for food.

3.3.3.4 She explained that the Board worked together with the Ministry of Agriculture to develop diagnostic maps of the productive capacity of natural resources in all of the provinces; the Board also provided price services by product for producers and had an information system on innovations and technologies.

- 3.3.3.5 She described JAD's achievements, which included promoting export businesses through biannual fairs and participating in public policymaking through documents resulting from the annual meetings of agricultural leaders.
- 3.3.3.6 Lastly, the Deputy Director of JAD mentioned that the Board formed part of a public-private agreement to support projects aimed at facilitating access to foreign markets. JAD assisted in matters related to the development of business plans, organizational design, training in good agricultural practices, inclusion of women and youth, as well as environmental sustainability.
- 3.3.3.7 The moderator then introduced the second panelist, Mr. José Manuel Domínguez, Marketing Crop Manager at Bayer AG.
- 3.3.3.8 The Marketing Crop Manager noted that Bayer AG was a German company, and described its evolution from specializing in the development and production of chemicals, to incorporating biological products, and, more recently, conducting work related to digital agriculture. He mentioned the changes that had shaped trends among consumers, who now preferred healthier foods with less chemicals, which had led to the development of stricter standards by governments, such as secondary standards utilized by supermarkets.
- 3.3.3.9 He explained that Bayer primarily focused on sustainability and good agricultural practices, whose implementation across LAC was faulty. He described the agreement that had been signed with GLOBALG.A.P. (the global standard for good agricultural practices) to develop "BayG.A.P.," a service program by Bayer's Food Chain Partnership, which supported the certification of producers and their incorporation into global chains.
- 3.3.3.10 He explained that, with a view to broadening the scope of BayG.A.P., Bayer had collaborated with IICA to develop a multilingual virtual platform that provided access to eleven BayG.A.P. training modules. He stated that the modules in Spanish were already available and that 400 people had registered during the initial call; the versions in English and in Portuguese would become available in the upcoming months. He indicated that the plan included the trained producers' incorporation into the Food Chain Partnership, which would enable them to access export contacts and other specific support services and programs.

- 3.3.3.11 The moderator introduced Armando Blanco, Specialist in “Internet of Things” at Microsoft Costa Rica.
- 3.3.3.12 The Microsoft specialist reflected on the practical application of advanced technological concepts and solutions for improving the management of production processes, which facilitated the application of good production practices, reduced use of chemical inputs, and compliance with commercial standards, among other benefits; this, in turn, resulted in greater productivity, lower production costs and a greater return on investment.
- 3.3.3.13 He explained that introducing “Internet of Things” and artificial intelligence was key to achieving developmental and sustainability goals. He reported that, through the provision of technological tools, Microsoft contributed to democratizing processes and empowering individuals to increase the productivity and profitability of their efforts.
- 3.3.3.14 He then described some of the work efforts undertaken by the public and private sectors. One such example was the application of technologies (including artificial intelligence tools) to identify and control the various factors that influence cherry tomato production, commercialization and consumption processes and links in Mexico, with the aim of optimizing and increasing their productivity as well as boosting the environmental sustainability level of this activity. He mentioned similar experiences with other crops and in other countries such as Chile and Argentina, where the use of drones as well as other “Internet of Things” and artificial intelligence tools had allowed for boosting the efficiency of various processes.
- 3.3.3.15 He reported that Microsoft offered access to a “public cloud” (“*Azure Cloud*”) to enable all interested persons, particularly producers, to access “Internet of Things” and artificial intelligence tools and applications. He cautioned that it would be necessary to overcome communication and coverage limitations, given that timely data collection was critical to the operation of the applications. He added that “Internet of Things” and artificial intelligence had great potential and afforded broad possibilities, given that they facilitated decision making on matters ranging from the most adequate crops for each area of a country, to water management for irrigation.
- 3.3.3.16 He explained that one of Microsoft’s principles was to undertake commitments related to the digital transformation of processes; the company

was therefore interested in working together with IICA in applying various technologies that could be adopted by startups once they were validated. Microsoft was interested in promoting the use and adoption of these technologies among small-scale producers and new generations in particular, due to the technological and innovative challenges associated with the use of these tools; this, in turn, represented an attractive way to keep young people in rural areas, conducting work that they enjoyed.

- 3.3.3.17 The moderator introduced Mr. Felipe Rodríguez, President of the Competitiveness Center for the Western Region (CECOMRO) of Panama, who was also a businessperson and union leader.
- 3.3.3.18 The president of CECOMRO described the historic events that had affected Panama's business sector in late 1989 and driven a group of businesspersons to create the Center of Economic Studies, with the aim of supporting the development of public policies that fostered a favorable environment for economic and business growth in agriculture. He explained that, after two failed attempts at promoting development plans for the western region through a public policy, a new proposal had been submitted to the Representative of the Development Bank of Latin America (CAF) in 2014. She, in turn, had shared the proposal with the IICA Representative, who had supported the idea. He explained that CECOMRO was subsequently created in order to expand agriculture and increase its productivity and competitiveness.
- 3.3.3.19 He noted that IICA had actively supported the development of a road map together with CAF, and that the Institute had insisted on the need to coordinate efforts undertaken by the private and public sectors, to increase the likelihood of success of the Center's proposals. Consequently, the Agricultural Master Plan for the Western Region had been prepared and presented to the Minister of Agriculture in office. He stated that the efforts undertaken by the association of businesspeople had provided continuity to *Plan Comunica* and that, although a change of government was forthcoming, he was certain of the continuity of the Master Plan developed by the private sector.
- 3.3.3.20 He reported that USD 27.6 million had been approved for the first phase of the execution of the Master Plan during the current government's term in office. He highlighted the efforts that the Center had undertaken to create a

new institutional public framework to guarantee the Plan's successful implementation. He indicated that the Competitiveness Center had been included in the contract and that the Plan would be executed through an international agency. He underscored the fact that other provinces and regions had already initiated similar experiences.

- 3.3.3.21 Lastly, he highlighted the importance of articulating and coordinating actions undertaken by the public and private sectors in order to guarantee the success of the proposals, and added that IICA was an advisory body with experience in and the capacity to support these processes.

3.3.4 Questions and comments

- 3.3.4.1 The moderator opened the floor for questions and comments from the representatives.

- 3.3.4.2 The Representative of Panama congratulated the panelists on the content and the applicability of the experiences shared during the presentations. He also asked the speaker from JAD about value added to products marketed by the organization, especially those for export.

- 3.3.4.3 The speaker from JAD explained that the organization had undertaken efforts to add value to its members' products, primarily through the Economic Program for Rural Development (PRORURAL). As an example, she mentioned the case of cherry producers, who went from being highly vulnerable to market volatility, to marketing products with greater added value and price stability, thanks to the support they had received in setting up a pulp production plant.

- 3.3.4.4 The Chair of the meeting, in his capacity as Representative of Honduras, congratulated the speakers from Bayer AG and Microsoft Costa Rica on the technical assistance projects for agriculture that the companies were implementing in Honduras.

- 3.3.4.5 He explained that a large portion of banana products in Honduras had lost competitiveness due to an increase in production costs, primarily due to the cost of supplies; therefore, he asked the speaker from Microsoft to share his company's experience with the use of drones to fumigate banana plantations.

- 3.3.4.6 The speaker from Microsoft Costa Rica explained that the company had had various experiences with the use of drones in agriculture. However, he explained that it would be necessary to assess, in detail, the specific needs of the banana chain in Honduras before asserting that any one of them would be useful in that specific situation. As an example, he described the support that Microsoft had provided to a tequila manufacturer in Mexico, whose crops had been severely impacted by pests and floods.
- 3.3.4.7 The speaker from Bayer AG shared other examples in which the use of drones had been very useful in resolving issues related to pests and diseases in agricultural chains, as was the case in the fight against *sigatoka* in Brazil. With respect to the use of drones to fumigate banana plantations, he stated that they were still in the process of developing suitable formulas.
- 3.3.4.8 A participant at the Executive Committee meeting asked the speakers from Bayer AG and Microsoft Costa Rica about the means through which agricultural producers could learn about and access the training courses in GLOBALG.A.P. protocols as well as the initiatives aimed at driving startups.
- 3.3.4.9 The speaker from Bayer AG stated that IICA's virtual platform provided access to the online courses in compliance with international standards; the courses would also become available on Bayer's global training network shortly. The presenter took advantage of the opportunity to request the assistance of countries sitting on the Executive Committee in promoting the use of content available on the platform, which was of great quality and relevance. He stated that public institutions in the Americas could utilize the content as a training and agricultural extension tool, which would allow for providing universal access to the knowledge generated.
- 3.3.4.10 The speaker from Microsoft Costa Rica explained that the initiatives aimed at driving *startups* in agriculture were available on the company's Web page. He added that Microsoft had commercial offices and business partners in each LAC country, which allowed for supporting the generation and replication of innovations. At the same time, personnel in the countries where Microsoft subsidiaries were located served as a liaison between the company and public agricultural institutions.
- 3.3.4.11 The Representative of Mexico mentioned that, in the Northern states of the country, drones were utilized to carry out agricultural activities; however, she

underscored the need to significantly increase access to and the use of state-of-the-art technology in agriculture, especially for irrigation and crop monitoring.

