



REPORT OF THE TWENTY-NINTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

San Jose, Costa Rica

14-16 July 2009

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MINUTES OF THE MEETING

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

The Twenty-ninth 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 and in that Committee's Resolution IICA/CE/Res.495(XXVIII-O/08).

The 2009 Executive Committee was made up of the following countries: Antigua and Barbuda, Argentina, Chile, Colombia, the Dominican Republic, El Salvador, Guatemala, Mexico, Peru, Saint Lucia, Saint Vincent and the Grenadines and the United States of America.

PREPARATORY SESSION

0.1 *Opening of the session*

0.1.1 The Preparatory Session of the Twenty-ninth Regular Meeting of the Executive Committee was called to order at 08:50 on July 14, 2009, in the United States/Canada Room at IICA Headquarters. It was chaired by Mr. Ezequiel Joseph, Minister of Agriculture, Lands, Forestry and Fisheries and Delegate of Saint Lucia, the country that chaired the Twenty-eighth Regular Meeting of the Executive Committee.

0.1.2 The delegates of all the Member States making up the Executive Committee were present, with the exception of the representative of Argentina. The

Secretary of Agriculture, Livestock, Fisheries and Food of Argentina had sent an official communication beforehand (Nota S.P. No. 59/2009) informing the Committee that its delegate would not be able to attend the meeting.¹

0.2 Agreements

0.2.1 Agenda for the meeting

The program contained in Document IICA/CE/Doc534(09) was approved without modifications.

The Secretariat reported that, pursuant to Article 29 of the Rules of Procedure of the Executive Committee, the working and background documents had been uploaded to the Committee's online system, a section of IICA's website, 45 days before the meeting. Certain informational documents had been posted more recently.

0.2.2 Working committees

The Executive Committee decided to set up an Awards Committee and entrust it with the task of studying Document IICA/CE/Doc.548(09) "2007-2008 Inter-American Awards in the Rural Sector," which the General Directorate was submitting for approval, and to make pertinent recommendations to the plenary. The delegates of Chile, El Salvador, Peru, and Saint Vincent and the Grenadines and the United States of America were chosen to sit on the committee (each representing a Member State in one of the five regions into which IICA divides its operations).

0.2.3 Election of the Chair and Rapporteur of the Meeting

The heads of delegation elected Mr. Mario Roberto Aldana Perez, Minister of Agriculture, Livestock and Food of Guatemala, to chair the meeting. It was then proposed that Mr. Salvador Jimenez, Minister of Agriculture of the Dominican Republic, serve as Rapporteur. The motion was approved.

¹ During the Preparatory Session, the Ambassador of Argentina in Costa Rica, Mr. Juan Jose Arcuri, accredited Mr. Gustavo Alfredo Arambarri, the Counselor of the Embassy, as Argentina's delegate.

The officers of the meeting were elected as follows:

Chair:	Mario Roberto Aldana
Rapporteur:	Salvador Jimenez
<i>Ex officio</i> Secretary	Chelston W. D. Brathwaite

The Director General welcomed the delegates of the Member States to the Executive Committee. He congratulated Mr. Mario Roberto Aldana on being elected to chair the meeting, and Mr. Salvador Jimenez on being designated to serve as the Rapporteur.

0.2.4 Duration of the meeting

The plenary agreed to hold the closing session for the meeting at 12:00 on Thursday, July 16, 2009, as proposed by the Technical Secretariat.

0.2.5 Deadline for submitting proposals

Wednesday, July 15 at 14:00 was set as the deadline for submitting new draft resolutions.

0.3 Situation of Honduras

0.3.1 Taking into account the provisions of Resolution N^o AG/Res. 2 (XXXVII-E/09) of the General Assembly of the OAS, adopted during the special meeting held on July 5, 2009, suspending the right of the State of Honduras to participate in the Organization of American States, with immediate effect, and Resolution AG/Res. 1 (XXXVII-E/09) of the General Assembly of July 1, 2009, which declared that no government arising from the interruption of the democratic regime would be recognized, the Executive Committee decided, based on the Institute's rules and regulations:

0.3.2 That the Director General should not accept the credentials of any person wishing to participate in the Twenty-ninth Regular Meeting of IICA's Executive Committee as the representative of the State of Honduras;

0.3.3 That Mr. Hector Hernandez Amador, who had been nominated for the post of Director General of IICA by the Constitutional Government of Honduras before the OAS adopted the aforementioned resolutions, and who was the Minister of Agriculture of a Member State whose participation in the OAS had been

suspended, would not permitted to make a presentation to the Executive Committee;

0.3.4 That, within the framework of his functions and responsibilities, the Director General of IICA be given latitude to adopt the most appropriate measures for administering the activities of the Institute's Office in Honduras during the period of Honduras' suspension from the OAS, taking into account both the aforementioned resolutions of the OAS General Assembly and the interests of the Institute, its personnel and the beneficiaries of its activities;

0.3.5 That the Member States were to be kept informed.

0.4 Close of the session

0.4.1 The session was adjourned at 10:25.

INAUGURAL SESSION

0.5 Opening of the session

0.5.1 The Inaugural Session was called to order at 10:30 on July 14, with Mario Roberto Aldana Perez, Minister of Agriculture, Livestock and Food of Guatemala, in the chair.

0.5.2 *Welcoming remarks by the Director General and presentation of the achievements of the Administration and the 2002-2009 Management Report of the Director General.*

0.5.2.1 Dr. Chelston W. D. Brathwaite, Director General of IICA, welcomed the Representatives and Observer Representatives of the Member States to the Twenty-ninth Regular Meeting of the Executive Committee. He went on to explain the principal actions that his administration had carried out since 2002 aimed at modernizing and repositioning IICA to tackle the challenges of the 21st century.

0.5.2.2 First, he mentioned the implementation of the mandates of the Third Summit of the Americas, in which IICA had been instructed to play a new role as an

institutional partner in the Summit of the Americas process. Specifically, the Institute was tasked with serving as the Secretariat of the Ministerial Process, to facilitate the continuation of the ministerial meetings on agriculture and rural life, help link the Ministerial Process and the Summit of the Americas process and provide follow-up to the mandates issued by the summits, which IICA had carried out satisfactorily.

- 0.5.2.3 The Director General then spoke about the implementation of a new model of technical cooperation, thanks to which the Institute had managed to strengthen relations with its Member States and carry out more technical cooperation actions to meet the needs of the countries. He also mentioned that IICA had made a number of improvements to its technical cooperation services that had enabled it to enhance the technical cooperation provided to its Member States, including Canada and the United States of America, improve links with the private sector, step up horizontal technical cooperation and help modernize various ministries of agriculture, among other important actions.
- 0.5.2.4 Turning to the efforts to strengthen strategic partnerships, the Director General said they provided a way to mobilize resources, create greater synergy in technical cooperation and develop a more holistic approach to agricultural and rural development. The principal partners with which alliances had been developed included the OAS, FAO, IDB, PAHO, ECLAC, USDA, the World Bank, CIRAD, AECID, CATIE, WTO, the Swiss Agency for Development and Cooperation, the Biotechnology Industry Organization, the Rural Policy Research Institute and several universities, including Harvard, Cornell and Florida.
- 0.5.2.5 Dr. Brathwaite mentioned some of the Institute's most important financial achievements, which included the reduction in the amount of quota contributions owed to the Institute (down from US\$13.5 million in 2002 to US\$2.2 million at the end of 2008), the increase in the number of Member States that were up to date with the payment of their quota contributions (up from 22 in 2002 to 34 in 2009) and the growth in external funds administered (up from US\$127 million in 2002 to US\$206 million in 2008). Other important achievements were the implementation of a new simpler and more horizontal institutional structure, the renewal of the infrastructure at Headquarters, the updating of Institute rules and procedures, the establishment of an online system for managing meetings, the modernization of the technological platform and the implementation of a three-year plan aimed at the continuous improvement of human resources.

- 0.5.2.6 The Director General said the success in achieving IICA's objectives had been due to a number of changes made in the institutional culture, including the promotion of accountability, transparency, teamwork, excellence, equity and leadership. Dr. Brathwaite then noted that the key achievement of his eight years at the helm of the Institute had been in repositioning and refocusing IICA, which was now recognized as an important component of the institutional framework of the Americas for promoting agricultural development, food security and rural prosperity. The Director General concluded his remarks by expressing the hope that the next phase in IICA's institutional life would be prosperous and successful.
- 0.5.3 *2008 Annual Report of IICA.* The Deputy Director General presented the 2008 IICA Annual Report, describing the main results of the Institute's work during that year, keyed to the 2006-2010 Medium-Term Plan and the Institute's national, regional and hemispheric technical cooperation agendas.
- 0.5.3.1 In his introduction, the Deputy Director General gave details of IICA's efforts to support the repositioning of agriculture on the agenda of the Member States. He then described the Institute's main achievements in 2008 in each of its priority areas of action: trade and agribusiness, agricultural health and food safety, rural development, natural resources and the environment, technology and innovation and strategic partnerships.
- 0.5.3.2 The Deputy Director General concluded his presentation with a summary of the main results achieved by IICA in 2008 in terms of the implementation of over 500 direct technical cooperation actions, the formulation and execution of at least 8 programs and 14 hemispheric projects, the holding of 85 high-level technical events and the production of 200 publications.
- 0.5.4 *Summits of the Americas and Ministerial Meetings - Background and IICA's contributions.* The Director General described the mandates issued at the Third Summit of the Americas (Quebec 2001). They had been a milestone, inasmuch as the Presidents and Heads of State recognized the importance of agriculture and rural life as a means of promoting sustainable national development and reducing poverty. The Director General then asked Mr. Bernardo Badani, Director of IICA's Office of Follow-up to the Summit of the Americas Process (OSCU), to explain in greater detail what would be discussed at the next Ministerial Meeting of Agriculture and Rural Life, due to be held in Jamaica in October 2009.

- 0.5.4.1 The Director of OSCU described the Summit of the Americas process and its connection with the ministerial meetings, the results obtained so far and IICA's contributions to the process. He also mentioned the importance for the countries of the AGRO 2003-2015 Plan and the institutional framework of the summit process. He said that IICA was playing a dual role, as a technical cooperation agency and an institutional partner in the process, serving as the Technical Secretariat of the Ministerial Process "Agriculture and Rural Life in the Americas."
- 0.5.4.2 The Director General thanked the Director of OSCU for his presentation and described the progress made with preparations for the Fifth Ministerial Meeting "Agriculture and Rural Life in the Americas" within the framework of the Summit of the Americas process, which would be taking place in Montego Bay, Jamaica, in October 2009. He stressed the importance of the meeting, as food security continued to be a highly important issue for the sustainable development of the hemisphere. He underscored the importance of the theme of the meeting "Building Capacity for Enhancing Food Security and Rural Life in the Americas" and emphasized the need to focus and strengthen the countries' efforts to address the critical issues related to food security in the hemisphere.
- 0.6 Close of the Session
- 0.6.1 The Inaugural Session concluded at 13:20.

FIRST PLENARY SESSION

1.1 Opening of the Session

1.1.1 The First Plenary Session of the Executive Committee was called to order at 14:30 on Tuesday, July 14, 2009, under the chairmanship of Mario Roberto Aldana, Minister of Agriculture, Livestock and Food of Guatemala.

1.2 *Recommendations of the SACMI on the strengthening of IICA's technical capabilities and the crafting of the Strategic Framework for the Institute*

1.2.1 *Strengthening of IICA's technical capabilities*

1.2.1.1 The Chair asked the Director of the Directorate of Technical Leadership and Knowledge Management (DTLKM) to give details of the progress made in implementing the recommendations of the Special Advisory Committee on Management Issues (SACMI) relative to the improvement of the Institute's technical expertise, and in crafting the Strategic Framework of IICA for the period 2010-2020.

1.2.1.2 Among the main achievements, the Director of the DTLKM highlighted the consolidation under his unit of all the Institute's technical areas and units; the strengthening of knowledge management; better articulation of the hemispheric agenda with the regional and national ones; the beefing up of the strategic partnerships with FAO, the IDB, the WFP, the World Bank, CATIE and several universities; and the elimination of most of the projects calling only for the management of funds. He then talked about the progress made in developing a comprehensive system of profiles of professional technical posts; the enhancement of the recruitment processes for technical personnel; the design and development of a system for managing consulting services; and the preparation of the document "IICA's technical cooperation and its instruments," which was being discussed internally.

1.2.1.3 The Director of the DTLKM then explained the support that IICA had provided to the Steering Committee spearheading the process of improving the Institute's technical capabilities. He said that support had included the coordination of actions, the facilitation of financial and technical resources, and the provision of the information and logistic assistance that the Committee needed for its work. He emphasized the assistance provided to the Steering Committee for the preparation of the proposed Strategic Framework for IICA for the period 2010-2020, in accordance with the specific criteria established in the recommendations of the SACMI that the Executive Committee had adopted at its Twenty-eighth Regular Meeting by means of Resolution N° 490. The support had also included the holding of virtual and onsite meetings, the identification of companies and consultants with the expertise needed to craft the proposed Strategic Framework and the formation of the panel of experts that had studied the proposal prepared by the consultant.

1.2.2 Strategic Framework for the Institute

1.2.2.1 The Director of the DTLKM gave the floor to the Observer Representative of Brazil, who, speaking on behalf of the Steering Committee, presented the proposed Strategic Framework for IICA for the period 2010-2020. He described the main components of the proposed Strategic Framework, explaining why the framework was needed and emphasizing IICA's role as an agency of the Inter-American System that supported the efforts of the countries to strengthen the agricultural sector and make it more competitive, productive and sustainable, in order to provide food, create employment and increase income, and thereby help reduce poverty and spur development.

1.2.2.2 He then explained the challenges facing agriculture at the global and hemispheric levels in a dynamic and changing environment driven by the economic and financial crises. The main challenge in that environment was the need to prepare agriculture to take advantage of the opportunities that would arise once the crisis was over and to cope with future situations of a similar nature.

1.2.2.3 The speaker then presented the proposed general orientation for the Institute's actions and its role in responding to the changing needs and demands of the Member States. He mentioned the desirability of proposing other approaches for regional and national actions based not only on the geographical location of countries, but also on their special characteristics and specific demands.

- 1.2.2.4 He explained the proposed potential thematic areas for IICA, which were based on the importance of agriculture for the sustainable development of the economy, well-being, social and political stability and food security of the countries, and were in line with the types of technical cooperation the Institute could provide. The areas proposed were as follows: 1) Forecasting, monitoring and analyzing the global environment; 2) Agrifood system: agriculture, chains and markets; 3) Rural system; and, 4) Cross-cutting topics.
- 1.2.2.5 Finally, the Observer Representative of Brazil asked the Member States and Observers present to offer their comments, suggestions and observations, to help enhance the initial proposal for the Strategic Framework.
- 1.2.2.6 The Representative of El Salvador pointed out that the Strategic Framework was designed to give IICA a long-term vision. He suggested including the subject of the development of rural agroindustry, due to its impact on the generation of value added and greater agricultural profitability. He requested that, in addition to technical cooperation, the proposal include financial cooperation to support the implementation of production projects.
- 1.2.2.7 The Representative of Mexico said the proposal provided input for the Strategic Framework and the Medium-Term Plan of the next administration, and agreed with the Representative of El Salvador as to the need to include the topic of rural agroindustry.
- 1.2.2.8 The Representative of Chile was pleased with the approach proposed, which took into account the changes that the economic and financial crises were bringing about in an environment that was still unpredictable. He recommended that the Strategic Framework place emphasis on the need to make the Institute's actions more visible to the public and decision makers in the countries, and for IICA to place critical, current agricultural issues on the hemispheric agenda for discussion.
- 1.2.2.9 He suggested including as one of the short-term trends changes in the pattern of migration, inasmuch as reverse migration was taking place and having an impact on agricultural employment. He underscored the importance of protecting agricultural employment. He agreed that forecasting should be included in the proposal and suggested creating a specialized unit at IICA to support the Member States and the Institute itself in making decisions related to future scenarios. He asked that the subjects of climate change and the promotion of exports be included explicitly. With regard to the latter, he felt it

important that cooperation actions focus on comprehensive support for small and medium-sized agricultural exporters, to help them take better advantage of the opportunities offered by the opening of markets worldwide.

- 1.2.2.10 The Director General said the proposal presented provided a basis for preparing the Strategic Framework for IICA for the period 2010-2020. He hoped the Steering Committee would incorporate into the proposal the recommendations made by the Representatives, so the Member States could then study and enhance it, with a view to presenting it to the IABA at its Fifteenth Regular Meeting. He suggested incorporating the topics of information management, information and communication technologies (ICTs) and satellite technologies, the revolution in extension and technology transfer methods and the effective linking of producers with markets.

1.3 2008 Financial Statements of the Institute and Report of the External Auditors

- 1.3.1 IICA's Director of Finance presented the main conclusions of the 2008 Financial Statements and the Report of the External Auditors on those financial statements. She noted that for six consecutive years no observations had been made to the Administration about the statements and the audit had been carried out following internationally accepted accounting principles. She added that the international firm of Deloitte and Touche had performed the external audit.
- 1.3.2 The Representative of Canada thanked the Director of Finance for the information presented and asked for an explanation of the reasons why the trust fund had risen from US\$125 million in 2005 to more than US\$206 million in 2008.
- 1.3.3 The Director of Finance said that most of the growth was due to an increase in the number of projects entrusted to the Institute by the Member States, the administration of which had been facilitated through the use of the SAP financial system, which had enabled the Institute to manage more external funds from national sources and international organizations.
- 1.3.4 The Director General was of the opinion that the increase in the fund should be viewed as an expression of the trust the Member States and international organizations had in the Institute, thanks to the transparency with which it administered its financial resources and the accountability it provided. He added that, even though the Administration was empowered to extend the

contract with the external auditors for two more years (IICA/CE/Res.470(XXVII-O/05), he would prefer to have the endorsement of the Executive Committee before doing so because the life of the contract would extend into the next administration.

- 1.3.5 The Representative of Peru congratulated the Director General on the sound management of resources during his administration, which was reflected in the financial statements. He backed the suggestion that the contract of the current external auditors be extended, which received the support of the remaining members of the Executive Committee.

1.4 Current status of quota payments and progress in the collection of quota arrearages

- 1.4.1 The Director of Finance first addressed the collection of quota arrearages, which had decreased from US\$17.5 million in 2003 to US\$2.3 million in 2008. She noted that this had been possible thanks to the importance the governing bodies of the Institute had attached to the issue, and to the efforts of the Member States to bring their payments current. She reported that, as regards receipt of quotas for 2009, as of July 13, US\$15.6 million of a total of US\$29.5 million had been received.

- 1.4.2 The Director General thanked the Member States for their financial support of the Institute and for the trust they had placed in his administration, thanks to which it had been possible to provide them with the technical cooperation requested.

1.5 Fifteenth Report of the Audit Review Committee (ARC)

- 1.5.1 Mr. Tracy LaPoint, a member of the Audit Review Committee, reported that the most recent meeting of the Committee had been held in May 2009. He added that the external audit of the Institute's financial statements for the fiscal year ending December 2008 complied with generally accepted accounting standards and the rules and procedures of IICA.
- 1.5.2 He called attention to a significant reduction in delays on the part of the Member States in the payment of their financial obligations to the Institute. As a result, for the first time in many years, the report of the external auditors did not contain an emphasis of matter paragraph related to balances of quotas owed.

- 1.5.3 He reported that the SAP system had been installed successfully in the IICA Offices in Colombia and Mexico. In a visit to Colombia, the external auditors had not detected significant problems related to the implementation of the system in the IICA Office in that country.
- 1.5.4 He went on to say that plans called for the installation of the latest version of this financial system this year and for adjustments in the structure of IICA's accounts in the system, which would ensure optimum performance. He noted that because the Internal Audit Unit had complied with the recommendations issued earlier by the ARC, the only recommendation at this time was to continue following up on implementation of the recommendations of the ARC and the external auditors.
- 1.5.5 He stated that the system for determining and reviewing the remuneration of the Director General had been analyzed, and that the analysis would be shared with the SACMI at its meeting in 2010.
- 1.5.6 The Chair thanked Mr. LaPoint for presenting the Fifteenth Report of the ARC.
- 1.5.7 The Representative of the United States of America asked for clarification as to the recommendations that had not yet implemented, and recommended that the name of the staff members responsible for following up on the recommendations be indicated.
- 1.5.8 The Director General explained that the recommendations regarding the Internal Audit Unit referred to good practices it had been instructed to implement to ensure transparent and sound financial management.
- 1.6 *Election of a member of the Audit Review Committee (ARC)*
- 1.6.1 The Director of Finance referred to document IICA/CE/Doc542, pointing out that the three members of the ARC were appointed for a period of six years, and that one member was replaced every two years. She noted that the appointment of Mrs. Sharman Ottley was due to expire on December 31, 2009. She then asked the Member States for nominations to replace Mrs. Ottley. Five were received.
- 1.6.2 She stated that, pursuant to Article 2.3 of the ARC Statute, each member of the ARC must be a high-ranking official of the entity responsible for

examining the accounts for the public administration of the Member State. She added that Mrs. Pamela Monroe Ellis, Auditor General of Jamaica, was the only candidate who met this requirement and that, for that reason, was being recommended to fill the vacancy left by Mrs. Ottley as of January 2010.

- 1.6.3 The Chair submitted the nomination of Mrs. Pamela Monroe Ellis, Auditor General of Jamaica, to the consideration of the Representatives. She was chosen to join the ARC as of January 1, 2010.
- 1.6.4 The Director General recognized the outstanding service of Mrs. Sharman Ottley, Auditor General of Trinidad and Tobago, as a member of the ARC for six years. He then thanked the members of the ARC for their contributions to ensuring transparency in the management of funds and for boosting the Institute's credibility. He then welcomed the Auditor General of Jamaica to the ARC.
- 1.6.5 The Observer Representative of Trinidad and Tobago thanked the Director General for his comments on the service of Mrs. Ottley, and congratulated the Auditor General of Jamaica on her appointment.
- 1.6.6 The Observer Representative of Jamaica thanked the Executive Committee for the confidence displayed in appointing Mrs. Pamela Monroe to the ARC.

1.7 *Proposed Regular Program Budget for 2010-2011*

- 1.7.1 Mr. Francisco Barea, Director of Administration and Finance, began his presentation by stating that he would focus on two topics. The first referred to the results of the study of the impact of the freezing of Member State quotas from 1995-2008, conducted in response to a request from the SACMI. The second topic would be the proposed Program Budget for 2010-2011.

1.7.2 *Results of the study of the impact of the freezing of Member State quotas*

- 1.7.2.1 Mr. Barea explained that the freezing of Member State quota resources since 1995 had affected the operating capacity of IICA and led to a continual reduction in the number of International Professional Personnel. The purchasing power of the quotas had declined by 27% because the amount allocated in nominal US\$ had not varied. The Institute had resorted to using complementary resources (INR resources and miscellaneous income), which had led to a significant change in the structure of financing. He noted that part

of those resources came from the collection of quota arrearages, a source of funds expected to decline in the future considering that almost all the Member States were up to date in the delivery of their quotas to IICA.

1.7.2.2 He noted that, while between 1995 and 1998 the growth in INR resources and miscellaneous income more than made up for the loss in purchasing power, since 1999, the Institute had been operating with an amount of real income inferior to the total resources that were available in 1995. This situation had had a negative impact on the Institute's ability to finance technical cooperation actions.

1.7.3 2010-2011 Program Budget

1.7.3.1 Mr. Barea presented the proposed 2010-2011 Program Budget, contained in document IICA/CE/Doc. 541(09). He explained that the aim of this proposal was to identify the areas of cooperation in which the Institute would focus its efforts in 2010, and that the proposal contained the observations received from the SACMI. He then referred to the priorities for strategic action, the bases of the proposal, the resources derived from the Institute's different sources of funding, and the allocation of the resources of the Regular Fund, detailing how they would be used in 2010. He added that an overall amount was being proposed for 2011 so that the next administration would have a chance to adjust it to the priorities defined in the 2010-2014 Medium Term Plan.

