



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

San Jose, Costa Rica

12-14 July, 2011

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MINUTES OF THE MEETING

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

The Thirty-first 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 Resolution IICA/CE/RES. 530 (XXX-O/10) of said Committee.

The 2011 Executive Committee comprised the following countries: Bahamas, Belize, Bolivia, Brazil, Canada, Costa Rica, Haiti, Panama, Paraguay, St. Kitts and Nevis, Uruguay and Venezuela.

PREPARATORY SESSION

0.1 *Opening of the Session*

- 0.1.1 The Preparatory Session of the Thirty-first Regular Meeting of the Executive Committee was called to order at 09:00 on July 12, 2011, at IICA Headquarters. It was chaired by Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock farming of Costa Rica, the country that chaired the Thirtieth Regular Meeting of the Executive Committee.
- 0.1.2 The delegates of all the Member States sitting on the Executive Committee were present, with the exception of the Representative of Venezuela.

0.2 Agreements

0.2.1 Election of the Chair and Rapporteur of the Meeting

The Member States represented on the Executive Committee unanimously elected Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, to chair the Executive Committee meeting. It was then proposed that Mr. Simeon Pinder, Director of Agriculture of the Ministry of Agriculture and Marine Resources of the Bahamas, serve as Rapporteur. The motion was approved.

The officers of the meeting were elected as follows:

Chair:	Gloria Abraham Peralta
Rapporteur:	Simeon Pinder
<i>Ex officio</i> Secretary:	Victor Villalobos

0.2.2 Agenda for the Meeting

The Chair submitted the agenda for the Thirty-first Regular Meeting of the Executive Committee, contained in document IICA/CE/Doc. 572 (11) to the consideration of the Representatives. The Agenda was approved without changes.

The delegates were informed that their folders contained the working and background documents for the meeting, digital versions of which had been made available to the Member States 30 days earlier, through the Committee's online system, pursuant to Article 29 of the Rules of Procedure of the Executive Committee.

0.2.3 Working Committees

The delegates decided to establish a committee to analyze operative paragraph 3 of Resolution 532 of the Executive Committee, with respect to the future responsibilities of the Representative of the IABA to the Governing Council of the Tropical Agricultural Research and Education Center (CATIE). This committee would draft a proposal to be discussed and decided upon by the plenary. The committee comprised the Representatives of Canada, Costa Rica and Mexico.

0.2.4 Duration of the Meeting

The Plenary agreed to hold the Closing Session of the Thirty-first Regular Meeting of the Executive Committee on Thursday, July 14, 2011, at 12:00, as proposed by the Technical Secretariat.

0.2.5 Deadline for Submitting Proposals

Wednesday, July 13 at 14:00 was set as the deadline for submitting new draft resolutions.

0.2.6 Right to Vote of the Countries

The Director General requested that the Legal Adviser of the Organization of American States (OAS) and of IICA explain the rules governing the application of Article 24 of the Convention on the Institute, referring to the suspension of the right to vote at meetings of the Institute's governing bodies of Member States that are more than two years behind in the payment of their quota contributions. The Legal Adviser explained that, with the exception of Bolivia, all Member States sitting on the Executive Committee were up to date with their quota contributions. The Representative of Bolivia stated that his country had taken steps to effect the relevant payment, which would be made shortly. Accordingly, the delegates unanimously agreed that it would not be necessary to apply Article 24 of the Convention on IICA.

0.3 Other Business

0.3.1 The Director General proposed that the Bilateral General Agreement for Interinstitutional Cooperation between IICA and CATIE be signed during the course of the meeting. It was decided that the agreement would be signed on Wednesday, July 13, immediately prior to the distribution of the draft resolutions.

0.4 Close of the Preparatory Session

0.4.1 The session was adjourned at 9:30.

INAUGURAL SESSION

0.5 Opening of the Session

0.5.1 The Inaugural Session of the Thirty-first Regular Meeting of the Executive Committee was called to order at 09:40 on July 12, 2011. It was chaired by Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica.

0.6 Address by the Director General

0.6.1 Mr. Victor Villalobos, Director General of IICA, extended a warm welcome to the delegates of the Member States, the Associate State, the Permanent Observers, representatives of international organizations and special guests.

0.6.2 The Director General described the challenges facing the economies of the countries of the Americas and the efforts that would be required in the future to ensure sustainable and inclusive development. He then discussed the opportunities and obstacles confronting the hemisphere's agricultural sector in the face of rising food prices.

0.6.3 He stressed the importance of IICA and the need to strengthen it so that it could accomplish its mission and support efforts to develop the agricultural sector and improve rural well-being. He referred to the Institute's 2010-2014 Medium Term Plan and the 2010-2020 Strategic Plan as proof of the community of interests that prevailed in the hemisphere, beyond differences in the levels of development or in the policies pursued by each government.

0.6.4 The Director General then proceeded to describe the results achieved in the 16 months of his administration, which had contributed to institutional alignment and to the goal of "a single IICA," while increasing the quality, excellence and relevance of the technical cooperation that the Institute offered its Member States. Among the achievements he mentioned were the following: i) IICA's partners and beneficiaries had a favorable view of the Institute's actions, ii) implementation of programs with innovative contents in their lines of action, iii) modernization of the institutional structure, iv) approval of 17 projects to be

financed through the General Directorate's Competitive Fund, v) implementation of the Professional Internships Initiative, vi) consolidation of the networks of specialists, vii) expansion and consolidation of partnerships with old and new partners, and viii) implementation of a new model for the management of cooperation, through the IICA-Country Technical Cooperation Strategies.

- 0.6.5 The Director General called on members of the Executive Committee to recommend actions that would help overcome the Institute's current financial limitations, a situation that had been developing for nearly two decades and that must urgently be resolved. He explained that these constraints had a negative impact on IICA's ability to respond effectively to the demand for technical cooperation services in the member countries.
- 0.6.6 He then pointed out that five member countries of the G-20 are also members of IICA and that this group had agreed to an action plan on food price volatility and agriculture, which had been submitted to the consideration of the Heads of State of the G-20 countries. He recommended that IICA take advantage of the opportunity to participate in this plan; in this regard, the Institute was proposing the Inter-Agency Coordination System for the Americas as a means to strengthen South-South cooperation.
- 0.6.7 The Director General referred to Meeting of Ministers of Agriculture of the Americas 2011, to be held in Costa Rica on October 19-22 of this year. He said the Meeting would focus on the issue of innovation, an area in which IICA could offer comprehensive cooperation to its Member States.
- 0.6.8 He then thanked Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, for the interest shown by her country's Government in hosting this Meeting, and urged the Representatives of the Member States of the Executive Committee to convey to the ministers of agriculture the importance of their participation in that Meeting.
- 0.7 Close of the Session
- 0.7.1 The Inaugural Session was adjourned at 10:00 on July 12, 2011.

FIRST PLENARY SESSION

1.1 Opening of the Session

1.1.1 The First Plenary Session of the Thirty-first Regular Meeting of the Executive Committee was called to order at 10:15 on Tuesday, July 12, 2011. It was chaired by Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica.

1.2 Innovation for Competitive, Sustainable and Inclusive Agriculture

1.2.1 The Chair invited the Coordinator of the Center for Strategic Analysis for Agriculture (CSAFA), Mr. Rafael Trejos, to give his presentation. He began by underlining the importance of innovation in meeting the development challenges facing the countries, and stressed that, in addition to research and development, policies, institutions and investments were needed to enhance the application of new knowledge.

1.2.2 He emphasized that innovation was the main tool for meeting and overcoming the challenges of agriculture, both those caused by structural factors that led to an increase in prices in the long term, and those resulting from temporary factors that explained the volatility of prices in the short term. Among the structural factors, the Coordinator of CSAFA mentioned the increased concentration of the agrifood trade, the growth of populations and incomes in developing countries, limits on the expansion of arable land, the impacts of climate change on agriculture, the growing need for water to cultivate food, higher oil prices and poverty. With respect to short-term factors, he mentioned the increased frequency of extreme climatic events, trade policy measures to address volatility in food prices, restrictions in food supply, the impact of the news on markets and speculation.

1.2.3 Mr. Trejos affirmed that innovation was the answer to achieving the Millennium Development Goals; doubling the production of food and non-food agricultural products by 2050; promoting a new “green” revolution to boost productivity, protect the environment and adapt agriculture to climate change; and ensuring that small-scale producers benefit in greater measure from agricultural trade. He

insisted that, in order to accomplish all of this, the Latin American and Caribbean countries must invest far more resources in research and in generating new knowledge for agriculture. He added that, in order to foster innovation, institutional innovations were required along with new ways of doing business and policies that promoted and facilitated investment in agriculture.

1.2.4 He also described what he considered to be positive factors that promoted innovation in the region's agriculture. He concluded his presentation by asserting that, given its experience, knowledge and positioning, IICA was the Member States' best ally in promoting agricultural and rural innovation.

1.3 *Innovation for Agriculture in the Hemisphere: dialogue and conclusions*

1.3.1 The Chair invited the Representatives of the Member States of the Executive Committee to make their comments.

1.3.2 The Observer Representatives of Mexico, Argentina and the United States of America underscored the importance of the issues mentioned in the Director General's speech, stating that it summarized the concerns of the agricultural sector in Latin America and the Caribbean. The Observer Representative of Mexico agreed that the key aspects of IICA's administration were the changes in the institutional structure, cooperation with other organizations and the IICA-Country Strategies, in order to respond to the needs and demands of the Member States. He also requested further information on the 17 projects selected to be financed by the General Directorate's Competitive Fund.

1.3.3 The Observer Representative of Argentina referred to the difficult financial situation currently facing the Institute and mentioned similar situations faced by national and international organizations of the agricultural sector over the past two decades. He appealed to all Member States to address the Institute's situation responsibly. He announced that his country would not be reducing the amount of its quota contributions to the Institute, despite the fact that this quota would decrease under the new scale approved by the OAS.

1.3.4 The Chair welcomed the announcement made by the Observer Representative of Argentina that his country would maintain its quota contributions to IICA, despite the fact that the amount due would be reduced with the application of the new OAS quota scale for the 2012-2013 period.

- 1.3.5 The Director General thanked the Government and people of Argentina for their support to the Institute's finances. He pointed out that IICA invested all these resources in strengthening the technical cooperation services provided to its Member States.
- 1.3.6 Responding to Mexico's inquiry about the General Directorate's Competitive Fund for Technical Cooperation Projects, he explained that this had been established from cuts and adjustments made to the Institute's budget, making it possible to redirect some resources to reinforce IICA's technical cooperation, through innovative projects that responded to specific needs. He explained the procedures used for the selection of the 17 projects approved and described their distribution for each region.
- 1.3.7 The Representative of Belize described the support received from the IICA Office in his country, and from other projects such as Red SICTA. He announced that his country would maintain its quota contribution to IICA in 2012-2013 and promised to support any initiative to increase it.
- 1.3.8 The Representative of Canada and the Observer Representatives of Mexico, Argentina and the United States of America agreed on the importance of innovation as a key area for increasing productivity and thereby achieving food security and, in general, the development of agriculture on the continent.
- 1.3.9 The Observer Representative of Mexico endorsed the views expressed in the document on innovation regarding the need to promote small-scale agriculture and reduce poverty in rural territories. He emphasized that biotechnology was fundamental to meet the challenges of ensuring food security and mitigating the effects of climate change. He described the MasAgro Project, implemented in Mexico, as an example of an innovative project that aimed to increase agricultural productivity in maize and wheat. He mentioned that Mexico would be chairing the G-20 agricultural meeting in 2012 and invited the Institute and the Member States to work together to develop a thematic agenda consistent with the realities of the Americas. Finally, he emphasized that food security would be the priority issue during Mexico's presidency of the G-20.
- 1.3.10 The Representative of Canada concurred that the ministers of agriculture should focus on the issue of innovation during the 2011 Ministerial Meeting. He stressed the importance of promotion by IICA of joint work in that area with all the Member States, a task that would encourage greater participation by the ministers at that meeting.