- 3.3.4.12 The Representative of Peru asked the speaker from Microsoft Costa Rica about the level of accuracy in fumigation, the manner of use and the costs that producers would assume for the use of drones in agriculture, considering the high prevalence of small-scale agriculture in LAC. He also asked the speaker from CECOMRO about the manner in which public-private investment for the Agricultural Master Plan of the Western Region of Panama had been structured.
- 3.3.4.13 The speaker from CECOMRO explained that the investment for the western region of Panama totaled USD 557 million and focused on economically feasible products. He added that all funding was carried out through business plans, which CECOMRO reviewed and evaluated and then passed on to the Agribusiness Committee, made up of representatives of the public, private and banking sectors, for their prioritization. In the case of the agribusiness plans, 25% of the investment was covered by the public sector, while the remaining 75% was funded by the private sector.
- 3.3.4.14 The speaker from Microsoft Costa Rica clarified that the innovations generated through startups would allow for responding to the specific needs of small-scale farming. He underscored the fact that startups could analyze the specific problems of a chain or type of agriculture and generate technological solutions to overcome them; these solutions, in turn, could be shared and replicated, given that all of the developments would be stored in a cloud platform.
- 3.3.4.15 The moderator requested the opinion of the speakers from Bayer AG and CECOMRO regarding the ways in which IICA could work with both organizations in a more coordinated manner, with the aim of fostering the competitiveness and sustainability of agriculture in LAC.
- 3.3.4.16 The speaker from Bayer AG stated that joint work between IICA and Bayer could be significantly strengthened by means of three actions: a) a better understanding of each institution's areas of work as well as the opportunities for complementarity and synergies to develop joint projects; b) broad dissemination of the GLOBALG.A.P. training courses through the extension

and training services of ministries of Agriculture and other agricultural institutions, which could take advantage of GLOBALG.A.P. materials and content; and c) adaptation of the Crop Master Program (a 24-month diploma course generated by Bayer to train its technical personnel in farming practices, pests, processing techniques and marketing), to facilitate its use by personnel of public agricultural institutions for extension and training purposes. The speaker from Bayer AG offered the representatives of the Executive Committee access to the aforementioned tools.

- 3.3.4.17 The speaker from JAD stated that the Board's good practices and successful experiences would be available to the representatives in attendance.
- 3.3.4.18 The speaker from CECOMRO assured his counterparts from Bayer AG and Microsoft Costa Rica that the tools that they had made available would be very useful not only to public institutions, but to the private sector as well. He also took advantage of the opportunity to offer his organization's experience, as well as the documents generated, to the meeting participants. Lastly, he requested the Director General's support to ensure that IICA would continue to serve as a coordinator and mediator with the public sector, especially within the context of a change of government, such as the one that would be taking place in Panama.
- 3.3.4.19 The Representative of Panama congratulated the Director General and his technical team on having proposed a panel discussion to analyze relationships with the private sector. He also reiterated the importance of having the Institute support, to a larger extent, the strengthening of livestock farming, especially dairy farming in lowlands, which was highly exposed to the impact of climate change.
- 3.3.4.20 The Director General of IICA responded to the final comments by the Representative of Panama regarding the need to increase efforts aimed at strengthening the competitiveness of livestock farming in LAC. Regarding the role that the private sector could play, he stated that the information presented by the panelists could be divided into the following two categories: a) the experiences of CECOMRO and JAD demonstrated ways in which the private sector could spearhead policymaking processes and the generation of public goods, which, in turn, facilitated the work of ministries of Agriculture and support institutions like IICA; and b) the presentations by Bayer and Microsoft described different ways in which large private companies

supported the development of a new agriculture that was more sustainable and inclusive.

- 3.3.4.21 The Director General concluded that, within this scenario, the Institute faced the challenge of serving as a bridge not only between countries, but also between the public and private sectors, in order to foster further rapprochement and complementarity, support the scale-up and dissemination of successful methodologies and products, and facilitate technical-political dialogue. He concluded his remarks by indicating that, in addition to playing an important role in its governing bodies, the private sector should remain a permanent partner of IICA in the search for and the achievement of investment projects.

3.4 Close of the session

- 3.4.1 The Third Plenary Session of the Thirty-eighth Regular Meeting of the Executive Committee of IICA was adjourned at 12:29 hours on July 18, 2018.

FOURTH PLENARY SESSION

4.1 Opening of the session

4.1.1 The fourth plenary session of the Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was called to order at 14:09 hours on July 18, 2018. It was chaired by the Representative of Honduras.

4.2 Relationship between IICA and the Food and Agriculture Organization of the United Nations (FAO)

4.2.1 Joint presentation of the report on Resolution No. 508 of the IABA: “Support for the IICA/FAO Memorandum of Understanding in fulfilment of Resolution IICA/IABA/Res. 501 (XVIII-O/15)”

4.2.1.1 Mr. Tito Díaz, FAO Subregional Coordinator for Mesoamerica, provided background information on the relationship between IICA and FAO. He mentioned that the current memorandum of understanding had been signed in 2017, with the aim of broadening cooperation in matters established in the 2030 Agenda for Sustainable Development as well as in priority issues for both institutions, such as agricultural development, rural well-being and food security.

4.2.1.2 He reported that, in order to launch the implementation of the memorandum, the directors of the two institutions had delivered a joint message to the representatives in the countries, urging them to establish joint work plans. He added that a FAO-IICA coordination committee had been established, and that it had been working to identify common areas of work in which either agency had expertise and the other could provide assistance, coordinated work areas and priority countries in which to establish programs of joint action. He mentioned that the institutions had also agreed to exchange their regional work plans once they were approved, and to prepare and share an informational profile of each of their offices in the countries prioritized.

4.2.1.3 He went on to describe the progress that had been achieved through joint work, namely: a) the organization of work meetings during the first semester of 2018, in order to identify joint projects and actions in 28 countries; b) the

provision of administrative services by IICA during the implementation of a FAO project aimed at assisting Dominica in the aftermath of tropical storm Erika in 2015; c) conversations regarding shared use of IICA offices for the implementation of FAO's 2018-2019 program in member countries of the Organization of Eastern Caribbean States (OECS); d) the implementation of joint work projects in eleven countries related to a number of topics, including agrifood chains, agricultural health and food safety, risk management, rural entrepreneurship and youth, Codex, climate change and the strengthening of public institutional frameworks; e) the implementation of collaborative actions that had generated new cooperation schemes in Colombia, Ecuador, Argentina, Peru, Uruguay, Paraguay, Costa Rica, Barbados, Guatemala, Bolivia and El Salvador; and f) the coordination of joint and participatory activities through which different kinds of technical cooperation had been provided in 13 countries across Latin America and the Caribbean (LAC).

4.2.1.4 He concluded his remarks by mentioning that, as part of the joint actions, FAO would be organizing the Week of Agriculture and Rural Development in Argentina in November; IICA would participate in its areas of interest.

4.2.2 Analysis and comments

4.2.2.1 The Director General of IICA stated that the report reflected country demands. He added that the relationship between the Institute and FAO was moving forward in the right direction, that it was currently in a very positive phase, and that joint activities would continue to be carried out.

4.2.2.2 He explained that the implementation of joint programs did not imply the loss of institutional identities, given that the programs recognized each institution's leadership and experience. He added that the work carried out individually by each organization would not be ignored, and that there would be no competition between the two; instead, they would join forces to foster an efficient execution of resources.

4.2.2.3 Finally, he noted that the exchange of agendas strengthened complementarity and inter-institutional synergies; as a result, he urged FAO and IICA personnel to continue on this path.

- 4.3 *Relationship between IICA and the Tropical Agriculture Research and Higher Education Center (CATIE)*
- 4.3.1 Report of CATIE for the 2016-2017 biennium
- 4.3.1.1 Mr. Muhammad Ibrahim, Director General of CATIE, presented the Center's biennial report for 2016-2017. He explained that his administration had focused on three pillars: education, research for development and external projection. He reported that an external evaluation of the Center had been carried out in 2017, and that its recommendations were currently being addressed. He highlighted the fact that the Center's areas of research had been redefined in 2016, based on existing challenges and on their alignment with the Sustainable Development Goals (SDGs).
- 4.3.1.2 He mentioned CATIE's primary achievements. With respect to forests, biodiversity and climate change, he announced that model forests had been established to promote forest landscaping; services for the restoration of ecosystems had been created; assistance had been provided to Jamaica in order to improve ecosystem services; and support had been provided to the Ministry of the Environment and Natural Resources of El Salvador in the areas of development, the economy and the environment, with a focus on the strengthening of community organizations for water services.
- 4.3.1.3 He noted that, in the field of agriculture, livestock and agroforestry, CATIE had supported the first Nationally Appropriate Mitigation Action (NAMA) for coffee in Costa Rica, with the goal of reducing greenhouse gas (GHG) emissions in coffee production and processing. With respect to sustainable livestock farming, he highlighted the creation of livestock production models with low levels of GHG emissions, the support provided to countries in order to develop NAMAs in the livestock sector, as well as the creation of a platform for the sustainable intensification of livestock farming.
- 4.3.1.4 He then reported that CATIE had been implementing a cacao research and development project, as well as conducting actions related to climate-smart agriculture.
- 4.3.1.5 He added that the Center had channeled efforts toward promoting gender equity and that, as a result of these efforts, female participation had reached 48%.

- 4.3.1.6 He went on to highlight the work that CATIE was carrying out together with the private sector. For instance, the Center had signed an agreement with the private sector in order to drive commercial coffee and cacao production, as well as the breeding of low-cost plants and their distribution to producers. He mentioned that CATIE had succeeded in producing coffee hybrids that were resistant to coffee leaf rust as well as highly productive and resistant cacao clones, which were transferred to countries and producers. However, due to the Center's current limited capacity, it would be necessary to invest in infrastructure and technologies as part of a plan to produce up to 2 million plants by 2020.
- 4.3.1.7 With respect to finances, he announced that CATIE had made significant achievements. He highlighted the fact that the Center had reduced operating costs by 30% between 2015 and 2017, which had allowed for allocating more resources to the provision of technical cooperation. He added that, according to the most recent audit report, resources were adequately managed.
- 4.3.1.8 Regarding joint efforts undertaken by IICA and CATIE, the Director General of the Center stated that progress had been achieved in various matters addressed by the IICA-CATIE work committee, in the work plan for technical and administrative cooperation, and in the definition of cooperation areas.
- 4.3.1.9 He listed some of the most significant examples of joint activities: a) the implementation of the Central American Program for Integrated Coffee Leaf Rust Management (PROCAGICA), geared toward restoring the production capacity of coffee plantations affected by coffee leaf rust in that region; b) the production of highly resistant and productive cacao clones, which continued to display a high yield and quality potential in the areas where they were distributed; c) the design and implementation of a climate-smart model for tropical milk houses, which was being replicated in several countries across the region; d) the implementation of the project entitled "Biodiversity and Sustainable Livestock and Agroforestry Landscapes," aimed at driving the restoration of degraded areas in order to increase productivity and ecosystem services; and e) the modernization of the library to assist in knowledge management.
- 4.3.1.10 The Director General of CATIE concluded his presentation by mentioning that the Center and IICA would continue to carry out joint cooperation

activities within the framework of a renewed technical cooperation agenda, aimed at contributing to the fulfillment of the SDGs and based on the areas of expertise of each organization. The joint actions would be implemented within the framework of new strategic projects in relevant areas, such as the restoration of degraded lands, the improvement of production, chains and a new rural economy, among others.