1.7.3.2 He mentioned the following priorities for strategic action: a) contributing to the repositioning of agriculture and rural life and to the renewal of their institutional framework, and b) direct technical cooperation. Next he explained that the proposed Program Budget was based on the following considerations: a) details were to be provided on the allocation of the resources of the Regular Fund only for 2010, with an overall amount for 2011; b) Institute capabilities financed with the resources of the Regular Fund would be focused on the priorities of the current MTP and on the national, regional and hemispheric agendas; c) Member State quotas would remain at the same level as in 2008-2009; d) an increase in the allocation of miscellaneous income, to US\$6.1 million in each year of the biennium, was proposed; and e) the additional resources being requested would be assigned to the hemispheric actions mandated by the Governing Bodies. He then explained the criteria considered in calculating external resources and allocating INR resources, which are generated from administering projects of

the governments, financed by the countries and international financial organizations.

1.7.3.3 Next, Mr. Barea referred to the overall budget. He stated that the proposed funding for the Regular Fund was US\$33.4 million for 2010 and the same amount for 2011, broken down as follows: US\$27.3 million in quota resources and US\$ 6.1 million in miscellaneous income. In addition, external resources were projected to total US\$145 million, which would generate US\$8.6 million in INR resources. He added that US\$1 million from the INR fund were expected to be executed. This brought the total to US\$187.9 million. He then detailed the allocation of the Regular Fund by Chapter, object of expenditure and strategic priorities.

1.7.4 *Dialogue and discussion*

1.7.4.1 The Representative of the United States of America requested additional information on the resources allocated in 2010 for the new position in Food Security.

1.7.4.2 Mr. Barea explained that the resources allocated to the Hemispheric Food Security Program would be used in the execution of a number of actions, including the analysis, monitoring and dissemination of policies, the conduct of studies and workshops and the implementation of initiatives aimed at strengthening the capabilities of small- and medium-scale producers. The budget called for the allocation of US\$200,000 from the increase in miscellaneous income to hire a specialist under the terms of reference that had been established.

1.7.4.3 The Director of Technical Leadership and Knowledge Management, Mr. James French, added that the actions the Institute would take in 2010 at the national, regional and hemispheric levels had already been planned, and that the necessary specialized personnel would have to be hired.

1.7.4.4 The Representative of Brazil asked for clarification regarding the loss of real value in the case of INR resources and miscellaneous income. He recommended including in the Program Budget the information suggested during the SACMI meeting. He felt it was important that the information reflect IICA's efforts to reduce its role in the administration of resources and to focus on the provision of technical cooperation to the Member States. He thanked Mr. Barea for the report on the freezing of quota contributions.

- 1.7.4.5 Mr. Barea explained that most of the miscellaneous income and INR resources were received and spent in local currency. He added that the Programming Committee analyzed all proposed instruments, agreements and contracts for externally funded projects to ensure compliance with the established policy and to avoid administering the resources of initiatives not associated with the technical priorities of the Institute.
- 1.7.4.6 The Representative of Saint Lucia asked why there had been a decrease of 15% under the heading of publications and an increase under the heading of International Professional Personnel.
- 1.7.4.7 Mr. Barea said that the reduction under the heading of publications would be possible because fewer printed publications would be produced. Instead, information and knowledge would be shared via electronic means, fora, seminars and Web sites. The increase under the heading of International Professional Personnel could be attributed to the post adjustments granted every year to offset inflation, which are based on parameters established by the United Nations.
- 1.7.4.8 The Representative of Canada asked for clarification regarding the changes in the structure of the contributions of the 2010-2011 budget vis-à-vis the budget for 2009. He felt that the effects of the freezing of quota contributions and the suggestions for reducing the costs of the Institute's structure cited by Mr. Barea, including the possibility of closing some Offices, should be given further consideration.
- 1.7.4.9 Mr. Barea explained that the change in the structure of the budget could be attributed to the application of the latest quota scale established by the OAS, whose application is mandatory for IICA. He added that the idea of closing Offices as part of efforts to reduce costs was a very delicate issue which must be analyzed from a number of angles, including the political angle.
- 1.7.4.10 The Representative of Mexico felt that the report Mr. Barea had presented deserved further analysis. He noted that the reform suggested in the structure of the Institute, which would imply the closing of Offices, was indeed a very sensitive matter. In his opinion, the Offices in the countries were a window for the Institute and contributed to the effectiveness of its work in the Member States.

- 1.7.4.11 The Observer Representative of Barbados considered it necessary to keep all existing Offices open because they helped strengthen the capabilities of the countries. Only by strengthening the Offices would IICA be able to tackle challenges effectively.
- 1.7.4.12 The Director General thanked Mr. Barea for his presentation, which he said reflected clearly and accurately the financial situation of the Institute. He noted that in recent years important progress had been made in the generation of income, which had enabled the Institute not only to survive, but also grow, despite receiving the same amount of quota resources, US\$27 million in nominal terms, for 14 years. As a result, the Institute had found it necessary to seek complementary resources if it was to provide the technical cooperation the Member States required to tackle major challenges such as reducing poverty and ensuring food security. He recommended that the Strategic Framework give careful consideration to the actual availability of financial resources and be clear as regards priorities for and types of funding for IICA. He concluded by saying the Offices in the Member States were the platform from which the Institute carried out technical cooperation actions, and that closing Offices was not a reasonable proposal.
- 1.8 *Request from the Government of Costa Rica for the donation of a plot of land for the construction of a hospital in the city of Turrialba*
- 1.8.1 The Minister of Agriculture and Livestock of Costa Rica explained why CATIE was being asked to donate land for the construction of a hospital in Turrialba. He explained that, among other things, the building currently housing the hospital was old, in an unsuitable location and exposed to both noise and air pollution. In addition, due to the growth of the population in the community of Turrialba, a more modern and larger facility was needed, which would serve not only the community, but also the personnel of and visitors to CATIE. He added that, in addition to the land being requested from CATIE, the National Production Council (CNP), a public agricultural sector institution, would be donating an adjoining plot of land for the hospital project. He concluded by noting that the topography and location of the land was ideal for the type of building to be constructed.
- 1.8.2 Accordingly, he asked the Executive Committee to recommend to the IABA that it approve the donation of 4.9 hectares to build the new hospital for Turrialba and surrounding area. He then asked the IABA to authorize IICA's and CATIE's authorities to begin the process of subdividing the land.

- 1.8.3 The Representative of Mexico endorsed the request made by the Minister of Agriculture and Livestock of Costa Rica and explained that the area being requested accounted for only a small part of the total surface area of CATIE. He based his endorsement on the service the hospital would provide to the community, what it would do in terms of relations between CATIE and the community, and the benefits CATIE would derive from having the hospital nearby.
- 1.8.4 The Director General noted that the creation of CATIE was the result of an agreement between IICA and the Government of Costa Rica, and that it was up to the IABA to approve the request presented by that Government. He added that, on the basis of consultations with the Director General of CATIE, the donation of the land being requested would not affect CATIE's current or future of plans.
- 1.8.5 He also noted that the needs of the community of Turrialba were not the same as 67 years ago when the Government of Costa Rica donated the land to IICA. In his opinion, the donation of the land would be a noble and generous act. He held that the new hospital would benefit not only the community of Turrialba, but also CATIE, its student body, its faculty, its personnel and their families. Finally, he stated his support for the request made by the Minister of Agriculture and Livestock of Costa Rica and asked to hear the positions of the Legal Advisor and the Director General of CATIE.
- 1.8.6 The Representative of Peru endorsed the request made by the Minister of Agriculture and Livestock of Costa Rica.
- 1.8.7 The Legal Advisor explained that, because the land in question belongs to IICA, the decision was up to the IABA. He added that the Executive Committee could send the recommendation to the IABA, the highest governing body of IICA.
- 1.8.8 The Director General of CATIE considered that the donation of the land would not affect the execution of CATIE's plans and projects. He agreed with the Representative of Mexico that the land in question constituted a small part of the total surface area of CATIE. He noted that the request made by the Government of Costa Rica had been presented to both the Governing Council and the Board of Directors of CATIE, who had recommended that it be presented to the authorities of IICA. He felt that the well-being of the community was important to CATIE and that this contribution would bolster

relations with the community. He added that the construction of a new hospital would benefit Turrialba, surrounding communities and the population, permanent and otherwise, of CATIE, totaling some 1000 people.

1.9 *Close of the Session*

1.9.1 The First Plenary Session was adjourned at 18:50.

SECOND PLENARY SESSION

2.1 Opening of the session

2.1.1 The Second Plenary Session was called to order at 09:05 on July 15, 2009, with Mr. Mario Roberto Aldana, Representative of Guatemala, in the chair.

2.2 Reading and approval of draft resolutions

2.2.1 The Rapporteur read out the following draft resolutions: “2002-2009 Management Report,” “2008 IICA Annual Report,” “2010-2020 Strategic Framework for IICA,” “Fifteenth Report of the Audit Review Committee (ARC),” “Progress with the collection of quotas owed to IICA as of June 30, 2009, “2010-2011 Program-Budget” and “Appointment of the External Auditors for IICA and CATIE for the 2010-2011 biennium.” All were approved as read.

2.2.2 Draft resolution: “2008 Financial Statements of IICA and Report of the External Auditors”

2.2.2.1 The Rapporteur read out the draft resolution “2008 Financial Statements of IICA and Report of the External Auditors.”

2.2.2.2 The Director General pointed out that the Executive Committee was not authorized to approve the Institute’s financial statements or the report of the external auditors. Therefore, he suggested that the wording of the resolution be amended to state that the Executive Committee acknowledged receipt of the financial statements for 2008 and the report of the external auditors and would submit them to the Inter-American Board of Agriculture for approval at its Fifteenth Regular Meeting. The draft resolution was approved with the recommended correction.

2.2.3 Draft resolution: “Election of a Member of the Audit Review Committee”

2.2.3.1 The Rapporteur read out the draft resolution “Election of a Member of the Audit Review Committee.”

- 2.2.3.2 The Representative of Mexico asked whether the Executive Committee was authorized to elect the new member of the ARC.
- 2.2.3.3 The Director General informed him that, according to Chapter 3 of the Rules of Procedure of the Executive Committee, this governing body was authorized to appoint the members of the ARC and approve its reports. The draft resolution was approved without modifications.
- 2.3 *Report of the 2009 Meeting of the Special Advisory Committee on Management Issues (SACMI) and the proposal to institutionalize the Committee*
- 2.3.1 The Director General presented to the Twenty-ninth Regular Meeting of the Executive Committee a document proposing that the Special Advisory Committee on Management Issues (SACMI) be institutionalized as a permanent mechanism for the high-level management of the Institute. He pointed up the significant contribution that the Committee had made to the sound management of the Institute and emphasized the useful input it had provided for the discussion of issues of strategic importance to IICA. He then asked the Technical Secretary to present a summary of the SACMI's contributions during the period 2002-2009.
- 2.3.2 The Technical Secretary referred to the purpose, membership and functions of the SACMI, and the mechanisms for its operation. He pointed out that its purpose was to facilitate a regular exchange of opinions between the Director General and the Member States with regard to administrative and financial initiatives and matters, to help the Executive Committee and the IABA reach a consensus on the issues concerned. He then explained the most important contributions of the SACMI in the areas of technical cooperation, the modernization of management systems and the financial sustainability of the Institute.
- 2.3.3 He then mentioned some matters that were pending, or in the process of being addressed, on which the SACMI had focused at its last meeting, held in 2009. Those matters included the proposal to prepare the 2010-2020 Strategic Framework for IICA, the 2010-2014 Medium-Term Plan, the recommendation to move forward in developing the comprehensive human resources policy, the continued strengthening of technical capabilities and the institutionalization of the SACMI.

- 2.3.4 Finally, the Technical Secretary informed the delegates that the Director General was delighted that the SACMI had become an effective mechanism for facilitating dialogue among the Member States, and between them and the General Directorate of IICA.
- 2.3.5 IICA's Legal Advisor referred to the amendments to the Statute of the SACMI. He pointed out that the Executive Committee had the authority to amend the Statute of the SACMI to institutionalize the Committee. He announced that the draft resolution "Amendments to the Statute of the Special Advisory Committee on Management Issues" contained that proposal and would be presented to this Executive Committee for consideration.
- 2.4 *Report on the Implementation of IICA's Food Security Strategy (IICA/CE/Res.482 (XXVIII-O/08))*
- 2.4.1 The Chair called the session to order and gave the floor to the Director of Technical Leadership and Knowledge Management (TLKM), who said that the issue of food security had been addressed in IICA's last two medium-term plans. He then referred to the situation in 2008 that had led the Executive Committee, at its Twenty-eighth Regular Meeting, to adopt a resolution in which it asked IICA to address the issue in an urgent and comprehensive manner, in conjunction with other global and hemispheric agencies, and to focus its assistance mainly on meeting the needs of small- and medium-scale producers.
- 2.4.2 The Director of TLKM said that IICA had defined three strategic lines of action on which it would focus its cooperation actions: a) institutional innovation for a new paradigm of technological change for the production and diversification of food; b) the institutional framework and services to improve the capacity of small- and medium-scale producers and family agriculture to integrate into markets; and c) analysis, monitoring and dissemination of policies and information about the situation and outlook of food security. He explained the objectives and the expected results of each strategic line of action and the progress achieved since July 2008. He described the main projects, programs and activities either under way or to be carried out under each one at the hemispheric, regional and national levels, including a portfolio of projects aimed at improving food security in Latin America and the Caribbean.

- 2.4.3 The Director of TLKM then informed the meeting that IICA had prepared a program integrating the three strategic lines of action, entitled “Small- and medium-scale agriculture: technology, markets, policies and institutions,” designed to develop the capabilities of the producers concerned and the existing institutional framework in IICA’s member countries, with an eye to improving the availability of food and favoring access to markets. He then referred to the program’s general objective, specific objectives and main expected results. Finally, he detailed the activities that would be carried out under the program in the second half of 2009 and early 2010.
- 2.4.4 The Observer Representative of Canada asked whether IICA had conducted a study on the impact of unstable agricultural prices. He also asked for information about how IICA planned to focus its cooperation to afford small- and medium-scale producers access to markets and to innovations and technology transfer.
- 2.4.5 The Director of TLKM said the Institute had analyzed the impact of the increase in and volatility of prices. He mentioned that, in general, family income had shrunk because of the crisis, leading to changes in tastes and preferences. He also reported that IICA had carried out studies on the transmission of prices to agricultural producers in five countries that showed that the transmission did not occur automatically or in a linear fashion and depended on the type of agricultural activity. With respect to technological innovations, he explained that technologies were available that producers had helped to develop, select and adopt such as rice varieties developed by the CIAT. Concerning the issue of income, he said that IICA’s action was geared to the identification, analysis and dissemination of policies that would create an enabling environment for the adoption of new technologies and practices, the creation of more value added, and the integration of small- and medium-scale producers into markets, all of which would increase producers’ incomes.
- 2.4.6 The Representative of the United States asked for information about the role of the Coordinator of Food Security and about how he/she would interact with the present coordinator of each strategic line of action. The Director of TLKM said the Coordinator had not yet been hired and would take up his/her post in 2010 with resources allocated in the 2010-2011 Program-Budget. He/she would coordinate the work of the three lines of action at the hemispheric, regional and national levels and his/her duties would include the articulation of activities with the present leader of each strategic line of action, the

Directors of Regional Operations and the IICA Representatives in the countries.

2.4.7 The Representative of Chile suggested that the subject of biotechnology be included explicitly in the proposal, given its importance to efforts to increase productivity and raise producers' income. Another topic he felt should be considered was IICA's cooperation in the promotion of contract agriculture, which gave small- and medium-scale agricultural producers more security and guarantees.

2.5 *Week of Agriculture and Rural Life - Jamaica 2009*

2.5.1 Address by Dr. Christopher Tufton, Minister of Agriculture and Fisheries of Jamaica

2.5.1.1 The Chair gave the floor to the Minister of Agriculture of Jamaica, who spoke via videoconference. The minister described the preparations for the Week of Agriculture and Rural Life to be held in Montego Bay, Jamaica, from October 25-31, 2009. He mentioned the issues that the meeting would have to address, particularly the formulation of a common agenda for the development of agriculture in the hemisphere. He thanked IICA and, in particular, the Director General, for the support received and was pleased with the progress achieved. The meeting offered an excellent opportunity to address the challenges that lay ahead, with a view to developing the capabilities of the countries for promoting agriculture and guaranteeing food security. He said that, in addition to guaranteeing food, the countries needed to develop and adopt appropriate technologies, adapt agriculture to climate change and improve the management of natural resources, particularly water.

2.5.1.2 He believed the countries needed to invest more in agriculture, involve the private sector more, and design and implement policies that would make it possible to integrate small-and medium-scale producers into markets. A new model was needed to achieve those goals, different from the one traditionally promoted by international agencies. He thought that the principles applied to ordinary businesses should also be applied to agriculture, and that agricultural prices should not be the lowest possible, but rather ensure that agricultural production was sustainable and make it possible to overcome the problems that existed.

- 2.5.1.3 He concluded by underscoring the importance of involving private-sector investors in this activity, in the firm belief that the public and private sectors, working together, could find the best solutions to the problems of small-scale farmers.
- 2.5.1.4 The Director General thanked the Minister for his remarks and underscored the relevance of the topics to be addressed at the Fifth Ministerial Meeting, including the contributions of small-scale farmers to food security, and the development of capabilities in the Members States to achieve that goal. He reiterated IICA's commitment to ensure the success of the Fifth Ministerial Meeting "Agriculture and Rural Life in the Americas" and the Fifteenth Regular Meeting of the IABA, and expressed his gratitude for all the support provided by the Government of Jamaica in preparing for this important hemispheric event.
- 2.6 *Proposed agenda for the Fifteenth Regular Meeting of the Inter-American Board of Agriculture (IABA)*
- 2.6.1 The Chair explained that, in accordance with section e. of Article 3 of the Rules of Procedure of the Executive Committee, one of its functions was to act as the preparatory committee of the Board. With this in mind, the Chair presented the proposed agenda for the Fifteenth Regular Meeting of the IABA, to be held in Montego Bay, Jamaica, in October 2009, and recommended that it be approved as presented in document IICA/CE/Doc.553 (09).
- 2.6.2 The Director General explained that the proposed agenda included, among other items, his management report for the period 2002-2009, the proposed Strategic Framework for 2010-2020, the actions plans of CATIE and CARDI, budgetary and financial matters, the election of the Director General of IICA for the period 2010-2014, the presentation of the Inter-American Awards and other matters pertaining to the Governing Bodies of the Institute. He then recalled that the Fifth Ministerial Meeting would include the ministerial dialogue and the panel of international organizations (IDB, World Bank, FAO, WFP, etc.). In concluding his remarks, he asked Donovan Stanberry, Permanent Secretary of the Ministry of Agriculture and Fisheries of Jamaica, to comment on the organization of the Week of Agriculture and Rural Life of the Americas – Jamaica 2009.
- 2.6.3 Mr. Stanberry underscored his country's interest in promoting this type of meeting. He stressed the importance of including the private sector and

requested IICA's help in ensuring the participation of representatives of the private sector from throughout the hemisphere. He reaffirmed Jamaica's interest in having the public and private sectors work together to develop capabilities. He closed by reporting that two field trips had been programmed to interesting initiatives undertaken by the Jamaican government in agricultural production and forest reserve zones.

2.6.4 The Director General thanked the Permanent Secretary for sharing that information.

2.7 *Report on the strengthening of IICA-IDB relations*

2.7.1 IICA's Director of Strategic Partnerships reported on the most important activities carried out and results achieved within the framework of relations between IICA and the IDB. He pointed to the Institute's efforts to strengthen relations between the two organizations, as well as the activities implemented in 2008 at the hemispheric, regional and national levels. He concluded by referring to a number of challenges that the two organization, together, could tackle.

2.7.2 He reaffirmed the need to focus relations with the IDB on technical and operational matters, so as to move forward at the national and regional levels on projects and topics of common interest. He cited FONTAGRO as a successful experience within the framework of these relations.

2.7.3 The Director General thanked him for his presentation and reaffirmed his interest in strengthening relations with the IDB. In his opinion, the IDB could make better use of the Institute's technical potential and its experience in its Member States. He mentioned that IDB negotiations were often conducted with ministries of the economy, and not directly with the ministries of agriculture, which he felt limited the action the Institute could take. In light of the above, the Director General asked for the support of the countries in promoting the participation of IICA in IDB-funded projects, in keeping with Resolution 431, adopted by the IABA in 2007, regarding the strategic importance the Member States attach to strengthening relations between IICA and the IDB.

2.8 *Conferring appointment and title of emeritus*

2.8.1 The Chair gave the floor to the Director General to present this topic to the Executive Committee for consideration.

- 2.8.2 The Director General explained that, in the exercise of the powers granted to him under Article 16 of the Rules of Procedure of the General Directorate, he wished to propose that appointment and title of Personnel Emeritus be conferred upon on Messrs. Enrique Alarcon Millan, Jorge Ardila Vasquez, Roberto Casas Bernada, Mariano Gustavo Olazabal Balcazar, Sergio Sepulveda Silva and Guillermo Emilio Villaneuva Tavares.
- 2.8.3 He stated that he could personally attest to the fact that the six former employees met all the requirements established in the rules of procedure of the Institute for conferring such title. He explained that the documentation distributed 45 days in advance of this meeting of the Executive Committee, which contained the curriculum vitae of each, highlighted the qualifications and professional experience of the candidates, and that he considered it an honor to have worked with them at IICA.
- 2.9 *Bylaws of the Inter-American Commission for Organic Agriculture*
- 2.9.1 The Chair gave the floor to Pedro Cussianovich, IICA Organic Agriculture Specialist, who made a presentation on the Bylaws of the Inter-American Commission for Organic Agriculture.
- 2.9.2 Mr. Cussianovich referred to the context in which organic agriculture operated in the Americas, explained what organic agriculture was and underscored the growing importance of organic agriculture in the Americas. He noted that the Network of Competent Authorities in Organic Agriculture had been created in Managua, Nicaragua, in 2007, and that its objective was to contribute to the comprehensive development of organic agriculture in the Americas, and of markets for its products, by strengthening the institutional framework of the competent authorities. Later, the Executive Committee, under Resolution No. 484, adopted at its 28th Regular Meeting, called for said network to become the Inter-American Commission for Organic Agriculture (ICOA) and to assume responsibility for coordinating the rules and procedures intended to promote and regulate the production and trade of organic foods in the hemisphere.
- 2.9.3 He then explained how the bylaws were drafted and approved with support from the IICA external legal advisor, Dr. William Berenson, adding that consideration was given to the bylaws of other specialized agencies of the OAS in drawing up the ICOA Bylaws.

- 2.9.4 The Representative of the United States of America offered the support of his country for this initiative and reported that the United States Department of Agriculture (USDA) operated an organic agriculture program, which he put at the disposal of the ICOA. He also underscored the importance of adhering to the rules of the Codex Alimentarius.
- 2.9.5 Mr. Cussianovich thanked him for his offer and said that such support would be of great value to the ICOA. He noted that there was great interest in strengthening the institutional framework of organic agriculture in the countries of the Americas and establishing competent authorities in the countries that did not yet have them, to strengthen the ICOA. In addition, there was great interest in having a single norm, which, as proposed by the Representative of the United States of America, must be based on the Codex Alimentarius.
- 2.10 *Close of the Session*
- 2.10.1 The session was adjourned at 12:55.

THIRD PLENARY SESSION

3.1 *Opening of the Session*

3.1.1 The Third Plenary Session was called to order at 14:30 on July 15, 2009, with Mr. Mario Roberto Aldana, Minister of Agriculture, Livestock and Food of Guatemala, in the chair.

3.2 *Presentations of the candidates for the position of Director General on their proposals for IICA for 2010-2014*

3.2.1 The Chair invited Mr. Victor Villalobos and Mr. Mariano Olazabal, candidates nominated by Mexico and Peru, respectively, for the position of Director General of IICA for the period 2010-2014, to make their presentations.