- 1.3.11 The Observer Representative of Argentina emphasized the importance of targeting innovation to reduce inequalities among producers and tackle the exclusion that affects many of them. He recognized that agricultural development had declined in importance on the political agenda, but suggested that the election of Mr. Graziano Da Silva as Director General of the United Nations Food and Agriculture Organization (FAO) represented an opportunity for the agriculture sectors of the countries of the Americas to play a more prominent role in the global agenda.
- 1.3.12 The Observer Representative of the United States of America expressed concern with respect to the manner in which IICA might address the issue of organizational innovation, and innovation of processes and technologies, given its current limited budget.
- 1.3.13 The Observer Representative of the Dominican Republic expressed concern at the low levels of investment in innovation, as noted by the Coordinator of the Center for Strategic Analysis for Agriculture in his presentation. He added that the main constraint currently facing producers was their limited access to financial resources for agricultural production.
- 1.3.14 The Representative of Belize emphasized that IICA had done a good job in providing support to his country's Ministry of Agriculture. He explained that European Union funds had been obtained for rural development and innovation in agriculture, and said he hoped to receive cooperation from the Institute in those areas. He agreed with the concerns with respect to financing expressed by the Observer Representative of the Dominican Republic and pointed out that commercial banks offered credit at high rates. He also recommended strengthening of agricultural insurance in Central America and the Caribbean. He reiterated that Belize would maintain the amount of its quota contributions and its support to the Institute, in recognition of the good work that IICA had carried out in his country.
- 1.3.15 The Representative of Bolivia agreed that it was important to support legislation that promoted the productivity of small farmers. He noted that small-scale farmers generally geared their production towards the domestic market. Finally, he called on countries to adopt joint positions to prevent a catastrophe in the food markets.

- 1.3.16 The Representative of Haiti stressed the importance of innovation and of efforts to strengthen the dissemination of information on new technologies to all the Member States.
- 1.3.17 The Observer Representative of Argentina agreed on the importance of disseminating information on agricultural innovations to different types of audiences, in order to make the Institute's actions more visible and strengthen its image in the eyes of the Member States. He suggested that by reinforcing its innovation systems, IICA would make itself known as a dynamic, innovative organization, deserving of greater support.
- 1.3.18 The Director General agreed with the proposal of the Representative of Haiti and the Observer Representative of Argentina and described the efforts that IICA had been making in this regard. He also mentioned that the Institute had strengthened its mechanisms for communication and dissemination of information, particularly through the renewal and continuous updating of the institutional website and the installation of videoconferencing equipment in the IICA offices in the Member States, a valuable communication tool that had facilitated closer contacts and a better coordination of actions.
- 1.4 *Close of the Session*
- 1.4.1 The First Plenary Session was adjourned at 12:11 on Tuesday, July 12, 2011.

SECOND PLENARY SESSION

2.1 Opening of the Session

2.1.1 The Second Plenary Session of the Thirty-first Regular Meeting of the Executive Committee was called to order at 14:15, with Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, serving as Chair.

2.2 Financial and Programmatic-Budgetary situation 2012-2013

2.2.1 The Chair introduced the topic, underscoring the pressing financial situation the Institute was currently facing and adding that, to solve the problem, the countries would have to strengthen their commitment to improving the Institute's finances. She then invited the Secretary of Corporate Services, Mr. Carlos O'Farrill, to proceed with his presentation on the topic.

2.2.2 The Secretary of Corporate Services referred to what made IICA the ideal partner of the Member States in their efforts to promote agricultural and rural development, including: i) its Offices in the Member States constituted a macro-network for the generation and dissemination of knowledge in the hemisphere; ii) it provided flexible, effective and pertinent responses to the growing demands of the agricultural sector; iii) it was clearly focused on the provision of technical cooperation and offered viable alternatives for addressing the challenges and problems of the sector; iv) the funds it invested in the provision of technical cooperation in the countries created multiplier effects; v) it was highly disciplined in the management of its finances, enabling it to achieve the greatest results for the Member States at the lowest possible cost; and vi) aware of today's complex economic conditions, it had adjusted costs, reallocated resources and improved processes in order to offset the decline in the real value of the Regular Fund.

2.3 Progress in the Collection of Quotas

2.3.1 The Secretary of Corporate Services explained that the Member States contributed to the maintenance of the Institute through annual quotas established

by the Inter-American Board of Agriculture (IABA), based on the OAS system for calculating quotas. He indicated that, in 2010, the Institute had received quotas totaling US\$27.9 million, and that at the close of that year, US\$1.7 million in quotas was owed to the Institute. He added that, to date, the quotas collected totaled nearly US\$20 million. He recalled that the Regular Fund had not increased since 1995, which meant that its real value had declined by approximately 28%. In closing, he reported that 21 countries were in up-to-date status, 12 in regular status and only one in special status, owing more than two full years of quotas to IICA.

2.4 2010 Financial Statements and Report of the External Auditors

2.4.1 The Secretary of Corporate Services explained that, according to the report from the independent auditors of the firm Deloitte & Touche S.A., the audit evidence they obtained was sufficient and appropriate to provide a basis for their qualified audit opinion: “*In our opinion, except for the effects of the matters explained in the Basis for Qualified Opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of IICA as of December 31, 2010 and 2009, and the changes in its net assets and its cash flows for the years then ended in accordance with the generally accepted accounting principles in the United States of America.*”

2.4.2 He stated that the auditors had recommended that actuarial studies be conducted to compute termination benefits provisions. They noted that liabilities corresponding to purchase commitments of goods and services should not be recognized as such if the goods and services were not received at the end of the year. Lastly, it was suggested that the first actuarial study be conducted at Headquarters.

2.5 Proposed 2012-2013 Program Budget

2.5.1 The Secretary of Corporate Services indicated that the objectives of the proposed 2012-2013 Program Budget were:

- i) to ensure the continued viability of the Institute as an instrument in support of the efforts of the Member States to achieve the sustainable development of agriculture, promote food security and reduce poverty;
- ii) to slow the loss of purchasing power of the Regular Fund, estimated at 4.7% in 2010;

- iii) to gradually restore the Institute's financial capacity;
- iv) to ensure that the Institute had greater capacity to respond to the growing demand for cooperation services generated by the new challenges facing agriculture in the Member States;
- v) to continue to capitalize on the major efforts made to reduce operating and personnel costs, thereby increasing efficiency;
- vi) to recognize that alternative sources of financing used in the past no longer exist;
- vii) to promote the policy established by the current administration calling for an increase in the Institutional Net Rate (INR);
- viii) to take into consideration, given the change in the percentage shares of the countries in the financing of IICA, the possibility of having those member countries whose quota has been reduced in absolute terms, continue to contribute their current quota, with the resulting difference being viewed as an extra quota; and
- ix) to seek special funding from the Member States as well as bilateral and multilateral cooperation organizations, for priority, high-impact programs and projects.

2.5.2 He added that, based on a number of analyses of the Institute's financial structure, the Special Advisory Committee on Management Issues (SACMI) had recommended, at its 2011 meeting, that IICA draw up three budget scenarios for the Regular Fund and present them to the Executive Committee for consideration. These were as follows:

Scenario 1: Loss in real value of resources of Regular Fund (no change in current level of income): for 2012 and 2013, the budget of the Regular Fund (quotas and miscellaneous income) would be US\$33.4 million, of which US\$27.3 million would represent quotas and US\$6.1 million miscellaneous income.

Scenario 2: Maintenance of current level of operations, with adjustments to budget (considering 4.7% inflation): for 2012, the budget of the Regular Fund (quotas and miscellaneous income) would be US\$34.6 million, of which

US\$28.5 million would represent quotas and US\$6.1 million miscellaneous income; for 2013, it would be US\$36.0 million, of which US\$29.9 million would represent quotas and US\$6.1 million miscellaneous income.

Scenario 3: Financial recovery, enabling the Institute to implement the 2010-2014 MTP in its entirety: for 2012, the budget of the Regular Fund (quotas and miscellaneous income) would be US\$37.4 million, of which US\$31.3 million would represent quotas and US\$6.1 million miscellaneous income; for 2013, it would be US\$38.8 million, of which US\$32.7 million would represent quotas and US\$6.1 million miscellaneous income.

- 2.5.3 He suggested that another possibility might be to prepare the 2012-2013 Program Budget on the basis of a combination of scenarios 1 and 2.
- 2.5.4 He then underscored the importance of diversification by the Institute of its sources of funding, which would involve improving the strategies applied to secure external resources; identifying and preparing projects eligible for external funding; establishing a special fund with countries and/or donors to finance projects; promoting the creation of partnerships involving the public and private sectors and with non-profit organizations as a means of providing the Institute with additional resources; establishing new long-term partnerships with multilateral and bilateral donors; and conducting a study to identify and validate the bases of the policy on recovering incremental costs incurred in the implementation and administration of externally funded projects (INR). He added that alternative sources of funding should be used only to complement quota resources.
- 2.5.5 He indicated that IICA was fully aware of the adverse economic conditions existing in the Member States, adding that such conditions sometimes concealed opportunities. In addition, there were factors that the Member States should consider when discussing the financial strengthening of IICA: the resources allocated by IICA created strong multiplier effects in the agricultural sectors of the countries and constituted an investment with a high rate of return; the technical cooperation actions carried out by the Institute would be much more costly if carried out by the countries themselves; the Institute managed highly useful knowledge, which is transferred to the countries in the form of public goods; IICA had made important efforts to overcome the lack of resources and continued to provide effective and relevant responses to the requests for support received from the Member States; and the Institute guaranteed the sound, equitable, prudent and transparent administration of its resources, and was

clearly focused on investing them in the provision of technical cooperation to the Member States.

- 2.5.6 Next, he called attention to the fact that the measures taken by the Institute to overcome the loss in real value of the Regular Fund had stretched its capacity to operate to the limit. Furthermore, over time, it would become increasingly difficult to reverse the financial problems of the Institute, making it necessary to find a solution as soon as possible. He concluded by saying that, for the Member States, IICA was not only a highly specialized organization, but also the best partner they could have in promoting agricultural and rural development.
- 2.5.7 The Representative of Canada recommended an increase of the INR, and that part of the resources that this would generate be used to strengthen the Regular Fund. He stated that in the short term the Institute would be executing some US\$19 million in external funds for actions in the area of food security, and that, in his judgment, the income to be generated from the administration of those resources would help to improve the Institute's finances. He added that, given economic conditions in his country at present, Canada could not make financial commitments to IICA beyond the amount of its current quota payment.
- 2.5.8 The Observer Representative of the United States of America proposed that a study be commissioned with a view to determining the impact of the external projects and whether IICA covered the real costs it incurred in implementing them. He stated that his country would not approve an increase of 4.7% in its quota, but was more than willing to continue to support the Institute by funding specific projects.
- 2.5.9 The Representative of Costa Rica requested information regarding the conditions offered by other organizations in terms of the INR.
- 2.5.10 The Observer Representative of Argentina pointed out that IICA was currently executing a nearly-US\$20 million portfolio of projects financed by her country. She indicated that the INR charged on those projects was 6%, and that her country could not agree to pay a higher rate. She recommended that the INR be applied and charged upon receipt of the income rather than once expenditures had been incurred, as a way of improving the Institute's finances. She proposed that the Member States make professionals available to IICA to carry out actions or participate in the implementation of specific projects, by paying their salaries, which would make it unnecessary to use Regular Fund resources for that purpose. Lastly, she announced that her country would not reduce the amount of

its quota, but rather continue to contribute in the upcoming 2012-2013 biennium, the same IICA quota as in 2011.