4.3.2 Report on IICA-CATIE results

4.3.2.1 The Coordinator of the IICA-CATIE Coordination and Monitoring Committee (CMC,) on behalf of the Institute, delivered a presentation on the progress of and outlook for the IICA-CATIE Program of Joint Action.

4.3.2.2 He mentioned that the program had been established based on a mandate issued by the Inter-American Board of Agriculture (IABA) via Resolutions No. 500 and No. 507, instructing the two institutions to establish a joint work agenda based on complementarities and potential synergies.

4.3.2.3 He explained that the joint work program for the second semester of 2017 and the first semester of 2018, which had been developed in response to the mandate of the IABA, included actions divided into four components: multinational technical cooperation, technical cooperation in the countries, capacity building and corporate management.

4.3.2.4 With respect to multinational technical cooperation, he reported that joint work had been conducted via three regional projects: PROCAGICA, the project entitled “Knowledge Management for the Adaptation of Family Farming to Climate Change” (INNOVA-AF), and the Regional Cooperative Program for the Technological Development and Modernization of Coffee Production in Central America, the Dominican Republic and Jamaica (PROMECAFE).

4.3.2.5 He stated that in the case of PROCAGICA, the work had focused on two components: applied research for the integrated management of coffee leaf rust and capacity building. He added that CATIE had served as a strategic partner throughout the entire INNOVA-AF project, and that the purpose of the work carried out through the PROMECAFE project had been to prepare a proposal for the strengthening of national extension systems and national coffee institutes in participating countries.

- 4.3.2.6 Regarding the component of technical cooperation between countries, he mentioned that the work had derived from multinational technical cooperation actions, from the interest in collaboration expressed by the offices of both institutions in the countries, and from logistical support needs. He shared several examples of positive results achieved through joint work.
- 4.3.2.7 With respect to the capacity-building component, he stated that the primary activities had been carried out within the framework of: a) the support provided by IICA to develop a virtual training platform for CATIE's Master's programs on watershed management and food security; and b) the modernization of the specialized information services offered by the Orton library. He also highlighted the willingness of senior personnel at both institutions to transform the Orton library into a knowledge management center that served both their interests.
- 4.3.2.8 He then described the progress that had been achieved within the corporate management component. He stated that the viability of exporting IICA's financial-accounting platform to CATIE had been analyzed; support had been provided in order to review regulations governing travel and per diem for Center staff, based on the Institute's regulations; and legal matters had been addressed.
- 4.3.2.9 He highlighted the goals for the upcoming months, which were to continue carrying out the activities of the current program that were still in effect, to jointly manage at least two externally funded projects, and to establish a joint work agenda in at least one country, to be defined.
- 4.3.3 Analysis and comments
- 4.3.3.1 The Representative of Canada asked the CMC coordinator on behalf of IICA and the Director General about the status of the relationship between IICA and CATIE. He explained that, during the most recent IABA meeting, the institutions had been asked to draft a strategic proposal for joint work, to be discussed during the current Executive Committee meeting prior to being submitted for review at the next IABA meeting. He also inquired about the level of progress and scope of the strategic proposal, as well as its implications in terms of policies and resources invested.

- 4.3.3.2 The IICA coordinator in the CMC clarified that Resolution No. 507 of the IABA was divided into two sections. He explained that the first section approved the action plan and that the second section issued a mandate to establish an *ad hoc* working group, comprising representatives of IICA, CATIE and the Ministry of Agriculture and Livestock of Costa Rica (MAG), which would be responsible for preparing the strategic proposal for the future of CATIE. He explained that there had been a delay due to the change of government in Costa Rica, and that it was not until May 27, 2018, that the new Minister of Agriculture and Livestock of Costa Rica had appointed a staff member who would be responsible for addressing this issue.
- 4.3.3.3 He clarified that, by agreement between the three institutions, the guidelines for the *ad hoc* working group and the terms of reference for the execution of the work were in the process of being prepared. He also noted that the work was expected to begin in August 2018.
- 4.3.3.4 The Representative of Canada explained that the reason for his query was that IICA's contribution to CATIE totaled USD 900,000; therefore, he wished to confirm that the necessary efforts were being undertaken in order to develop a long-term strategy that would increase the impact of joint work.
- 4.4 *Relationship between IICA and the Caribbean Agricultural Research and Development Institute (CARDI)*
- 4.4.1 Report of CARDI for the 2016-2017 biennium
- 4.4.1.1 Mr. Barton Clarke, Executive Director of the Caribbean Agricultural Research and Development Institute (CARDI), reported that, between 2015 and mid-2018, the institute had implemented 16 projects under the General Agreement for Technical Cooperation that had been signed with IICA.
- 4.4.1.2 He commented that these projects had addressed a number of critical priority commodity areas, including herbs and spices, small ruminants, climate change, institutional strengthening, germplasm management and a post-hurricane rehabilitation and resilience program.
- 4.4.1.3 He highlighted the institutional strengthening process, which had facilitated the development of a strategic plan for CARDI for the 2018-2022 period; a series of efforts aimed at strengthening staff capabilities; and the learning

achieved through a visit to the Caribbean Community Climate Change Centre (5Cs), the only organization of the Caribbean Community (CARICOM) that depended on its own funding mechanisms. He also made reference to the close collaboration between CARDI and IICA within the context of several CARICOM institutional agreements, including the Agriculture, Food and Nutrition Cluster.

4.4.1.4 He mentioned notable progress achieved in other areas, such as germplasm management and innovative capacity in the sweet potato chain, as a result of the relationship that had been established with the International Potato Center (CIP) following a joint visit with IICA. He also stated that visits to Brazil and Argentina, organized by IICA in 2018, would also afford a number of opportunities related to crop management in the face of climate change. Lastly, he emphasized the importance of a joint IICA-CARDI program aimed at assisting countries impacted by hurricanes in the assessment of damages and the restoration of production capabilities.

4.4.1.5 Finally, he proposed that CARDI continue to work closely with IICA to address the challenges faced by the Caribbean agriculture sector through various projects of common interest to both institutions in the aforementioned areas, as well as in climate-smart agriculture, information and communication technologies (ICTs) and South-South relationships.

4.4.2 Report of joint collaboration activities between IICA and CARDI

4.4.2.1 The Director of Management and Regional Integration at IICA presented an overview of the actions that had been carried out from 2016 to the present, within the framework of the General Technical Cooperation Agreement signed by both organizations. He stated that, during this period, special emphasis had been placed on regional and multinational projects that addressed significant priority areas, rather than on a large number of small country-specific projects.

4.4.2.2 He reported that, within the framework of the agreement, emphasis had been placed on the institutional strengthening of CARDI, based on the completion of an assessment funded largely by IICA; supporting the breeding and selection of hot peppers; developing the small ruminant industry; the signing of an IICA-CARDI-CIP Agreement, which had resulted in a joint proposal aimed at developing capacity for innovation in the regional sweet potato

value chain; and the provision of assistance to drive the rehabilitation of the agriculture sectors in Antigua and Barbuda, Saint Kitts and Nevis, and Dominica following the passage of hurricanes.

4.4.2.3 He also highlighted the role played by CARDI in the execution of the Agricultural Policy Program (APP) funded by the European Union (EU) and geared toward strengthening the capacity of small-scale producers to utilize appropriate, innovative and sustainable technologies, as well as to develop, multiply, and distribute genetic plant and animal materials.

4.4.2.4 Regarding future areas of collaboration within the framework of the new General Technical Cooperation Agreement, he stated that IICA viewed its relationship with CARDI as an important element of the differentiated strategy for the development of the Caribbean region. He then described the six actions that both institutions would carry out to ensure that any jointly-developed products would contribute to improving the livelihoods of farming and rural families in the region.

4.4.2.5 He concluded his remarks by stating that IICA wished to continue supporting CARDI through close work with FAO, as a fundamental complement to the regional component of the IICA-FAO Joint Work Plan for the region.

4.4.3 Analysis and comments

4.4.3.1 The Representative of Antigua and Barbuda expressed his gratitude for the support received through joint work between IICA and CARDI following the passage of a hurricane in 2017.

4.4.3.2 The Representative of Saint Kitts and Nevis also expressed his appreciation for the post-hurricane assistance received in 2017. He highlighted the cooperation provided by IICA in different areas, such as mango processing and the production of hives, as well as the online farmers' market that provided both producers and the Department of Agriculture with several tools for the development of markets in neighboring islands.

4.5 *Date and venue of the Thirty-ninth Regular Meeting of the Executive Committee*

4.5.1 The Technical Secretary recalled that the Executive Committee's Rules of Procedure required it to define the date and the venue of its next Regular Meeting. He added that no offers in writing had been received from member countries to host said meeting, and therefore it would take place at IICA Headquarters, during the first semester of 2019.

4.6 *Reading and approval of draft resolutions*

4.6.1 The Rapporteur read out the following draft resolutions: "Report on the relationship between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Food and Agriculture Organization of the United Nations (FAO)," "Strengthening of the strategic alliances of the Inter-American Institute for Cooperation on Agriculture (IICA)," and "Strengthening the relationship between the Inter-American Institute for Cooperation on Agriculture (IICA) and the private sector." The Chair held a vote on each of these draft resolutions, which were approved as read.

4.6.2 The Rapporteur then read out the draft resolution "Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE) for 2016-2017."