3.2.2 Pursuant to Article III of the Special Rules to Govern the Presentation of Candidates for the Position of Director General of IICA, Mr. Olazabal and Mr. Villalobos made their presentations as candidates for the period 2010-2014.

3.2.3 The Chair then gave the floor to the participants and a dialogue between the candidates and the Representatives ensued.

3.2.4 At the conclusion of the dialogue with the candidates and at the request of the Chair of the Executive Committee, the Rapporteur read out a letter sent to the Director General of IICA by the Minister of Agriculture of Peru, Adolfo de Cordoba Velez, date July 14 2009. In the letter, the minister apologized for not being able to attend for reasons beyond his control, and confirmed the wish to the government of Peru to support the candidacy of Mariano Olazabal.

3.3 *Reading out of draft resolutions*

3.3.1 The Rapporteur read out the following draft resolutions: "Strategic framework for IICA for 2010-2014," "Bylaws of the Inter-American Commission for Organic Agriculture," "2008 Financial Statements of IICA and Report of the

External Auditors.” “Report on the 2009 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI)” and “Conferring Appointment and Title of Emeritus,” which were approved without modifications.

3.3.2 The Rapporteur read out the draft resolution “Amendments to the Statute of the Special Advisory Committee on Management Issues.”

3.3.2.1 The Legal Advisor pointed out that in amending Article 1 the aim was to make the Special Advisory Committee on Management Issues (SACMI) a permanent body of the Executive Committee pursuant to Article 60 of the Executive Committee’s Rules of Procedure. He added that the amendment to Article 3 would broaden the SACMI’s brief so it could advise and assist the Director General with strategic initiatives, as well as with administrative and financial matters. He explained that for the SACMI to be given permanent status it was necessary to eliminate the article limiting its duration (Article 9). Finally, he said the proposal established that the Statute of the SACMI could be amended by both the Executive Committee and the Inter-American Board of Agriculture.

3.3.2.2 The Representative of Mexico endorsed the idea of institutionalizing the SACMI.

3.3.2.3 The Representative of Chile asked whether it was advisable to specify that both the Executive Committee and the IABA could make changes to the Statute of the SACMI, given that the Executive Committee was accountable to the IABA.

3.3.2.4 The Legal Advisor suggested changing the proposed amendment with respect to the power to amend the Statute so that it stated that the Statute could be modified by a majority vote of the members of the Executive Committee, either on the Committee’s own initiative or on the recommendation of the Advisory Committee or the Director General.

3.4 Close of the Session

3.4.1 The Third Plenary Session was adjourned at 17:47 on July 15, 2009.

FOURTH PLENARY SESSION

4.1 *Opening of the session*

4.1.1 The Fourth Plenary Session of the Twenty-ninth Regular Meeting of the Executive Committee was called to order at 08:35 on July 16, 2009, with Mario Roberto Aldana, Representative of Guatemala, in the chair. Mr. Aldana asked the Rapporteur to read out the draft resolutions that were pending.

4.2 *Reading and approval of draft resolutions*

4.2.1 The Rapporteur read out the draft resolution “Donation of a plot of land in Turrialba for the construction of a hospital” (IICA/CE/PR-3; XXIX-O/09)

4.2.1.1 The Representative of Costa Rica pointed out that the hospital would be built by the Costa Rican Social Security Fund. Therefore, it would be advisable not to limit the transfer of the land to the Municipality of Turrialba, but rather to include other state entities.

4.2.1.2 The Legal Adviser proposed that the text of the first operative paragraph be changed to read as follows: “(1) Approve the transfer of the five hectares of land to the entity indicated by the Government of Costa Rica, in permanent usufruct, subject to the following conditions.” The Chairman submitted the draft resolution to a vote and it was approved with the amendment recommended by the Legal Adviser.

4.2.2 The Rapporteur then read out the draft resolution “Status of the resolutions of the Fourteenth Regular Meeting of the IABA and the Twenty-eighth Regular Meeting of the Executive Committee” (IICA/CE/PR-16; XXIX-O/09), which was approved without modifications.

4.3 *CARDI Report*

4.3.1 The Chair asked the Executive Director of CARDI, Dr. Arlington Chesney, to present his organization’s report. The Executive Director of CARDI said the

report highlighted the achievements of the organization's new management team during the period January 2008 - May 2009. He explained that, during the period in question, the team had managed to raise the staff's morale, promote the institution's image, develop and improve operating systems and finances, seek external resources and secure approval and commence implementation of the 2008-2010 Medium Term Plan (MTP). Mr. Chesney added that the MTP was underpinned by the following crosscutting principles: (i) a client-driven approach, (ii) joint work, (iii) transparency and (iv) accountability. The plan established three strategic lines of action: (i) Development of sustainable industries, (ii) Development of strategic links and (iii) Institution building.

- 4.3.2 The Executive Director of CARDI then gave details of the progress made by the Center in implementing the MTP, with particular emphasis on the "Development of sustainable industries." He mentioned the actions carried out to promote science, technology and innovation, and initiatives involving the management of natural resources. With respect to the "Development of strategic links," he underscored the support provided to partnerships and collaborative initiatives, the promotion of research and development proposals and the implementation of communication strategies, including the development of a website. In relation to "Institution building," he mentioned the efforts made to increase CARDI's resources and the actions undertaken to develop research capabilities.
- 4.3.3 Mr. Chesney concluded his presentation by noting that, despite the progress made, more needed to be done to institutionalize the new systems and practices adopted by CARDI and ensure the institution's technical and financial sustainability. He remarked that such sustainability called for strategic partnerships and continuous support from both IICA and CATIE.
- 4.3.4 The Representative of Saint Lucia, in his capacity as Chairman of the Board of Governors of CARDI, reiterated the organization's commitment to agricultural development in the Caribbean. He also hoped that IICA would find the work carried out over the past 18 months satisfactory and encouraged it to continue supporting CARDI.
- 4.3.5 The Observer Representative of Trinidad and Tobago seconded the request of the Representative of Saint Lucia and asked IICA and CATIE to extend their support to other areas. He felt it was a propitious moment to reevaluate agriculture and invest in the sector. He added that in 2008 his government had

adopted the Agricultural Development Plan, designed to transform the sector with an agribusiness approach. He concluded his remarks by urging IICA's Member States to provide additional support to CARDI.

- 4.3.6 The Representative of Peru endorsed the comments of the Representative of Saint Lucia and the Observer Representative of Trinidad and Tobago, congratulated CARDI on the progress achieved and said it was vital that technological advances be harnessed for agriculture and rural well-being in the Caribbean.
- 4.3.7 The Representative of Mexico thought the issue of sanitary and phytosanitary protection was crucial, given its implications for productivity and increased trade. He felt that, in view of CARDI's mandate, focusing on the issue was a priority. He outlined Mexico's joint efforts with other countries to address sanitary and phytosanitary problems, such as the initiative to control the fruit fly. He invited the Executive Director of CARDI to visit Mexico to discuss the possibility of collaboration between Mexico and the Caribbean in that specific field.
- 4.3.8 The Director General expressed satisfaction with the turnaround at CARDI and the results obtained so far, which should satisfy the IABA and ensure that IICA continued to support CARDI. He viewed the growth in external resources as a vote of confidence in the institution. He thought that CARDI, as a promoter of agricultural technologies, should also attempt to ally itself with other international and regional organizations, such as the CGIAR and CIAT. He believed that CARDI's process of reform was an opportunity to integrate the organization into the international context and establish links with other initiatives in the Americas (for example, with the technology research, development and transfer institutions of Brazil, Mexico and Chile).

4.4 2007-2008 CATIE Report

- 4.4.1 The Chair asked the Director General of CATIE, Jose Joaquin Campos, to present his biennial report on the activities implemented since the start of his administration (2007-2008), summarizing the main activities and results. Mr. Campos said the purpose of the work carried out during the period under review was to strengthen six areas: a) construct a shared vision; b) tweak the strategy; c) establish a consistent organizational structure; d) design management systems keyed to the structure; e) promote a relevant organizational culture; and, f) consolidate financial sustainability. He

informed the meeting that CATIE's budget for implementing its activities had been US\$22.7 million in 2007 and US\$27.1 million in 2008, with the funds coming from public and private sources.

- 4.4.2 He mentioned some of the most important achievements: the strengthening of cooperation with IICA; the start up of programs such as the Master of International Agribusiness Management (MIAM), the Mesoamerican Agroenvironmental Program (MAP), the Institutional Social and Environmental Accountability Program, the implementation of events such as the Fifth Henry A. Wallace Scientific Lecture, the First Annual Forum of former Directors General; and the amendment to the CATIE Contract. Campos then described the educational activities (master's and doctoral programs), detailing the number of students, their country of origin and specialties.
- 4.4.3 He said CATIE had strengthened and broadened its strategic partnerships, the scientific cooperation platform and the networks, and clarified the strategy for enhancing the impact on the member countries, thereby enabling the Center to work more effectively. He emphasized the organization's role as a scientific platform for actions and projects involving international organizations such as CIRAD (France), EMBRAPA (Brazil), SICTA (Central America) and the Ibero-American Model Forest Network. Campos explained that CATIE's financial model for carrying out its research and performing its other two functions was based on contributions from the Member States, support from IICA, commercial and educational activities, and donations from private sources and trusts. The total budget for 2008 had been US\$27.1 million. Finally, he gave details of the strategic plan through 2012 that underpinned the institution's work.
- 4.4.4 The Representative of the United States of America thanked the Director General of CATIE for his presentation. He reminded him that the Commonwealth of Puerto Rico is part of the United States of America and, as such, the data related to it should form part of the information for the United States of America. He asked for more information about the status of the recognition of CATIE professional credentials and academic degrees at the international level.
- 4.4.5 Campos explained that the difficulties with regard to the recognition of professional credentials and academic degrees awarded by CATIE were being resolved by signing protocols with the pertinent national entities. Another

positive step in the same direction was the IABA's unanimous approval of the proposed amendment to the CATIE Contract authorizing the institution to grant professional credentials and academic degrees. This change had been achieved with support from IICA and the Ministry of Agriculture and Livestock of Costa Rica. The partnership with INCAE was another major contribution to the efforts to consolidate the international recognition of the professional credentials and academic degrees that CATIE awarded.

- 4.4.6 The Representative of Peru thanked Mr. Campos for his presentation and asked about the current challenges in the field of food production. He said some of the most important topics under discussion concerned transgenic production and the agroecology model. He asked Campos about the outlook, the scenarios that his organization expected to take shape and his institution's thoughts on the subject.
- 4.4.7 Mr. Campos said one of the major challenges was raising productivity while at the same time conserving the natural resource base. It was essential to consider all the technological possibilities available. He then mentioned that one of the important areas in which CATIE was working was the development of genetic material of products such as coffee and cacao.
- 4.4.8 The Representative of Mexico asked about the progress made in strengthening ties between CARDI and CATIE. He also requested more information about the climate change projects that CATIE was implementing.
- 4.4.9 The Director General of CATIE said his organization was working with a wide range of national and international strategic partners (some 200 altogether). The Executive Director of CARDI had been invited to participate in the meeting of the CATIE Board of Directors held in Belize in 2008. The two organizations had agreed to implement joint activities in that country, which had ties with both Central America and the Caribbean. CATIE was also interested in undertaking joint ventures with CARDI in the Dominican Republic. The Director General then mentioned the climate change projects that CATIE was executing, especially: (i) the FORMA Project - Strengthening CDM [Clean Development Mechanism] in Forestry and Bioenergy Sectors in Ibero-America; (ii) the Project to Mitigate and Adapt to Climate Change in Sustainable Forest Management in Ibero-America (MIA); and, (iii) the Tropical Forest and Climate Change Adaptation (TroFFCA) Project. Mr. Campos also explained that there were other projects related to the adaptation of certain varieties of coffee to climate change. He then mentioned CATIE's

recognized leadership in the development of CDM and REDD methodologies and training [REDD is the UN program Reducing Emissions from Deforestation and Forest Degradation in Developing Countries].

- 4.4.10 The Representative of Mexico emphasized the importance of the climate change projects, as the effects of the phenomenon were already being felt. He remarked that, at a recent meeting, the Secretary of Agriculture of the United States had referred to the impact of climate change, mentioning that forests had been affected in Colorado.

4.5 *2010-2011 Joint IICA-CATIE Plan of Action*

- 4.5.1 The Chair asked the Deputy Director General of IICA to introduce the presentation of the 2010-2011 Joint IICA-CATIE Plan of Action.

- 4.5.2 Mr. Hansen referred to the process of formalizing ties between IICA and CATIE at various levels. For example, the Institute was helping the Board of Directors of CATIE to establish an institutional risk management strategy. The Deputy Director General also mentioned that technical cooperation actions had been carried out in areas such as food security, natural resources, leadership and rural development, and described the joint efforts to establish strategic partnerships with a view to creating an interagency consortium.

- 4.5.3 Pursuant to Resolution 496 of the Twenty-eighth Regular Meeting of the Executive Committee (2008), the Deputy Director General of CATIE, Dr. Ronnie de Camino, presented the Joint IICA-CATIE Plan of Action for the 2010-2011 biennium. The plan identified the priority areas of cooperation between the two organizations and included joint activities related to training, the design of regional and national strategies, the promotion of an institutional presence in regional and international conferences and forums, support for the improvement of the Orton Library, strategic and logistical cooperation in the countries and the production of publications on strategic topics. Dr. de Camino concluded his presentation by giving an overview of the main activities and achievements of IICA and CATIE's joint work in 2008.

- 4.5.4 The Representative of Peru stressed the importance of coordinating CATIE's activities with the regional mechanisms in which IICA was involved, such as the PROCIs and the SICTA Network, and of addressing topics linked to family agriculture. The links between IICA and CATIE should go as far as the formal establishment of "joint units" on the key issue of technology and

others topics of interest to both organizations. The idea should be for those joint units to give hemispheric projection to the topics that both organizations decided to prioritize.

- 4.5.5 The Deputy Director General of CATIE reaffirmed the interest of both organizations in continuing to strengthen their joint activities. He reported in detail on the three task forces that were currently at work, focusing on the topics of food security, the creation of a center of excellence for leadership and distance learning, and the program for leadership for local development. He also described the progress made on issues such as natural resources and eco-agriculture.
- 4.5.6 The Representative of the United States of America thanked the Deputy Directors General of the two institutions for their presentation of the Joint Plan of Action. He reiterated his government's support for the efforts to strengthen the joint work of IICA and CATIE. He requested more information about the status of the work of the group on food security, and asked how the group was coordinating its activities with IICA's strategy on food security.
- 4.5.7 The Deputy Director General of CATIE explained the procedure that the group on food security had adopted for its work and reported that the initial phase involved exchanging information. He then described other initiatives at the national and regional levels that complemented the efforts of both organizations on the issue.
- 4.5.8 The Representative of Chile endorsed the congratulations and thanks expressed by the Representative of the United States of America. He reiterated the Government of Chile's interest in working with CATIE in the area of forests and forest management, and asked whether CATIE would be participating formally in the World Forestry Congress, scheduled to take place in Buenos Aires, Argentina, in October 2009.
- 4.5.9 The Deputy Director General of CATIE confirmed that his organization would be taking part in the event mentioned by the Representative of Chile and gave details of the work carried out with the group in charge of coordinating the event, both in Argentina and at FAO Headquarters in Rome. He also announced that the Director General of CATIE would be giving one of the main presentations at the World Forestry Congress, on the subject of model forests.

4.5.10 The Technical Secretary of the Executive Committee congratulated the Deputy Directors General of the two organizations on the presentation of the Joint IICA-CATIE Work Plan and stressed the benefits of holding the meetings of the governing bodies of IICA and CATIE at the respective headquarters on consecutive days.

4.6 *2008-2009 Inter-American Awards in the Rural Sector*

4.6.1 The Technical Secretary explained that the Inter-American Awards comprised five different prizes: (i) the Inter-American Agricultural Medal, (ii) the Inter-American Award for Innovative Rural Producers, (iii) the Inter-American Agricultural Award for Young Professionals, (iv) the Inter-American Award for the Contribution of Women to Rural Development and, (v) the Inter-American Award for Institutional Contributions to Agricultural and Rural Development.

4.6.2 He reported that insufficient nominations had been presented by the Member States to convene the Awards Selection Committee set up during this meeting of the Executive Committee. He therefore recommended that the Executive Committee extend the deadline for nominating candidates for the Inter-American Awards in the Rural Sector until October 15, 2009 and that the awards committee meet during the Fifteenth Regular Meeting of the Inter-American Board of Agriculture (IABA) to study the nominations and make the pertinent recommendations to the plenary.

4.7 *Address by Director General Emeritus Carlos Aquino Gonzalez*

4.7.1 Director General Emeritus Carlos Aquino Gonzalez began by saying that the challenges facing agriculture and the rural milieu of the Americas today were bigger and more complex than those faced by the Institute's founders, such as the Secretary of Agriculture of the United States of America, Henry Wallace, and the Minister of Agriculture of Costa Rica, Mariano Montealegre. He suggested that today's leaders and visionaries should view the present crisis as a great opportunity to provide the creativity and vision needed to meet the challenges. He said the future belonged to those who anticipated needs, not those who were overtaken by events.

4.7.2 Based on his experience as an agricultural professional, agricultural entrepreneur and former Director General of IICA, and on his extensive knowledge of the hemisphere, he said that: (i) the Institute was a strategic

institution for the Americas of which everyone should be proud; (ii) IICA had always had talented people and the current crop were helping to carry out its mission with love, dedication and great enthusiasm; (iii) one of the merits and strengths of an institution, which determined its greatness, was the ability to take things from the past, enrich them and project them into the future, incorporating a new dimension; and, (iv) President Obama, of the United States of America, had talked about the importance of international organizations for dealing with global problems.

- 4.7.3 Acknowledging that IICA had always managed to achieve more with less, he stressed that the Americas today was in great need of a very strong institution in the agrifood sector. Therefore, he urged everyone to support the strengthening of the Institute, because its mandate included large, small and medium-sized countries with different requirements and needs at the hemispheric, regional and national levels. He said the challenges facing the agrifood and natural resources sector in tackling the complex question of food security had to be addressed with strong institutions, hence the importance of supporting the strengthening of the Institute's capabilities. In that regard, he also emphasized the progress made in the joint work of IICA and CATIE.
- 4.7.4 He urged the distinguished candidates for the position of Director General of IICA who had presented their platforms to plan for the future taking into account the past and the present, so that the institution continued to improve. He also urged them to make use of the Institute's former and present talents, and invited them to engage in dialogue so that the outcome was always positive for IICA.
- 4.7.5 It had been suggested that a number of Offices in the Caribbean countries be replaced with a regional office. Dr. Aquino reminded the meeting that he was from the Caribbean and knew the region very well. He was of the opinion that an IICA Office, however small, was strategically important as a point of contact with the Institute and as a coordinator and facilitator of the interaction between the minister, agricultural entrepreneurs and men and women in the countryside.
- 4.7.6 In concluding his remarks, he congratulated the Chairman of the Executive Committee and the Director General of IICA on the success of the meeting.

4.8 *Date and site of the Thirtieth Regular Meeting of the Executive Committee*

4.8.1 The Director General explained that, in accordance with the Rules of Procedure of the Executive Committee, annual regular meetings normally took place at the Institute's Headquarters. However, the authorities of any Member State could offer to host the meeting, in which case they were required to send their offer in writing to the General Directorate and cover the incremental cost of holding the meeting in their country.

4.8.2 Since no Member State had offered to host the next meeting of the Executive Committee, the Chair declared that, in accordance with articles 22 and 23 of the Rules of Procedure, the Thirtieth Regular Meeting of the Executive Committee would take place at the Institute's Headquarters around the middle of next year, unless an offer to host it were received sufficiently in advance.

4.9 *Reading and approval of draft resolutions*

4.9.1 The Rapporteur read out the following draft resolutions: "2008-2009 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)" and "2007-2008 Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE)."

4.9.2 The Representative of Mexico suggested that a paragraph be added to both resolutions urging the corresponding authorities to strengthen ties between CARDI and CATIE.

4.9.3 In response to the suggestion, the Technical Secretary proposed the following text: "To urge CARDI and CATIE to strengthen their institutional ties and joint programs of action." The resolutions "2008-2009 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)" and "2007-2008 Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE)" were adopted with the proposed modification.

4.9.4 The Rapporteur read out the following draft resolutions: "2009-2010 Joint IICA-CATIE Program of Action" and "2008-2009 Inter-American Awards in the Rural Sector," which were approved without modifications.

4.9.5 The Rapporteur read out the draft resolution: "Date and site of the Thirtieth Regular Meeting of the Executive Committee," which was approved.

4.10 *Close of the Session*

4.11 The Fourth Plenary Session was adjourned at 12:35 on July 16, 2009.

CLOSING SESSION

5.1 Opening of the Session

5.1.2 The Closing Session was called to order at 12:35 on July 16, 2009, with Mr. Mario Roberto Aldana, Representative of Guatemala, in the chair.

5.2 Closing address by the Director General

5.2.1 The Director General thanked everyone who had taken part in the Twenty-ninth Regular Meeting of the Executive Committee for their support and cooperation.

5.2.2 He then mentioned what had been achieved during the meeting, including the following: the approval of the 2010-2011 Program Budget; the progress made in implementing the recommendations of the technical assessment of the Institute's capabilities; the progress made in strengthening ties with the IDB and CATIE; the granting of the title of emeritus to six IICA professionals; the report of the Audit Review Committee (ARC), which for the sixth consecutive year had attested to the effectiveness, transparency and prudence of the management of the Institute's finances; the presentation of the candidates for the post of Director General for the period 2010-2014; the 2007-2008 reports of CARDI and CATIE; and the report on the administration's achievements over the previous eight years.

5.2.3 The Director General emphasized that what had been achieved was due to the excellent work of the Institute's governing bodies and the entire staff of the General Directorate, who had demonstrated loyalty, dedication and commitment during the eight years of his administration.

5.2.4 He then mentioned that achieving food security was an enormous challenge that had to be tackled and that food supplies would be affected by climate change in the future. He added that the countries once again regarded agriculture as a strategically important sector for a number of reasons. It helped to alleviate poverty, reduce the impact of global warming, improve nutrition, control transboundary diseases, promote health and food security, augment the number

of sustainable energy sources available and solve problems stemming from increased urbanization.

5.2.5 The Director General added that, if agriculture was to play the multidimensional role required of it, a new development model was needed to facilitate urban-rural interaction, increase investment in rural areas, promote competitiveness in agriculture and create employment in the rural economy. The Institute had a responsibility to promote rural prosperity through education, knowledge, technology and investment in agriculture and the rural sector, key tools for helping the countries to achieve food security.

5.2.6 The Director General then extended to the Member States, the Associate State, the Permanent Observers and the international agencies linked with agriculture and rural development a cordial invitation to take part in the Fifth Ministerial Meeting on Agriculture and Rural Life within the framework of the Summit of the Americas process and the Fifteenth Regular Meeting of the Inter-American Board of Agriculture (IABA), due to take place in Montego Bay Jamaica, in October 2009.

5.2.7 The Director General thanked the Representatives of the Member States for their support for the Institute and, especially, the Chairman and the Rapporteur of the Twenty-ninth Regular Meeting of the Executive Committee for their sterling work. Finally, he thanked the Institute personnel who had helped prepare and hold the meeting and ensured its success.

5.3 Tribute

5.3.1 The Director General paid tribute to Mr. Francisco Barea, Director of Administration and Finance of IICA, who was completing thirty years of service to the organization.

5.3.2 Mr. Barea said that working for IICA had contributed to his personal growth and professional performance. He then thanked all the staff of the Institute with whom he had had the privilege of working for the constant support he had received during those 30 years.

5.4 Remarks by the Chair

5.4.1 The Chairman of the meeting thanked the Director General, the Deputy Director General, the Technical Secretary and the Secretariat personnel, the

Representatives and other IICA staff for assisting him in the performance of his duties.