- 2.5.11 The Observer Representative of Mexico endorsed the recommendation calling for a study of the INR, and stated that Mexico was in favor of Scenario 2; in other words, to agree to a 4.7% increase in the quotas the Institute receives from its Member States. The Representative of Uruguay concurred.
- 2.5.12 The Observer Representative of Guatemala also announced that his country would maintain its IICA quota for the next two years.
- 2.5.13 The Secretary of Corporate Services indicated that an increase in the INR had a direct impact on the costs of externally funded projects. He explained that when the current administration took office the INR was, on average, 4.5%. As a result, the Institute conducted an in-house study which concluded that the INR should be greater than 9%. Following a review by the corresponding authorities, the decision was made to charge an INR of 8%. He noted that the information on INR resources was included in the overall amount of financing for the Institute. He added that INR resources could not be used to finance the Regular Fund because they existed for a specific purpose: to cover the incremental costs generated in the execution of external resources. He concluded by stating that the administration would prepare a proposed Program Budget for 2012-2013 that would include all the elements raised by the members of the Executive Committee.
- 2.5.14 The Director General acknowledged the support of the Member States for the efforts to strengthen the Institute, and expressed his appreciation to those that had decided to contribute more than their current quota.
- 2.5.15 The Chair requested that the administration present to the plenary a proposed Program Budget that included the contributions of additional quotas offered by Argentina, Mexico, Belize, Uruguay and Guatemala, and to establish a working group, comprising the Representatives of Argentina, Canada, Mexico and the United States of America, to define the terms of reference for the study on the INR.
- 2.6 *Seventeenth Report of the Audit Review Committee (ARC)*
- 2.6.1 ARC member Tracy LaPoint explained that the current Committee comprised representatives from Jamaica, Mexico and the United States of America. He

stated that the external audit of the financial statements of the Institute for the fiscal year ending December 2010 was conducted in accordance with international auditing standards and IICA rules and regulations. He added that the ARC had detected no infringement of the rules that govern the operation of the General Directorate.

- 2.6.2 Nonetheless, he brought to the attention of the Executive Committee the following recommendations: i) that IICA conduct an actuarial study of the reserves for the payment of termination benefits of personnel at Headquarters, compare the results of the study with the methodology currently used to identify differences, and ensure that the study identifies the variables which, if modified, would make it necessary to conduct another study; ii) that IICA define with the external auditors a mechanism for recording purchase commitments; iii) that the Institute continue its efforts to comply fully with the generally accepted accounting auditing principles of the United States (US GAAP); and iv) that IICA review the terms of the contract of the Agroingreso Seguro (AIS) project in Colombia, and verify compliance with same.
- 2.6.3 In concluding, he indicated that IICA must continue to monitor the payment of quotas and apply the strategy for collecting them, bearing in mind that the Institute's financial situation had worsened over the last 15 years as a result of the negative effects of inflation and other factors, due to the fact that the annual quotas the Member States pay to the Institute had not increased in that period of time.
- 2.7 *Designation of the External Auditors of IICA and CATIE for the 2012-2013 biennium*
- 2.7.1 The chair asked the Secretary of Corporate Services to comment on the selection of the firm that would serve as external auditors for IICA and CATIE for the next two years.
- 2.7.2 He stated that the firm of Deloitte & Touche had performed the external audit of IICA and CATIE for the previous 11 years, and that the auditing firm to be selected would do the same for the 2012-2013 biennium. He stated that the following firms had been invited to participate in the selection process: Crowe Horwath, Despacho Lara y Asociados, Ernst & Young, KPMG, Moore Stephens, Deloitte & Touche and Price Waterhouse.

- 2.7.3 He explained that an evaluation team comprising IICA personnel and the Financial Manager of CATIE had been established. The highest score was obtained by the firm of Ernst & Young, which had submitted the most favorable technical and economic proposal.
- 2.7.4 The Chair opened the floor to the Representatives. There being no comments, the recommendation was approved and the Secretary of Corporate Services was asked to take note and retain the services of the firm Ernst & Young to perform the external audit of IICA and CATIE during the 2012-2013 biennium.
- 2.8 *Election of a Member of the Audit Review Committee (ARC)*
- 2.8.1 The Chair announced that the Executive Committee was charged with designating the person who would replace one of the current members of the ARC. She indicated that the candidates nominated by their respective governments were Mr. Carlos Pólit Faggioni (Ecuador), Mr. Jesús Antonio Berumen Preciado (Mexico) and Mrs. Magela E. Kinkead C. (Panama).
- 2.8.2 At the request of the Chair, the Coordinator of IICA's Official Events Unit, Mrs. Leda Celina Avila, explained the operation of the electronic voting system that would be used to elect the new member of the ARC, via the secret ballot of the countries sitting on the Executive Committee.
- 2.8.3 Next, Mr. William Berenson, the Institute's Legal Advisor, explained that the candidate must be designated by an absolute majority of the Member States on the Executive Committee, which, in this case, meant that the candidate must obtain at least seven votes. Should that number of votes not be obtained by any candidate in the first round of voting, the one with the least number of votes would be removed from the list of candidates after each round of voting, until an absolute majority was obtained. The Secretary of Corporate Services then explained to the members of the Executive Committee other requirements for the election of the members of the ARC, as established in the corresponding rules of procedures.
- 2.8.4 The Representative of Panama referred to the qualities of Mrs. Kinkead, recommending that she be considered to fill the position on the ARC, given the important contributions she could make to the Institute.
- 2.8.5 Mrs. Magela E. Kinkead C., from Panama, was elected by an absolute majority during the first round of voting.

- 2.8.6 The Representative of Panama expressed appreciation for the honor bestowed on his country and for the trust placed in Mrs. Kinkead to perform her duties as a member of the ARC. The Chair expressed her satisfaction, stating that she was confident that the participation of Mrs. Kinkead on the ARC would be invaluable.
- 2.8.7 The Secretary of Corporate Services requested the floor and referred to Mr. Luis Carlos Gutierrez Jaime, who would be withdrawing from the ARC in December to be replaced by Mrs. Kinkead. He stated that Mr. Gutierrez, after six years of exemplary service as a member of the ARC, had made a significant contribution to the Institute and was held in high regard. On behalf of the Institute, he thanked Mr. Gutierrez for his contributions.
- 2.8.8 The Chair echoed the sentiments of the Secretary of Corporate Services and suggested that the Executive Committee issue a resolution acknowledging and thanking Mr. Gutierrez for his work as a member of the ARC.
- 2.9 *Close of the Session*
- 2.9.1 The Second Plenary Session was adjourned at 17:30 on July 12, 2011.

THIRD PLENARY SESSION

3.1 *Opening of the Session*

3.1.1 Given the absence of the Chair, the designation of a temporary replacement was required based on the order of precedence of the Member States, established in the Rules of Procedure of the Executive Committee. When the Representative of Haiti declined, Mr. Emilio Kieswetter, Minister of Agricultural Development of Panama, assumed the Chair and called the Third Plenary Session to order at 9:10 on July 13, 2011, at IICA Headquarters.

3.1.2 The Chair gave the floor to the Technical Secretary, who explained changes to the order of business.

3.2 *Reading and Approval of Draft Resolutions*

3.2.1 Draft resolution “2010 Financial Statements of IICA and Report of the External Auditors”

3.2.1.1 The Rapporteur read aloud draft resolution “2010 Financial Statements of IICA and Report of the External Auditors.”

3.2.1.2 The Observer Representative of the United States of America requested the addition of an operative paragraph calling on the Director General to monitor implementation of the recommendations contained in the report of the external auditors, and report on compliance with same at the next Regular Meeting of the Executive Committee. The draft resolution, as amended, was approved.

3.2.2 Draft resolution “Seventeenth Report of the Audit Review Committee (ARC)”

3.2.2.1 El Rapporteur read aloud draft resolution “Seventeenth Report of the Audit Review Committee (ARC).”

3.2.2.2 The Representative of St. Kitts and Nevis stated that, given the importance of the work of the ARC and to ensure greater transparency and accountability on the part of the Institute, the resolution should offer a more detailed explanation

of the recommendations made by the ARC and what they were intended to accomplish. He also underscored the importance of monitoring compliance with those recommendations.

- 3.2.2.3 At the request of the Chair, the Secretary of Corporate Services indicated that meetings had been held in Mexico involving two members of the ARC, the external auditors from Deloitte & Touche, representatives of the administration and the IICA External Auditor. He explained that several firms had been contacted to conduct the actuarial study recommended for Institute Headquarters. He added that, with respect to purchase commitments, and given that the internationally accepted accounting standards had been modified recently, the Institute would work with the external auditors to define a mechanism for recording them correctly.
- 3.2.2.4 In reference to the reserve that may eventually be required, he noted that its purpose was to cover eventual costs related to the Agro Ingreso Seguro (AIS) project in Colombia. Regarding the collection of quotas, he explained that efforts were continuing to ensure that the Member States remain current in the payment of their contributions to the Institute.
- 3.2.2.5 The Director General thanked the Representative of St. Kitts and Nevis for his comments and added that, if the Representative so wished, the ARC Report could be attached to the resolution. The Legal Advisor called attention to the fact that the report of the External Auditors had been approved by the Executive Committee, and recommended that the draft resolution be reworded to reflect the suggestions of the Representative of St. Kitts and Nevis. To this end, he proposed the inclusion of a whereas clause stating that the ARC, in preparing its report and making its recommendations, had taken into account the report and recommendations of the external auditors.
- 3.2.3 Draft resolutions “Election of a Member of the Audit Review Committee (ARC)” and “Report on the Collection of Quotas.”
- 3.2.3.1 The Rapporteur read aloud draft resolutions “Election of a Member of the Audit Review Committee (ARC)” and “Report on the Collection of Quotas,” which were approved as read.

3.2.4 Draft resolution “Designation of the External Auditors of IICA and CATIE for the 2012-2013 Biennium”

3.2.4.1 The Rapporteur read aloud draft resolution “Designation of the External Auditors of IICA and CATIE for the 2012-2013 Biennium.”

3.2.4.2 The Representative of Haiti was of the opinion that the resolution should provide more detail regarding the preparation of the terms of reference and the process involved in selecting the auditing firm.

3.2.4.3 The Director General acknowledged the concern of the Representative of Haiti and asked the Technical Secretary to add a whereas clause in the draft resolution reflecting that concern.

3.3 Strategic Partnerships

3.3.1 Strengthening of strategic partnerships

3.3.1.1 The Director General presented a report on IICA’s strategic partnerships. He stated that the Institute had adopted a policy aimed at creating, renewing, strengthening and consolidating partnerships with agencies and governments, given the inability of a single institution to address effectively all the items on the hemispheric agricultural agenda. He pointed out that IICA had strengthened relations with the International Fund for Agricultural Development (IFAD), the European Union (EU), the Canadian International Development Agency (CIDA), the United States Agency for International Development (USAID), the Finnish Cooperation Agency, the Australian Development Fund and the Inter-American Development Bank (IDB), as well as other important organizations.

3.3.1.2 He stated that the projects being implemented with each of these agencies and governments benefitted farmers and rural communities in the Member States, and provided details on some of them. He reported that agreements had been signed aimed at promoting agricultural development in the Americas, for example with the Spanish International Cooperation for Development Agency (AECID), the United States Agency for International Development (USAID), the Italo-Latin American Institute (IILA), the Brazilian Agricultural Research Corporation (EMBRAPA), the Spain-SICA fund and the United Nations Food and Agriculture Organization (FAO). Regarding the latter, he referred to the closer relations with the new authorities and to opportunities that existed to

strengthen relations with FAO and increase joint actions that would benefit the Member States.

3.3.1.3 He concluded his remarks by stating that IICA would continue to promote all those projects, agreements and partnerships in order to enhance the provision of technical cooperation to the Member States and earn the trust of its strategic partners.

3.3.2 2010-2011 CATIE Report

3.3.2.1 The Director General of the Tropical Agriculture Research and Higher Education Center (CATIE), Mr. Jose Joaquin Campos, presented the Center's 2010-2011 biennial report. He explained that the goals set in the work plan were being met thanks to the systemic approach the Center was applying to its three core areas of interest (research, education and technical cooperation), and despite the negative impact on its finances of the devaluation, against the US dollar, of the currencies of the countries where CATIE had operations.

3.3.2.2 One key element of the management of the Center, he said, was the fact that it had more than 400 partners, including members, cooperating organizations and strategic partners. He also addressed the Center's impact on its target population, including direct benefits for more than 30,000 rural families and support for institutions and governments through some 100 development initiatives.

3.3.2.3 He described the way in which CATIE had enhanced its position by participating in global fora and increasing its presence in the media. He then underscored improvements made in the interdisciplinary graduate program, and the Center's recognition as an international university. In addition, he provided details on CATIE's financial health, including a significant increase in liquidity, sustained increases in the budget and progress in generating more income.