4.6.3 The Observer Representative of the United States of America commented that, via Resolution No. 507, the IABA had instructed the directors of IICA and CATIE, with participation from the government of Costa Rica, to establish an *ad hoc* working group in order to prepare a "strategic proposal" for the future of CATIE that analyzed scenarios and alternatives for restructuring and strengthening the Center. He requested that the proposal be submitted for consideration by the next meeting of the Special Advisory Commission on Management Issues (SACMI) in 2019. The Technical Secretariat took note of this proposal.

4.6.4 The Chair of the Executive Committee held a vote on the draft resolution "Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE) for 2016-2017," which was approved as read.

4.6.5 The Rapporteur read out the draft resolutions “Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI) for 2016-2017” and “Date and venue of the Thirty-ninth Regular Meeting of the Executive Committee.” The Chair held a vote on each of the two draft resolutions, which were approved as read.

4.7 Close of the session

4.7.1 The fourth plenary session of the Thirty-eighth Regular Meeting of the Executive Committee of IICA ended at 16:28 hours on July 18, 2018.

CLOSING SESSION

5.1 Opening of the session

- 5.1.1 The closing session of the Thirty-eighth Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture (IICA) was called to order at 16:29 hours on July 18, 2018. It was chaired by the Representative of Honduras.

5.2 Remarks by the Director General of IICA

- 5.2.1 The Director General expressed his gratitude to the representatives of the Member States for their approval of the agenda items of this meeting of the Executive Committee. He thanked the Chair and the Rapporteur for the efficiency with which they had conducted their work.
- 5.2.2 He highlighted the support received from the Delegations with respect to the 2018-2022 Medium-term Plan and the draft Program Budget for 2019. He considered that the dialogue with the private sector had been very productive and that further work should be carried out through improved coordination and joint work between the public and private sectors, in order to drive agricultural well-being in the Americas. He added that the signing of the eight agreements with different institutions consolidated IICA as a network of networks that, among other things, would facilitate the securing of external resources to fund projects. He pointed out that IICA would continue to strengthen its positive relationships with the Food and Agriculture Organization of the United Nations (FAO), the Tropical Agriculture Research and Higher Education Center (CATIE) and the Caribbean Agricultural Research and Development Institute (CARDI).
- 5.2.3 Finally, he thanked the meeting participants, the representatives of the member countries, the delegates of non-member and permanent observer countries, and other guests, as well as the Institute's support team and staff members for their dedication, which had contributed to the success of the meeting.

5.3 Remarks by the Chair of the Executive Committee

5.3.1 The Chair expressed his gratitude to the representatives for having granted him the honor of chairing the meeting.

5.4 Close of the meeting

5.4.1 The Thirty-eighth Regular Meeting of the Executive Committee was adjourned at 16:33 hours on July 18, 2018.

RESOLUTIONS

RESOLUTIONS

Number	Title	Page
A. Institute Policy and Technical Cooperation Services		
Res. 629	2018-2022 Medium-term Plan of the Inter-American Institute for Cooperation on Agriculture (IICA)	71
Res. 630	2017 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA)	74
Res. 631	Strengthening of the strategic alliances of the Inter-American Institute for Cooperation on Agriculture (IICA)	76
Res. 632	Strengthening the relationship between the Inter-American Institute for Cooperation on Agriculture (IICA) and the private sector	78
B. Budgetary and Financial Matters		
Res. 633	Report on the collection of quotas	80
Res. 634	Financial Statements of the Inter-American Institute for Cooperation on Agriculture (IICA), Report of the External Auditors and Twenty-fourth Report of the Audit Review Committee (ARC)	82
Res. 635	Appointment of external auditors of the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE) for the 2018-2019 biennium	84
Res. 636	2019 Program Budget	85

Number	Title	Page
C. Partnerships with International Organizations		
Res. 637	Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE) for 2016-2017	89
Res. 638	Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI) for 2016-2017	90
Res. 639	Report on the relationship between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Food and Agriculture Organization of the United Nations (FAO)	91
D. Matters pertaining to the Governing Bodies		
Res. 640	Report of the 2018 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI)	93
Res. 641	Status of the Resolutions of the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA) and the Thirty-seventh Regular Meeting of the Executive Committee	94
Res. 642	Date and Venue of the Thirty-ninth Regular Meeting of the Executive Committee	95

IICA/CE/Res. 629 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 629

**2018-2022 MEDIUM-TERM PLAN (MTP) OF THE INTER-AMERICAN
INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA)**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 678 (18), “2018-2022 Medium-term Plan Proposal,”

CONSIDERING:

That, at its Second Special Meeting held in 1982, the Inter-American Board of Agriculture (IABA) adopted resolution IICA/JIA/Res. 14 (II-E/82), in which it established the Medium-term Plan (MTP) as a means to comply with the provisions of Article 8, subparagraph a. of the Convention on IICA: “to adopt measures related to the policy and action of the Institute”;

That, since then, the Inter-American Institute for Cooperation on Agriculture (IICA) has had an MTP for each four-year period, prepared by the Director General upon taking office, and reviewed and approved by the governing bodies;

That, via Resolution IICA/JIA/Res. 505 (XIX-O/17), the Board instructed the Director General to prepare IICA’s MTP for the period 2018-2022 and authorized the Executive Committee to approve the plan at its Thirty-eighth Regular Meeting, along with any adjustments to the Institute’s 2018-2019 Program Budget required to implement it;

That, in preparing the 2018-2022 MTP, the Director General used as basic guidelines: a) the IABA and Executive Committee resolutions in force; b) the guidelines for the actions of the Institute contained in its 2010-2020 Strategic Plan; c) the previous medium-term plans; d) the Sustainable Development Goals (SDGs);

and e) a prospective analysis of trends in and challenges for global and hemispheric agriculture;

That, as recommended by the Member States, in preparing the 2018-2022 MTP, the Director General facilitated a broad process of consultation with them;

That the 2018-2022 MTP outlines a new cooperation paradigm that is geared towards increasing opportunities for rural peoples in the hemisphere, and achieving an efficient and flexible IICA that prioritizes knowledge management and collaboration;

That the 2018-2022 MTP proposes a technical cooperation model based on hemispheric programs as well as national, regional and hemispheric cooperation agendas, which will be developed through broad consultation processes with key stakeholders and strategic partners, including the public and private sectors as well as organized civil society;

That the Director General presented a draft of the 2018-2022 MTP to the 2018 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI) held on 9 May 2018, which recommended certain adjustments to the MTP, which were incorporated by the General Directorate;

That the members of the Executive Committee and other Member States taking part in the meeting have expressed general satisfaction with the version of the 2018-2022 MTP presented by the Director General, and have offered constructive suggestions for incorporation into the document and for its implementation; and

That the 2018-2022 MTP provides continuity to a number of objectives, programs and actions of the 2014-2018 MTP, adapting it to the current context of agriculture in the Americas,

RESOLVES:

1. To approve IICA's 2018-2022 MTP as the frame of reference for the Institute's actions during the period in question, and to instruct the Director General to incorporate the suggestions made by the Member States.

2. To express satisfaction with the broad participation of the countries during the process of preparing the 2018-2022 MTP and to urge the Member States of the Institute to support its implementation at the national, regional and hemispheric levels.

IICA/CE/Res. 630 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 630**2017 ANNUAL REPORT OF THE INTER-AMERICAN INSTITUTE
FOR COOPERATION ON AGRICULTURE (IICA)**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 683 (18), “2017 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA)”,

CONSIDERING:

That Article 4.f of the Rules of Procedure of the Executive Committee establishes that this governing body of IICA is to receive, analyze and approve the annual report on the activities of the General Directorate and take appropriate action;

That the General Directorate prepared and published the 2017 Annual Report of the Institute, which was presented to the General Secretariat of the Organization of American States (OAS) in due time and form;

That the report describes the cooperation activities carried out by IICA in 2017 for the purpose of implementing the cooperation agendas of the Institute at the national, regional and hemispheric levels, within the framework of IICA’s 2014-2018 Medium-term Plan (MTP);

That the Representative of the Institute in each of its 34 member countries presented to the national authorities the respective report on the cooperation that IICA provided to the country in 2017; and

That the Annual Report for 2017 is available for consultation in digital format on the Institute's website (www.iica.int),

RESOLVES:

To approve the 2017 Annual Report of IICA.

IICA/CE/Res. 631 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 631**STRENGTHENING OF THE STRATEGIC ALLIANCES OF THE
INTER-AMERICAN INSTITUTE FOR COOPERATION ON
AGRICULTURE (IICA)**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

The formalization, within the framework of the Regular Meeting of the Executive Committee, of general cooperation agreements between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Organization of Eastern Caribbean States (OECS), United Nations Office for South-South Cooperation (UNOSSC), the General Secretariat of the Andean Community (CAN), the General Directorate for Multilateral Cooperation (DIGECOOM) of the Dominican Republic, the Pan American Development Foundation (PADF), the Ibero-American General Secretariat (SEGIB), the Latin American Faculty of Social Sciences (FLACSO) and the University for Peace (UPEACE), for the benefit of the countries of the Americas,

CONSIDERING:

That the Institute's 2018-2022 Medium-term Plan (MTP) includes strategies to strengthen the Institute's capacities through the development of strategic alliances with similar institutions; and

That strategic alliances with organizations with similar functions and objectives to IICA are extremely valuable, as a means of a) conducting complementary activities with institutions that specialize in research and knowledge-creation; b) driving thematic complementarity with organizations that specialize in a variety of issues related to agriculture and rural life; c) carrying out joint activities; and d) promoting the management of externally-funded cooperation projects,

RESOLVES:

1. To thank the Director General and the different strategic partners for their efforts in formalizing cooperation agreements with the Institute, in order to strengthen and bolster international technical cooperation for the benefit of agriculture and the rural territories of the Americas.
2. To urge the Member States to support and promote joint actions that result in new strategic alliances for IICA, in their respective countries and with regional integration mechanisms.