5.5 *Close of the meeting*

- 5.5.1 The Twenty-ninth Regular Meeting of the Executive Committee concluded at 13:25 on Thursday, July 16, 2009.

RESOLUTIONS

RESOLUTIONS

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IICA/CE/Res.497(XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 497

2002-2009 MANAGEMENT REPORT

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

The Director General's presentation on his Administration from 2002-2009,

CONSIDERING:

That under Resolution IICA/CE/Res.364(XXII-O/02) the Executive Committee adopted the 2002-2006 Medium-Term Plan (MTP) of IICA, and that under Resolution IICA/CE/Res.444(XXVI-O/06), the Executive Committee adopted the 2006-2010 Medium-Term Plan, both in exercise of authority delegated expressly by the Inter-American Board of Agriculture (IABA);

That, under Resolutions IICA/CE/Res 408 (XXIV-O/04) and IICA/CE/Res.426 (XXV-O/05), the Executive Committee recognized the achievements of the Director General and the staff of the Institute in transforming and modernizing IICA in accordance with the 2002-2006 Medium-Term Plan, as well as the results of cooperation activities aimed at modernizing agriculture and promoting prosperity in rural communities of the Americas; and

That the Executive Committee has also recognized the progress achieved in implementing the 2006-2010 Medium-Term Plan, and the results thereof based on the reports presented by the Director General on the delivery of technical cooperation to Member States and the process of transformation of the Institute,

RESOLVES:

1. To accept the 2002-2009 Management Report and to congratulate the Director General and the staff of the Institute on the work accomplished and their achievements, which were made possible thanks to the support provided by the Member States.
2. To urge Member States to carry out initiatives for the technical, administrative and financial strengthening of the Institute to ensure that the Institute has the appropriate means with which to fulfill its mandate.

IICA/CE/Res.498 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 498

2008 ANNUAL REPORT OF IICA

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.536 (09), “2008 IICA Annual Report”,

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 Institute and take appropriate action;

That the General Directorate prepared and published the 2008 IICA Annual Report, which was submitted by the Director General of IICA to the Permanent Council of the Organization of American States (OAS) on February 27, 2009;

That the report describes the cooperation activities carried out by the Institute in 2008 for the purpose of implementing IICA’s national, regional and hemispheric cooperation agendas;

That the report also contains information on programmatic, budgetary and financial aspects that have special importance for the institutional life of the Institute; and

That the report is available in printed and electronic format and may be accessed on the Institute’s website (www.iica.int),

RESOLVES:

To approve the 2008 IICA Annual Report.

IICA/CE/Res.499 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 499

STRATEGIC FRAMEWORK OF IICA

THE EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

CONSIDERING:

That at its Twenty-eighth Regular Meeting, the Executive Committee approved the Report of the Special Advisory Commission on Management Issues (SACMI) by means of Resolution No. 482;

That that report contains both the report of the Steering Committee and its proposal for follow-up of the assessment of technical expertise at IICA;

That in its report, the Steering Committee recommends preparing a Strategic Framework and a Strategic Plan of IICA for the period 2010-2020 as part of a comprehensive strategy to enable the Institute to reposition itself and thereby address the technical cooperation needs of Member States and solve some of the structural problems that have accumulated;

That the proposal on that Strategic Framework should take into account both the factors and emerging challenges that could affect agriculture and the rural milieu, the role of institutions and other groups of key players in emerging and future scenarios, and the Institute's role as an intergovernmental organization with a hemispheric mandate; and

That the preliminary version of the proposed Strategic Framework prepared by the Steering Committee and IICA, with the support of a consultant and panel of experts, has been discussed and analyzed at length,

RESOLVES:

1. To congratulate the members of the Steering Committee and the technical staff at IICA on the work accomplished in moving forward with the development of the 2010-2020 Strategic Framework of IICA.
2. To request that the Steering Committee and the Director General: (a) revise the proposed Strategic Framework so that it reflects the opinions, observations and suggestions expressed in this Executive Committee; and (b) submit that revised proposal to the Inter-American Board of Agriculture for consideration at its Fifteenth Regular Meeting.

IICA/CE/Res.500 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 500

**2008 FINANCIAL STATEMENTS OF IICA
AND REPORT OF THE EXTERNAL AUDITORS**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.538 (09), “2008 Financial Statements of the Institute and Report of the External Auditors,”

CONSIDERING:

That Article 4(d) of the Rules of Procedure of the Executive Committee establishes that this governing body is to study the Institute’s financial statements and forward the corresponding report to the Inter-American Board of Agriculture (IABA);

That the External Auditors have attested to the sound management of the Institute’s financial resources during 2008, and that the administration of IICA has acted in conformity with the regulations of the Institute; and

That, in its Fifteenth Report, the Audit Review Committee (ARC) states that it has studied the report of the External Auditors on IICA’s 2008 Financial Statements and found the work performed to be thorough and in accordance with IICA’s rules and international auditing standards,

RESOLVES:

To accept the 2008 Financial Statements of the Institute and the Report of the External Auditors on said Financial Statements, and send them to the Fifteenth Regular Meeting of the Inter-American Board of Agriculture for its information.

IICA/CE/Res.501 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 501**FIFTEENTH REPORT OF THE AUDIT REVIEW COMMITTEE (ARC)**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.539 (09), "Fifteenth Report of the Audit Review Committee (ARC)",

CONSIDERING:

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

That Article 3(k) of the Rules of Procedure of the Executive Committee establishes that it is to receive and approve the ARC's reports and make a determination on its recommendations,

RESOLVES:

1. To approve the Fifteenth Report of the ARC.
2. To instruct the Director General to implement the recommendations contained in that report.
3. To request that all future reports of the ARC contain a list including all of the External Auditor's most significant recommendations on matters which affect the financial viability and the integrity of the financial information for

the year covered by the report, together with any such recommendations from prior years still pending satisfactory resolution. The list shall indicate: (i) the status of implementation for each recommendation; and (ii) the staff member or office responsible for implementation, so that such staff member or office so indicated may be held accountable for its timely implementation.

IICA/CE/Res.502 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 502**ELECTION OF A MEMBER OF THE
AUDIT REVIEW COMMITTEE**

THE EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.542 (09), "Election of a Member of the Audit Review Committee,"

CONSIDERING:

That it is a function of the Executive Committee to elect the members of the Audit Review Committee (ARC) pursuant to Article 3(k) of the Rules of Procedure of the Executive Committee and Article III of the Statute of the Audit Review Committee;

That the ARC Statute provides that at least one of the three members shall be elected from among the candidates proposed by the six largest contributors to IICA and another from among the candidates nominated by all the other Member States;

That the term of the candidate elected by all the other Member States expires on December 31, 2009;

That pursuant to the provisions of the ARC Statute, the Director General asked the aforementioned Member States to nominate candidates to fill the post occupied by the member of the ARC whose term expires this year; and,

That in response to that request, a proposal was received from the Government of Jamaica nominating Ms. Pamela D. M. Monroe Ellis, who meets the requirements for the post,

RESOLVES:

To elect Ms. Pamela D. M. Monroe Ellis to occupy the position of member of the ARC reserved for a candidate proposed by all the Member States minus the six largest contributors for a six-year term commencing on January 1, 2010 and concluding on December 31, 2015.

IICA/CE/Res.503 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 503**PROGRESS WITH THE COLLECTION OF QUOTAS
OWED TO IICA AS OF JUNE 30, 2009**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.540 (09), which contains the report of the Director General on the current status of quota payments and progress with the collection of quotas owed to the Institute,

CONSIDERING:

That by Resolution IICA/JIA/Res.414(XIII-O/05), the Inter-American Board of Agriculture (IABA) adopted the document “Revised Measures for Collecting Quotas owed to the Institute”;

That the aforementioned document draws and improves on the provisions of Resolutions IICA/CE/Res.417(XXIV-O/04) of the Executive Committee and IICA/JIA/Res.392(XII-O/03) of the IABA for the purpose of establishing a set of measures intended to encourage Member States to make current their financial obligations to the Institute;

That thanks to the effectiveness of the measures adopted, the goodwill and support of the ministers of agriculture and other authorities in the Member States, and the efforts of the General Directorate, it has been possible to decrease considerably the total amount of quotas owed to the Institute;

That the above has enabled the Administration to fund in 2007 and 2008 both the Program Budget and the Special Budget approved by the governing bodies of the Institute for the execution of high-priority technical cooperation programs; and,

That the financial strengthening of the Institute and the normal execution of the programs and projects included in the national, regional and hemispheric cooperation agendas can only be possible if Member States pay their quota arrearages and keep up to date with payments of their annual quotas,

RESOLVES:

1. To thank the ministers of agriculture and foreign affairs and 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 Member States to make their annual quota payments to the Institute in a timely fashion and to pay quota arrearages for previous years.
3. To instruct the Director General to: a) continue efforts to collect quotas for the current year and those in arrears for previous years, and b) to keep the Member States informed of progress in this area.
4. To urge the Member States to keep up to date with the payment of their quota contributions to the Institute and follow through with the plans agreed upon with the General Directorate for the payment of quotas owed from previous years.

IICA/CE/Res.504 (XIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 504**2010-2011 PROGRAM BUDGET**

THE EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.541(09) entitled "2010-2011 Proposed Program Budget,"

CONSIDERING:

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

- i) 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";
- ii) 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;"
- iii) In Article 14(b) that a function of the Executive Committee is "[T]o 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 Medium-Term Plan in effect covers the period 2006-2010 and that the new Administration, which starts in January of 2010, must submit a new Medium-Term Plan for 2010-2014 to the Governing Bodies for consideration; and

That the General Directorate expects to mobilize external resources in the approximate amount of US\$145 million to finance programs and projects, which would generate some US\$8.6 million in Institutional Net Rate (INR) resources, to be used for funding the complementary structures of the units involved in the execution of externally-funded programs and projects and financing corporate activities in support of those programs and projects; and

That the Director General presented the 2010-2011 proposed Program Budget to the Executive Committee at its Twenty-ninth Regular Meeting for consideration, in a format that meets the requirements established in the rules in effect, in terms of structure and content,

RESOLVES:

To recommend that the Inter-American Board of Agriculture adopt a resolution to:

1. Approve the amount of US\$33,398,239 annually from the Regular Fund as the overall allocation for the 2010-2011 Program Budget of the Institute, financed with quota contributions from the Member States in the amount of US\$27,298,239 per year, according to the amounts indicated in the Quota Scale attached hereto as Appendix A, and Miscellaneous Income in the amount of US\$6,100,000 per year, consisting of US\$4,100,000 in expected income per year and US\$2,000,000 a year from the Miscellaneous Income Fund.
2. Approve the use of resources for the 2010 Program Budget in accordance with the allocations for each of the chapters, headings and strategic priorities detailed in document IICA/CE/Doc.541(09), entitled "2010-2011 Proposed Program Budget". The summary of allocations by chapter is attached as Appendix B to this Resolution.
3. Instruct the Director General to submit to the Executive Committee, at its Thirtieth Regular Meeting, a detailed proposal on the allocation of funds approved for the 2011 Program Budget, consistent with the priorities in the Institute's new Medium-Term Plan.
4. Authorize the Director General to make transfers among chapters of the Program Budget, provided that the total transfers do not increase or reduce the chapters by more than ten per cent and do not significantly affect the priorities approved.

5. Authorize the Director General to make the necessary adjustments in the allocation of resources approved in this resolution, should the combined income for each of the fiscal years 2010 and 2011 fall below estimated levels for the biennium in question and inform the Executive Committee and the IABA of this situation.

APPENDIX A
2010-2011 PROGRAM BUDGET
Quota Scale of the Member States and Miscellaneous Income for 2010
Based on the OAS Quota Scale for 2009. ¹ (US\$)

MEMBER STATES	2010			2011	
	OAS	IICA		IICA	
	%	%	AMOUNT	%	AMOUNT
Antigua and Barbuda	0,022	0,022	6.052	0,022	6.052
Argentina	3,211	3,211	883.304	3,211	883.304
Bahamas	0,077	0,077	21.182	0,077	21.182
Barbados	0,060	0,060	16.505	0,060	16.505
Belize	0,022	0,022	6.052	0,022	6.052
Bolivia	0,046	0,046	12.654	0,046	12.654
Brazil	7,953	7,953	2.187.765	7,953	2.187.765
Canada	13,761	13,761	3.785.469	13,761	3.785.469
Chile	1,073	1,073	295.168	1,073	295.168
Colombia	0,839	0,839	230.798	0,839	230.798
Costa Rica	0,187	0,187	51.441	0,187	51.441
Dominica	0,022	0,022	6.052	0,022	6.052
Dominican Republic	0,206	0,206	56.668	0,206	56.668
Ecuador	0,207	0,207	56.943	0,207	56.943
El Salvador	0,105	0,105	28.884	0,105	28.884
Grenada	0,022	0,022	6.052	0,022	6.052
Guatemala	0,187	0,187	51.441	0,187	51.441
Guyana	0,022	0,022	6.052	0,022	6.052
Haiti	0,045	0,045	12.379	0,045	12.379
Honduras	0,045	0,045	12.379	0,045	12.379
Jamaica	0,123	0,123	33.836	0,123	33.836
Mexico	8,141	8,141	2.239.482	8,141	2.239.482
Nicaragua	0,045	0,045	12.379	0,045	12.379
Panama	0,163	0,163	44.839	0,163	44.839
Paraguay	0,124	0,124	34.111	0,124	34.111
Peru	0,553	0,553	152.123	0,553	152.123
Saint Kitts and Nevis	0,022	0,022	6.052	0,022	6.052
Saint Lucia	0,022	0,022	6.052	0,022	6.052
Saint Vincent and the Grenadines	0,022	0,022	6.052	0,022	6.052
Suriname	0,045	0,045	12.379	0,045	12.379
Trinidad and Tobago	0,152	0,152	41.813	0,152	41.813
United States of America	59,470	59,470	16.359.412	59,470	16.359.412
Uruguay	0,181	0,181	49.791	0,181	49.791
Venezuela	2,060	2,060	566.679	2,060	566.679
SUB TOTAL	99,235	99,235	27.298.239	99,235	27.298.239
Cuba	0,765	0,765		0,765	
TOTAL QUOTAS	100,000	100,000	27.298.239	100,000	27.298.239
MISCELLANEOUS INCOME ²			6.100.000		6.100.000
TOTAL REGULAR FUND			33.398.239		33.398.239

Note: The percentage for Cuba is not taken into consideration when calculating the Member State quotas.

1/ As per Resolution AG/RES. 1 (XXXVI-E/08), of the OAS General Assembly.

2/ In 2010 and 2011 miscellaneous income will comprise US\$4,100,000 to be generated and US\$2,000,000 from the Miscellaneous Fund.

APPENDIX B
2010 PROGRAM BUDGET
SUMMARY BY CHAPTER
(US\$ x 000)

CHAPTER	2010		
	QUOTAS	MISCELLANEOUS	TOTAL
I: DIRECT TECHNICAL COOPERATION SERVICES	24.420,9	5.587,9	30.008,8
Strategic Priority			
1. Trade and Competitiveness of Agribusiness	6.017,2	1.515,8	7.533,0
2. Technology and Innovation	5.666,2	817,6	6.483,8
3. Agricultural Health and Food Safety	5.037,7	1.439,5	6.477,2
4. Development of Rural Communities	3.722,8	1.002,1	4.724,9
5. Sustainable Management of Natural Resources and the Environment	1.757,1	392,9	2.150,0
6. Repositioning of Agriculture and Rural Life and Renewal of their Institutional Framework	2.219,9	420,0	2.639,9
II: MANAGEMENT COSTS	1.292,5	82,8	1.375,3
Office of the Director General	679,6	25,0	704,6
Directorate of Administration and Finance	612,9	57,8	670,7
III: GENERAL COSTS AND PROVISIONS ¹	1.183,2	20,0	1.107,7
Governing Bodies	395,0	0,0	395,0
Insurance	380,0	0,0	380,0
Pensions	287,7	0,0	287,7
OAS Administrative Tribunal	25,0	0,0	25,0
External Audit	95,5	0,0	
Emergency Assistance Program	0,0	20,0	20,0
IV: RENEWAL OF INFRASTRUCTURE AND EQUIPMENT	401,6	409,3	811,0
TOTAL	27.298,2	6.100,0	33.302,8

1/Does not include Cuba's quota

IICA/CE/Res.505(XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 505

**APPOINTMENT OF EXTERNAL AUDITORS FOR
IICA AND CATIE FOR THE 2010-2011 BIENNIUM**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

CONSIDERING:

That Article 100 of the Rules of Procedure of the General Directorate establishes that the Executive Committee shall appoint external auditors for IICA and CATIE to perform the tasks specified in Chapter VII of said Rules of Procedure;

That Resolution IICA/CE/Res.470(XXVII-O/07) authorizes the Director General to extend the appointment of the firm of *Deloitte and Touche* for a further two-year period; and,

That, since the Audit Review Committee (ARC) found that the firm of *Deloitte and Touche* had performed its duties satisfactorily, the Director General has proposed that the Executive Committee appoint *Deloitte and Touche* as the external auditors of the Institute and CATIE for the 2010-2011 biennium,

RESOLVES:

To appoint the firm of *Deloitte and Touche* as external auditors of the Institute and CATIE for the 2010-2011 biennium.

IICA/CE/Res.506 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 506**BYLAWS OF THE INTER-AMERICAN COMMISSION
FOR ORGANIC AGRICULTURE**

THE EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 544 (09) "Bylaws of the Inter-American Commission for Organic Agriculture,"

CONSIDERING:

That under Resolution IICA/CE/Res.484 (XXVIII-O/08), the Executive Committee established the Network of Competent Authorities in Organic Agriculture in the Americas as the Inter-American Commission for Organic Agriculture with responsibility for coordinating the standards and procedures for promoting and regulating the production of organic foods in the hemisphere, as well as trade in those products, and to serve as a technical body for knowledge management in the area of organic agriculture and as a mechanism for consultation, liaison and reciprocal cooperation with the competent governmental bodies that promote and establish standards for the development of organic agriculture in each country;

That under that same Resolution, the Executive Committee instructed IICA to prepare, in conjunction with the competent governmental authorities that promote, regulate and establish standards to govern the development of organic agriculture in Member States, the bylaws and rules of procedure of the Inter-American Commission for Organic Agriculture, and to submit them to the Executive Committee for consideration at its Twenty-ninth Regular Meeting; and

That in fulfillment of that mandate, the General Directorate of IICA has presented the draft Bylaws of the ICOA to the Executive Committee for consideration at this Regular Meeting,

RESOLVES:

1. To adopt and put into effect immediately, subject to approval by the Inter-American Board of Agriculture, the Bylaws of the Inter-American Commission for Organic Agriculture (ICOA), contained in Appendix A to this Resolution.
2. To adopt the Transitory Provisions for the implementation of the Bylaws of the ICOA, contained in Appendix B to this Resolution.

APPENDIX A**BYLAWS OF THE INTER-AMERICAN
COMMISSION FOR ORGANIC AGRICULTURE (ICOA)****CHAPTER I****ORGANIZATION, FUNCTIONS AND MEMBERSHIP****Article 1: Nature**

1. The Inter-American Commission for Organic Agriculture (ICOA) is a Special Commission that was established by the Inter-American Board of Agriculture (IABA), in accordance with Article 52 of its Rules of Procedure.

2. The ICOA shall have technical autonomy for the discharge of its functions, within the parameters established in the Convention on the Inter-American Institute for Cooperation on Agriculture, these Bylaws and the resolutions of the IABA and the Executive Committee. The ICOA is subordinate and answerable to the Executive Committee and has no enforcement power with regard to IICA.

Article 2: Structure

The ICOA shall accomplish its objectives through:

- a. The Assembly of the ICOA,
- b. The Board of Directors (BD/ICOA), and
- c. The Technical Secretariat.

Article 3: Objectives and Functions**Objectives**

The objectives of the ICOA are:

- a. To contribute to the development of organic agriculture in the countries of the Americas, trade in its products, and serve as a technical body for

- knowledge management and the sharing and dissemination of appropriate information in a timely manner;
- b. To contribute to the strengthening of the institutional structures of the Competent Authorities in Organic Agriculture in the countries of the Americas;
 - c. To coordinate and promote the development and harmonization of standards and procedures to stimulate and regulate the production and control of and trade in organic foods in the countries of the Americas;
 - d. To serve as a mechanism for consultation, liaison and reciprocal cooperation with the competent governmental bodies that promote and establish standards for the development and control of organic agriculture in each country of the Americas; and
 - e. Within the framework of other functions that contribute to the development of organic agriculture, to sponsor, insofar as possible, the development of organic agriculture and its institutional framework.

Functions

The functions of the ICOA are:

- a. To monitor the international environment that impacts organic agriculture in the region, send out alert signals to the Member States of the ICOA and advocate the taking of positions and the building of common regional strategies by the public and private sectors on topics that are important for and relevant to organic agriculture;
- b. To encourage the organization of electronic discussion fora and studies on relevant topics that impact the functioning of the offices of the Competent Authorities and the overall development of organic agriculture;
- c. To promote virtual and face-to-face training fora on topics of relevance for enhancing the performance of the offices of the Competent Authorities and for the overall development of organic agriculture and, in so doing, give preference to existing capabilities in the hemisphere;

- d. To advise and work with the respective Member States of the ICOA in preparing standards to govern organic agriculture and setting in place and consolidating the offices of the Competent Authorities;
- e. To promote horizontal cooperation among the Member States of the ICOA to facilitate an exchange of information and sharing of experiences to bring development levels with regard to organic agriculture more in line with one another;
- f. To provide advice to and work with the authorities of the agricultural sector in Member States of the ICOA, and with other authorities related to the sector, when so requested, in the area of decision-making on topics related to organic agriculture;
- g. To gather, compile and share information of interest to the Member States of the ICOA and maintain an up-to-date database on organic agriculture with official information from the offices of the Competent Authorities and other pertinent information of interest in terms of supporting decision-making processes in which stakeholders in organic agriculture are involved;
- h. To prepare an annual report on the status of organic agriculture in the Americas based on information which the Competent Authorities of the ICOA shall provide at the request of their Technical Secretariat;
- i. To report on relevant events that affect the development of organic agriculture and that might be of interest to the Member States of the ICOA;
- j. To coordinate activities and determine positions with international multilateral and other cooperation organizations that support activities in aid of organic agriculture, especially in international fora;
- k. To serve as the main advisory body of the Member States of the ICOA, IICA and other entities that so request, on related topics;
- l. To consider other matters related to inter-American cooperation in the field of organic agriculture entrusted to it by the Executive Committee of IICA;
- m. To submit to the Executive Committee of IICA – through the Director General of IICA – an annual report on its activities, which may include recommendations and draft resolutions for its consideration;

- n. To establish liaison and cooperative ties with other similar entities in the Americas so as to achieve mutual objectives; and
- o. To mobilize resources for the execution of its activities, in accordance with Article 24 of these Bylaws.

Article 4: Membership

1. The Members of the ICOA are:
 - a. All Member States of IICA that are members of the Network of Competent Authorities in Organic Agriculture in the Americas, established in Managua, Nicaragua, in August of 2007, at the time these Bylaws are adopted; and
 - b. Other Member States of IICA that have institutional entities that are part of the duly established Competent Authority in Organic Agriculture to perform oversight and regulatory functions related to organic agriculture and that request inclusion on the Commission, in writing, from the Director General of IICA, through the respective Minister of Agriculture.
2. Any Member State of the ICOA may withdraw from the Commission by addressing a letter, signed by the Minister of Agriculture, to the Director General of IICA. The withdrawal shall take effect ninety days following receipt of the letter by the Director General, during which time the Member State of the ICOA may reconsider its request and cancel it.

CHAPTER II**ASSEMBLY OF THE ICOA****Article 5: Purpose and Functions****Purpose**

The purpose of the Assembly of the ICOA is to serve as an Inter-American Forum for the Competent Authorities in Organic Agriculture in Member States of the ICOA to engage in an exchange of views and share experiences, and thereby take appropriate decisions to achieve targeted objectives and fulfill mandates assigned.