3.3.3 IICA-CATIE Joint Action Program for 2011-2014

3.3.3.1 At the request of the Chair, Mr. James French, Director of Technical Cooperation at IICA, presented the proposed IICA-CATIE Joint Action Program for 2011-2014. He explained that the proposal was prepared in fulfillment of Executive Committee resolution 532 and fell within the framework of the IICA and CATIE medium-term plans, Law 8028 of Costa Rica and the new bilateral interinstitutional cooperation agreement signed by

both organizations. He provided details on the technical and administrative coordination mechanisms and the rules and principles that would govern relations between IICA and CATIE.

- 3.3.3.2 He then presented the five strategic areas for collaboration under the program, in which both institutions shared a common interest and could complement each other's strengths: a) preparing the Member States to adapt to climate change and mitigate its effects; b) fostering innovation in production; c) developing the institutional frameworks and capacities required for the sustainable management of rural territories; d) improving the food security of small- and medium-scale farmers and those in the family agriculture sector; and e) collaborating in the area of knowledge management.
- 3.3.3.3 He added that someone had been given responsibility for each of the areas of collaboration and that a timetable for action had been established. In his final remarks, he stated that the purpose of the program was to implement joint plans in the countries that could be adjusted based on changing needs and opportunities, the focus always being the best interests of the member countries.
- 3.3.3.4 The Chair gave the floor to the Observer Representative of Argentina, who noted that Mr. French's presentation, and those that had preceded it, proved that the potential existed for technical cooperation agencies to work together, which would result in more efficient use of the resources the countries contribute to them. He applauded the emphasis being placed on the generation of knowledge and on the use of capacities that existed in the private sector, and concluded by stating his country's satisfaction with the current level of collaboration between IICA and CATIE.
- 3.3.3.5 The Observer Representative of Mexico congratulated IICA and CATIE for signing the new bilateral agreement, which he believed would contribute greatly to consolidating the progress already made. He said that Mexico was interested in obtaining further information on what was being done in the area of climate change, and on their joint participation in the Climate-Smart Agriculture initiative being funded by World Bank.
- 3.3.3.6 The Observer Representative of the United States of Americas acknowledged the importance of CATIE's research and education programs, and praised the progress made to date as a result of the IICA-CATIE partnership, especially under the bilateral agreement. He congratulated CATIE for its accomplishments vis-à-vis its finances and the development of partnerships.

- 3.3.3.7 The Representative of Belize commented on the joint IICA-CATIE actions underway in his country, and agreed with the comments made by other Representatives regarding the benefits of such joint actions in the countries, urging both institutions to carry out more joint actions in Belize.
- 3.3.3.8 The Director General of IICA thanked the working groups from both organizations for their involvement in the preparation of the Joint Action Program and the bilateral agreement. He echoed that sentiments of the Representative of Belize regarding the benefits of joint IICA-CATIE actions in the countries. In addition, he pledged to meet with the Director General of CATIE to draw up proposals calling for the institutions to share their offices in the countries as a means of reducing operating costs, with the savings being used to provide additional technical cooperation. He also stressed the fact that the Joint Action Program avoided the duplication of efforts.
- 3.3.3.9 The Director General of CATIE thanked the members of the Executive Committee for their opinions and reaffirmed his commitment to increase collaboration with IICA, make better use of the resources of both institutions and generate results that would benefit the countries more.
- 3.3.4 Collaboration between IICA and the Consultative Group for International Agricultural Research (CGIAR)
- 3.3.4.1 The Director of Technical Cooperation presented a report on joint efforts involving IICA and the CGIAR. He pointed out that the CGIAR was part of the Hemispheric Technology and Innovation System and has, in the Americas, four important centers: the International Maize and Wheat Improvement Center (CIMMYT), in Mexico; the International Center for Tropical Agriculture (CIAT), in Colombia; the International Potato Center (CIP), in Peru, and the International Food Policy Research Institute (IFPRI), in the United States of America.
- 3.3.4.2 He then referred to the most important actions carried out with CIAT, including a regional consultation conducted in Latin America and the Caribbean for the Global Conference on Agricultural Research for Development; the knowledge management fair organized by CIAT, FAO and IICA; the signing of a macro agreement between CIAT and IICA and Iowa State University; and the formulation of a strategy for assessing plant genetic resources for Central America, funded by the IDB. He added that a number of activities were underway, including an agreement between IICA and the Central American

Agricultural Technology System (SICTA) and CIAT to provide support for research on tropical fruits, beans and forage plants in Central America.

- 3.3.4.3 The following actions had been carried out with the CIP: delivery of in vitro potato seedlings to Haiti; participation in the project Technological Innovation and Food Security in the Andean Region; and participation in the inter-agency group “Alliance for Learning in Peru.” The Institute had worked with CIMMYT under the SICTA-CIMMYT agreement for the implementation of projects in Central America, and with IFPRI in the preparation of reports on agricultural science and technology indicators for Latin America and the Caribbean, as well as other actions.
- 3.3.4.4 With respect to joint efforts with CGIAR/GFAR, he indicated that the Institute had participated in the Steering Committee of the Global Forum on Agricultural Research (GFAR). Also, under the IICA-FAO/GFAR agreement, support was provided to FORAGRO (*Forum for the Americas on Agricultural Research and Technology Development*) in 2011 to define the “GCARD Road Map.” In addition, through common partners, the Institute had interacted directly with Bioversidad Internacional, headquartered in Rome.
- 3.3.4.5 He stated that the Institute would continue to strengthen its relations with all these institutions in an effort to increase collaboration with CGIAR, adding that, working through FORAGRO, they would explore the preparation and implementation of mega projects as a vehicle for mutual collaboration.
- 3.3.4.6 The Director General announced that, in late August of this year, the Directors General of the four international centers of CGIAR located in the Americas and himself would meet to decide on the areas in which they could work together in the hemisphere.
- 3.3.4.7 The Observer Representative of the Dominican Republic stated that collaboration between IICA and the CGIAR would benefit the Member States since both would be able to provide more effective technical cooperation by working together and pooling their capacities.
- 3.4 *Status of the Resolutions of the Thirtieth Regular Meeting of the Executive Committee*
- 3.4.1 The Technical Secretary reported that, of the 17 resolutions adopted at the Thirtieth Regular Meeting of the Executive Committee, 13 had been

implemented satisfactorily and four were at different stages of implementation. He then referred to the latter group.

- 3.4.2 In operative paragraph 2 of Resolution 525, the Director General was tasked with presenting for consideration by the Sixteenth Regular Meeting of the IABA a draft resolution amending Article 22 of the Rules of Procedure of the IABA and Article 29 of the Rules of Procedure of the Executive Committee. The Technical Secretary reported that the proposed amendment had been prepared for presentation to the IABA at its Sixteenth Regular Meeting.
- 3.4.3 In operative paragraph 2 of Resolution 531, the Director General was instructed to continue the efforts to develop new and more effective links with FAO, to strengthen and expand the coverage and scope of joint actions in the common areas established in the agreements currently in effect, and any others that the two parties would agree upon in the future. The Technical Secretary explained that, at the Sixteenth Regular Meeting of the IABA, the Director General of IICA and the Director-elect of FAO, who is expected to participate, would share with the Member States the approach they would take and the priority they would attach to joint actions to benefit the Member States.
- 3.4.4 In order to comply with Resolutions 532 on joint actions between IICA and CATIE, and 533, on collaboration between IICA and the Caribbean Agricultural Research and Development Institute (CARDI), the respective proposals for joint action programs with IICA had been presented to the present meeting of the Executive Committee. Their approval would constitute compliance with both resolutions.
- 3.5 *Status of the resolutions of the Fifteenth Regular Meeting of the IABA*
- 3.5.1 The Technical Secretary explained that, of the 23 resolutions adopted at the Fifteenth Regular Meeting of the IABA, 16 had been implemented satisfactorily and seven were at different stages of implementation. He then referred to the latter group.
- 3.5.2 Resolution 449 referred to institutionalizing consultations with the members of agricultural production-trade chains (value chains) at the Ministerial Meetings. The Technical Secretary explained that IICA had signed a specific agreement for technical cooperation with the Government of Costa Rica to hold the Meeting of Ministers of Agriculture of the Americas 2011. He added that, according to subparagraph c. of the agreement, the responsibilities of the Ministry of Agriculture and Livestock Farming included: “*To assume*

responsibility for the technical aspects of the private and social sector fora, should the government decide to hold the meeting.”

- 3.5.3 With respect to Resolution 460, regarding the Inter-American Awards in the Rural Sector 2008-2009, the Technical Secretary explained that, due to financial constraints, the Director General had decided to postpone discussion of this topic and to submit it to the Executive Committee for consideration at its next regular meeting.
- 3.5.4 Resolution 461 referred to the rotation mechanism for appointing the representative of the IABA to the CATIE Governing Council for 2011-2018. The Technical Secretary explained that, in order to comply with this resolution for each year of the period mentioned, the Director General would ask the corresponding country to designate a person to represent the IABA on the Council. He added that the role the representative of the IABA to the Council would be expected to perform would be determined by a special committee to be created by the Executive Committee, which would report back to this meeting of the Executive Committee.
- 3.5.5 Resolution 462 dealt with the donation of a plot of land owned by IICA in Turrialba for the construction of a hospital. The Technical Secretary explained that all that was missing was for the government of Costa Rica to indicate to which institution the land would be donated. Regarding Resolution 464, which referred to the CARDI Plan of Action, the Technical Secretary explained that the US\$200,000 for 2012 and 2013 had yet to be allocated. Compliance with this resolution was subject to the approval of the 2012-2013 Program Budget by the IABA and to the support IICA would give to CARDI in obtaining external resources for joint projects.
- 3.5.6 The Representative of Canada asked if there had been any problems in complying with Executive Committee and IABA resolutions on relations with other institutions.
- 3.5.7 The Technical Secretary explained that IICA had made satisfactory progress in implementing the provisions related to strengthening relations with CATIE and CARDI, and that there were no problems other than foreseeable procedural matters.
- 3.5.8 The Director General added that the current administration was actively strengthening its relations with international organizations as a means of

improving the technical cooperation it provided in the countries. He placed special emphasis on efforts underway with the current authorities of FAO. He added that he had extended an invitation to candidates for the post of Director-General of FAO to attend the meeting of the Ministers of Agriculture of the Americas 2011, with a view to learning more about what plans a new FAO administration would have had for working in the hemisphere, and what their approach would be in working with IICA. He reported that the General-elect of FAO, Dr. Graziano Da Silva, had accepted IICA's invitation, and stated that it would be preferable to postpone the signing of an agreement between the two institutions until such time as agreement could be reached, and a legal framework formulated for joint actions, with the new FAO authorities.

- 3.5.9 The Director General of CATIE explained that the Center's Governing Council had clearly defined functions. Noting that the IABA was the governing body of CATIE, he asked if its reports should not be presented to the IABA rather than to the Executive Committee.
- 3.5.10 The Legal Advisor explained that the IABA was empowered to delegate to the Executive Committee certain duties, including the receipt of reports from international organizations such as CATIE and CARDI. This, he added, was due to the need for the IABA to have more time to address strategic issues, especially considering that its regular meetings had been reduced to two days. He further stated that those reports were made available to all the Member States and that any Member State could request they be included on the agenda of the IABA meeting.
- 3.5.11 The Director General of CATIE thanked the Legal Advisor for the clarification, explaining that the information would enable him to answer questions raised by the Internal Audit Unit and the Legal Services Unit of his institution.
- 3.6 Close of the Session
- 3.6.1 The Third Plenary Session was adjourned at 12:25.

FOURTH PLENARY SESSION

4.1 *Opening of the Session*

4.1.1 The Fourth Plenary Session was called to order at 14:40 on July 13, 2011, at IICA Headquarters, with Mr. Emilio Kieswetter, Minister of Agricultural Development of Panama, serving as Chair.

4.2 *2010-2011 CARDI Report*

4.2.1 The Executive Director of CARDI, Mr. Arlington Chesney, commenced his presentation by reporting that the Institute had made tangible contributions to the development of agriculture in the Caribbean region, and that it had consolidated its position in the agricultural and rural sectors there, as a result of the recognition it had gained from development agencies, research institutions and regional integration bodies.