IICA/CE/Res. 632 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 632**STRENGTHENING THE RELATIONSHIP BETWEEN THE INTER-AMERICAN
INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA) AND THE
PRIVATE SECTOR**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

The dialogue with representatives from the private sector regarding their role in the development of agriculture in the hemisphere, in order to strengthen their cooperation with the Inter-American Institute for Cooperation on Agriculture (IICA), the sharing of experiences of mutual collaboration and the proposed actions for the benefit of the countries of the Americas,

CONSIDERING:

That the transformation of the agriculture sector at the hemispheric level depends on effective coordination and collaborative actions between the public and private sectors as well as civil society;

That the Institute's 2018-2022 Medium-term Plan (MTP) proposes collaborative work with private sector entities and civil society organizations that will harness the knowledge and organizational capacity of these institutions, to enable a more efficient and inclusive agriculture sector and effective coordination with national and international private sector entities interested in the rural environment; and

That IICA is seeking to organize and manage all of the available capacity in an efficient manner in order to provide concrete solutions for the expressed technical cooperation needs of its member countries,

RESOLVES:

1. To thank the Director General of the Institute and the private sector representatives for their efforts to engage in dialogue about the joint role that they play in the development of agriculture in the Americas.
2. To urge Member States to acknowledge the importance of strengthening the relationship between the private and public sectors as well as civil society on international cooperation matters for the development of agriculture in the hemisphere.

IICA/CE/Res. 633 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 633**REPORT ON THE COLLECTION OF QUOTAS**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 680 (18), “Report on the collection of quotas”,

CONSIDERING:

That, at its Thirteenth Regular Meeting, the Inter-American Board of Agriculture (IABA), by means of Resolution IICA/JIA/Res. 414 (XIII-O/05), adopted the document “Revised measures for collecting quotas owed to the Institute”;

That, thanks to the measures adopted, the goodwill of the ministers of agriculture and other authorities in the Member States, as well as the efforts of the General Directorate, it has been possible to reduce considerably the total amount of quotas owed to the Inter-American Institute for Cooperation on Agriculture (IICA); and

That the above has facilitated the implementation of the programs and projects included in the cooperation strategies established in the 2014-2018 Medium-term Plan (MTP) of IICA at the national, regional and hemispheric levels,

RESOLVES:

1. To thank the ministers of agriculture and foreign affairs, as well as other high-level government officials in IICA’s Member States, for the efforts they have been making to honor their annual quota payments to the Institute.
2. To acknowledge the importance of maintaining in effect the measures established by the Executive Committee and the IABA to encourage

IICA's Member States to make their annual quota payments to the Institute in a timely fashion and to pay arrears for previous years.

3. To instruct the Director General to: a) continue efforts to collect the quotas for 2018 and those owed for previous years; and, b) keep IICA's Member States informed of progress in this area.
4. To urge the Member States to remain current with the payment of their quotas to IICA, and those that are in arrears, to follow through with the plans agreed upon to meet their financial obligations to IICA.

IICA/CE/Res. 634 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 634**2017 FINANCIAL STATEMENTS OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA), REPORT OF THE EXTERNAL AUDITORS AND TWENTY-FOURTH REPORT OF THE AUDIT REVIEW COMMITTEE (ARC)**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 681 (18), “2017 Financial Statements of IICA and Report of the External Auditors,” and Document IICA/CE/Doc. 682 (18), “Twenty-fourth Report of the Audit Review Committee (ARC)”,

CONSIDERING:

That Article 4.d of the Rules of Procedure of the Executive Committee establishes that the mandate of this governing body of the Inter-American Institute for Cooperation on Agriculture (IICA) is to study the Institute’s financial statements and, when a decision is required, forward the corresponding report and recommendations to the Inter-American Board of Agriculture (IABA);

That, at its Seventh Regular Meeting, the IABA, by Resolution IICA/JIA/Res. 231 (VII-O/93), created the ARC and approved its Statute;

That, pursuant to Article 3.k of the Rules of Procedure of the Executive Committee, the mandate of the Executive Committee is to receive and approve the ARC’s reports and make a determination on its recommendations; and,

That, in its Twenty-fourth Report, the ARC states that it examined the report of the external auditors on IICA’s 2017 financial statements and found the work performed to be satisfactory and in accordance with the rules of the Institute and international auditing standards,

RESOLVES:

1. To accept the 2017 financial statements of the Institute and the report of the external auditors, and to instruct the Director General of IICA to submit them to the Twentieth Regular Meeting of the IABA.
2. To approve the Twenty-fourth Report of the ARC and instruct the Director General to implement the recommendations contained therein.
3. To thank the members of the ARC for the work accomplished.
4. To instruct the Director General of IICA to submit a written report on the Institute's challenges and efforts to address the basis for the qualified opinion of the external auditors, and to continue to seek solutions.

IICA/CE/Res. 635 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 635**APPOINTMENT OF EXTERNAL AUDITORS OF THE INTER-AMERICAN
INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA) AND THE
TROPICAL AGRICULTURE RESEARCH AND HIGHER EDUCATION CENTER
(CATIE) FOR THE 2018 – 2019 BIENNIUM**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

CONSIDERING:

That Article 100 of the Rules of Procedure of the General Directorate of the Inter-American Institute for Cooperation on Agriculture (IICA) establishes that the Executive Committee shall appoint external auditors to perform the tasks specified in Chapter VII of said Rules of Procedure;

That a special committee comprising representatives of the General Directorate, with the participation of the Tropical Agriculture Research and Higher Education Center (CATIE), reviewed proposals submitted by five well-recognized auditing firms and concluded that the firm of Deloitte & Touche S.A. had presented the best proposal in terms of quality and cost; and,

That, based on said review, the Director General of IICA recommends that the Executive Committee appoint the firm of Deloitte & Touche S.A. as the external auditors of IICA and CATIE for the period 2018-2019,

RESOLVES:

To appoint the firm of Deloitte & Touche S.A. as the external auditors of IICA and CATIE for the 2018-2019 biennium, a period that may be extended by the Director General for an additional two years.

IICA/CE/Res. 636 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 636

2019 PROGRAM BUDGET

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 679 (18), “2019 Program Budget,”

CONSIDERING:

That the Convention on the Inter-American Institute for Cooperation on Agriculture (IICA) establishes:

- a) In Article 8.b, that a function of the Inter-American Board of Agriculture (IABA) is “to approve the biennial Program Budget and to determine the annual quotas of the Member States”;
- b) In Article 23, that “the Member States shall contribute to the maintenance of the Institute through annual quotas established by the Board, in accordance with the system for calculating quotas of the Organization of American States”;
- c) In Article 14.b, that a function of the Executive Committee is “to examine the proposed biennial Program Budget that the Director General submits to the Board and to make such observations and recommendations as it deems appropriate”;

That the current Medium-term Plan (MTP) covers the period 2014-2018, that in January 2018 a new administration took office, and that the Committee has approved the new MTP for the period 2018-2022;

That, at its Nineteenth Regular Meeting, via resolution IICA/JIA/Res. 511 (XIX-0/17), the IABA resolved:

- a) To approve the overall allocation of USD 33,074,100 per year from the Institute's Regular Fund for the 2018-2019 Program Budget, financed with USD 29,574,100 annually in assigned quotas from the Member States, as per the amounts indicated in the quota scale attached hereto as Annex A, as well as over-quota contributions; and with USD 3,500,000 per year in miscellaneous resources from income that it is estimated will be generated; however, for fiscal year 2019, the quotas assigned will be calculated on the basis of the percentages established in the quota scale of the General Assembly of the Organization of American States (OAS) for that year;
- b) To instruct the Director General to submit to the consideration of the Executive Committee at its Thirty-eighth Regular Meeting, a draft allocation of the funds approved for the 2019 Program Budget, consistent with the priorities of the new MTP of IICA;

That the Director General submitted the proposed 2019 Program Budget to the Regular Meeting of the Special Advisory Commission on Management Issues (SACMI), held in May 2018;

That on 29 June 2018, the Permanent Council of the OAS approved Resolution CP/RES. 1105 (2168/18) which adopted, subject to agreement by the General Assembly of the OAS, a quota scale for 2019 with percentages that are similar to those in effect for 2018 within the OAS and IICA; and,

That the Director General submitted the proposed 2019 Program Budget to the consideration of the Executive Committee at its Thirty-eighth Regular Meeting, in a format consistent with the structure and content established in the rules currently in effect, and incorporating the recommendations made by the SACMI,

RESOLVES:

To approve the expenditure budget for 2019, in accordance with the allocations for each of the chapters, headings and strategic priorities specified in Document IICA/CE/Doc. 679 (18), "2019 Program Budget." The summary of allocations by chapter is attached to this resolution as Annex B.

Annex A
Quota Scales of Member States, Over-Quota Contributions
and Miscellaneous Income for 2019

MEMBER STATES	2019			
	IICA			
	OAS ¹	ASSESSED QUOTA	OVER-QUOTA	TOTAL QUOTAS
	%	USD ²	USD	USD ²
Antigua and Barbuda	0.022	6,500	1,100	7,600
Argentina	3.000	879,500	247,000	1,126,500
Bahamas	0.047	13,800	7,000	20,800
Barbados	0.026	7,600	5,500	13,100
Belize	0.022	6,500	1,100	7,600
Bolivia	0.070	20,500	600	21,100
Brazil	12.457	3,652,000		3,652,000
Canada	9.801	2,873,400		2,873,400
Chile	1.415	414,800	14,600	429,400
Colombia	1.638	480,300		480,300
Costa Rica	0.256	75,100	2,500	77,600
Dominica	0.022	6,500	1,100	7,600
Dominican Republic	0.268	78,600	3,500	82,100
Ecuador	0.402	117,900	3,500	121,400
El Salvador	0.076	22,300	12,500	34,800
Grenada	0.022	6,500	1,100	7,600
Guatemala	0.171	50,100	13,800	63,900
Guyana	0.022	6,500	1,700	8,200
Haiti	0.022	6,500	4,200	10,700
Honduras	0.043	12,600	3,200	15,800
Jamaica	0.053	15,500	5,100	20,600
Mexico	6.470	1,896,800		1,896,800
Nicaragua	0.022	6,400	2,800	9,200
Panama	0.191	560,00	6,000	62,000
Paraguay	0.087	25,500	8,800	34,300
Peru	1.005	294,600	9,400	304,000
Saint Lucia	0.022	6,500	1,100	7,600
Saint Kitts and Nevis	0.022	6,500	1,100	7,600
Saint Vincent and the Grenadines	0.022	6,500	1,100	7,600
Suriname	0.022	6,500	4,200	10,700
Trinidad and Tobago	0.129	37,800	15,000	52,800
United States of America	59.470	17,435,300		17,435,300
Uruguay	0.298	87,400	7,900	95,300
Venezuela	1.940	568,800		568,800
SUB TOTAL	99.555	29,187,600	386,500	29,574,100
Cuba	0.446	130,800		130,800
TOTAL QUOTAS	100.001	29,318,400	386,500	29,704,900
MISCELLANEOUS INCOME		3,500,000		3,500,000
TOTAL REGULAR FUND³		32,687,600		33,074,100

Note: The Kingdom of Spain contributes an annual quota of USD60,000 as an Associate Member, pursuant to the agreement adopted at the First Plenary Session of the Eleventh Regular Meeting of the Inter-American Board of Agriculture, held on November 26, 2001, in Bávaro, Dominican Republic.