Functions

The functions of the Assembly of the ICOA are:

- a. To establish policies for achieving the objectives and fulfilling the functions established in Article 3 of these Bylaws;
- b. To elect the members of the BD/ICOA;
- c. To approve the Work Plan and Budget of the ICOA prepared and presented by the BD/ICOA;
- d. To propose to the Executive Committee of IICA amendments to these Bylaws for its approval; and
- e. To approve the Rules of Procedure of the ICOA and amendments thereto, if this is considered necessary for the achievement of its objectives and the discharge of its functions.

Article 6: Venue and Frequency of the meetings

1. The ICOA shall hold a regular meeting of its Assembly each year. The venue of this meeting shall be determined at the previous regular meeting. If more than one country offers to host the meeting, the decision shall be made on the basis of the

principle of rotation. When no country offers to host the meeting, the annual regular meeting shall be held at IICA Headquarters.

2. The Assembly of the ICOA can hold special meetings called pursuant to the adoption of a resolution by a vote in favor of two-thirds of its Member States at the Assembly, or by correspondence or e-mail, at the request of the BD/ICOA, or at least ten of its Member States. In accordance with Article 17 of these Bylaws, the BD/ICOA shall determine the venue for the special meeting, taking into account the offers to host the meeting received from Member States and the principle of rotation. When no country offers to host the meeting, the venue of the Assembly shall be IICA Headquarters.

Article 7: Participation in the Assembly of the ICOA

Representation

1. Each Member State has the right to send a Regular Representative to the Assembly of the ICOA who shall have the right to voice and vote. He/she shall be accompanied by alternate representatives and/or advisors, who must be accredited to the Assembly through the Technical Secretariat of the ICOA. The Regular Representative of each Member State at the Assembly shall be the official in charge of the duly established Competent Authority in Organic Agriculture in that State or, in his/her stead, a well experienced and recognized official of that Authority designated by the official in charge of the Competent Authority in the Member State.
2. The Director General of IICA, or his representative, may participate with voice but without vote in the deliberations of the Assembly of the ICOA, in both the plenary sessions and those of the committees and subcommittees.

Observers

If their participation is requested in writing sufficiently in advance, the following may be represented by observers at the meetings of the Assembly of the ICOA, and shall have the right to voice but not to vote, subject to the decision of the Chair of the Assembly.

- a. Member States of IICA that are not members of the ICOA, the associate country, and Permanent Observers of IICA that have asked to participate in the meeting;

- b. States in the Americas that are not Member States of IICA that have asked to participate in the meeting and whose participation has been approved by the BD/ICOA;
- c. Inter-American regional and subregional government entities and organizations involved in organic agriculture;
- d. Specialized bodies and agencies connected with the United Nations and other public international organizations; and
- e. The Director General of IICA.

Guests

Other persons or institutions, including representatives of civil society, not included in this article, may attend the meetings of the Assembly of the ICOA as special guests, subject to approval by the BD/ICOA, and in consultation with the government of the host country.

Article 8: Officers of the Assembly of the ICOA

1. There shall be a Chair and a Vice Chair of the Assembly of the ICOA. The Chair shall be the Competent Authority in Organic Agriculture in the host country, and the Vice Chair shall be the representative of the Member State that follows the country of the Chair in alphabetical order.
2. In the event that the Assembly is held at IICA Headquarters, the Chair of the BD/ICOA shall preside in the interim until a Chair is elected by vote.

Article 9: Agenda

1. With support from the Technical Secretariat, the BD/ICOA shall prepare the preliminary agenda for each session of the Assembly of the ICOA and shall submit it for the consideration of Member States at least three months prior to the inauguration of the meeting of that Assembly. Member States shall have 30 consecutive days to submit their observations on the preliminary agenda to the Chair of the BD/ICOA. The BD/ICOA shall prepare the final agenda on the basis of these observations.

2. The agenda thus approved may only be modified or amended during the meeting of the Assembly of the ICOA by a vote of two-thirds of the Member States present.

Article 10: Sessions and Meetings

Each meeting of the Assembly of the ICOA shall consist of the plenary sessions and such presentations as may be necessary to address the entire agenda for the meeting.

Article 11: Committees

1. The Assembly of the ICOA may establish committees, subcommittees and working group when it needs to do so. The committees may be standing committees or may be for a limited time.
2. The Assembly of the ICOA shall designate coordinators for each committee, subcommittee and working group, who shall be responsible for following up on the work entrusted and presenting reports on results to the General Assembly.
3. The meetings of the committees, subcommittees and working groups may be virtual or face-to-face, depending on the nature of the work to be accomplished and the availability of resources.

Article 12: Quorum

1. The quorum of the plenary sessions shall consist of more than one-half of the Member States of the ICOA.
2. The quorum of the committees, subcommittees and working groups of the Assembly of the ICOA shall consist of more than one-half of the Member States sitting on each of those bodies.

Article 13: Voting

1. The decisions of the Assembly of the ICOA shall be adopted at the plenary sessions, except for special cases when it is necessary to vote by correspondence, or by e-mail, in which case this procedure shall be coordinated by the Technical Secretariat of the

ICOA. Each Member State shall have the right to one vote. The right to vote does not imply an obligation to vote.

2. In the event that consensus is not reached in the deliberations, the decisions of the Assembly of the ICOA shall be adopted by a vote of the absolute majority of Member States present, unless the vote is by correspondence or by e-mail.
3. In the committees, subcommittees and working groups, the decisions shall be adopted by a simple majority of Member States present.
4. The vote in a meeting of the Assembly, committee, subcommittee or working group, as the case may be, shall not be in order unless the requirements as to the corresponding quorum have been met and Member States have been duly advised to participate duly in advance of the meeting.
5. As used in these Bylaws, the term “absolute majority” means over half of the votes of the Member States present at a meeting of the Assembly of the ICOA. The term “simple majority” means more than half of the members present and voting in any session of a committee, subcommittee or working group.
6. If decisions need to be made concerning urgent matters and the Assembly is not in session, the procedure of voting by correspondence or e-mail may be employed. In such cases, at the written request of the BD/ICOA, presented through its Chair, or at the request of twelve or more of the representatives of the Member States, by means of a petition signed by them, the Technical Secretary shall send all the Member States the information related to the matter in question, including a proposition to resolve the issue. He shall also ask the Member States to cast their votes and inform them of the deadline for receipt of the votes submitted in writing or by e-mail. Once the deadline has passed, the Technical Secretary shall count the votes, certify the result and inform the Member States of the outcome. The decisions of the Assembly taken using this procedure shall be adopted by a vote of the absolute majority of the Member States.

CHAPTER III**THE BOARD OF DIRECTORS (BD/ICOA)****Article 14: Membership**

1. The Board of Directors (BD/ICOA) is the governing body of the ICOA and comprises four Members of the ICOA, elected by the Assembly of the ICOA and observing, insofar as possible, the principles of rotation and equitable geographical representation.
 - a. Three members of the ICOA who are members of the BD/ICOA shall be elected by direct vote.
 - b. The fourth member of the BD/ICOA shall be the representative of the Member State that is designated to host the next Regular Meeting of the Assembly of the ICOA. If no country has been designated by the Assembly to host the next Regular Meeting, or if the country of one of the three members elected by direct vote will be hosting the next Regular Meeting, the fourth member shall be elected in the Assembly by drawing lots among the members of the ICOA who are not members of the BD/ICOA and who have not served as members of the BD/ICOA during the previous two years.
2. Except for what is specified in the transitional provisions adopted by the Executive Committee, the members of the BD/ICOA elected by the Assembly by direct vote shall serve for a three-year term. One of the members shall be replaced each year at the Regular Meeting of the Assembly.
3. The term of the member of the BD/ICOA who is the representative of the country that will be hosting the next meeting of the BD/CIA shall begin at the end of the Assembly held in the year prior to the year in which his/her country will be hosting the Assembly, and finish at the end of the Assembly hosted by his/her country.
4. The representative of each Member State on the BD/ICOA shall be the official in charge of that State's duly established Competent Authority in Organic Agriculture or, in his/her stead, a well-experienced and recognized official of that Authority who is accredited to the BD/ICOA, through the Technical Secretary, by the official in charge of the Competent Authority of the Member State.

5. If, due to some unforeseen event, no Regular Meeting of the Assembly is held during the calendar year, the terms of the members of the BD/ICOA shall be extended until the next Regular Meeting, so that no more than one member is elected at that next Regular Meeting and in subsequent Regular Meetings.
6. If a Member State resigns its membership of the BD/ICOA, the BD/ICOA shall appoint another member to take its place until the next Regular Meeting, when a special election will be held to choose a member to serve out the remainder of the term of the member that resigned. Special elections of this kind shall not be taken into account for the purposes of the application of paragraph 5 of this Article.

Article 15: Organization Meeting and Election of Officers

The Assembly of the ICOA shall elect the members and officers of the BD/ICOA during its first plenary session.

Article 16: Chair of the bd/icoa

The Chair of the BD/ICOA will have the following specific responsibilities:

- a. To chair the sessions of the Commission;
- b. To supervise and coordinate the discharge of the functions of the BD/ICOA, especially during the period between its Regular Meetings; and,
- c. To represent the ICOA in its dealings with the IABA and the Executive Committee of IICA, and with other organizations that participate in the development of organic agriculture within the region and outside it.

Article 17: Functions of the bd/icoa

The functions of the BD/ICOA are as follows:

- a. To carry out the decisions of the Assembly of the ICOA, taking into account the rules governing the operation of the IABA and the Executive Committee of IICA;

- b. To achieve and enforce the objectives specified in Article 3;
- c. To decide the dates of the Regular and Special Meetings of the Assembly of the ICOA and the venues for Special Meetings, and modify the dates and venues of either as and when necessary;
- d. To prepare the draft agendas of the Regular and Special Meetings of the Assembly of the ICOA and submit them to the Members of the ICOA for consideration, through the Technical Secretary, to comply with the provisions of Article 9;
- e. To propose to the Assembly of the ICOA any amendments it deems necessary to these Bylaws and, should any be adopted, to its Rules of Procedure;
- f. To establish a Work Program for the Technical Secretariat and for the Chair of the BD/ICOA to implement the decisions of the Assembly of the ICOA;
- g. To adopt any urgent measures that cannot wait until the next meeting of the Assembly of the ICOA, which shall remain in effect until the Assembly of the ICOA can consider them;
- h. To represent the ICOA, through its Chair or another member of the BD/ICOA, in international, regional or national meetings or conferences devoted to organic agriculture or collateral activities;
- i. With the collaboration of the Technical Secretariat, to prepare studies, draft agreements and inter-American treaties and other documents related to organic agriculture in the hemisphere;
- j. To examine and approve the annual report on the activities of the ICOA prepared by its Technical Secretariat;
- k. To submit to the General Assembly of the ICOA the report on the activities of the ICOA;
- l. Through the Director General of IICA, to submit to the Executive Committee the annual report on the activities of the ICOA;

- m. To create any technical committees and working groups that it deems necessary and establish their work programs;
- n. Within the framework of the objectives of the ICOA, to plan and coordinate the inter-American activities within its purview, related to organic agriculture;
- o. To study and approve the Work Plan of the ICOA and the proposed budget prepared by its Technical Secretariat, ensuring the greatest possible economy but bearing in mind the ICOA's obligation to achieve satisfactory results in its work programs;
- p. To present for consideration and approval by the ICOA, at the Regular Meeting of its Assembly, the Work Plan and budget for its operation; and
- q. To oversee implementation of the Work Plan and budget of the ICOA approved by the Assembly.

Article 18: Meetings and Venue of the bd/icoa

1. The BD/ICOA shall hold a Regular Meeting each year in the country where the Regular Meeting of the Assembly is to take place. The meeting shall be held two days before the Regular Meeting of the Assembly.
2. The BD/ICOA may hold special on-site or virtual meetings when necessary, subject to the availability of resources. The Technical Secretary shall convene special meetings at the request of the Chair of the BD/ICOA or at the written request of two or more members.

Article 19: Quorum

The quorum for a meeting of the BD/ICOA shall consist of more than one-half of its members.

Article 20: Voting

1. In the deliberations of the BD/ICOA, each member shall have one vote. If no consensus is reached, the Board's decisions shall be adopted by a vote of the absolute majority of its members. However, in matters of procedure, decisions shall be taken by a simple majority of voting members present. In the latter case, abstentions shall not be counted as votes cast.
2. The vote in a meeting of the BD/ICOA shall not be in order unless the requirements as to the corresponding quorum have been met and the members of the BD/ICOA were duly notified prior to the meeting.
3. If decisions need to be made concerning urgent matters and the BD/ICOA is not in session, the procedure of voting by correspondence or e-mail may be employed. In such cases, at the written request of the Chair of the BD/ICOA or at the request of two or more of its members, through a signed petition, the Technical Secretary shall send the members of the BD/ICOA the information related to the matter in question, including a proposition for resolving the issue. He shall also ask the members to cast their votes and inform them of the deadline for receipt of the votes submitted in writing or by e-mail. Once the deadline has passed, the Technical Secretary shall count the votes, certify the result and inform the Member States of the outcome.

CHAPTER IV**THE TECHNICAL SECRETARIAT****Article 21: Objectives and functions**

The Technical Secretariat is the permanent, technical and administrative central entity of the ICOA. It shall coordinate the technical and administrative services needed to implement the decisions of the Assembly of the ICOA and the BD/ICOA, and shall perform the functions assigned to it by those bodies.

Article 22: The technical Secretary of the ICOA

In consultation with the BD/ICOA, the Director General of IICA shall appoint the Secretary Technical of the ICOA, who shall have the following functions:

- a. To carry out the technical and administrative tasks entrusted to the Secretariat and to coordinate the administrative services provided by the Secretariat;
- b. To prepare an annual work program for presentation to the BD//ICOA, pursuant to the provisions of Article 3 of the present Bylaws and the decisions of the Assembly;
- c. To prepare and present to the BD//ICOA and to the Director General of IICA the draft program-budget of the ICOA, for consideration in the Institute's draft budget. The draft program-budget of the ICOA shall include the expenses related to travel and the salaries of the personnel assigned to the Secretariat of the ICOA;
- d. To assist in the coordination and collaborate in the execution of the work plans of any working groups established by the Assembly of the ICOA and the BD//ICOA;
- e. To make the preparations for the Regular and Special Meetings of the Assembly of the ICOA and the BD//ICOA;
- f. To verify the credentials of the participants in the Assemblies of the ICOA and the BD//ICOA, and ensure that the minutes and resolutions of the meetings of those bodies meet IICA's requirements in terms of form and style;
- g. To prepare annual reports on the situation of organic agriculture with the information provided by the Competent Authorities that are members of the Commission, and any other data it deems pertinent;
- h. To prepare an annual report on the activities carried out by the ICOA; and
- i. To perform its functions in accordance with IICA's regulations and other rules.

Article 23: Secretariat Services

In accordance with the funds allocated in IICA's Program Budget, the Director General of IICA shall provide the ICOA with Technical Secretariat services and any other services required to achieve the objectives established in Article 3.

CHAPTER V**RESOURCES OF THE ICOA****Article 24: Sources of financing of the ICOA**

1. The main resources of the ICOA shall come from:
 - a. Funds from ICOA Member States to defray the expenses of its representatives and the activities for which it is responsible;
 - b. Financial assistance, donations and specific contributions from technical and financial cooperation agencies, which may include IICA;
 - c. Financial assistance, donations and specific contributions from institutions, individuals and legal entities;
 - d. Financial assistance, donations and contributions from the host and other countries to defray the costs of meetings.
2. These specific funds shall be managed and accounted for pursuant to the Rules of Procedure of the General Directorate and the Financial Rules of IICA.

Article 25: Other Resources

The Member States of the ICOA and other institutions may channel and offer other resources, materials, facilities and equipment, and temporarily assign personnel to the Technical Secretariat for internships and to provide professional support services.

CHAPTER VI**OFFICIAL AND WORKING LANGUAGES****Article 26: Languages**

If sufficient resources are available, and it proves necessary, interpretation services and translations of pertinent documents shall be provided at the meetings held.

CHAPTER VII**GENERAL PROVISIONS RELATED TO THE
BYLAWS AND RULES OF PROCEDURE****Article 27: Governing Provisions**

The ICOA shall be governed by the present Bylaws, any Rules of Procedure that may be adopted, and the pertinent resolutions of the IABA and the Executive Committee of IICA.

Article 28: Amendments

The present Bylaws approved by the Executive Committee, pending final approval by the IABA, may only be amended by the IABA or the Executive Committee of IICA, on their own initiative or at the request of the ICOA.

Article 29: Rules of Procedure of the ICOA

1. The ICOA may adopt Rules of Procedure, provided they are consistent with the present bylaws. If Rules of Procedure are adopted, the Technical Secretary shall present them to the Executive Committee of IICA for informational purposes.
2. Procedural issues related to the Assembly not provided for in these Bylaws or in any Rules of Procedure that may be adopted shall be resolved by the Assembly. Procedural issues related to the BD/ICOA not provided for in these Bylaws or in any Rules of Procedure that may be adopted shall be resolved by the BD/ICOA.

Article 30: Entry into force and Duration

1. The present Bylaws shall enter into force on the date of their approval by the Executive Committee, pending final approval by the IABA.
2. The ICOA and its Bylaws shall remain in force for an indefinite period of time and may be abolished by a resolution of the Executive Committee, pending final approval by the IABA, or by the IABA on its own initiative.

APPENDIX B**TRANSITORY PROVISIONS FOR THE IMPLEMENTATION OF THE
BYLAWS OF THE INTER-AMERICAN COMMISSION FOR ORGANIC
AGRICULTURE
(ICOA)**

1. The Director General of IICA shall assign the functions of Technical Secretariat spelled out in Article 22 of the Bylaws to an IICA staff member at the level of senior specialist, on an interim basis, until the consultations with the Board of Directors of the ICOA provided for in that same Article can be made, and during this period, the staff member shall have the title of Technical Secretary a.i.

2. Within 120 days following the adoption of this Resolution, the first Regular Meeting of the Assembly of the ICOA shall be called for the second half of the current year, at a date and place determined by the Technical Secretary a.i., in consultation with the Member States and the Director General of IICA, taking into account the availability of resources.

3. If the venue for the First Regular Meeting of the Assembly is IICA Headquarters, the Technical Secretary a.i. shall chair provisionally until a chair of the meeting is elected. If the venue is not IICA Headquarters, the provisions of Article 8.1 of the Bylaws shall apply.

4. In order to establish the staggered terms of the members of the first Board of Directors of the ICOA elected at the First Regular Meeting of the Assembly, the following process shall apply.

- a. After the election of three members, the Technical Secretary shall place three ballots in a ballot box, each bearing the name of one of the elected members;
- b. the member whose name appears on the first ballot removed from the ballot box by the Chair of the meeting shall remain on the Commission for one year;
- c. the member whose name appears on the second ballot removed from the ballot box shall remain on the Commission for two years; and
- d. the member whose name appears on the last ballot removed from the ballot box shall remain on the Commission for three years. This procedure applies only to the election of the first Board of Directors at the First Regular Meeting of the ICOA.

IICA/CE/Res.507 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 507

**AMENDMENT OF THE STATUTE OF THE SPECIAL ADVISORY
COMMISSION ON MANAGEMENT ISSUES**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. DI-07(09)Rev.1 “The Report of the 2008 Regular Meeting of the Special Advisory Commission on Management Issues”,

CONSIDERING:

That by Resolution IICA/JIA/Res.341(X-O/99), the Inter-American Board of Agriculture (IABA) created the Statute of the Special Advisory Commission on Management Issues (SACMI) as a special commission to facilitate dialogue among Member States and between the Director General and the Member States on administrative and financial initiatives, and approved the Statute of that Commission;

That Article IX of the Statute of the SACMI establishes that the period of the Commission shall extend for two years and that that period may be renewed by the IABA;

That since 1999, the IABA has renewed and extended the term of the Commission three times, the last occasion being in 2005 when the duration was extended for a four-year period, which will come to an end in 2010;

That in the course of its institutional life, the SACMI has served as a legally established forum for an exchange of ideas on administrative and financial matters and, also, in practice, as a forum for dialogue between Member States and the General Directorate of IICA, on strategic initiatives;

That the work of the SACMI has facilitated decision making by the Executive Committee, the IABA and the Director General;

That, given the success of the SACMI and the value attributed to it by the Member States and the Director General of IICA, the SACMI has recommended that its Statute be amended in such a way as to make it a standing special committee of the Executive Committee, in accordance with the provisions of Article 60 of the Rules of Procedure of the Executive Committee, and that its area of competence be expanded to include the analysis of strategic issues; and

That in accordance with Article 10.2 of the Statute of the SACMI, the Executive Committee has the authority to amend the Statute of the SACMI;

RESOLVES:

1. To adopt the amendments to the Statute of the SACMI, as set forth in the document appended to this Resolution.
2. To instruct the Director General to present a copy of this resolution to the IABA, for its information, at its next regular meeting.

**STATUTE OF THE SPECIAL ADVISORY COMMITTEE
ON MANAGEMENT ISSUES**

ARTICLE I. NATURE

- 1.1. The Special Advisory Committee on Management Issues (“the Advisory Committee”) is a permanent special committee of the Executive Committee under Article 60 of the Executive Committee’s Rules of Procedure.

ARTICLE II. PURPOSE

- 2.1 The purpose of the Advisory Committee is to facilitate more regular discussion between the Director General and the member States on administrative, financial and strategic initiatives and issues in order to facilitate the process of reaching consensus on those issues and initiatives in the Executive Committee and in the Inter-American Board of Agriculture (IABA).

ARTICLE III. FUNCTIONS

- 3.1 The Advisory Committee shall:
 - a. Advise and assist the Director General in developing, evaluating, and implementing proposals for strategic initiatives and for improving, modernizing, and transforming the administration and financial management of the Institute;
 - b. Facilitate consultations among the Member States and with the Director General on financial, administrative and strategic issues and initiatives;
 - c. Adopt its own Rules of Procedure consistent with the provisions of this Statute; the Convention on the Inter-American Institute for Cooperation on Agriculture; the Rules of Procedure of the IABA, the Executive Committee, the General Directorate; and other resolutions of the IABA and Executive Committee; and
 - d. Report annually to the Executive Committee on its activities;

ARTICLE IV. MEMBERSHIP

- 4.1. There shall be nine Members of the Advisory Committee (“Members”). They are:
- a. The six Member States in Group I defined in Article 5.A of the Executive Committee's Rules of Procedure, to serve a term of two consecutive calendar years, and
 - b. Three Members States selected from each of the three remaining Groups II-IV defined in Article 5.A of the Executive Committee's Rules of Procedure, to serve a term of one calendar year.
- 4.2. The Members from Groups II-IV shall be selected as follows:
- a. Each Group shall select its Member on the Advisory Committee by the means it considers appropriate. If a group fails to select its Member or fails to notify the Director General of the Member it has selected by February 15th of the corresponding calendar year, the Director General shall appoint the Member from that group by lot.
 - b. No Member State from Groups II-IV shall be entitled to serve again on the Advisory Committee until all other Member States of that group have had an equal opportunity to serve. This principle of rotation shall apply to the selection of Member States by lot, as well as to selections made directly by the corresponding group.
- 4.3. Each Member of the Advisory Committee shall appoint an individual as its representative on the Advisory Committee. Representatives so appointed must be knowledgeable and experienced in international organizations, technical cooperation (preferably with a focus on agriculture), personnel management, finance, budgetary management, and general administration, and they must have a solid working knowledge of Spanish or English. Each Member shall give due regard to the need for continuity in the work of the Advisory Committee. Accordingly, each Member selected from groups II-IV shall make every reasonable effort to assure that the individual it appoints as its representative continues to serve in that capacity for at least one calendar year, and each Group I Member shall make every reasonable effort to assure that the individual it appoints as its representative continues to serve in that capacity for at least two calendar years.