4.2.2 He noted that the CARDI work program for 2010-2011 was based on three strategic axes which, in turn, were divided into priority areas, programs and actions. In connection with the first axis, the development of sustainable industries, the Institute's actions covered the following areas: innovation, science and technology; roots and tubers; cereals, legumes and grains; seed, fruit and vegetable production; small ruminants; planting material; development of biotechnologies; greenhouse agriculture; and technical systems and services.

4.2.3 With respect to the second axis, the development of strategic linkages, he reported that CARDI had strengthened them through major collaborative efforts with the European Union, the World Bank, FAO, ECLAC and other partners. He added that, with the collaboration of its partners, CARDI was able to formulate the Caribbean Strategy for Research and Development in Agriculture. He explained that the third axis, institutional strengthening, comprised two areas: administration and mobilization of resources, and capacity building. He explained that, due to the limited availability of resources in the member countries, CARDI had found it necessary to seek external resources, which, in 2012, would account for 66% of its budget. He also reported that CARDI had designed and implemented programs aimed at upgrading its human resources, as well as systems for improving the management of its financial resources.

4.3 *IICA-CARDI Joint Action Program for 2011-2014*

- 4.3.1 The Secretary of Planning and Evaluation, Mr. Dowlat Budhram, commenced his presentation of the IICA-CARDI Joint Action Program for 2011-2014 with background information on the strategic relationship between the two institutions, which had begun in 1989 and had been sustained with the signing of five collaboration agreements. He noted that the agreement currently in force supported the implementation of the Jagdeo Initiative and the Liliendaal Declaration, both agreed upon in 2009 by the heads of government of the countries that make up the Caribbean Community (CARICOM).
- 4.3.2 He added that the mandates of IICA and CARDI stressed the promotion of competitiveness in agriculture as a strategic element in ensuring food security and reducing poverty. He noted that both organizations shared objectives and were key players in the region, and that, despite the fact that both were facing financial constraints, they continued to complement each other by contributing their respective strengths.
- 4.3.3 He then explained the specific objectives of the IICA-CARDI Joint Action Program for 2011-2014: to increase agricultural productivity; competitiveness and access to markets; to contribute to improving food and nutritional security and to reducing poverty; to support improvements in the technology and innovation systems within the region; to promote the sustainable management of the environment; to strengthen the capacities of both organizations; and to access financial resources via joint projects.
- 4.3.4 Mr. Budhram described components of the Program, stating that the purpose of the first was to facilitate relations between CARDI and Latin American institutions and networks. With respect to the second component, he explained that the objective was to establish new systems of science, technology and innovation networks, and to strengthen existing ones, in order to make agriculture more productive and competitive in the Caribbean.
- 4.3.5 He further explained that the third component was aimed at developing synergies within the framework of projects already underway, such as the Intra-ACP Agriculture Policy Programme. He added that the fourth component centered on the preparation and implementation of joint projects, to be presented for funding to the General Directorate's Competitive Fund for Technical Cooperation Projects. The fifth component was focused on implementing projects aimed at increasing agricultural production and productivity. In

concluding, he noted that the sixth component focused on promoting access to external resources for joint projects.

- 4.3.6 The Representative of St. Kitts and Nevis underscored the importance of CARDI for the countries of the Caribbean, given its role as a leading institution in the field of agricultural innovation and technology. He expressed his support for the efforts undertaken to strengthen relations between IICA and CARDI.
- 4.3.7 The Director General thanked the Representative of St. Kitts and Nevis for his comments, adding that IICA would continue to bolster the provision of technical cooperation in the Caribbean and develop mechanisms to facilitate joint efforts with CARDI.
- 4.3.8 The Director of CARDI thanked the Representative of St. Kitts and Nevis for his comments and concurred with them, noting that, for the sixth component CARDI would need external resources. To this end, he encouraged the other Member States to follow the example set by Mexico, providing funding for specific actions related to food security and climate change, both of which were issues of great importance for the countries of the Caribbean.

4.4 Reading and Approval of Draft Resolutions

- 4.4.1 Draft resolutions “Designation of External auditors of IICA and CATIE for the 2012-2013 Biennium,” “2010-2011 Report of the Tropical Agriculture Research and Higher Education Center (CATIE),” “2010-2011 Report of the Caribbean Research and Development Institute (CARDI), “Joint Action Plan between the Caribbean Research and Development Institute (CARDI) and the Inter-American Institute for Cooperation on Agriculture (IICA),” “Strengthening IICA’s Strategic Partnerships,” “Status of the Resolutions of the Fifteenth Regular Meeting of the IABA and of the Thirtieth Regular Meeting of the Executive Committee,” “Report of the 2011 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI),” “Collaboration with the Consultative Group on International Agricultural Research (CGIAR),” “Joint Action Plan between the Tropical Agriculture Research and Higher Education Center (CATIE) and the Inter-American Institute for Cooperation on Agriculture (IICA)” and “2012-2013 Program Budget.”
- 4.4.1.1 Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, again took the Chair and requested that the Rapporteur read the draft resolutions aloud.

- 4.4.1.2 The Rapporteur read aloud the draft resolutions “Designation of External auditors of IICA and CATIE for the 2012-2013 Biennium,” “2010-2011 Report of the Tropical Agriculture Research and Higher Education Center (CATIE),” “2010-2011 Report of the Caribbean Research and Development Institute (CARDI), “Joint Action Plan between the Caribbean Research and Development Institute (CARDI) and the Inter-American Institute for Cooperation on Agriculture (IICA),” “Strengthening IICA’s Strategic Partnerships,” “Status of the Resolutions of the Fifteenth Regular Meeting of the IABA and of the Thirtieth Regular Meeting of the Executive Committee,” “Report of the 2011 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI),” “Collaboration with the Consultative Group on International Agricultural Research (CGIAR),” “Joint Action Plan between the Tropical Agriculture Research and Higher Education Center (CATIE) and the Inter-American Institute for Cooperation on Agriculture (IICA)” and “2012-2013 Program Budget,” which were approved as read.
- 4.4.2 Draft resolution “Responsibilities of the Representative of the IABA to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE)”
- 4.4.2.1 The Rapporteur read aloud the draft resolution “Responsibilities of the Representative of the IABA to the Governing Council of the Tropical Agriculture Research and Higher Education Center (CATIE)” and expressed appreciation for the work of the special committee comprising representatives of the delegations of Canada, Haiti and Mexico, who had reviewed and adjusted the proposal originally submitted by the General Directorate. The Resolution was approved as read.
- 4.4.3 Draft resolution “Full Recovery of Incremental Costs incurred in Administering Externally Funded Projects (INR)”
- 4.4.3.1 The Rapporteur read aloud the draft resolution. The Observer Representative of the United States of America proposed that the words Institutional Net Rate (INR) be eliminated from the first operative paragraph and title. The Observer Representative of Argentina asked that the word incremental be eliminated from the draft resolution.
- 4.4.3.2 The Director General asked that the possibility of presenting the study outlining the criteria for defining a policy to recover the costs incurred in the

administration of externally funded projects, or a preliminary version of this study, at the next meeting of the IABA be left open.

- 4.4.3.3 The Representative of Canada suggested that, if the matter were not resolved by the next meeting of the SACMI, that it be included on the agenda of that meeting. The Observer Representative of the United States of America endorsed the suggestion.
- 4.4.3.4 The Legal Advisor summarized the different points raised and indicated that the study, or a preliminary version of it, would be presented at the next IABA meeting. Should the matter not be resolved by the next meeting of the SACMI, it would be considered by the SACMI and presented for consideration at the next meeting of the Executive Committee.
- 4.4.3.5 The Chair requested that the Legal Advisor and the Technical Secretary prepare a new draft resolution containing the comments made by the Representatives of the Member States.

4.5 Financial and Programmatic-Budgetary Situation 2012-2013

- 4.5.1 The Secretary of Corporate Services presented the modified version of the proposed 2012-2013 Program Budget, which was based on the following elements: i) the overall amount of quotas allocated to the 2011 Program Budget remained unchanged; ii) the new quota scale approved by the OAS for 2012, in Resolution AG/RES. 2696 (XLI-O/11) on June 7, 2011, was to be applied; iii) extra quotas from Argentina, Guatemala, Mexico and Uruguay were included for each year of the biennium and the positive comments from Belize regarding its quota were taken into account; iv) miscellaneous income remained at US\$6,100,000 per year, financed with US\$3,500,000 in estimated income and US\$2,600,000 from the Miscellaneous Income Fund.
- 4.5.2 He indicated that the total amount from the Regular Fund for 2012 would be US\$33,784,900 and for 2013 US\$33,899,800. He noted that this level of funding would make it necessary to finance shortfalls of US\$1,879,102 in 2012 and an additional US\$717,525 in 2013, which would be created as a result of: i) variations in local personnel costs resulting from salary increases required by law, the need to keep IICA salaries competitive in national labor markets in order to partially offset personnel turnover (11% in recent years), and from the negative impact of the revaluation of certain local currencies; and ii) the increase in the cost of international personnel, given the effects of the partial adjustment

for inflation granted in 2012 and post adjustments in 2012 and 2013, which are affected by, among other variables, local inflation and the exchange rate effect.

- 4.5.3 He reported that the following measures had been proposed to compensate for the shortfalls: i) to cut operating costs (major objects of expenditure 3 to 9, excluding personnel) by US\$746,138 in 2012 (6.2%) and an additional US\$602,625 in 2013 (5.4%); ii) to eliminate six personnel positions in the following areas: Biotechnology and Biosafety, Clean Energy, Risk Reduction and Management in Agriculture and Agribusiness, and Formulation of Technical Cooperation Projects. He explained that the elimination of these personnel positions would not require the dismissal of personnel as all were currently vacant.
- 4.5.4 The Observer Representative of Mexico sought clarification of the calculation of his country's extra quota. This clarification was provided by the administration.
- 4.5.5 With respect to the personnel positions that will remain vacant, the Observer Representative of Argentina suggested that professionals from her country could fill the corresponding positions at her government's expense. She added that her government was more than willing to work with IICA in defining the respective terms of reference.
- 4.5.6 The Director General thanked the Observer Representatives of Argentina, Guatemala and Mexico and the Representative of Uruguay for their pledge to contribute an amount in addition to their quota, and Belize for its positive statement regarding the amount of its quota. He also expressed appreciation for the gesture of solidarity made by Argentina in offering qualified personnel to address those topics which IICA could not address due to budgetary constraints. Finally, he acknowledged the work done by the group comprising Argentina, Canada, Mexico and the United States of America in determining the terms of reference for the study on the Institutional Net Rate.
- 4.6 *Signing of the Bilateral General Agreement for Interinstitutional Cooperation between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE).*
- 4.6.1 The Bilateral General Agreement for Interinstitutional Cooperation between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE) was signed. Its

principal objective was to establish the general framework for cooperation between the two institutions in the implementation of joint actions in technical areas of interest to both, and to bolster the provision of technical cooperation to the Member States, as established in the contract between the Government of the Republic of Costa Rica and IICA regarding CATIE, Law No. 8028, of October 12, 2000. The IICA-CATIE agreement was signed by the Directors General and witnessed by the Minister of Agriculture and Livestock Farming of Costa Rica.

- 4.6.2 The Director General of IICA underscored the significance of the signing of the agreement, which formalizes a mandate issued by law in 2000. He called attention to the fact that IICA and CATIE had a formally established work plan that was recognized by the Member States. He stated that every effort would be made to strengthen this linkage even further to bolster the technical cooperation received by the countries, and congratulated CATIE and its personnel for their efforts in making the agreement a reality.
- 4.6.3 The Director General of CATIE called the signing of the agreement a historic moment for both institutions, one that would enable them to make more efficient use of their resources and capacities in meeting the challenges facing agriculture in the Member States and to do much more for rural families. He thanked the Director General of IICA and the Institute's personnel for their efforts in making the agreement a reality.
- 4.6.4 The Chair, in her capacity as Minister of Agriculture and Livestock Farming of Costa Rica, expressed satisfaction with the fact that two sister institutions had decided to strengthen the ties between them by signing a cooperation agreement. She believed it would lead to increased synergy and result in work agendas that would streamline the use of human capital and economic resources. She congratulated the Directors General and the personnel of both institutions who helped make the agreement a reality.