1/ As per Resolution AG/RES. 2912 (XLVII-O/17) of the General Assembly of the OAS.

2/ In USD rounded out to the nearest hundred.

3/ The total of the Regular Fund does not include Cuba.

Annex B
Allocation of Funds by Chapter - 2019
 (USD)

CHAPTER	2019			
	QUOTAS	MISC.	TOTAL	%
CHAPTER I: Direct Technical Cooperation Services	26,614,622	3,341,811	29,956,432	90.6
CHAPTER II: Management Costs	1,660,564	25,600	1,686,164	5.1
CHAPTER III: General Costs and Provisions	1,151,040	20,000	1,171,040	3.5
CHAPTER IV: Renewal of Infrastructure and Equipment	147,874	112,589	260,463	0.8
TOTAL	29,574,100	3,500,000	33,074,100	100.0

IICA/CE/Res. 637 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 637

**BIENNIAL REPORT OF THE TROPICAL AGRICULTURE RESEARCH AND
HIGHER EDUCATION CENTER (CATIE) FOR 2016-2017**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

The presentation on the “Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE) for 2016-2017”,

CONSIDERING:

That, by means of Resolution IICA/JIA/Res. 441 (XIV-O/07), the Inter-American Board of Agriculture (IABA) delegated to the Executive Committee responsibility for receiving and analyzing the reports and plans of CATIE and requested that, in future, the Director General of this Center forward directly to the General Directorate of the Inter-American Institute for Cooperation on Agriculture (IICA) the biennial report and plans of CATIE for acceptance by the Executive Committee,

RESOLVES:

1. To accept CATIE’s biennial report for 2016-2017 and to thank the Director General of the Center for his presentation.
2. To urge IICA and CATIE to continue to strengthen their links and mechanisms for implementing joint activities in support of the efforts of the Member States to achieve competitive, sustainable and inclusive agricultural development.

IICA/CE/Res. 638 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 638**BIENNIAL REPORT OF THE CARIBBEAN AGRICULTURAL RESEARCH AND DEVELOPMENT INSTITUTE (CARDI) FOR 2016-2017**

The Executive Committee, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

The presentation made by the Caribbean Agricultural Research and Development Institute (CARDI) on the report of its activities during the 2016-2017 biennium,

CONSIDERING:

That, under the terms of the agreement currently in force between the Inter-American Institute for Cooperation on Agriculture (IICA) and CARDI, the latter organization must submit an annual report on its activities; and,

That, by means of Resolution IICA/JIA/Res. 440 (XIV-O/07), the Inter-American Board of Agriculture (IABA) delegated to the Executive Committee responsibility for receiving and analyzing CARDI's reports and plans and requested that, in future, the Executive Director of that Institute forward directly to the General Directorate of IICA the biennial report and plans of CARDI for acceptance by the Executive Committee,

RESOLVES:

1. To accept and express appreciation to CARDI for the presentation of the report on activities implemented during the 2016-2017 biennium.
2. To urge IICA and CARDI to continue to strengthen their technical links and mechanisms for executing joint activities in support of efforts to achieve agricultural development and rural well-being in the Caribbean countries.

IICA/CE/Res. 639 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 639

**REPORT ON THE RELATIONSHIP BETWEEN THE INTER-AMERICAN
INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA) AND THE FOOD
AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

The presentation of the “Report on the relationship between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Food and Agriculture Organization of the United Nations (FAO)”,

CONSIDERING:

That the members of the Executive Committee, at the Extraordinary Meeting held on 24 October 2017, expressed their support for the memorandum of understanding to be signed between IICA and FAO and made a commitment to support its implementation;

That on 25 October 2017, the memorandum of understanding between the Institute and FAO was signed at the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA);

That the purpose of the memorandum is to strengthen the technical cooperation provided by both institutions to their Member States, through joint action aimed at enhancing the efficient and complementary use of resources and capacities, and achieving common objectives to benefit the agrifood sectors in the countries of the Americas, especially those that relate to the 2030 Agenda for Sustainable Development;

That, by means of resolution IICA/JIA/Res. 508 (XIX-O/17), the IABA, at its Nineteenth Regular Meeting, asked the Director General to immediately proceed with implementation of the memorandum of understanding, and to invite FAO’s Regional

Representative to the Thirty-eight Regular Meeting of the Executive Committee to present a joint report on the status of efforts to strengthen cooperation between IICA and FAO;

That, as part of the strategy for strengthening institutional capacity, the 2018-2022 Medium-term Plan (MTP) includes the development of joint activities with organizations with similar functions and objectives to the Institute, FAO being one of them,

RESOLVES:

1. To accept the Report on the relationship between IICA and FAO.
2. To thank FAO's Subregional Coordinator for Mesoamerica and the Director General of the Institute for their presentation and efforts in implementing the memorandum of understanding.
3. To urge IICA and FAO to continue to strengthen linkages and mechanisms for the implementation of joint activities, in order to further contribute to the efforts of the Member States of both organizations to achieve competitive, sustainable and inclusive agricultural development.

IICA/CE/Res. 640 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 640

**REPORT OF THE 2018 REGULAR MEETING OF THE SPECIAL ADVISORY
COMMISSION ON MANAGEMENT ISSUES (SACMI)**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 684 (18), “Report of the 2018 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI)”,

CONSIDERING:

That the purpose of the SACMI, as a standing commission of the Executive Committee, is to advise the Director General of the Inter-American Institute for Cooperation on Agriculture (IICA), and to facilitate more regular discussion with the Member States on administrative, financial and strategic issues, in order to enhance the process of reaching consensus in the Executive Committee and in the Inter-American Board of Agriculture (IABA);

That, by means of Resolution IICA/CE/Res. 580 (XXXIII-O/13), the Executive Committee established that the meetings of the SACMI should preferably be held on line, so that sessions may be held as frequently as necessary, and to realize savings for IICA; and,

That the above-referenced report of the SACMI contains recommendations for consideration by the Director General and the Executive Committee, notably those relating to the proposed 2018 – 2022 Medium-term Plan presented by the Director General,

RESOLVES:

To accept the Report of the 2018 Regular Meeting of the SACMI.

IICA/CE/Res. 641 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 641**STATUS OF THE RESOLUTIONS OF THE NINETEENTH REGULAR MEETING OF THE INTER-AMERICAN BOARD OF AGRICULTURE (IABA) AND THE THIRTY-SEVENTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 686 (18) “Status of the Resolutions of the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA)” and Document IICA/CE/Doc. 685 (18), “Status of the Resolutions of the Thirty-seventh Regular Meeting of the Executive Committee”,

CONSIDERING:

That the abovementioned status reports demonstrate that the General Directorate has complied with the resolutions adopted at the Nineteenth Regular Meeting of the IABA, and with the resolutions adopted at the Thirty-seventh Regular Meeting of the Executive Committee,

RESOLVES:

To accept the reports: a) “Status of the Resolutions of the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA)”; and b) “Status of the Resolutions of the Thirty-seventh Regular Meeting of the Executive Committee”.

IICA/CE/Res. 642 (XXXVIII-O/18)

18 July 2018

Original: Spanish

RESOLUTION No. 642

**DATE AND VENUE OF THE THIRTY-NINTH REGULAR MEETING
OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Thirty-eighth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 687 (18), “Date and Venue of the Thirty-ninth Regular Meeting of the Executive Committee”,

CONSIDERING:

That, pursuant to Article 22 of the Rules of Procedure of the Executive Committee, that governing body of the Inter-American Institute for Cooperation on Agriculture (IICA) is required to hold one regular meeting each year. Therefore, a date and venue for the Thirty-ninth Regular Meeting of the Executive Committee in 2019 must be set;

That, in accordance with Article 25 of said Rules of Procedure, in the event that no Member State of the Institute offers to host the regular meeting of the Executive Committee in that country, the meeting will be held at IICA Headquarters in San Jose, Costa Rica; and,

That the Director General reports that he has received no formal offer from a Member State to host the next Regular Meeting of the Executive Committee,

RESOLVES:

1. To hold the Thirty-ninth Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the first half of 2019.

2. To instruct the Director General to issue the convocation, in due course, to the Member States to participate in said meeting of the Executive Committee, in accordance with the procedures outlined in the rules currently in effect.

SIGNING OF THE REPORT

SIGNING OF THE REPORT OF THE THIRTY-EIGHTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

Pursuant to the provisions of Article 97 of the Rules of Procedure of the Executive Committee, the Report of the Thirty-eighth Regular Meeting of the Executive Committee is hereby signed at 17:00 hours on the eighteenth day of July of the year two thousand and eighteen, in San Jose, Costa Rica.

This report will be edited by the Secretariat and the changes approved during the Closing Session will be included before it is published in the four official languages of the Inter-American Institute for Cooperation on Agriculture (IICA), in the Official Documents Series, all versions being equally authentic and valid.

The Secretariat shall file the original texts in the archives of the Institute, post the electronic files on the Institute's Web page and send the final version of this report to the governments of the Member States, the Associate States, the Permanent Observers of the Institute and other participants in the meeting.