ARTICLE V. MEETINGS

- 5.1. The Advisory Committee shall hold at least one regular meeting per year.
- 5.2. The Advisory Committee may hold special meetings, at the request of the Director General. Nonetheless, the total of special and regular meetings held each year shall not exceed three, unless the Director General certifies the availability of resources for those additional meetings.
- 5.3. To the extent feasible, the members of the Advisory Committee shall meet and otherwise consult with each other and the Director General through video conferencing, and other electronic media.
- 5.4. All Advisory Committee meetings shall take place at IICA Headquarters; however, the Chairperson, with the approval of the other Members, may accept an invitation from a Member State to host the meeting in its territory, provided that the host Member State pays to IICA in advance all costs of the meeting over and above the cost to IICA of holding the meeting at IICA Headquarters.

ARTICLE VI. OFFICERS

- 6.1. The Director General shall serve as Chairperson *ex officio*, shall be responsible for convoking and coordinating the Advisory Committee's meetings in consultation with its members, and shall present the Advisory Committee's Annual Report to the Executive Committee.
- 6.2. The Advisory Committee may elect such other officers as it deems necessary and may regulate their duties and term of office in its Rules of Procedure.

ARTICLE VII. SECRETARIAT

- 7.1. The General Directorate shall provide secretariat services to the Advisory Committee in accordance with the availability of resources appropriated for that purpose in the Program Budget and such other contributions that may be made for its activities by the Member States and other institutions.

ARTICLE VIII. RESOURCES

- 8.1. The funding for the meetings and other activities of the Advisory Committee shall be included in the Regular Fund budget of IICA's Program Budget. The amount budgeted shall include the cost of reasonable logistic and secretariat support, travel and per diem costs for participants, and communications costs.

ARTICLE IX. GENERAL PROVISIONS

- 9.1. The working languages of the Advisory Committee shall be English and Spanish. Each member may present proposals and other documents for the consideration of the Advisory Committee in one of the working languages, and at any other member's request, the Secretariat shall translate those proposals and documents into the other working language. All final Advisory Committee documents presented to the Executive Committee shall be in the four official languages of the Institute.
- 9.2. This Statute may be modified by a majority vote of the Executive Committee or of the IABA on their own initiative, or upon recommendation of the Advisory Committee, or of the Director General.

IICA/CE/Res.508 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 508

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

The EXECUTIVE COMMITTEE, at its Twenty-Ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.535(09) “Report of the Regular Meeting of the Special Advisory Commission on Management Issues (SACMI),”

CONSIDERING:

That by Resolution IICA/JIA/Res.341(X-O/99), the Inter-American Board of Agriculture (IABA) created the Special Advisory Commission on Management Issues (SACMI) to facilitate more regular discussion between the Director General and the Member States on administrative and financial initiatives and issues in order to facilitate the process of reaching consensus on those issues and initiatives in the Executive Committee and in the IABA;

That by Resolution IICA/JIA/Res.419(XIII-O/05), the IABA extended the term of the SACMI from 2006-2010; and

That the SACMI held its 2009 regular meeting at IICA Headquarters on April 1-2, 2009 and delivered its report with recommendations for the Director General of IICA and for the Executive Committee,

RESOLVES:

To accept the Report of the 2009 Regular Meeting of the SACMI.

IICA/CE/Res.509 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 509**CONFERRING APPOINTMENT AND TITLE OF EMERITUS**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.547(09), "Proposal for Conferring Appointment and Title of Emeritus",

CONSIDERING:

That Messrs. Enrique Alarcon Millan, Jorge Ardila Vasquez, Roberto Casas Bernada, Mariano Olazabal Balcazar, Sergio Sepulveda Silva and Guillermo Villanueva Tavares have devoted a significant part of their professional lives to the service of the Inter-American Institute for Cooperation on Agriculture where they occupied important positions in which they were eminently successful, dedicated and resourceful;

That Messrs. Enrique Alarcon Millan, Jorge Ardila Vasquez, Roberto Casas Bernada, Mariano Olazabal Balcazar, Sergio Sepulveda Silva and Guillermo Villanueva Tavares meet all the requirements established in Article 16 of the General Directorate's Rules of Procedure to qualify for the title of Personnel "Emeritus"; and

That, pursuant to Article 16 of the Rules of Procedure of the General Directorate, the Executive Committee may confer appointment and title of "Emeritus",

RESOLVES:

To confer the title of "Emeritus" of the Inter-American Institute for Cooperation on Agriculture, with all the privileges and prerogatives that that title implies, on

Messrs. Enrique Alarcon Millan, Jorge Ardila Vasquez, Roberto Casas Bernada, Mariano Olazabal Balcazar, Sergio Sepulveda Silva and Guillermo Villanueva Tavares.

IICA/CE/Res.510 (XXIX-0/09)

16 July 2009

Original: Spanish

RESOLUTION No. 510**2008-2009 INTER-AMERICAN AWARDS
IN THE RURAL SECTOR**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

CONSIDERING:

That during the present meeting, the Executive Committee elected Chile, El Salvador, Peru, Saint Vincent and the Grenadines and the United States of America to sit on the Selection Committee for the Inter-American Awards in the Rural Sector for 2008-2009;

That the small number of candidates nominated by the Member States for the Inter-American Awards in the Rural Sector justifies extending the deadline for nominating candidates,

RESOLVES:

1. To extend the deadline for nominating candidates for the Inter-American Awards in the Rural Sector to 15 October 2009;
2. To urge the Member States to submit nominations to the General Directorate of IICA of candidates of sufficient merit for the abovementioned inter-American awards; and
3. To convene the Selection Committee during the Fifteenth Regular Meeting of the Inter-American Board of Agriculture (IABA) so that it can study the nominations and make the corresponding recommendations to the IABA.

IICA/CE/Res.511 (XXIX-O/09)

15 July 2009

Original: Spanish

RESOLUTION No. 511

**STATUS OF THE RESOLUTIONS OF THE FOURTEENTH REGULAR MEETING
OF THE IABA AND THE TWENTY-EIGHTH REGULAR MEETING OF THE
EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.548(09), “Status of the Resolutions of the Fourteenth Regular Meeting of the Inter-American Board of Agriculture” and document IICA/CE/Doc.549(09), “Status of the Resolutions of the Twenty-eighth Regular Meeting of the Executive Committee”,

CONSIDERING:

That the above-mentioned reports demonstrate that the General Directorate has complied with the resolutions adopted at the Fourteenth Regular Meeting of the IABA, and satisfactorily carried out the tasks required to comply with the resolutions adopted at the Twenty-eighth Regular Meeting of the Executive Committee of the Institute,

RESOLVES:

1. To accept the reports: (i) “Status of the Resolutions of the Fourteenth Regular Meeting of the Inter-American Board of Agriculture”, and (ii) “Status of the Resolutions of the Twenty-eighth Regular Meeting of the Executive Committee”.

2. To express satisfaction with the progress achieved in complying with the resolutions issued by IICA's governing bodies referred to in operative paragraph 1.

IICA/CE/Res.512 (XXIX-O/09)

16 July 2009

Original: Spanish

RESOLUTION No. 512

**DONATION OF A PLOT OF LAND IN TURRIALBA FOR
THE CONSTRUCTION OF A HOSPITAL**

THE EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.554(09), “Report on the request for the donation of a plot of land for the construction of a hospital in the city of Turrialba”,

CONSIDERING:

That IICA’s assets currently include land situated in Turrialba given to CATIE in usufruct under the terms of the Law establishing CATIE, which is an agreement between the Republic of Costa Rica and IICA;

That the Board of Directors of the Board of Health of the William Allen Taylor Hospital in Turrialba, with the support of lawmakers of the Legislative Assembly of Costa Rica, the Minister of Agriculture of Costa Rica and the Executive President of the Costa Rican Social Security Fund, have asked IICA and CATIE to donate five hectares of land identified in Document IICA/CE/Doc.554(09) (the land requested) for the construction of a new hospital/medical center for the Municipality of Turrialba and neighboring areas;

That any decision to donate, sell or transfer to others, in permanent usufruct or for lengthy periods, rights to land owned by IICA that forms part of the Institute’s assets must be taken by the Inter-American Board of Agriculture;

That the Board of Directors of CATIE has stated that it is willing to support any decision that IICA takes to donate the land requested for the construction of the new

hospital/medical center in Turrialba, bearing in mind that the land in question is not essential for CATIE to carry out its activities;

That the land requested is the most suitable in Turrialba for the construction of a modern hospital/medical center, that the significant growth of the population of Turrialba in recent years has created an urgent need to expand the infrastructure and health services, that the current hospital of Turrialba has always served the CATIE community and that the donation of the land requested for such extremely humanitarian use is consistent with IICA and CATIE's commitment to the development of needy and vulnerable communities;

That the Member States sitting on the Executive Committee have raised no objections to the proposed transfer of the land requested to the Municipality of Turrialba for the construction of the new hospital/medical center,

RESOLVES:

To recommend that the Inter-American Board of Agriculture, at its Fifteenth Regular Meeting,

1. Approve the transfer of the five hectares of land to the entity indicated by the Government of Costa Rica, in permanent usufruct, subject to the following conditions:
 - a. That the land is to be used exclusively to construct and operate a public hospital/medical center for the population of Turrialba and neighboring areas; and,
 - b. That the usufruct arrangement will cease and the land will revert to IICA if the land requested is used for purposes other than those specified in subparagraph "a." above and/or the hospital/medical center is not constructed and fully operational within five years of the date on which the rights to the use of land are transferred.
2. Instruct the Director General, in his capacity as the legal representative of the Institute, to take the actions necessary to execute the approved transfer of rights.

IICA/CE/Res.513 (XXIX-O/09)

16 July 2009

Original: Spanish

RESOLUTION No. 513

**DATE AND SITE OF THE THIRTIETH
REGULAR MEETING OF THE EXECUTIVE COMMITTEE**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.550(09), "Date and Site of the Thirtieth 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 Institute must hold one regular meeting each year;

That it is necessary to set the date and site of the Thirtieth Regular Meeting of the Executive Committee in 2010;

That, in accordance with Article 25 of these Rules of Procedure, if no site is offered by one of the Member States to hold the meeting of the Executive Committee in another country, the meeting will be held at IICA Headquarters in San Jose, Costa Rica; and

RESOLVES:

1. To hold the Thirtieth Regular Meeting of the Executive Committee in San Jose, Costa Rica during the first half of 2010.
2. To instruct the Director General to issue the convocation, in due course, to the Member States to participate in the Thirtieth Regular Meeting of the Executive

Committee, in accordance with the procedures outlined in the rules currently in effect.

IICA/CE/Res.514 (XXIX-O/09)

16 July 2009

Original: Spanish

RESOLUTION No. 514

**2008-2009 BIENNIAL REPORT OF THE CARIBBEAN
AGRICULTURAL RESEARCH AND DEVELOPMENT INSTITUTE (CARDI)**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.545(09), “2008-2009 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI)”,

CONSIDERING:

That, under the terms of the current agreement between IICA and CARDI, the latter organization is to submit a biennial report to the Inter-American Board of Agriculture (IABA) covering technical, financial and administrative matters;

That, under resolution IICA/JIA/Res. 441 (XIV-O/07), the IABA decided to delegate to the Executive Committee responsibility for receiving and analyzing the reports and plans of CARDI and asked its Executive Director, in future, to forward directly to the General Directorate of IICA the version of the biennial report and plans of that Center accepted by the Executive Committee; and

That the Executive Director of CARDI presented said report to the Executive Committee at its Twenty-ninth Regular Meeting,

RESOLVES:

1. To thank the management and staff of CARDI for presenting the 2008-2009 Biennial Report of the Caribbean Agricultural Research and Development Institute (CARDI).
2. To congratulate the Executive Director of CARDI on the contents and presentation of that Biennial Report.
3. To continue support for the collaborative activities between IICA and CARDI.
4. To encourage CARDI and CATIE to strengthen their institutional relations and programs for joint actions.

IICA/CE/Res.515 (XXIX-O/09)

16 July 2009

Original: Spanish

RESOLUTION No. 515

**2007-2008 BIENNIAL REPORT OF THE TROPICAL AGRICULTURE
RESEARCH AND HIGHER EDUCATION CENTER (CATIE)**

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc. 546(09), “2007-2008 Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE),”

CONSIDERING:

That, under the terms of the current agreement between IICA and CATIE, the latter organization is to submit a biennial report to the Inter-American Board of Agriculture (IABA) covering technical, financial and administrative matters;

That, under resolution IICA/JIA/Res. 441 (XIV-O/07), the IABA decided to delegate to the Executive Committee responsibility for receiving and analyzing the reports and plans of CATIE and requested its Director General, in future, to forward directly to the General Directorate of IICA the version of the biennial report and plans of that Center accepted by the Executive Committee; and

That the Director General of CATIE presented said report to the Executive Committee at its Twenty-ninth Regular Meeting,

RESOLVES:

1. To thank the authorities and personnel of CATIE for presenting the 2007-2008 Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE).
2. To congratulate the Director General of CATIE on the contents and presentation of that Biennial Report.
3. To encourage CARDI and CATIE to strengthen their institutional relations and programs for joint actions.

IICA/CE/Res.516 (XXIX-O/09)

16 July 2009

Original: Spanish

RESOLUTION No. 516

2009-2010 JOINT IICA-CATIE PROGRAM OF ACTION

The EXECUTIVE COMMITTEE, at its Twenty-ninth Regular Meeting,

HAVING SEEN:

Document IICA/CE/Doc.547(09), “2009-2010 IICA-CATIE Joint Program of Action”,

CONSIDERING:

That for more than three decades, both institutions have engaged in joint agricultural and rural development activities and have supported each other through various technical, financial and administrative undertakings and that these inter-relationships have been conducted within the established legal framework in clearly differentiated spheres of action, in accordance with the nature of each organization and the purposes for which they were created;

That both IICA and CATIE have been engaging in joint activities to support the efforts of Member States to develop agriculture, livestock farming and forestry, based on a sustainable development approach that is respectful of the environment;

That given the new challenges facing the countries of the Americas, it is imperative that cooperation be strengthened between the two organizations on the basis of their respective areas of expertise and strengths to enable them to meet Member States’ cooperation needs and maximize the use of resources;

That in order for the joint effort to have greater impact, a strategy and shared guidelines are required, and operating mechanisms need to be consolidated to facilitate

increased joint cooperation activities and reinforce the ability of both institutions to meet the needs of Member States; and

That at its Twenty-eighth Regular Meeting, the Executive Committee of IICA instructed the Director General of IICA and the Director General of CATIE to prepare and submit to the Executive Committee, at its next regular meeting, a joint program of action for 2009 and 2010. That program should:

- a. Attach priority to the execution of joint activities in the following areas: (i) territorial rural development, natural resource management, the environment, climate change, food security and (ii) technological innovation, value chains and competitiveness; and
- b. Define a strategy and more appropriate management, administrative and operating mechanisms to ensure the necessary continuity and enhance the results of joint action.

RESOLVES:

1. To accept the 2009-2010 Joint IICA-CATIE Program of Action and to instruct the Directors General of IICA and CATIE to ensure that it is carried out.
2. To congratulate the Director General of IICA and the Director General of CATIE on progress achieved in building a common knowledge management platform to facilitate access for all professionals, institutions and individuals working for agricultural and rural development in the Americas, as well as students pursuing professional and technical careers related to agriculture, to the information and knowledge of both institutions.

SIGNING OF THE REPORT

SIGNING OF THE REPORT OF THE TWENTY-NINTH REGULAR MEETING OF THE EXECUTIVE COMMITTEE

Pursuant to Article 97 of the Rules of Procedure of the Executive Committee, the Report of the Twenty-ninth Regular Meeting of the Executive Committee is hereby signed at 12:00 on the sixteenth day of July of the year two thousand nine, in Vazquez de Coronado, Costa Rica.

The 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 Institute, in the Official Documents Series, all versions being equally authentic and valid.

The Secretariat shall file the original texts in the archives of the Inter-American Institute for Cooperation on Agriculture, post the electronic files on the Institute's Web page and send copies of 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.

Vazquez de Coronado, Costa Rica.



Chelston W. D. Brathwaite
Director General of IICA
Ex officio Secretary of the
Executive Committee



Mario Roberto Aldana P.
Minister of Agriculture, Livestock
and Food of Guatemala
Chairman of the 2009 Executive
Committee

SPEECHES

ADDRESS TO THE EXECUTIVE COMMITTEE
CHELSTON W.D. BRATHWAITE
DIRECTOR GENERAL

In my address to the Inter-American Board of Agriculture on November 26th 2001, where I was elected to be the ninth Director General of IICA, I said “Given today’s realities, the IICA of the 21st Century must embrace a new style of technical cooperation, one which emphasizes operational efficiency, prudent financial management, better use of our human resources, expanded international strategic partnerships with the private and public sectors, and a new relationship with our Member States based on participation, transparency and accountability”.

Based on this strategic vision, we prepared a framework for the renewal of IICA which was captured in the document “Repositioning IICA to face the challenges of the 21st Century” which was shared with the agricultural community of the Americas at the beginning of 2002.

We concluded that IICA needed a clear strategic vision and a well-developed strategy backed by well-aligned operations in order to position the Institute for long-term growth and development.

This strategic framework, which formed the basis for the 2002-2006 Medium Term Plan, was guided by four factors.

- a. The Millennium Development Goals in 2000,
- b. The results of the OAS General Assembly in 2000,
- c. The challenges and tendencies in world agricultural development, and
- d. The mandates of the Third Summit of the Americas, held in Quebec City in 2001.

Today, I am pleased to report that a significant number of the plans and proposals which we presented for the renewal and transformation of IICA have been successfully implemented.

MANDATES OF THE THIRD SUMMIT OF THE AMERICAS AND INSTITUTIONAL TRANSFORMATION

The Third Summit of the Americas, held in Quebec City in April 2001, produced a hemispheric Declaration and a Plan of Action which clearly defined the strategies and programs to be pursued by the countries of the Hemisphere to create greater economic prosperity, expanded economic opportunity and further international relations among the countries of the Americas in the foreseeable future.

In both the Declaration and the Plan of Action, the Heads of State and Government of the Americas recognized the importance of agriculture and rural life in the hemisphere. They viewed the sector as:

- the livelihood of millions of rural inhabitants, and
- a strategic sector of the socioeconomic system for generating prosperity.

Having recognized the importance of agriculture, the Heads of State and Government agreed to promote a joint hemispheric effort involving all the actors of the agricultural sector. The aim was to achieve the sustainable improvement of agriculture and rural life, and at the same time develop medium- and long-term national strategies for their sustainable improvement, based on a dialogue that would include government ministers, parliamentarians and different sectors of civil society.

The decision by the Heads of State and Government at the Quebec Summit to recognize and promote the hemispheric ministerial meetings as mechanisms for the implementation of their mandates led to the establishment of the ministerial meetings on “Agriculture and Rural Life in the Americas” within the framework of the Summit Process.

In a complementary manner, IICA was designated as an institutional partner in the Summits Process, along with the World Bank (WB), the Inter-American Development Bank (IDB), the Organization of American States (OAS), the Pan American Health Organization (PAHO) and the Economic Commission for Latin America and the Caribbean (ECLAC) for the purpose of supporting countries with the implementation of the mandates, forming part of the follow-up mechanisms. IICA thus became the Secretariat for the Ministerial Meetings on Agriculture and Rural Life within the Summit Process.

Faced with the task of shaping a renewed vision for agriculture and rural life in the hemisphere and taking into consideration the Millennium Development Goals, the

Ministers of Agriculture of the Hemisphere approved the Bavaro Declaration at their first Ministerial Meeting in Bavaro, Dominican Republic, in 2001.

The Bavaro Declaration expressed the Ministers' commitment to promote joint actions aimed at improving agriculture and rural life, as stated in the Plan of the Third Summit of the Americas. The agreement calls for efforts to make progress in food security, the reduction of rural poverty and the sustainable development of agriculture and the rural milieu, while simultaneously addressing the aspects of competitiveness, equity, environmental sustainability and democratic governance. In essence, it recognized the need to renew the institutional framework for sustainable agricultural development in the Americas.

Consequently, at the beginning of 2002, IICA was called upon to play a dual role in agriculture in the hemisphere: a new role as an institutional partner in the Summit of the Americas process, as well as its traditional role as an international technical cooperation agency.

In its new role as Secretariat of the Ministerial Process, the Institute was tasked with facilitating the continuation of the Ministerial Meetings on Agriculture and Rural Life, in order to:

- contribute to the linkage between the Ministerial Process and the Summit of the Americas Process, and
- contribute to the follow-up and implementation of Summit mandates.

REPOSITIONING IICA TO FACE THE NEW CHALLENGES

The administration, which began on January 15, 2002 and which I have the honour to lead, responded swiftly and with full commitment to these new challenges and mandates, initiating an institutional transformation process which clearly defined the Institute's dual role: (i) a new role as the Secretariat of the Ministerial Meetings, within the framework of the Summit Process and (ii) a conventional but renewed role, as the Inter-American technical cooperation organization for agricultural and rural development.

The modernization process was guided by the document "Repositioning IICA to face the challenges of the 21st Century", which formed the basis for the Medium-Term Plans for 2002-2006 and 2006-2010. That document defined a new mission of the Institute to support Member States in their pursuit of progress and prosperity in the

hemisphere through the modernization of the rural sector, the promotion of food security, and the development of an agricultural sector that is competitive, technologically prepared, environmentally managed, and socially equitable for the peoples of the Americas.

This process was led by a deep conviction that the current challenges faced by agriculture in the Twenty-first Century demanded that we review and modernize the traditional model of technical cooperation.

We held the view that technical cooperation in the 21st Century should not be “top down” but should be based on the establishment of a true partnership between the Institute and its Member States based on transparency, accountability, shared responsibility, and must take into consideration local knowledge and local capacity.

We were also convinced that technical cooperation must recognize the unique nature of each Member State while at the same time promoting hemispheric solidarity, common agendas, cooperation and integration among them.

We were convinced that it was our responsibility to see the Institute for what it is today and also for what it could become tomorrow.

The transformation process was based on the need for the Institute to maintain its place of technical excellence and technical leadership in the agricultural community of the Americas by satisfying the countries’ needs.

The administration took the view also that organizations such as IICA must focus less on self preservation and assume a higher responsibility of service to stakeholders and social responsibility to society.

We also recognized that leadership in the 21st Century requires attributes relating to character which are similar to, but at the same time different from, those of the past. Values and principles such as integrity, courage, vision and determination are unchanging leadership qualities.

The ability to deal with uncertainty and complexity and to lead in a globalized world are, on the other hand, new leadership requirements. The very role of the leader of the past has changed: from the old command and control model of the 20th century to a new role as motivator, facilitator, team leader, coach, strategist and steward.

We were also aware that the administration would eventually be judged not by what we change of the past but by what we build for the future.

After 20 years in this institution, I was convinced that the time had indeed come to stop rewarding effort and activities and to start rewarding results.

As a result of these realities, this Administration pursued and implemented what were considered the ten characteristics that a modern institution must have for success in the 21st Century.

- a. A strategic vision and a sound implementation strategy.
- b. A management structure that effectively responds to the mandates and priorities of the Institute.
- c. Defined mechanisms for performance management and evaluation.
- d. Clearly defined human resources management policies.
- e. Comprehensive financial management policies and processes.
- f. Strategies for the promotion of a corporate image.
- g. Ethical principles and values.
- h. Social responsibility to staff, stakeholders and society.
- i. The capacity to think and to anticipate the future, and
- j. The provision of leadership that forges a common purpose and a common agenda.

This report is a summary of our efforts to achieve three strategic objectives:

- a. To reposition agriculture within the Summit of the Americas Process, thus ensuring that agriculture and rural life were central to the Inter-American Development Agenda.
- b. To implement a new Technical Cooperation Model focused on promoting partnership, transparency and accountability in our Member States.

- c. To strengthen strategic partnerships to widen the scope of our technical support services.