4.7 Close of the Session

- 4.7.1 The Fourth Plenary Session was adjourned at 18:30 on Wednesday, July 13, 2011.

FIFTH PLENARY SESSION

5.1 *Opening of the Session*

5.1.1 The Fifth Plenary Session was called to order at 9:33 on July 14 at IICA Headquarters, with Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, serving as Chair.

5.2 *Preparations for the Meeting of Ministers of Agriculture of the Americas 2011 and the Process of Drafting the Declaration of the Ministers of Agriculture*

5.2.1 The Chair announced that the Meeting of Ministers of Agriculture of the Americas 2011 (“the Meeting”) would be held from October 19-21 at IICA Headquarters, and that the President of the Republic of Costa Rica, Mrs. Laura Chinchilla, would attend the inauguration of the event.

5.2.2 She indicated that the central theme of the Meeting would be the role of innovation in making agriculture competitive, sustainable and inclusive, and its motto would be *Sowing Innovation to Harvest Prosperity*. Agreements reached in the Meeting would be incorporated into the Declaration of the Ministers of Agriculture of the Americas San Jose 2011, which would be forwarded to the Chair of the Sixth Summit of the Americas Cartagena 2012 “Connecting the Americas: Partners for Prosperity” as an input for the declaration and other documents it might produce.

5.2.3 She stated that the Ministry of Agriculture and Livestock Farming (MAG) of Costa Rica and IICA had been working on the organization of the Meeting, under the coordination of the Secretary of External Relations of IICA and the Deputy Minister of the MAG, who chaired the preparatory meetings. In addition, the Minister and the Director General of IICA were directing and monitoring the process.

5.2.4 She indicated that an executive decree had been issued in which the Meeting was declared a matter of public and national interest. She added that the Government, through the Ministries of Foreign Relations and Agriculture and Livestock Farming, and IICA had signed a specific cooperation agreement

which laid the foundation for collaboration and assigned responsibilities for organizing, funding and holding the Meeting.

5.2.5 She indicated that she and the Director General of IICA had sent the ministers and secretaries of agriculture a joint letter inviting them to participate in the Meeting, adding that the process of preparing the declaration of the Meeting was a participatory process to which all the countries must contribute.

5.2.6 She indicated that the process entailed: i) preparation and distribution of the drafts of the Declaration to the ministers and ministerial delegates for their comments and recommendations; ii) a meeting of the Forum of Ministerial Delegates, to be held on October 18 and 19, to build consensus on the declaration; and iii) a presentation by the Chair of the Forum of Ministerial Delegates to the Meeting of ministers of the text of the declaration on which consensus had been reached.

5.2.7 She added that the process would conclude with the signing of the declaration by the Ministers of agriculture of the Americas and its publication and distribution, as a contribution of the leaders of agriculture of the hemisphere to the Sixth Summit of the Americas Cartagena 2012 and other fora.

5.3 *Provisional agenda for the Meeting of Ministers of Agriculture of the Americas 2011*

5.3.1 The Chair asked the Director General to refer to the provisional agenda for the Meeting of Ministers of Agriculture of the Americas 2011.

5.3.2 The Director General stated that, due to time and cost constraints, the Meeting had been reduced from one week to three days, and that the IABA meeting had been incorporated into the Meeting. He added that the provisional agenda would be the basis for preparing, with the help of the members of the Executive Committee and the ministerial delegates, the final agenda that would be presented to the ministers.

5.3.3 He recalled that the central theme of the Meeting would be innovation for agriculture in the Americas. To this end, the members of the SACMI and the Executive Committee had received a conceptual document on the topic matter, as initial input for drafting the Declaration of the Ministers of Agriculture of the Americas San Jose 2011, which would also be sent to the ministerial delegates. He urged the members of the Executive Committee to read and improve upon it.

- 5.3.4 He indicated that, drawing on any contributions received from the countries, IICA, in its capacity as Technical Secretariat, would prepare and circulate a draft of the declaration for specific comments, which would be used in preparing a second draft of the declaration, to be presented to a forum of ministerial delegates.
- 5.3.5 That forum would be chaired by the delegate from Costa Rica and would take place immediately before the Meeting, to garner consensus on the text and facilitate its approval by the ministers at the close of the Meeting. He asked the members of the Executive Committee for their collaboration in ensuring that, to the extent possible, the ministerial delegates designated to participate in the forum were from the highest possible level of government and had constant access to the ministers, to ensure that they faithfully convey their opinions. He explained that the Chair of the Forum of Ministerial Delegates must present to the ministers the results of the deliberations of their delegates and the proposed text of the declaration agreed upon.
- 5.3.6 Regarding strategic partnerships, the Director General stated that, historically, IICA had developed solid relations with international and regional organizations whose areas of competence complemented those of the Institute. He mentioned that the Director-elect of FAO would be joining the ministers during the Meeting, which would constitute an opportunity to define more precisely and specifically what joint collaboration the ministers expected of FAO and IICA.
- 5.3.7 Next, the Director General listed the most important topics to be addressed at the IABA meeting, which include the 2009 and 2010 IICA financial statements, the sixteenth and seventeenth ARC reports, the report on the collection of Member States quotas through September 2011, the 2012-2013 Program Budget, the request that the IABA lower from 45 to 30 days the period for delivering the working documents of its regular meetings to the Member States, and the report on the status of the resolutions adopted by the IABA at its Fifteenth Regular Meeting (Jamaica 2009) and by the Executive Committee at its meetings in 2010 and 2011.
- 5.3.8 The Representative of Canada felt it would be useful to focus on the topic of innovation, adding that the Member States would benefit greatly from having a calendar with the deadlines for submitting comments on the conceptual document on innovation. He also asked when the first draft of the declaration would be sent to the Member States, and referred to the need to explain what the vision of the declaration would be and if it would be based on the AGRO Plan.

- 5.3.9 The Director General explained that the IICA administration needed to remain in contact with the members of the Executive Committee to work out the details of the agenda of the Meeting, adding that all contributions received to prepare the conceptual document on innovation were very important. He then indicated that the Meeting would be an excellent opportunity for IICA to receive direction from the Member States on how it should address the topic of innovation and how it could provide them with the support they needed. He stated that the topic of the AGRO Plan had been taken into account in preparing the 2010-2020 Strategic Plan and the 2010-2014 Medium-term Plan, in which the importance of innovation in making agriculture sustainable and competitive and ensuring food security were embodied.
- 5.3.10 The Representative of Argentina expressed satisfaction with the choice of innovation as the central theme of the Meeting, it being a topic of great interest for the Ministry of Agriculture of her country and one considered vital in making agriculture sustainable.
- 5.3.11 The Representative of St. Kitts and Nevis agreed with the comments regarding the importance of innovation as a tool for promoting competitiveness and sustainability of agriculture. He stated that it was an area in which South-South and North-North cooperation could work, noting that there was considerable experience in the area of innovation in some countries of the Americas that could be shared with other countries, with collaboration from IICA, which would add to the value of this hemispheric organization.
- 5.3.12 The Representative of the United States of America also agreed with the choice of innovation as the theme of the Meeting, thanked IICA for producing the conceptual document and seconded the comments made by the Representative of Canada.
- 5.3.13 The Director General thanked everyone for their comments, reiterated that the Meeting would be an excellent opportunity for the Member States to provide IICA with guidance on how to support them in the area of innovation, and insisted on the need for the members of the Executive Committee and the ministerial delegates to support IICA in the process of preparing the Ministerial Declaration and the conceptual document.
- 5.3.14 The Chair thanked everyone for their comments and said she was certain that, given the efficiency of IICA and the timely support of the Member States, an excellent declaration would be produced.

5.4 *Date and site of the Thirty-second Regular Meeting of the Executive Committee*

5.4.1 The Technical Secretary explained that, pursuant to the Rules of Procedure of the Executive Committee, this governing body of the Institute must hold one regular meeting each year; and that according to Article 23 of those Rules of Procedure, the Member States may offer to host a regular meeting of the Executive Committee.

5.4.2 The Chair asked any Member State interested in hosting the next regular meeting of the Executive Committee to offer same. There being no offers, the Technical Secretary recalled that, in accordance with Article 25 of the aforesaid Rules of Procedure, if no site was offered by one of the Member States to hold the meeting of the Executive Committee in another country, the meeting would be held at Institute Headquarters in San Jose, Costa Rica.

5.5 *Reading and approval of draft resolutions*

5.5.1 The Rapporteur read aloud the draft resolutions “Full recovery of incremental costs incurred in administering externally funded projects,” “2010 IICA Annual Report,” “Agenda for the Meeting of Ministers of Agriculture of the Americas 2011” and “Date and site of the Thirty-second Regular Meeting of the Executive Committee,” which were approved as read.

5.5.2 The Rapporteur read aloud the draft resolution “Tribute to Mr. Luis Carlos Gutierrez Jaime for his contributions as a member of the Audit Review Committee (ARC),” which was approved a read. The Observer Representative of Mexico expressed appreciation for the tribute to Mr. Luis Carlos Gutierrez Jaime and promised to inform him.

5.6 *Close of the Session*

5.6.1 The Fifth Plenary Session was adjourned at 10:45 on July 14, 2011.

CLOSING SESSION

6.1 Opening of the Session

6.1.1 The Closing Session was called to order at 10:40 on July 14, with Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, serving as Chair.

6.2 Remarks from the Chair

6.2.1 The Chair of the 2011 Executive Committee expressed satisfaction with the results of the meeting, underscoring their importance vis-à-vis the preparations for the Meeting of Ministers of Agriculture of the Americas 2011, to be held on October 18-21, 2011, in San Jose, Costa Rica. She mentioned the progress made in organizing the event and highlighted the adoption of the topic of innovation as its central theme, which would certainly be conducive to its inclusion on the agendas of the countries and of IICA. She called attention to the consensus achieved regarding the methodology used to facilitate the participation of and contributions from the countries in the preparation of the declaration of the ministers. She mentioned the importance of including in the declaration mechanisms for and means of collaboration between countries.

6.2.2 She reiterated her satisfaction at working with IICA and stated she was certain that, with the cooperation of those present and the ministers of agriculture, excellent results would emerge from the Meeting. She thanked the Representatives of the Member States on the Executive Committee and their teams for their orderly participation in and contributions to the meeting. She thanked the Director General and all the technical and logistic personnel of IICA for their efforts to ensure that the meeting of the Executive Committee would run smoothly.

6.2.3 The Representative of Mexico congratulated the Chair on the manner in which she had conducted the meeting, thanked the Director General for his hospitality and complimented both, and their teams, for the success of the meeting

6.3 Address by the Director General of IICA

- 6.3.1 The Director General thanked the Chair as well as the Representatives and Observer Representatives for the support he had received during the meeting. He stated that important progress had been made on complex and sensitive issues, especially the IICA budget, adding that the countries had the sovereign right to make decisions regarding what they required from IICA, and the Institute and its personnel must always strive to meet their expectations.
- 6.3.2 The Director General thanked Argentina, Belize, Canada, Mexico, the United States of America, Uruguay and other countries for their contributions to the search for new ways to strengthen the Institute's finances. He added that the Institute was facing a difficult financial situation and again asked that the countries consider and adopt "Scenario 2," presented earlier in the meeting.
- 6.3.3 He noted that the INR resources generated by the administration of externally funded projects constituted an important source of resources. He therefore was in agreement with the decision of the Executive Committee to call for a study on the INR, the results of which would be presented to the IABA. He thanked Argentina for offering to cover the cost of certain international professional personnel positions, and indicated that he would encourage other countries to do the same.
- 6.3.4 The Director General referred to the upcoming Meeting of Ministers of Agriculture of the Americas 2011. He stated that its motto, *Sowing Innovation to Harvest Prosperity*, was highly appropriate since it would focus discussions on the crucial role of innovation in agriculture. He predicted that, thanks to collaboration between the Ministry of Agriculture and Livestock Farming of Costa Rica and IICA, the event would be a success and would meet the expectations of the ministers.
- 6.3.5 He underscored the importance of its strategic partners for IICA and pledged to strengthen relations with current partners and to undertake joint projects with new partners.
- 6.3.6 He then thanked all the Representatives for their presence, contributions and commitment, the government of Costa Rica, and the Minister of Agriculture for her steadfast support of IICA and the excellent manner in which she had conducted the meeting; the Minister of Agricultural Development of Panama for doing an outstanding job as Chair on July 13; the Rapporteur, for his work; and

the Legal Advisor for his sage advice. He also thanked the technical and logistic personnel of the Institute and the interpreters for their contributions to the success of the meeting. Lastly, he wished everyone a safe return to their countries.