San Jose, Costa Rica.



Manuel Otero
Director General of IICA
Ex officio Secretary of the
2018 Executive Committee



Mauricio Guevara Pinto
Secretary of State for
Agriculture and Livestock of Honduras
Chairperson of the 2018 Executive Committee

ANNEXES

ANNEX 1: MESSAGE FROM DR. MANUEL OTERO, DIRECTOR GENERAL OF IICA

The images we have just seen serve, first and foremost, as a welcome.

A welcome to the Home of Agriculture in the Americas, which, over the past seven decades, has witnessed valuable and effective cooperation efforts between nations that share dreams, interests and desires related to transforming the agriculture sector and rural territories in our hemisphere.

These images also pay tribute to rural producers in the Americas: true anonymous heroes who, undaunted by daily fatigue, hardships or shortages, guarantee daily sustenance for millions of people, both in the cities and in the countryside.

Ministers, secretaries, deputy ministers, undersecretaries, directors, senior officials and members of the Executive Committee, ambassadors of member and observer countries of the Inter-American Institute for Cooperation on Agriculture (IICA) - and a special welcome to the Heads of Mission in Costa Rica from observer or associate countries of the Institute such as Turkey and Spain, as well as to our special guests from New Zealand and China; IICA personnel:

One year ago, at the meeting of this governing body, I presented my candidacy for the post of Director General of IICA, having been nominated by my country.

I wish to reiterate my gratitude for that support, which manifested Argentina's sincere desire to make a dynamic contribution to the full and profound integration of countries in the Americas.

Last October, I was honored to be elected by the Inter-American Board of Agriculture to the post of Director General.

In January of this year, I took over the reins of the Institute with a tremendous sense of responsibility and a commitment to set in motion the proposals I had presented as a candidate, which sought to lay the foundation for an increasingly relevant institution with a leading role, for which it would be necessary to modernize the Institute's management within a new hemispheric and global context.

In that regard, I wish to express my satisfaction with the fact that, within the first six months of my investiture, we have consolidated many efforts towards honoring shared commitments, which are summarized in the report on the first 150 days of my administration.

We are striving to achieve even more.

I would like to pause here to greet my immediate predecessor and the future Secretary of Agriculture of Mexico, Víctor Villalobos, who I welcome, for the first time since December, back to this home, his home.

We have established as one of the key management objectives the creation of a more flexible IICA that works closely with the countries and is capable of providing technical cooperation of excellence in order to overcome the obstacles that limit the transformation of agriculture in our hemisphere.

On the home front, here at Headquarters, I wish to highlight the implementation of a more effective mechanism for managing expenses related to travel and consultancies, by reallocating up to 17% of disbursements, in order to utilize those resources in substantial cooperation activities.

We have established a new management team without creating new positions. We also implemented austerity measures that have generated additional savings of 10% at Headquarters and in some Delegations.

I also wish to announce that we have launched a review of all technical and support processes at IICA, which will enable us to simplify procedures with the aim of reallocating resources for use in genuinely productive activities.

Furthermore, we have completed the institutional cycle in an organized manner, thus fulfilling the mandates that you have outlined for IICA in the Medium-term Plan (MTP) that is near completion.

We are close to completing almost all of the programmed results of the Flagship Projects, as well as the rapid response actions currently underway. We have also provided continuity to externally funded projects that are in progress, while managing new ones.

We possess a work tool that will integrate, for the first time ever, the Institute's three operating systems. We are also reassessing the manner in which the Institute's control and legal advisory bodies will function, in order to take a decisive step forward in the integration of units, evaluation of results, transparency and accountability.

We have provided IICA, including the Director General and personnel, with greater public exposure in order to strengthen and highlight attributes such as technical influence and authority, with the aim of facilitating access to resources for cooperation, and strengthening the Institute's leading role in knowledge management.

We presented the Institute's 2017 Annual Report in due time and form to our Member States via the General Secretariat of the Organization of American States (OAS); we also conducted timely accountability seminars in at least 16 countries.

Furthermore, we carried through with our intention to update the Institute's governing bodies, by increasing the number of observer countries and, through effective public-private coordination, creating the conditions for active participation by the business sector and civil society, which are the backbone of agricultural development.

We emphasized the need to channel IICA's actions towards solving problems through technical cooperation, by focusing on the most pressing and relevant issues.

I am referring specifically to topics including bioeconomy and production development; territorial development and family farming; international trade and regional integration; climate change, natural resources and production risks; and agricultural health, as well as food safety and quality.

These are the five hemispheric programs on which I propose that we focus our action strategy and which are the core of our 2018-2022 MTP. With great conviction and enthusiasm, I humbly request your support in this regard.

We have also highlighted the importance of adopting differentiated strategies that empower countries in their search for innovative solutions, in order to define IICA as an active institution that works to eliminate obstacles to development, especially in Central America and the Caribbean.

The decisions to formalize political and programmatic agreements with the Central American Integration System (SICA) and its specialized unit, the Secretariat for

Central American Economic Integration (SIECA) and, shortly, with the Eastern Caribbean States, are aimed in that direction.

Along the same lines, we have increased dialogue with regional integration mechanisms such as the Central-American Agricultural Council, the Caribbean Community, the Caribbean Forum and, of course, with the Organization of Eastern Caribbean States.

As previously noted, we have achieved progress in implementing our proposal for leading an institution that is consolidated as a network of networks, an institution that acts as a dynamic mobilizer in spheres of activity where issues related to agriculture and its future are addressed. Meanwhile, we are strengthening our commitment to subregional and regional integration bodies to provide a portfolio of supranational projects designed to solve common problems.

I visualize IICA as a hemispheric knowledge management and innovation platform that is capable of mobilizing the institutional and human resources available in the region.

Furthermore, we are also promoting a renewed institutional management model based on strategic alliances, which includes greater projection of IICA's image.

In this regard, I wish to highlight the number of missions carried out abroad: to the United States, Canada, Mexico, the Dominican Republic, Chile, Peru, Argentina, Brazil, Paraguay and Jamaica, as well as eight ambitious agreements that have been signed so far during this administration.

These actions respond to the decision to deepen our linkages and relationships with other institutions, by seeking to leverage IICA's actions in this complex and challenging hemispheric and international scenario.

I also wish to highlight various initiatives and incipient actions undertaken jointly with the Pan American Health Organization (PAHO), the International Fund for Agricultural Development, the Inter-American Development Bank (IDB), the World Bank and the Development Bank of Latin America, each of which addresses a different and relevant area of action.

In the case of IDB, we have achieved a substantial rapprochement; together with its authorities, we ratified our shared vision regarding the need for an increasingly

technological form of agriculture, one that drives territorial development in order to create opportunities for family farmers to succeed.

We have the capacity to create an ambitious joint work agenda between IDB and IICA, as well a road map between IICA, the United Nations and United Nations Entity for Gender Equality and the Empowerment of Women, to carry out actions related to South-South cooperation in initiatives that benefit rural dwellers.

Later on in this meeting, we will elaborate further on our relationship with the Tropical Agricultural Research and Higher Education Center, the Caribbean Agricultural Research and Development Institute and the United Nations Food and Agriculture Organization.

These budding projects include activities aimed at empowering sectors that we consider as priorities for our cooperation actions. I am referring to rural women and youth.

With respect to gender and youth in particular, as well as innovation and technology, we are constantly working to incorporate these topics, which are relevant for today's world, into the institutional agenda as cross-cutting issues.

As part of these efforts, I also wish to announce, with great satisfaction, that IICA is now Co-chair on the issue of Rural Women in Women 20 (W20), a transnational network that brings together women leaders from civil society, the business sector and enterprise.

Within this context, recommendations will be validated for presentation at the Women20 and G20 Heads of State and Government Summits. These recommendations speak to the issues of rural development and labor, digital and financial inclusion, and seek to influence decision-makers and the agendas of G20 leaders in order to encourage them to push public policies that increase the participation of women in the economies and societies of their countries.

We believe that an institution committed to cutting-edge international cooperation – an activity that promotes understanding among nations and is a public good to be provided efficiently and unconditionally - can leave no stone unturned when faced with the reality that although women produce half of the world's food, only 4% of them are paid for their labor.

Included in this list of IICA's activities is the Institute's timely expression to the Government of Guatemala of its willingness to mobilize its human resources to assist in mitigating the damage from the disastrous Volcán de Fuego eruption that significantly affected agricultural and livestock activity in that country.

We should consider the development and strengthening of ties with strategic allies as a way of building institutional capacity in formulating development and investment projects for technical cooperation, and in the quest for new and improved financial sustainability.

To address this issue, the Projects Unit was created and, in this short period of time, has instituted five proposals and 21 technical support interventions for project development. It has also devised three programs in collaboration with the Spain-SICA Fund, which will operate within the context of our relationship with SIECA.

Additionally, we have also enhanced horizontal cooperation by facilitating exchanges between 17 Caribbean and Latin American countries, which will result in specific collaborative actions, thus putting into action IICA's vision of itself as a bridging institution, with the capacity to bring countries and regions together.

As I mentioned earlier, we are strengthening our relationships with the private sector. A few examples come to mind - companies such as Microsoft, Google and Bayer and Biogénesis Bagó, as well as several other respected names in the business world, which are undertaking and are committed to social responsibility activities.

One immediate benefit of this relationship will be the dialogue tomorrow with business leaders, executives and representatives from civil society. I am counting on the support of member countries in these discussions, so that we may forge an ongoing strategic relationship that will include them

I participated in the recent OAS General Assembly in Washington, and in the Summit of the Americas held in April in Lima. At both events, I made a presentation to the Ministers and Heads of State in attendance. My message there, which was carried by media from around the world, was simply that agriculture in the hemisphere should be given priority in public agendas.

Agriculture is not merely important, but is also a priority, as this activity provides solutions to many of the problems faced by our countries.

Members of the Executive Committee,

It is precisely with the conviction that you have an essential role to play in the realization of our projects, that we will present the draft of this administration's new MTP to you in a few minutes, for your approval.