These three strategic objectives were supported by six complementary actions aimed at:

- a. Strengthening the financial base of the Institute
- b. Implementing a new institutional structure
- c. Implementing new institutional processes
- d. Promoting a new corporate image
- e. Implementing new human resources development policies and
- f. Fostering a new institutional culture

REPOSITIONING AGRICULTURE WITHIN THE SUMMIT OF THE AMERICAS PROCESS

The Ministers' efforts to build consensus around a shared hemispheric agenda, defined at the First Ministerial Meeting, led to the continuation of the dialogue and to the definition of the second Ministerial Agreement. This initiative was formalized at the Second Ministerial Meeting, held in Panama where the Ministers approved the AGRO Plan 2003-2015 - A Shared Vision for Agriculture and Rural Life in the Americas prepared jointly by the Institute and the Ministries of Agriculture of the Americas. The Plan defines the strategic actions required to advance toward the achievement of key goals by 2015. They also approved the renewed concept of agriculture, which enables us to understand that successful agricultural development depends on equity, sustainability, competitiveness and good governance.

The Plan recognizes that agricultural development and the promotion of rural welfare are critically important for the achievement of the Millennium Development Goal of reducing extreme poverty by 50% by the year 2015. In fact, the Millennium Development Goals will not be achieved unless and until there is a sustained effort to reduce rural poverty and promote rural prosperity.

At the Third Meeting, in the Ministerial Agreement of Guayaquil 2005, and at the Fourth Meeting in Guatemala in 2007, the Ministers reaffirmed their commitment to the AGRO 2003-2015 Plan and updated it with complementary strategic actions for the biennia 2006-2007 and 2008-2009. Priority was accordingly given to: (i) promoting a national policy for agriculture and rural life, based on public-private and multisectoral coordination, (ii) regional integration in the context of the hemispheric Ministerial

Process and (iii) the development of an information system for the follow-up and evaluation of the AGRO Plan.

At the Special Summit of the Americas, held in Monterrey, Mexico, in 2004, and the Fourth Summit of the Americas, held in Mar del Plata, Argentina, in 2005, the Heads of State and Government pledged their firm support for the process to improve agriculture and rural life, led by the Ministers of Agriculture. In both Summits, they undertook to make a sustained effort to improve the living conditions of rural populations and, in that context, decided to support the implementation of the AGRO 2003-2015 Plan as a “national commitment”, defined in paragraph 35 of the Plan of Action of the Fourth Summit.

At the recently concluded Fifth Summit of the Americas, held in Port of Spain, Trinidad and Tobago, the Heads of State and Government of the Americas reaffirmed their commitment to the AGRO Plan and the multidimensional approach to agricultural development.

THE MEDIUM-TERM PLANS AND THE NEW TECHNICAL COOPERATION MODEL

The Medium-Term Plan for 2002-2006 had three clearly defined goals: the promotion of sustainable agricultural development, food security and rural prosperity, and was focused on people and committed to the future.

In 2005, the administration was reelected unanimously for a second term and the Medium-Term Plan for 2006-2010, while having the same three goals of the previous plan, defined more clearly the challenges facing the agricultural sector of the Americas and focused the actions of the Institute on six strategic priorities:

- a. Repositioning of agriculture and rural life and a new institutional framework;
- b. Promoting trade and the competitiveness of agribusiness;
- c. Strengthening rural communities;
- d. Promoting the introduction of technology and innovation in agriculture;
- e. Promoting the sustainable management of natural resources and the environment; and
- f. Promoting agricultural health and food safety.

The New Technical Cooperation Model

In response to the new mandates received by the Institute, and considering the challenges that lay ahead for agriculture and rural life in the 21st Century and the objectives of the Medium-Term Plans, this Administration adopted a new model for the provision of technical cooperation services to the countries and allocated additional resources to national priorities.

Through Offices in its Member States, IICA initiated an ongoing dialogue with national authorities and other key stakeholders in the agricultural sector (private and public organizations, the private sector, civil society, NGOs, academia, farmer's organizations and professional societies.) in order to harmonize IICA's actions in the countries with national priorities and development plans, taking into account the Institute's strategic areas of action and strengths and the plans and policies of the countries.

National Technical Cooperation Agendas

The first component of the new model is a process of consultation, dialogue and consensus building with national authorities, the private sector, academia and civil society, to draw up National Technical Cooperation Agendas and to spur a principle-centered process of institutional transformation. This process aims to meet the Member States' need for technical cooperation that responds to their demands and priorities. The products of this endeavour are the National Technical Cooperation Agendas, through which the Institute implements its technical cooperation at the country level.

Preparation of these agendas represents a new approach to technical cooperation, one that emphasizes participation, partnership, cooperation and demand-driven efforts.

The National Agendas respect the unique nature of each of the Institute's Member States, and the approach used in preparing them is holistic and inter-thematic. They afford an opportunity for the principal actors in agriculture and rural development to contribute significantly to developing IICA's technical cooperation programme, thus ensuring that it meets their needs. It is therefore "their" programme, implemented with mutually agreed upon human and financial resources.

The consultation process

The process of preparing an overall strategy for IICA's actions at the country level is based on an extensive process of consultation and consensus building with key stakeholders in agriculture and rural life in the Americas. Its guiding principles are:

- a. The strategy must be based on the interests of the countries and be designed to have an impact as soon as possible.
- b. It must take into consideration the Institute's mandates, new vision, mission and priorities, matching them with the countries' priorities.
- c. Preparation of the agendas is an ongoing process based on consultations with and the participation of partners. It does not impose a result or create a commitment. The strategy must reflect what IICA believes can effectively be done in each country and region.
- d. The strategy must define areas in which there is an effective match between the interests of the parties and the human resources available for implementing the necessary actions. A realistic assessment of resource constraints (human, financial and physical) is of key importance.

Development and approval of the National Agendas

IICA's Representatives lead the process to prepare the agendas, taking into account the information generated in the consultation and following the established guidelines.

Once agreement on cooperation actions has been reached with national authorities, each Office prepares a draft National Agenda that includes a timetable of activities for the year, as well as an assessment of opportunities for securing additional financial resources to support cooperation actions.

Once consistency of the draft National Agenda with IICA's Medium-Term Plan (MTP) is assured and programming and budgetary considerations are reviewed, the National Agendas are approved and communicated to national authorities, representatives of the private sector, universities, NGOs and other stakeholders.

Review and periodic updating of the National Agendas

IICA's strategic planning process is dynamic and ongoing, and the National Agendas are evaluated annually to assess the progress made, the results achieved, as well as to identify problems, document lessons learned, and identify and propose changes in needs and priorities.

It aims to ensure the relevance of the National Agendas to changing circumstances in agriculture and in rural life. This evaluation is conducted via the presentation of an annual report to all the stakeholders, clients and strategic partners that participated in formulating the National Agenda, as well as other interested parties.

With this new inclusive approach to technical cooperation, the Institute succeeds in achieving the following results:

An Improved Relationship with our Member States

The development of the National Agendas, the preparation of national annual reports, the presentation of these national reports in an annual seminar and the incorporation of ideas and suggestions from the seminar into our work plans for the next year, have greatly improved our relationship with the Member States. This approach leads to partnership, accountability and transparency and builds confidence and trust.

There is a renewed awareness that IICA can make a significant contribution to agriculture and rural life in our hemisphere.

Increased Technical Cooperation Actions

We have successfully changed the actions in several of our offices in the countries from being primarily offices for the administration of financial resources, to providers of technical cooperation services. Almost all the new agreements we have signed incorporate technical cooperation elements.

Strengthening Technical Capacity and Capacity Building

The Institute also made a number of improvements in technical cooperation services. Among these are the following:

- a. We assisted the Ministries of Agriculture in developing a strategic vision for Agriculture and Rural Life in this hemisphere through the Agro 2003-2015 Plan which, when implemented, can assist the Americas in achieving the Millennium Development Goals of reducing poverty, promoting environmental sustainability and fostering a global partnership for development.

- b. We developed the Agromatrix as a practical, systemic tool for the diagnosis, planning and evaluation of an integrated agricultural sector that recognizes the political, economic, social and environmental dimensions of a country or region.
- c. We expanded the proportion of the budget allocated to technical cooperation at the office level, from 37% in 2002 to 40% in 2006, despite a frozen budget and higher costs at the national level.
- d. We reorganized the technical services and established a new Directorate of Technical Leadership and Knowledge Management (DTLKM) to expand IICA's role as a knowledge-based institution with responsibility for monitoring the state of agriculture in the Americas and to strengthen inter-thematic actions at the hemispheric, regional and national levels.
- e. We established an office in Miami, U.S.A. to support a new Hemispheric Program in Trade, Agribusiness and Food Safety in 2003. This Office was established to strengthen the agribusiness capabilities of small- and medium-scale agrifood businesses and link them to market opportunities in the United States of America, Canada and Europe. The Office also provides market intelligence and market information to food exporters and importers throughout the hemisphere, supports the free trade agreements that are negotiated between Member States.
- f. We implemented a program in organic agriculture that supports the design of national strategies and policies, establish and strengthen institutional frameworks and enhance knowledge management in organic agriculture.
- g. We implemented a program in bioenergy that supports a platform for the dissemination of knowledge, information and experiences in agroenergy and facilitates horizontal technical cooperation between and among member countries, helping them to better understand the complexities of agroenergy and biofuel production.
- h. We implemented a program in biotechnology and biosafety which supports the design of national policies, strengthens regional initiatives and promotes networks and alliances with strategic partners at the regional and hemispheric levels.

- i. We implemented a program in agricultural insurance to assist Member States in the management of risks inherent in the agricultural production process, as well as mitigating the adverse effects of natural events such as hurricanes and floods.
- j. We established the Agro-Tourism Linkages Program in Barbados as a platform to strengthen linkages between agriculture and the tourism sector.
- k. We developed a methodology for analysis of the true contribution of agriculture to economic development in member countries in the hemisphere, in which we promote the concept that agriculture is more than primary production. We have shown in our studies that when all the backward and forward linkages are taken into consideration, agriculture's contribution to national development is greater than reported in national statistics. Agriculture's contribution to national development is 3 or 7 times greater than the percentages reported in national statistics, when all the backward and forward linkages in the commodity chain are considered. In addition, these analyses demonstrate that approximately 74% of the primary products of agricultural production are inputs into other sectors of the economy such as agroindustry and manufacturing. These results are documented in the report "More Than Food on the Table: Agriculture's True Contribution to the Economy".

Increased Technical Cooperation in Canada and the United States

We have increased technical cooperation in Canada and the United States of America in biotechnology. Information and agricultural health actions were implemented in these two countries that were once only providers of financial resources to the Institute. And we have promoted greater regional integration between the NAFTA countries by strengthening regional mechanisms such as PROCINORTE and the Trinational Council.

Increased Private-sector Participation

We have improved relationships with the private sector at the national and regional levels. The establishment of the 36th office of the Institute in Miami, which is focused on agribusiness development in the hemisphere, enhances this relationship in the future.

The appointment of five agribusiness specialists in the region has further strengthened our relationship with the private sector.

Increased Horizontal Technical Cooperation

We have increased horizontal technical cooperation between and among countries and between and among the regions as a result of the elimination of the Regional Centers and the building of the hemispheric team of national specialists, regional specialists, country Representatives and Directors of Thematic Areas. The creation of a Division for Horizontal Technical Cooperation has also promoted greater activity in this area.

Assessment of our Technical Expertise

We supported a study on the assessment of the technical capacity of the Institute which seeks to identify gaps in our delivery of technical cooperation services and provide solutions for strengthening our technical expertise.

Modernization of Ministries of Agriculture

At the request of the Ministries of Agriculture, the Institute assisted in the development of proposals for the restructuring and reform of the Ministries of Agriculture in Chile, Paraguay, Dominican Republic, St. Lucia, Panama and Jamaica. In Jamaica, our efforts focused on the reform of the veterinary services, and in Panama we supported the restructuring of the agricultural extension service and recommended an integrated model involving the public sector, the private sector and academic institutions.

Regional Integration

At the regional level, the Institute served as the Secretariat for regional mechanisms for the integration of agricultural policies and decisions. These mechanisms: the Southern Agricultural Council in the South, the Alliance for Sustainable Development in the Caribbean, the Central American Agricultural Council and the Trinational Council in the North are all coordinated by IICA.

The Institute developed a Performance Vision and Strategy tool (PVS) which has been used internationally to evaluate the performance of veterinary services in the Member States. This evaluation can then be used to modernize veterinary services. It is

based on interviews with focus groups, public and private sector groups and includes not only animal health, but also food safety issues.

Strengthened Strategic Partnerships

Strengthened and Expanded Strategic Partnerships

- a. The development of expanded relations with strategic partners at the national, regional and international levels is a means of mobilizing resources, creating more synergy in technical cooperation and developing a more holistic approach to agricultural and rural development. These include, among others, the OAS, FAO, IDB, PAHO, ECLAC, the United States Department of Agriculture (USDA), and the Swiss Agency for International Development, the Biotechnology Industry Organization, the International Executive Service Corps, the US Grain Council, Harvard University, Florida International University, and the Rural Policy Research Institute, Cornell University and the University of Florida at Gainesville, Florida.

Within the context of the new vision for agriculture, the Institute has strengthened relations with institutions for the follow-up to the Summit Process: OAS, IDB, PAHO, ECLAC and the World Bank. It also continues to promote greater cooperation with the FAO of the United Nations.

- b. Two years ago, IICA signed a new strategic partnership agreement with the FAO that will lead to closer and more systematic collaboration between the two organizations, with a view to enhancing the cooperation that both provide to the countries of the Americas. The agricultural and rural sectors of the hemisphere will be the beneficiaries of this initiative, which will promote joint action as a means of making better use of resources and enhancing the effectiveness of both institutions.
- c. We presented the First IICA – FAO Joint Report at the 30th Annual Conference of FAO in Brazil in 2008.
- d. New links were forged with organizations such as the French International Center for Cooperation in Agricultural Research for Development (CIRAD), the Spanish International Cooperation Agency, the United States Agriculture Network Information Center (AgNIC) and the Catholic Relief Services.

- e. IICA and CATIE expanded their collaboration through the work of capacity building in biotechnology and agroforestry; the management of agricultural information at the hemispheric level through the Orton Memorial Library; technological innovation for the production and marketing of Central American coffee, and the design of projects for joint implementation that were presented to the Global and Environmental Facility (GEF), IDB and the Bill and Melinda Gates Foundation.
- f. Strategic partnerships have been strengthened with the World Bank through the Global Development Learning Network, with the Inter-American Development Bank through FONTAGRO, with the Pan-American Health Organization through joint actions on BSE (mad cow disease) and FMD (foot and mouth disease) and Avian Flu, and with FAO through joint actions at the national and regional levels in information and agricultural health and food safety.
- g. Increased participation of the Member States in the meetings of the World Trade Organization in Geneva has been facilitated to promote greater awareness of the global trading system, and we have launched a new instrument for modernizing agricultural health and food safety systems in the hemisphere. The Performance, Vision and Strategy instrument for the analysis of the agricultural health systems of the Member States is now being used to analyze agricultural health systems in countries around the world.
- h. The IICA Office in Washington returned to the OAS building in Washington D. C. as part of a strategy to build a new relationship with the OAS, which involves developing specific initiatives at the operational level. The OAS has designated a special day for IICA in its agenda.
- i. IICA strengthened its Office in Madrid, Spain, in support of stronger linkages with Spain, the European Union and European financial and technical institutions.
- j. IICA and the United States Department of Agriculture (USDA) expanded cooperation in the areas of Agricultural Health and Food Safety, Biotechnology and Agricultural Information. In Agricultural Health and Food Safety, emphasis was placed on support to training programs in Codex Alimentarius Norms and Regulations in cooperation with FAO and OIE, and in capacity building for control of Avian Influenza, Foot and Mouth disease and Mad Cow disease in the hemisphere.

Strengthening the Financial base of the Institute

- a. In 2002, the external auditors and the audit review committee reported that the Institute “lacked economic viability due to the increase in the amount of quotas owed by the Member States.” These quotas totaled US\$13.540.545 at 31st December 2002 and increased to US\$17.743.795 at December 31st 2003. The report indicated that the deterioration of the finances of the Institute would hinder the achievement of the Institute’s objectives.
- b. As a result of concrete actions taken by the Administration in cooperation with the Governing Bodies of the Institute, we were able to reduce outstanding arrearages of quota contributions from 13.5 million dollars in 2002 to 2.2 million at the end of 2008.

Financial situation of the Institute in 2002 and 2008

	2002	2008
Quota payments owed	13.5 m	2.2 m
Countries in “regular” status	22	34
Extra-quota – External resources	127 m	206 m
Quota budget	27 m	27 m

The collection of these outstanding quotas allowed us to carry out a number of actions including:

1. To repay a line of credit of \$1.5million
2. To address critical infrastructure needs at Headquarters and in the country offices
3. To finance special programs in Agricultural Health, Biotechnology, Agroenergy, Leadership and Agrotourism.

- c. We increased the number of contributing member countries to the Institute from 22 in 2002 to 34 today. The payment situation where all member states are today in “regular” status is the best payment situation in the Institute since 1986.
- d. We increased the external funds budget from \$127 million in 2002 to \$206 million in 2008.
- e. We received the payment of the annual quota by all Member States, which can only be interpreted as an expression of satisfaction with our work through the implementation of the new technical cooperation model. The external auditors have confirmed for the 6th consecutive year that the finances of the institute are managed with high levels of transparency and accountability.
- f. We eliminated the Regional Centers, implemented a flatter institutional structure and reassigned US\$1.2 million in savings from these actions to improve technical cooperation in the Member States.
- g. We modernized the financial system and improved financial management and accountability by implementing a new financial management system (SAP) at Headquarters and in selected country offices during the 2007-08 periods at a cost of \$2.0 million.
- h. We have obtained approval from the Inter-American Board of Agriculture (IABA) to adjust the Chapters of the Program Budget to include a new chapter for maintenance and the renewal of infrastructure.

Implementation of a New Institutional Structure

A new institutional structure has been implemented based on an integrated management system which is simpler and more horizontal and which includes the following actions:

- a. Consolidation of units at Headquarters, creating a flatter, more efficient institutional structure, resulting in the reduction of D Level Management positions from 36 to 20.
- b. Creation of a new unit for budget preparation and control.

- c. Establishment of a Directorate for Performance Management and Evaluation to ensure that proposed actions are implemented in a cost-effective manner.
- d. Creation of a Directorate for Follow-Up of the Summit of the Americas process to provide appropriate follow-up to the mandates issued at the Quebec 2001 Summit and the OAS General Assemblies.
- e. Establishment of a Directorate of Regional Operations and Integration to link the Headquarters of the Institute with the National Offices, and the appointment of Regional Directors at Headquarters for the management and coordination of our regional agendas and regional actions.
- f. Establishment of a Directorate for Strategic Partnerships in the Washington D.C. Office.
- g. Creation the Agrotourism Linkages Program based in Barbados.
- h. Establishment of the Directorate of Technical Leadership and Knowledge Management.
- i. Establishment of an Office for Public Information and the promotion of a new institutional image.
- j. Establishment of the Office in Miami, U.S.A, to coordinate our program in Agribusiness, Trade and Food Safety.
- k. Establishment of a Centre for Leadership in Agriculture to promote a new generation of leaders, and to broaden the application of leadership concepts, values and principles throughout the hemisphere.
- l. The Centre provides a forum for leaders to be informed about the following topics:
 - The role of agriculture and agribusiness in economic development.
 - The challenges and opportunities for agriculture in the 21st Century.
 - The role of the Minister of Agriculture as a member of the Ministerial process within the framework of the Summit of the Americas process and as a member of the Inter-American Board.
 - IICA and its role in agriculture and rural development in the Hemisphere.

- The bases for the establishment of a new agenda for cooperation between IICA and its Member States.
- m. The Centre also supports a forum for young leaders as we must invest in bright young minds in order to develop the leadership of the future. We are conscious that the development of young leaders in the agricultural sector is an important part of the future agenda of the institute as we seek to create a new vision for agriculture and rural life in the Americas.
- n. New infrastructure: We implemented a program of renewal of the infrastructure at IICA Headquarters, including: renewal of the electrical system of the main buildings, painting of the entire building, conversion of the lobby into an information centre, purchase of a diesel-powered electric generator, purchase of new equipment for meetings and conferences, purchase of a new communication equipment including the virtual private network for communication between offices and Headquarters, and construction of a gymnasium for Staff.

New institutional processes

- a. We have reviewed the norms of the Institute, eliminating outdated executive orders and updating the regulations and procedures, and put them into four files which have been distributed to all units of the Institute.
- b. We introduced an on-line system for meeting management which has resulted in a 12% reduction in the cost of official meetings.
- c. One of the most important internal factors that support the new model for technical cooperation is the Institute's monitoring, supervision, evaluation and follow-up system, which links planning, programming, budgeting, implementation, monitoring, evaluation and follow-up activities within the Institute. This integrated management framework is managed by our newly established Directorate for Performance Management and Evaluation. In addition, it ensures that the IICA Offices in the countries and relevant Directorates and Units at Headquarters work in an integrated and holistic fashion. The system is designed to be supportive, and embodies an essential part of the Institute's responsibility to provide leadership, management, coordination, control and accountability in the use of its resources. It is also designed to foster relationships that contribute to improving individual skills and performance, and to bring people and resources together, based on clear

- objectives and priorities defined in our work plans and in the National, Regional and Hemispheric Agendas.
- d. The Office Improvement Plans (OIP/PMO) have been created to provide continuous improvement of our offices.
 - e. An annual hemispheric forum called “Representatives’ Week” was created to foster strategic planning, promote dialogue, facilitate hemispheric horizontal cooperation between and among countries and to build a hemispheric team of professionals.
 - f. We established a protocol for the transfer of Representatives at the Office level and prepared a guide for the orientation of new Representatives in order to facilitate the transfer of responsibilities at the Office level and to improve management of national offices.

Promotion of a new corporate image

Special importance is attached to information, communication and the projection of our institutional image. The promotion of the Institute’s new global dimension and image is of fundamental importance in efforts to position the Institute as an international development organization that is recognized and respected as a reliable strategic partner that can make a major contribution to the development of agriculture and rural life in the Americas. Our new information and communications policy fosters:

- a. Dialogue with the community of agriculture and the Member States keeps them informed of the activities and results of the Institute’s work. Publications of the National and Regional Technical Cooperation Agendas, IICA’s Annual Reports, IICA Connection (an electronic bulletin), ComunIICA on line and the Director General’s Infoletter, together with the improvement of the Institute’s new website (www.iica.int), are examples of this policy.
- b. Investment to modernize the Institute’s Information and Communication Systems. During this period, IICA modernized its technological platform to support a more efficient supply of technical cooperation services. It installed a Virtual Private Network which links Headquarters and all the Offices at an investment of nearly US\$250,000.00. It is also installing a new telecommunications platform in the IICA Office in Miami, as a back-up to the telecommunications system at Headquarters, at a cost of US\$65,000.00.

Substantial improvements have been made in the technological platform at Headquarters thanks to the renovation of telecommunications equipment and servers, and work is under way to upgrade the telephone switchboard.