6.4 *Close of the Session*

6.4.1 The Closing Session was adjourned at 10:55 on July 14, 2011.

RESOLUTIONS

RESOLUTIONS

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IICA/CE/Res. 534 (XXXI-O/11)

12 July 2011

Original: Spanish

RESOLUTION No. 534

2010 IICA ANNUAL REPORT

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

HAVING REVIEWED:

Document IICA/CE/Doc. 573 (11), “2010 Annual Report of IICA,”

CONSIDERING:

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

That the General Directorate prepared and published the 2010 Annual Report of IICA, which was sent by the Director General of the Institute to the Permanent Council of the Organization of American States (OAS) on April 7, 2011 and distributed via IICA’s website;

That each IICA Representative, in turn, presented the respective national report in the 34 Member States;

That the report describes the cooperation activities carried out by the Institute in 2010 for the purpose of implementing IICA’s national, regional and hemispheric cooperation agendas within the framework of the 2010-2014 Medium-term Plan; and,

That the 2010 Annual Report is available in electronic format on the Institute’s website (www.iica.int),

RESOLVES:

To approve the 2010 Annual Report of IICA.

IICA/CE/Res. 535 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 535

**2010 FINANCIAL STATEMENTS OF IICA AND
REPORT OF THE EXTERNAL AUDITORS**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 578 (11), “2010 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 shall review the Institute’s financial statements and forward the corresponding report and recommendations 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 2010, and that the administration of IICA has acted in conformity with the regulations of the Institute; and,

That, in its Seventeenth Report, the Audit Review Committee (ARC) states that it reviewed the report of the external auditors on IICA’s 2010 financial statements, finding the work performed to be thorough and in accordance with the Institute’s rules and international auditing standards,

RESOLVES:

1. To accept the 2010 financial statements of the Institute and the Report of the External Auditors, and to instruct the Director General to submit them to the Sixteenth Regular Meeting of the IABA for its information.
2. To instruct the Director General to follow up on the recommendations of the external audit and provide a report to the next regular meeting of the Executive Committee.

IICA/CE/Res. 536 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 536

**SEVENTEENTH REPORT OF THE AUDIT
REVIEW COMMITTEE (ARC)**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 579 (11), “Seventeenth 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 Audit Review Committee (ARC) and approved its Statute;

That in making its recommendations and report, the ARC has taken into account the report and recommendations of the external auditors; and,

That Article 3.k of the Rules of Procedure of the Executive Committee establishes that this governing body of IICA is to receive and approve the ARC’s reports and make a determination on its recommendations,

RESOLVES:

1. To approve the Seventeenth Report of the ARC.
2. To instruct the Director General to implement the recommendations contained in the Seventeenth Report of the ARC.

3. To thank the members of the ARC for their contributions to the work of the ARC.

IICA/CE/Res. 537 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 537

ELECTION OF A MEMBER OF THE AUDIT REVIEW COMMITTEE (ARC)

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

HAVING REVIEWED:

Document IICA/CE/Doc. 580 (11), "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 ARC;

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

That the term of the ARC member elected from among all the Member States expires on December 31, 2011;

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

That, in response to that request, nominations were received from the governments of Ecuador, Mexico and Panama; and

That all the candidates nominated are qualified to serve on said Committee,

RESOLVES:

To elect Ms. Magela E. Kinkead C., from the Republic of Panama, to occupy the position of member of the ARC reserved for a candidate proposed by all the Member States for a six-year term commencing on January 1, 2012 and concluding on December 31, 2017.

IICA/CE/Res. 538 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 538

**APPOINTMENT OF EXTERNAL AUDITORS OF IICA
AND CATIE FOR THE 2012-2013 BIENNIUM**

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

CONSIDERING:

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

That a special committee comprising representatives of the General Directorate, with the participation of CATIE, reviewed proposals submitted by five well-recognized auditing firms and concluded that the firm of Ernst & Young had presented the best proposal in terms of quality and cost; and

That, based on said review, the Director General recommends that the Executive Committee appoint the firm of Ernst & Young as the external auditors of the Institute and CATIE for the 2012-2013 biennium,

RESOLVES:

To appoint the firm of Ernst & Young as the external auditors for IICA and CATIE for the 2012-2013 biennium, a period that may be extended by the Director General for an additional two years.

IICA/CE/Res. 539 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 539**REPORT ON THE COLLECTION OF QUOTAS**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 581 (11), “Report of the Director General on the current status of the collection of quotas,”

CONSIDERING:

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

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

That the above has facilitated the implementation of the programs and projects included in the cooperation strategies established in the Institute’s 2010-2014 Medium-term Plan at the national, regional and hemispheric levels,

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 IICA.

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 arrears for previous years.
3. To instruct the Director General to: (a) continue efforts to collect the quotas for 2011 and those owed 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 quotas to the Institute, and those that are in arrears, to follow through with the plans agreed with the General Directorate to meet their financial obligations to IICA.

IICA/CE/Res. 540 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 540**2012-2013 PROGRAM BUDGET**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 582 (11), “Program Budget for the 2012-2013 biennium,”

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 by the affirmative vote of two thirds of its members;”
- 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 “to examine the proposed biennial Program Budget that the Director General submits to the Board and to make such observations and recommendations as it deems appropriate;”

That the Institute has had to cope with a complex financial situation created by the incremental costs incurred as a result of inflation and the revaluation of some currencies against the US dollar, and to make a number of adjustments to mitigate the effects of same; and,

That the Director General submitted the proposed 2012-2013 Program Budget to the consideration of the Executive Committee at its Thirty-first Regular Meeting, in a format consistent with the structure and content established in the rules currently in effect,

RESOLVES:

To recommend that the IABA adopt a resolution to:

1. Approve the amounts of US\$33,784,900 for 2012 and US\$33,899,800 for 2013 from the Regular Fund as the overall allocation for the 2012-2013 Program Budget of the Institute, financed with quota contributions from the Member States in the amount of US\$27,684,900 in 2012 and US\$27,799,800 in 2013, according to the amounts indicated in the Quota Scale attached hereto as "Annex A," including the quotas allocated and over-quota contributions, and miscellaneous income in the amount of US\$6,100,000 per year, consisting of US\$3,500,000 estimated to be generated annually and the use of up to US\$2,600,000 per year of the resources of the Miscellaneous Income Fund.
2. Approve the use of resources for the 2012-2013 Program Budget in accordance with the adjustments agreed upon in Document IICA/CE/Doc.582(11), "Draft Program Budget for the 2012-2013 biennium," which contains detailed allocations for each of the chapters, technical cooperation programs, spheres of action and major objects of expenditure. The summary of allocations by Chapter is attached as "Annex B" to this resolution.
3. Authorize the Director General to:
 - i. Make transfers among chapters of the 2012-2013 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; and,

- ii. Make the necessary adjustments in the allocation of resources approved in this resolution, should the combined income for each of the fiscal years 2012 and 2013 fall below estimated levels for the biennium in question, and inform the Executive Committee and the IABA of this situation.

ANNEX A

Quota Scale of the Member States and Miscellaneous Income for 2012 and 2013 Based on the OAS Quota Scale for 2012¹ (US\$)

MEMBER STATES	2012		2012			2013			VARIATIONS					
	OEA		ICA			ICA			2012-2011		2013-2012			
	%	%	ASSESSED QUOTA	OVER-QUOTA	TOTAL QUOTAS	%	ASSESSED QUOTA	OVER-QUOTA	TOTAL QUOTAS	US\$	%	US\$	%	
			US\$ ²	US\$ ³	US\$ ³		US\$ ²	US\$ ³	US\$ ³	US\$	%	US\$	%	
Antigua and Barbuda	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Argentina	2.408	2.408	662,400	220,900	883,300	2.408	662,400	220,900	883,300	-4	0.0%	0	0.0%	
Bahamas	0.062	0.062	17,100	0	17,100	0.062	17,100	0	17,100	-4,082	-19.3%	0	0.0%	
Barbados	0.045	0.045	12,400	0	12,400	0.045	12,400	0	12,400	-4,105	-24.9%	0	0.0%	
Belize	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Bolivia	0.049	0.049	13,500	0	13,500	0.049	13,500	0	13,500	846	6.7%	0	0.0%	
Brazil	9.941	9.941	2,734,600	0	2,734,600	9.941	2,734,600	0	2,734,600	546,835	25.0%	0	0.0%	
Canada	11.972	11.972	3,293,300	0	3,293,300	11.972	3,293,300	0	3,293,300	-492,169	-13.0%	0	0.0%	
Chile	1.189	1.189	327,100	0	327,100	1.189	327,100	0	327,100	31,932	10.8%	0	0.0%	
Colombia	1.049	1.049	288,600	0	288,600	1.049	288,600	0	288,600	57,802	25.0%	0	0.0%	
Costa Rica	0.221	0.221	60,800	0	60,800	0.221	60,800	0	60,800	9,359	18.2%	0	0.0%	
Dominica	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Dominican Republic	0.257	0.257	70,700	0	70,700	0.257	70,700	0	70,700	14,032	24.8%	0	0.0%	
Ecuador	0.258	0.258	71,000	0	71,000	0.258	71,000	0	71,000	14,057	24.7%	0	0.0%	
El Salvador	0.114	0.114	31,400	0	31,400	0.114	31,400	0	31,400	2,516	8.7%	0	0.0%	
Grenada	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Guatemala	0.168	0.168	46,200	5,200	51,400	0.168	46,200	5,200	51,400	-41	-0.1%	0	0.0%	
Guyana	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Haiti	0.034	0.034	9,400	0	9,400	0.034	9,400	0	9,400	-2,979	-24.1%	0	0.0%	
Honduras	0.051	0.051	14,000	0	14,000	0.051	14,000	0	14,000	1,621	13.1%	0	0.0%	
Jamaica	0.093	0.093	25,600	0	25,600	0.093	25,600	0	25,600	-8,236	-24.3%	0	0.0%	
Mexico	8.281	8.281	2,278,000	105,300	2,383,300	8.281	2,278,000	217,300	2,495,300	143,818	6.4%	112,000	4.7%	
Nicaragua	0.034	0.034	9,400	0	9,400	0.034	9,400	0	9,400	-2,979	-24.1%	0	0.0%	
Panama	0.158	0.158	43,500	0	43,500	0.158	43,500	0	43,500	-1,339	-3.0%	0	0.0%	
Paraguay	0.093	0.093	25,600	0	25,600	0.093	25,600	0	25,600	-8,511	-25.0%	0	0.0%	
Peru	0.688	0.688	189,300	0	189,300	0.688	189,300	0	189,300	37,177	24.4%	0	0.0%	
Saint Kitts and Nevis	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Saint Lucia	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Saint Vincent and the Grenadines	0.022	0.022	6,100	0	6,100	0.022	6,100	0	6,100	48	0.8%	0	0.0%	
Suriname	0.034	0.034	9,400	0	9,400	0.034	9,400	0	9,400	-2,979	-24.1%	0	0.0%	
Trinidad and Tobago	0.180	0.180	49,500	0	49,500	0.180	49,500	0	49,500	7,687	18.4%	0	0.0%	
United States of America	59.470	59.470	16,359,400	0	16,359,400	59.470	16,359,400	0	16,359,400	-12	0.0%	0	0.0%	
Uruguay	0.214	0.214	58,900	2,300	61,200	0.214	58,900	5,200	64,100	11,409	22.9%	2,900	4.7%	
Venezuela	2.186	2.186	601,300	0	601,300	2.186	601,300	0	601,300	34,621	6.1%	0	0.0%	
SUB TOTAL	99.425	99.425	27,351,200	333,700	27,684,900	99.425	27,351,200	448,600	27,799,800	386,661	1.4%	114,900	0.4%	
Cuba	0.575	0.575	158,200	0	158,200	0.575	158,200	0	158,200	-52,241	-24.8%	0	0.0%	
TOTAL QUOTA	100.000	100.000	27,509,400	333,700	27,843,100	100.000	27,509,400	448,600	27,958,000	334,420	1.2%	114,900	0.4%	
MISCELLANEOUS INCOME⁴					6,100,000				6,100,000	0	0.0%	0	0.0%	
TOTAL REGULAR FUND⁴					33,784,900				33,869,800	386,661	1.2%	114,900	0.3%	

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

1/ As per Resolution AG/RES. 2696 (XLI-O/11), of the OAS General Assembly of June 7th, 2011.