Let me stress that you should not consider this draft MTP to be cast in stone, but rather as a document that will be subject to an open process for constant revisions, so that it may guide IICA on the journey towards its one hundredth anniversary.

In other words, we have the map and the vehicle to realize IICA's historical mandate efficiently and effectively, which is to support the efforts of Member States to achieve agricultural development and rural well-being.

However, as you are all aware, we are navigating an environment that is in a state of crisis, and which will dictate the extent to which humanity can achieve a sustainable future.

The challenge, as we often say, is also an opportunity, mainly because agriculture holds the key to solving many of the pressing problems that hinder development in our hemisphere.

This pivotal role of agriculture, which we reinforce and champion in every forum in which we participate, offers IICA an immense opportunity to assume a renewed leadership role.

This remarkable opportunity is ours as members of a hemisphere blessed with an abundance of natural resources, which can and should guarantee food and nutritional security for the world and the environmental sustainability of the planet.

Leadership is a responsibility that we must embrace in every respect. Failing to do so would be a historic mistake, which the generations that follow us would never forgive.

If we are to capitalize on it, all of us who are a part of the Institute must re-examine and discard the traditional vision for agriculture in the hemisphere as conservative and pessimistic, which limits it to being a mere provider of raw material for global value chains.

We are very ambitious in seeking to build a new paradigm for the sector and for the role that IICA will play in this regard.

The most significant features of this new paradigm should be efficiency, flexibility, decentralization, collaborative work, networking, a focus on processes and the mobilization of human and institutional resources.

Our efforts to create an efficient institution that provides technical cooperation of excellence are directly linked to the belief that meetings of its governing bodies, such as this Executive Committee, should be forums that genuinely promote frank and diverse dialogue on the main challenges and opportunities to developmental cooperation.

I would also like to add that all of us want IICA to be environmentally responsible and to be a model for the sustainability that we advocate.

Our staff takes this challenge very seriously, by adopting better practices in the operations and services that the Institute provides in order to contribute to adequate human development and the best use of natural resources.

A very clear example of this commitment is our paperless policy for all meetings of the governing bodies, and which this Executive Committee is putting into practice today. This policy, which falls under the Blue Flag Agroecological Program, is aimed at transforming IICA into a carbon neutral Institute.

You have an electronic screen in front of you that has replaced the voluminous document folders of the past. This has been provided free of cost, under an arrangement with the private sector - a gesture that says much about the social responsibility policies that we share and adopt in conjunction with our partners and providers.

Esteemed Representatives, authorities and delegates of our Member States,

We are a young region – one that is socially, politically and culturally diverse, and is increasingly committed to the political system of democracy and to a past, a present and a future that is inextricably linked to agriculture.

The Americas represent a complex mosaic of cultures, societies and development models. This heterogeneity is an asset that enriches our complementation

schemes. Collectively and individually, we have experienced changes that compel us to rethink technical cooperation models.

IICA is not removed from this reality. We are in the process of shifting away from one-dimensional technical assistance to providing a wide array of collaboration options, in which collective knowledge-creation emerges as the central paradigm of a new approach to cooperation in agrifood issues in the Americas.

The journey toward the Institute's one hundredth anniversary, for which I intend to pave the way, should put IICA on the path to consolidating its role as a strategic resource for its member countries, serving countries and making a substantial contribution to the transformation of agriculture in the Americas.

For this, I will need the active support of the esteemed Ministers of Agriculture and Foreign Affairs so that we may translate your demands and guidelines into binding mandates.

IICA belongs to all of you and thus you have a stake in its transformation.

IICA personnel are making an extraordinary effort to play a leading role in building a renewed Institute that is committed, supportive and dedicated.

I continue to advocate for the strengthening of IICA and the affirmation of its position as a major bridge that connects countries, regions and issues, and brings us into closer contact with international organizations, the private sector and organized civil society in order to develop a new solidarity for the benefit of agriculture in the Americas.

We are faced with great challenges. In our hands is the key to surmounting them - the Institute's vocation of service, wealth of knowledge and innovation, and management capacity.

In the words of renowned German sociologist Max Weber, "certainly all historical experience confirms the truth - that man would not have attained the possible without, time and again, reaching out for the impossible".

Thank you very much.

ANNEX 2: COMMENTS FROM THE UNITED STATES OF AMERICA ON THE MEDIUM-TERM PLAN 2018-2022



United States
Department of
Agriculture

Trade and Foreign
Agricultural
Affairs

Foreign
Agricultural
Service

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20250-10XX

October 18, 2018

Dr. Manuel Otero
Director General
Inter-American Institute for Cooperation on Agriculture
Office of the Director General, P.O. Box 55-2200
San Jose, Vazquez de Coronado, San Isidro 11101
Costa Rica

Dear Dr. Otero:

First, I enjoyed meeting you in your new position as Director General at the July Executive Committee meeting and appreciate the opportunity to provide revised comments on IICA's Medium Term Plan (MTP) for the 2018-2022 Period. The United States is a proud member of IICA and remains committed to ensuring continued success of the Institute.

The United States has added a footnote to the Introduction section of the document. We would like to reiterate that the United States does not support IICA's assessment of weakening international trading systems, such as the World Trade Organization. We also diverge on opinions related to global growth. Finally, there are smaller comments for clarification by IICA included throughout the document

We are providing these comments for inclusion in the MTP with recognition of the immense task that you have in front of you. In the future, we anticipate providing our input during the development phase for documents of significant importance to the Institute, such as the MTP.

We look forward to continuing our engagement with the Institute in the coming months to ensure the success of the planned work streams.

Thank you for the opportunity to respond, and we look forward to hearing of IICA's future successes in the hemisphere.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles Bertsch".

Charles Bertsch
Deputy Administrator (Acting)
Office of Agreements and Scientific Affairs

Additionally, the United States made the following observation on paragraph 3, page 11, of Official Document No. 102, Medium-term Plan 2018-2022:

“The 2018-2022 MTP defines the guidelines and course of the strategic actions that IICA will develop during this period. The progress detailed in recent MTPs serves as a starting point for the present document, which incorporates a renewed vision for technical cooperation aimed at addressing the new opportunities, challenges and commitments of IICA’s member countries, both individually and in the Americas as a whole. Some of these are: a) the Sustainable Development Goals (SDGs) adopted by countries at the United Nations General Assembly (September 2015), which will define the global development agenda for the next 15 years; b) evidence of weakening multilateralism, especially in the field of trade, which is beginning to exhibit protectionist trends in a world that has proven to be multipolar; c) a continuous reduction in resources allocated for official development assistance; and d) a timid reactivation of the global economy following a recession period marked by the global financial crisis and substantial fluctuations in international commodity prices.”

The United States diverges on this aspect of IICA’s analysis. The macroeconomic assumptions underlying USDA’s long-term projections show strong global growth in the near term, led by an uptick in developed country growth and sustained growth in developing countries. Real global gross domestic product (GDP), weighted by market exchange rates, is projected to increase at an average annual rate of 3 percent over 2017-19. This is the strongest global growth since the post-financial crisis rebound in 2010-11 and has generated external demand improvements, exemplified by a strong resurgence in global trade growth. Additionally, the July 2018 IMF Global Growth Forecast notes that domestic demand growth (notably investment, which has been an important part of the global recovery) is expected to continue at a strong pace, even as overall output growth slows in some cases where it has been above trend for several quarters.

With regard to the MTP’s references of weakening multilateralism, the United States recalls that the outcome from the Eleventh WTO Ministerial Conference in Buenos Aires provides for continued efforts by WTO members who have expressed a strong commitment to advance negotiations on the three pillars of agriculture. Efforts by organizations to speak to ongoing or future work in the WTO, to reinterpret existing WTO rules and agreements, or to undermine the WTO’s independent mandate and processes are unacceptable to the United States. Therefore, the United States strongly opposes any references in the MTP to weakening multilateralism or international trading systems.

ANNEX 3: AGENDA
IICA/CE/Doc. 677 (18)

- | | |
|--|-----------------------|
| 1. Provisional Schedule | IICA/CE/Doc. 676 (18) |
| 2. Message from the Director General of IICA | No document |
| 2.1. 2018-2022 Medium-term Plan Proposal | IICA/CE/Doc. 678 (18) |
| 3. Financial and programmatic-budgetary situation of IICA | |
| 3.1. 2019 Program Budget | IICA/CE/Doc. 679 (18) |
| 3.2. Status of the collection of quota contributions | IICA/CE/Doc. 680 (18) |
| 3.3. 2017 Financial Statements of IICA and Report of the External Auditors | IICA/CE/Doc. 681 (18) |
| 3.4. Twenty-fourth Report of the Audit Review Committee (ARC) | IICA/CE/Doc. 682 (18) |
| 4. Strengthening of strategic partnerships | |
| 4.1. Dialogue with the private sector | No document |
| 4.2. Relationship between IICA and the Food and Agriculture Organization of the United Nations (FAO) | Unnumbered |
| 4.3. Relationship between IICA and the Tropical Agricultural Research and Higher Education Center (CATIE) | Unnumbered |
| 4.4. 2016-2017 Report of CATIE | Unnumbered |
| 4.5. Report of joint collaboration activities between IICA and the Caribbean Agricultural Research and Development Institute (CARDI) | Unnumbered |

4.6. 2016-2017 Report of CARDI Unnumbered

5. Activities of the General Directorate and the Governing Bodies

5.1. 2017 IICA Annual Report IICA/CE/Doc. 683 (18)

5.2. Report of the 2018 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI) IICA/CE/Doc. 684 (18)

5.3. Status of the resolutions of the Thirty-seventh Regular Meeting of the Executive Committee IICA/CE/Doc. 685 (18)

5.4. Status of the resolutions of the Nineteenth Regular Meeting of the Inter-American Board of Agriculture (IABA) IICA/CE/Doc. 686 (18)

5.5. Date and Venue of the Thirty-ninth Regular Meeting of the Executive Committee IICA/CE/Doc. 687 (18)

6. Other matters

ANNEX 4: LIST OF PARTICIPANTS

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