- c. Improved and expanded two important information systems to provide Member States with relevant contents for their agricultural activities. INFOAGRO.NET has now implemented modules on trade, agribusiness, technology, biotechnology, health, rural development and agroindustry, and serves approximately 17,000 users, while the Agricultural Information and Documentation System for the Americas–SIDALC- contains data collections from more than 140 institutions in 21 countries in the hemisphere and has an estimated 300,000 users.
- d. An expanded and enhanced web page that provides a range of information on many aspects of the Institute's activities, including its structure, national agendas and work plans, projects and activities executed by Headquarters and each Office, current events, video transmissions, etc.
- e. The new IICA Web portal was launched in February 2008 to make it easier to access, exchange and update information on agriculture and rural life in the Americas. It is a user-friendly platform whose different pages are managed and maintained by those responsible for same.
- f. In the area of knowledge management, the General Directorate restructured IICA's technical areas in 2006, incorporating knowledge management and the sharing of knowledge as a means of strengthening the technical cooperation offered by the Institute. The web portal has been completely redesigned, providing easy access to knowledge within IICA and integrating all of the IICA countries into one system, giving center stage to the technical areas, their technical personal and contact information, documents and publications, knowledge communities, seminars and other technical events as a means of sharing knowledge internally and externally. IICA's distance training and education center has been restructured to facilitate communication and the sharing of knowledge within the Institute and among its member countries. More recently, IICA has developed the concept of knowledge communities, which enable technical groups within the Institute who share common interests to share knowledge, experiences, best practices, publications, etc. as a means of improving technical cooperation. This effort is playing a central role in integrating the technical capacity available at

Headquarters and in the 36 Offices, to solve country problems and address member country needs.

- g. We established an agreement with Google and CATIE so that through the use of the Internet some 9000 documents on agriculture are now available to the agricultural community on line.

Human Resources Development Policies

As an organization promoting the development, transformation and transmission of knowledge, the Institute developed a three-year plan for the improvement of our human resources, which included:

- a. Reviewing the Institute's classification system, salary scales and its recruitment practices.
- b. Increasing the number of women in management positions in the Institute. Additionally, we have assigned a greater number of national professionals to management and leadership responsibilities.
- c. Reducing the average age of the professional staff of the institution by retiring all staff above sixty-five years of age. This has allowed us to recruit younger professionals.
- d. Linking the new individual performance evaluation system to the work plans of the Institute's units, to ensure alignment of individual performance with institutional goals.
- e. Redefining the role of our Representatives at country level, emphasizing leadership and management capacity. Based on this new profile, we appointed new Representatives in many of our Member States.
- f. We also developed a new code of ethics which takes into account the standards of the Institute, as set out in the Rules of Procedure of the General Directorate, the Staff Rules and the Financial Rules. The purpose of this code is to build an ethical system that recognizes the value of the individual and of diversity, and to foster an environment characterized by high moral integrity, so that staff members can realize their full potential. It also highlights those IICA values which govern staff members' work at the Institute, so that all members observe the highest values of ethical conduct,

- namely: impartiality, integrity, professionalism, flexibility, discretion, loyalty, financial prudence and responsibility. It sets standards for staff members' conduct within and outside the Institute, relations at work, personal business and moral issues, as well as the use and disclosure of information, conflicts of interest, and political activity. The code must be interpreted as a clear signal that this administration will not tolerate corruption, improper conduct or political activity within the Institute.
- g. One of the cornerstones of the new IICA model is the pursuit of excellence at all levels. To this end, the Director General's Award for Excellence Program was created to contribute to shaping an institutional culture of recognition for creativity, outstanding performance, leadership and teamwork. For many years, the Institute had provided awards to its staff for years of service. It is the view of this administration that in addition to awarding years of service, we need to award superior performance of our staff. Therefore, we instituted the Director General's Awards for Excellence in 2002. During the last four years, we have bestowed these awards for excellence upon 143 members of our staff.
 - h. The administration considered that promoting a caring environment and one which fosters the professional growth of its staff is an indispensable dimension of the Institute's transformation process. Consequently, we took a number of steps to implement a strategy with the following five objectives:
 - i. To promote an environment of caring for the personnel;
 - ii. To recognize superior performance;
 - iii. To provide opportunities for the personal growth and updating of professional skills;
 - iv. To foster effective communication; and
 - v. To encourage recreation and healthy lifestyles.
 - i. When food prices spiked last year, we provided a food security bonus to assist the most vulnerable staff members.
 - j. We established an Emergency Assistance Program to provide emergency assistance to IICA employees in any Member State who suffer personal hardship as a result of unforeseen circumstances beyond their control.
 - k. We developed a program for continuous professional development to provide development opportunities and financial support to our personnel in order to

enhance and update their professional knowledge and skills in their areas of expertise, as well as in the areas of leadership and management.

- l. We established a language laboratory to improve the levels of competence of our staff in the official languages of the Institute and contracted an English teacher of as part of the permanent staff at the Institute's Headquarters in Costa Rica.
- m. In the area of communication and information, we established an internal news bulletin for staff and promoted a number of communication instruments to keep staff informed of the Institute's activities.
- n. We promoted good health for our staff by promoting recreational activities, by building a gymnasium for our staff, by promoting occupational health and by strengthening our medical services.
- o. During the transformation process, we have promoted the values of flexibility, accountability, commitment, efficiency, transparency, teamwork and an attitude of service to the Member States.
- p. We promoted employee happiness in order to ensure the satisfaction of our member states.

Fostering of a new institutional culture

Our success in achieving our objectives has been based on a number of changes in the institutional culture. Here I will only mention seven aspects of this cultural change.

- a. A culture of accountability and transparency
The emphasis which we have placed on accountability at all levels of the Institute has promoted individual responsibility for results and the achievement of institutional goals.

This started with the implementation of the Individual Contribution Plan, which identifies the contribution of each individual to the achievement of institutional goals. This was supported by an evaluation system based on the Individual Contribution Plans.

The monthly reports of each unit in the Institute are another instrument that supports a culture of accountability.

The most important aspects of our accountability are our annual accountability seminars at the national and regional levels, our presentation of our Annual Reports to the Executive Committee and the Board and to the Permanent Council of the OAS. These presentations provide excellent opportunities for communicating the work of the Institute and obtaining feedback on our performance.

b. A culture of teamwork

Teamwork has been emphasized at all levels of the organization. This was supported by implementing a system of communities at Headquarters and by annual regional and hemispheric meetings. The most important of these is “Representatives’ Week,” which is an annual meeting of all Representatives, Regional Specialists Directors and management staff at Headquarters. In addition, the Director General holds monthly meeting with all staff at Headquarters to inform staff of institutional actions, policies and achievements.

c. A culture of information sharing

The information policies of the administration and the use of new communication tools have resulted in promoting a culture of information sharing. The institutional website, where all Offices can share information with one another and with Headquarters, the Intranet, the Infoletter, IICA Connection, COMUNIICA, etc. are all instruments that provide for information sharing in the Institute.

d. A culture of excellence

Creating awards for excellence has reinforced the culture of excellence in the Institute. The awards are given for those individuals who demonstrate the organizational values and who make a tangible contribution to the work of the Institute. These awards are special and are only presented to 5 to 10 individuals per year. They provide a unique opportunity for the Institute to reward superior performance.

e. A culture of equity

The promotion of transparent human resource policies has improved the culture of equity in the Institute. Promotion based on merit, advancement of women to management positions and our efforts to support the least fortunate of our staff in times of need has improved the culture of equity in the Institute.

- f. A culture of continuous learning
Promotion of language training, computer training and the professional development program has supported the concept that life in the Institute should be a process of continuous learning.

- g. A culture of leadership
The establishment of the Leadership Centre and the promotion of courses in leadership at all levels of the Institute have reinforced a culture of the importance of leadership in the Institute.

These achievements were possible due to the cooperation and support of the Member States and the dedication, commitment and loyalty of our staff.

Conclusion

In 2002, when we distributed the document “Repositioning IICA to face the challenges of the 21st Century”, we set out a bold strategic vision for the future of this Institute. Today, I am pleased to report that a significant number of the plans and proposals which we presented for the renewal and transformation of IICA have been successfully implemented.

In the last 8 years, we have followed the six strategic elements for a successful transformation process as described by John P. Kotter, Professor of Leadership at the Harvard Business School.

- a. We developed the vision and the strategy for change;
- b. We communicated the vision;
- c. We established a sense of urgency;
- d. We built a team for managing the transformation process;
- e. We empowered our staff, especially our Representatives;
- f. We reported on some short-term successes;
- g. We consolidated the gains of the past; and
- h. We have incorporated some of the most important changes into the institutional culture.

Our fundamental achievement is that we have been able to reposition our institution and refocus it so that today it is recognized as an important component of the development framework of the Americas, one that contributes to the promotion of sustainable agricultural development, food security, and rural prosperity in our hemisphere.

In retrospect, IICA is a different organization today, having evolved to meet the changing times. During this administration, we have promoted:

- a. Operational Efficiency,
- b. Prudent Financial Management,
- c. New Human Resources Policies,
- d. Expanded Strategic Partnerships, and
- e. A new relationship with our Member States based on participation, transparency and accountability.

The Institution today is renewed and refocused and is poised for further growth and development in order to satisfy the needs of its Member States for technical cooperation services that are visionary, innovative, efficient and effective.

Based on a survey by the Franklin Covey Company, in 2007, 87% of the staff of the Institute considered that the Institute had improved over the five year period 2002-2007, and 89% indicated that they were committed to further improving the operating efficiency of the Institute.

It is results like these that contribute to continuing this journey and to the success of the administration.

The future is exciting and filled with hope. I wish us all the very best as we pursue the noble goal of continuing to strengthen our Institute to make it the best Inter-American Institution in the hemisphere and so continue to fulfill the dream of Henry Wallace and his colleagues of 1942.

In all that we have done in the last 8 years, we have sought to:

- a. Inspire trust;
- b. Clarify purpose;
- c. Align System; and
- d. Unleash talent.

We have recognized that these four imperatives of leadership are the key to superior institutional performance.

We believe that what has been accomplished is the success of us all, and I wish the Institute a future of prosperity and success in the next phase of institutional life.

The above represents a summary of our achievements; a detailed report of the achievements of the administration will be available on the Institute website www.iica.int.

A DVD which describes highlights of the administration's achievements is underway. This will be entitled: "Promoting Prosperity in the Rural Communities of the Americas" IICA, 2002-2010.

Finally, in this administration we have continued to redefine and modernize our Institute. In the language of the private sector, we have created the IICA Brand, which is based on partnership, transparency, accountability, delivery of results and the pursuit of excellence at all levels of the Institute.

Ladies and gentlemen, we stand today at an important moment in history, between the industrial society of yesterday and the information society of tomorrow. To face these new challenges, we need people and institutions that are accountable, transparent and ethical. It is my hope that the IICA of the future can continue to incorporate these values.

Thank you.

CLOSING REMARKS AT THE EXECUTIVE COMMITTEE
DR. CHELSTON W. D. BRATHWAITE,
DIRECTOR GENERAL

Mr. Chairman, members of the Executive Committee, ladies and gentlemen. We have come to the end of the Executive Committee 2009 and I wish to thank all participants for your support and cooperation during the meeting. I wish also to thank our efficient Chairman, Minister of Agriculture of Guatemala, Mario Roberto Aldana Perez, and our Rapporteur, Pedro Pablo Peña Cruz, of the Dominican Republic, for their support.

In this meeting:

- a. We approved the Program Budget for the period 2010-2011;
- b. We were able to move forward in the implementation of the recommendations of the assessment of technical expertise;
- c. We received progress reports on the Institute's efforts to strengthen relations with the IDB and CATIE;
- d. We conferred the title of Emeritus on six former outstanding professionals of the Institute;
- e. We received the audited financial reports and the report of the Audit Review Committee, in which the external auditors, for the 6th consecutive year, confirmed that the Institute's finances are managed in an effective, transparent and prudent manner;
- f. We had a lengthy discussion on strategies for food security and on organic agriculture;
- g. We heard presentations by the candidates for the position of Director General for the period 2010-2014;
- h. We received the reports of CARDI and CATIE; and
- i. We reported on the achievements of the administration in the last 8 years (2002-2008 Management Report).

Let me emphasize that the achievements of the administration are not my achievements, but rather the achievements of an Institute working together as a team.

The Board, the Executive Committee, the SACMI and the staff of the Institute working together.

Mr. Chairman, let me say a few words about the IICA Staff. Any time an institution achieves its objectives, four important qualities of its staff come into play: loyalty, dedication, commitment and teamwork. I would like to salute the staff of the Institute for their loyalty, dedication, commitment and teamwork, which has resulted in the success of the administration during 2002-2009.

But, ladies and gentlemen, our work is not finished with the conclusions of this meeting. The administration still has six months of institutional life; we still have work to do. In fact, the long and challenging mission of making agriculture and rural development central to the development agenda is still to be achieved in many of our countries.

We stand today at an important moment in history.

- a. The major economic powers of the world are in recession.
- b. The G8 countries no longer dominate global consumption or global capital formation.
- c. Developing economies will grow at rates that will double those of the developed world.
- d. The population of developed countries will represent a small and declining proportion of the world population.
- e. And the major growth in population in the future will occur in the cities of the developing world.

These issues will present important challenges for food production and access to food in the future.

The increasing population in the developing world will continue to demand food security and food of high quality at reasonable prices, and agriculture and farmers will face the challenge of meeting that increased demand.

The factors that drove the food crisis last year are ever present. The droughts have not disappeared, nor have the rising prices of petroleum and grains. Biofuels will continue to be part of the solution in the search for alternatives to petroleum.

These factors can give rise to turbulence in the future. What we are going through is not a short-term or a temporary phenomenon. We are witnessing a change in the world economy.

Recent droughts in several parts of the world –in Australia, Argentina and Uruguay, to name a few examples—would seem to suggest that the future provision of food will be compromised by climate change and population increase.

The gains made in Latin America and the Caribbean in fighting hunger, poverty and malnutrition over the last five years are at risk.

The tragic fact is that some 200 million people in our hemisphere live in poverty and another 25 million could be pulled back into poverty in the future according to the report from ECLAC.

The 2008 World Development Report of the World Bank has clearly indicated that agricultural development is key to poverty reduction and the achievement of the Millennium Development Goals.

Congruently, studies conducted by IICA over the last four years have shown that when all the backward and forward linkages in the commodity chain are considered, the food and agricultural sector's contribution to national development is three to seven times greater than the percentages reported for agriculture in national statistics.

Other research findings are similar. In studies entitled “Beyond the City: the Rural Contribution to Development” and “Poverty Reduction and Growth: Virtuous and Vicious Circles”, the World Bank concludes that the countryside's contribution to development is greater than usually thought and bigger than official statistics suggest. It estimates that the contribution of agriculture and other rural activities in Latin America is about double the percentage it contributes to the Gross Domestic Product. It goes on to say that the rural economy and rural communities are essential for national well-being and policy makers should pay more attention to rural development policies.

In its 2004-2005 World Employment Report, the International Labour Organization (ILO) concludes that since agriculture remains a major part of the economy in most developing countries and employs a very large number of poor people, agriculture should not be put aside, if the priority is to reduce poverty.

Because of the world crisis and projected population increases, many of our countries must look once again to agriculture and define strategies that focus more on

restoring to agriculture the key role it has always played rather than simply addressing the present crisis.

The concept of an expanded agricultural sector allows us to redefine a new multisectoral role for agriculture in national development and its contribution to confronting the global challenges of the 21st Century.

When viewed from this perspective, agriculture becomes a strategic sector that can contribute to facing challenges such as:

- a. Reducing poverty;
- b. Diminishing the impact of global warming and climate change;
- c. Improving nutrition;
- d. Controlling transboundary diseases;
- e. Ensuring food safety and food security;
- f. Producing sustainable energy; and
- g. Solving the problems associated with increased urbanization.

However, for the agricultural sector to play this multidimensional role, a new vision is required. In order for agriculture to become once again one of the priorities on the national development agendas, a new model of development is needed.

To face the crisis, there are those who believe that the solution is a new Green Revolution.

At the end of the sixties, through what is known as the Green Revolution, an attempt was made to increase agricultural yields through new crop varieties, irrigation, mechanization and the use of fertilizers and pesticides.

The initiative resulted in reducing hunger and food insecurity in many countries and has been credited with saving some one billion lives. But was it a successful experience? I believe that those who advocate a new Green Revolution today must also take into consideration some of the negative aspects, such as social exclusion of small-scale producers, dependence on the pesticide/fertilizer complex and many environmental problems related to pollution of land and water supplies. The truth is that the Green Revolution did not eliminate hunger, but rather pushed up production costs, had a negative impact on the environment and did not work for everyone.

There can be no doubt that technology; biotechnology and technological innovation are critical elements in our search for solutions to the current food crisis. However, rather than a Green Revolution, what is needed is a new development model.

Past and even current development models have an anti-rural bias in which the recommended approach to modernizing the economy is based on industrialization and growth of urban areas. This has several consequences: the concentration of population in cities, which leads to increased public investment in services for urban areas; continued inequality between urban and rural areas, despite economic reforms implemented in the mid 1980s and during the 1990s; and a limited inflow of resources for improving rural infrastructure due to inappropriate public policies on investment, trade and taxes.

We propose a new development model, one that facilitates better urban-rural balance through comprehensive development of both urban and rural areas; a model that directs greater investments to the rural areas, which are essential for ensuring social and political stability; a model that promotes the competitiveness of agriculture and rural economic activities; a model that creates jobs in the rural economy.

The model has ten components:

- a. State policies that support a multidimensional, multi-sectoral focus on agriculture and rural life.
- b. Strategies to increase investment in agricultural research, innovation and technology transfer.
- c. A new agricultural educational curriculum.
- d. Institutional transformation of ministries of agriculture.
- e. New policies on food consumption and nutrition.
- f. A global food security fund.
- g. An overall approach which is environmentally friendly.
- h. We need leaders that recognize that the agrifood sector is a strategic sector of our economy.
- i. We need an agribusiness approach and farmers who are entrepreneurs, farmers who recognize that their farm is a business enterprise and that they as business managers must acquire management skills, knowledge and technology to become competitive and to make business decisions about investments, the market and prices.
- j. We need the political will and leadership to make food security a priority in the development agenda of the country.

I would like to congratulate the leaders of the G8 for approving 20 billion for food security in their recent meeting in Italy.

The levels of poverty prevailing in our countries cannot and should not continue. We must modernize our rural sectors, strengthen rural communities and provide education, health care, infrastructure, access to technology and credit so that the poor can fulfill their dreams. Unless we promote rural prosperity, there will be no urban peace. Unless we promote rural prosperity, the rural poor will rise up and contribute to social unrest and threaten democratic governance in our countries.

It is our responsibility to reduce the inequality and social injustice which prevails in so many countries of our hemisphere. Modern agriculture and rural development are keys to poverty reduction because the majority of the poor live in rural areas.

In IICA, we are aware that only by pursuing state policies of social inclusion, policies of equity and transparency, policies that promote education and a culture of entrepreneurship and innovation will we win the war against poverty.

A war that will not be won by the traditional weapons of war, but by the soft weapons of education, knowledge, the application of technology and investment in the rural sector.

I am not insensitive to the great challenges that lie ahead, but I believe that at the beginning of this 21st Century we have the means, the technology and the resources to eliminate hunger and suffering from our world. There is no morally justifiable reason for the continued existence of hunger and misery as a result of the lack of food and opportunity in a world of global prosperity.

I am convinced that we need a new development model that can unleash the talent, the energy and the enterprise of the people of the Americas so that the agricultural and rural sectors can compete internationally, and which facilitates a culture of excellence which results in the provision of information, knowledge, leadership and technical support that contribute to improving the lives of people and to ensuring prosperity in the nations of the hemisphere.

Our Institute has an important role to play in helping our countries achieve food security and guarantee the safety of food supplies, but we can only do this if we continue to strengthen and modernize the Institute.

The Institute cannot solve the problems of agricultural and rural development alone, and given the complexity of our mandates, strategic partners are essential. Partnerships with the multilateral development banks, with FAO, IFAD and the World Food Program, the private sector and institutions of the United Nations system are of great importance for the future.

With FAO, we should consider the implementation of a model of cooperation similar to the WHO/PAHO model.

The reform process for the future must also consider reform of the Governing Bodies. There are 3 important steps that should be taken:

- a. To institutionalize the SACMI.
- b. To align the Medium-Term Plan and the Program Budget.
- c. To create a unit for linking the Institute with the private sector, especially as it relates to the use of the Internet, biotechnology and cellular technology in agriculture.

Finally, we must continue to strengthen the financial base of the Institute in order to strengthen the technical capacity of the Institute.

It will be increasingly difficult for the Institute to continue to grow and fulfill its mandates on a frozen quota budget. Strategies must be developed to increase the allocation of financial resources to the Institute.

I am optimistic that this goal can be achieved if our message that agriculture is a strategic sector of the economy is promoted and accepted.

Let me conclude by expressing again our thanks for your cooperation and support and let us continue to work together to bring peace, food security, social stability, equity and prosperity to the peoples of the Americas.

I look forward to seeing you all in Jamaica in October for the Fifth Ministerial Meeting on Agriculture and Rural Life and the 15th Meeting of the Inter-American Board of Agriculture.

I would like to thank the Deputy Director General, all members of my Cabinet; all support staff, the translators, the security personnel, the transport services, the Technical Secretary, Mr. Del Risco, Mr. Bill Berenson, our Legal Advisor, and all for your support and cooperation.

Let me end by wishing all of you a safe trip back to your respective countries and let me thank all of you again for your various contributions to the success of the 29th Regular Meeting of our Executive Committee, Mr. Chairman, for the excellent job you have done, I am pleased to present you with our traditional memento.

Thank you.

APPENDICES

APPENDIX 1: AGENDA OF THE MEETING

IICA/CE/Doc.533(09)Rev.2

- 1. Provisional Schedule** *IICA/CE/Doc.534(09)*

- 2. Reports to the Executive Committee**
 - 2.1 Message from the Director-General: 2002-2008 Management Report *(Unnumbered)*

 - 2.2 Report of the 2009 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI) *IICA/CE/Doc.535(09)*

 - 2.3 2008 Annual Report of IICA *IICA/CE/Doc.536(09)*

 - 2.4 Report on the implementation of the food security strategy *IICA/CE/Doc.537(09)*

- 3. Budgetary and Financial Matters**
 - 3.1 Financial Statements of the Institute and Report of the External Auditors for 2008 *IICA/CE/Doc.538(09)*

 - 3.2 Fifteenth Report of the Audit Review Committee (ARC) *IICA/CE/Doc.539 (09)*

 - 3.3 Current status of quota payments and progress with the collection of quotas owed to the Institute *IICA/CE/Doc.540(09)*

 - 3.4 Proposed 2010-2011 Program Budget *IICA/CE/Doc.541(09)*

 - 3.5 Election of a member of the Audit Review Committee (ARC) *IICA/CE/Doc.542(09)*

- 3.6 Appointment of External Auditors for IICA and CATIE for the 2010-2011 biennium *(Unnumbered)*

4. Institutional Policy and Technical Cooperation

- 4.1 Progress in the implementation of the recommendations for strengthening technical expertise at IICA *IICA/CE/Doc.543(09)*
- 4.2 Bylaws of the Inter-American Commission for Organic Agriculture *IICA/CE/Doc.544(09)*
- 4.3 2007-2008 Report of the Caribbean Agricultural Research and Development Institute (CARDI) *IICA/CE/Doc. 545(09)*
- 4.4 2007-2008 Report of the Tropical Agriculture Research and Higher Education Center (CATIE) *IICA/CE/Doc. 546(09)*
- 4.5 2009-2010 Joint IICA-CATIE Program of Action *IICA/CE/Doc.547(09)*

5. Matters pertaining to the Governing Bodies

- 5.1 2007-2008 Inter-American Awards in the Rural Sector *IICA/CE/Doc.548(09)*
- 5.2 Proposal for conferring appointment and title of Emeritus *IICA/CE/Doc.549(09)*
- 5.3 Status of the resolutions of the Fourteenth Regular Meeting of the IABA *IICA/CE/Doc.550(09)*
- 5.4 Status of the resolutions of the Twenty-eighth Regular Meeting of the Executive Committee *IICA/CE/Doc.551(09)*
- 5.5 Date and site of the Thirtieth Regular Meeting of the Executive Committee *IICA/ CE/Doc.552(09)*
- 5.6 Proposed Agenda for the Fifteenth Regular Meeting of the Inter-American Board of Agriculture (IABA) *IICA/CE/Doc.553(09)*

6. Other Business

- 6.1 Request for the donation of a plot of land for the construction of a new hospital in Turrialba *IICA/CE/Doc.554(09)*

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