2/ In 2010 and 2011 miscellaneous income will comprise US\$3,500,000 to be generated and US\$2,600,000 from the Miscellaneous Income Fund.

3/ Rounded off to the nearest one hundred.

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

ANNEX B
Allocation of the Regular Fund by Chapter
(US\$)

CHAPTER	2012				2013			
	QUOTAS	MISC.	REGULAR FUND		QUOTAS	MISC.	REGULAR FUND	
			US\$	%			US\$	%
CHAPTER I: Direct Technical Cooperation Services	24,357,534	5,801,991	30,159,525	89.3%	24,620,168	5,801,991	30,422,159	89.7%
Innovation for Productivity and Competitiveness Program	7,606,892	1,169,356	8,776,247	29.1%	7,693,518	1,166,343	8,859,861	29.1%
Agricultural Health and Food Safety and Quality Program	5,868,501	1,715,022	7,583,523	25.1%	5,882,612	1,700,748	7,583,360	24.9%
Agribusiness and Commercialization Program	5,790,576	1,670,112	7,460,688	24.7%	5,863,421	1,682,693	7,546,114	24.8%
Agriculture, Territories and Rural Well-being Program	5,091,565	1,247,502	6,339,067	21.0%	5,180,617	1,252,207	6,432,824	21.1%
CHAPTER II: Management Costs	1,702,312	67,738	1,770,050	5.2%	1,741,578	67,738	1,809,316	5.3%
Office of the Director General	702,407	17,500	719,907	40.7%	714,222	17,500	731,722	40.4%
Secretariat of Corporate Services	999,905	50,238	1,050,143	59.3%	1,027,355	50,238	1,077,593	59.6%
CHAPTER III: General Cost and Provisions	1,224,681	20,000	1,244,681	3.7%	1,224,681	20,000	1,244,681	3.7%
Governing Bodies	400,000	0	400,000	32.1%	400,000	0	400,000	32.1%
Insurance	391,531	0	391,531	31.5%	391,531	0	391,531	31.5%
Pensions Former Directors	287,650	0	287,650	23.1%	287,650	0	287,650	23.1%
Contribution to the OAS Administrative Tribunal	25,000	0	25,000	2.0%	25,000	0	25,000	2.0%
Contribution to the Administration of the Retirement and Pension Fund	25,000	0	25,000	2.0%	25,000	0	25,000	2.0%
External Audit	95,500	0	95,500	7.7%	95,500	0	95,500	7.7%
Emergency Assistance Program for Staff	0	20,000	20,000	1.6%	0	20,000	20,000	1.6%
CHAPTER IV: Renewal of Infrastructure and Equipment	400,373	210,271	610,644	1.8%	213,373	210,271	423,644	1.2%
TOTAL	27,684,900	6,100,000	33,784,900	100.0%	27,793,800	6,100,000	33,893,800	100.0%

IICA/CE/Res. 541 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 541

**FULL RECOVERY OF COSTS INCURRED IN
ADMINISTERING EXTERNALLY FUNDED PROJECTS**

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

CONSIDERING:

That it is important for the Institute to apply a policy aimed at recovering all the costs it incurs in administering externally funded projects;

That Rule 3.5.2 of the Financial Rules states that “An annual study shall be done to ensure that the Institute's INR (Institutional Net Rate) is commensurate with the actual costs of administering external resources” and that the General Directorate has been conducting such studies; and,

That in order to have a legitimate basis for establishing an INR policy, it would be advisable to have access to a specialized study, conducted by external consultants, which would provide the necessary criteria for revising the current policy,

RESOLVES:

To request that the Director General:

1. Retain the services of an external consulting firm for the purpose of preparing a study that will provide criteria for defining a policy aimed at recovering the costs the Institute incurs in administering externally funded projects (Institutional Net Rate-INR).
2. Present at the next Regular Meeting of the Inter-American Board of Agriculture (IABA), the study and its results, together with the Director

General's recommendations; and, if this study is not ready, an up-to-date progress report, which includes the preliminary results date and the Director General's observations.

3. In the event that this matter is not resolved at the IABA's next Regular Meeting, present the final study, together with the Director General's recommendations and the observations of the Special Advisory Commission on Management Affairs, for the consideration of the next Regular Meeting of the Executive Committee.

IICA/CE/Res. 542 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 542

**TRIBUTE TO MR. LUIS CARLOS GUTIERREZ JAIME
FOR HIS CONTRIBUTIONS AS A MEMBER OF THE
AUDIT REVIEW COMMITTEE (ARC)**

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

CONSIDERING:

That the ARC is an important mechanism of the Executive Committee, for directly advising the Director General on the administrative and financial conduct of the Institute, as well as for assisting the Executive Committee in the examination of the accounts of the General Directorate;

That the members of the ARC, appointed by the governments, fulfill a vital function; and,

That Mr. Luis Carlos Gutierrez Jaime, from México, who joined the ARC on January 1, 2006, and will conclude his term on December 31, 2011, has performed his duties with great dedication and skill,

RESOLVES:

1. To thank the Government of Mexico for the support provided by Mr. Luis Carlos Gutierrez Jaime as a member of the ARC.
2. To acknowledge the outstanding and dedicated efforts of Mr. Gutierrez, and offer sincere thanks for his contributions to the ARC and to the administrative and financial management of the Institute.

IICA/CE/Res. 543 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 543**RESPONSIBILITIES OF THE REPRESENTATIVE OF THE IABA
TO THE GOVERNING COUNCIL OF THE TROPICAL AGRICULTURE
RESEARCH AND HIGHER EDUCATION CENTER (CATIE)**

The EXECUTIVE COMMITTEE, at its Thirty-first Meeting,

CONSIDERING:

That, in accordance with the Law establishing CATIE, the Inter-American Board of Agriculture (IABA) is that Center's highest governing body and has the right to appoint a Representative to sit on the Governing Council of CATIE with the right to vote;

That, in accordance with IABA Resolution IICA/JIA/Res. 461 (XV-O/09), the Member States that will designate the IABA Representative to the Governing Council of CATIE are as follows: Dominica (2011-2012); United States of America (2013-2014); Chile (2015-2016) and Ecuador (2017-2018);

That IICA contributes roughly one million dollars per year to CATIE from the quotas it receives from the Member States, and that said Center is also the usufructuary of IICA's farms in Turrialba and "La Lola" in Siquirres and administrates jointly with IICA the Orton Commemorative Library;

That the Executive Committee, at its Thirty-first Regular Meeting, adopted Resolution IICA/CE/Res. 550 (XXXI-O/11), in which it approved the IICA-CATIE Program for Joint Action for the period 2011-2014; and,

That the Executive Committee, by means of resolution IICA/CE/Res. 532 (XXX-O/10), stipulated that, at its Thirty-first Regular Meeting, the Executive Committee should propose to the IABA that the latter's Representative on the Governing Council of CATIE, in carrying out his mandate, should ensure that the joint work with IICA is

completed, strengthened and expanded, and that the technical, administrative and financial mechanisms used to facilitate joint actions are strengthened,

RESOLVES:

1. To recommend that the IABA charge its representative on the Governing Council of CATIE with the responsibilities listed in the Annex to the present resolution.
2. To task the Director General of IICA with providing the Member State representing the IABA on the Governing Board of CATIE with the information, logistical and technical support and legal advice required to carry out the responsibilities specified in the present resolution.

Annex
Responsibilities of the IABA Representative
on the Governing Council of CATIE

1. Develop a working knowledge of the Contract between the Government of Costa Rica and IICA on CATIE, as amended by Costa Rica Law 8028 of October 12, 2000, and the Joint Cooperation Agreement between IICA and CATIE of July 13, 2011.
2. Coordinate with the Director General of IICA and with the Member States to establish the IABA's position on matters dealt with by the Governing Council of CATIE, especially with respect to any decisions that the latter may take to expand the IICA-CATIE Program for Joint Action and strengthen the mechanisms for implementing joint activities.
3. Keep abreast of the commitments assumed and the agreements and resolutions adopted by both the IABA and the Executive Committee of IICA that have an impact on relations between IICA and CATIE, and, in particular, any that have to do with the joint activities implemented on behalf of the Member States.
4. Confer with the Member States and the Director General of IICA about any matters on the Agenda of the Governing Council of CATIE that might relate to IICA, or its assets, in particular any such matters which require a vote of the Council.
5. Provide follow-up to the implementation of the IICA-CATIE Program for Joint Action by: (i) requesting a special report from CATIE on the Program; (ii) keeping abreast of developments related to its implementation; (iii) proposing initiatives designed to strengthen the mechanisms for joint action; and, (iv) supporting efforts to overcome any constraints that affect the execution of the Program for Joint Action.
6. Submit an annual report on the Representative's activities to both the Executive Committee and the Director General of IICA.

IICA/CE/Res. 544 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 544

**REPORT ON THE 2011 REGULAR MEETING OF THE SPECIAL
ADVISORY COMMITTEE ON MANAGEMENT ISSUES (SACMI)**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 583 (11), “Report on the 2011 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI),”

CONSIDERING:

That the purpose of the SACMI, a standing special committee of the Executive Committee, is to advise the Director General as a means of promoting more regular discussion with the Member States on administrative, financial and strategic issues, in order to facilitate the process of reaching consensus in both the Executive Committee and the Inter-American Board of Agriculture (IABA); and,

That, during its meeting, held on May 4 of this year, the SACMI and the General Directorate reached points of agreement regarding the financial strengthening of IICA,

RESOLVES:

To accept the Report on the 2011 Regular Meeting of the SACMI.

IICA/CE/Res. 545 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 545**STATUS OF THE RESOLUTIONS OF THE FIFTEENTH REGULAR
MEETING OF THE IABA AND THE THIRTIETH REGULAR
MEETING OF THE EXECUTIVE COMMITTEE**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 584 (11), “Status of the Resolutions of the Fifteenth Regular Meeting of the IABA” and document IICA/CE/Doc. 585 (11), “Status of the Resolutions of the Thirtieth Regular Meeting of the Executive Committee,”

CONSIDERING:

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

RESOLVES:

To accept the reports: (i) “Status of the Resolutions of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture (IABA)”; and, (ii) “Status of the Resolutions of the Thirtieth Regular Meeting of the Executive Committee.”

IICA/CE/Res. 546 (XXXI-O/11)

14 July 2011

Original: Spanish

RESOLUTION No. 546

**AGENDA FOR THE MEETING OF MINISTERS
OF AGRICULTURE OF THE AMERICAS 2011**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 587 (11), “Provisional Agenda for the Meeting of Ministers of Agriculture of the Americas 2011,”

CONSIDERING:

That Article 4.p of the Rules of Procedure of the Executive Committee establishes that this Committee shall analyze the provisional agenda for the meetings of the Inter-American Board of Agriculture (IABA); and,

That the Executive Committee, at its Thirty-first Regular Meeting, analyzed the agenda for the Meeting of Ministers of Agriculture of the Americas 2011, which includes the issues that the IABA will consider at its next regular meeting,

RESOLVES:

1. To accept the provisional agenda for the Meeting of Ministers of Agriculture of the Americas 2011, which includes the issues to be considered by the IABA.
2. To thank the Honorable Ms. Gloria Abraham Peralta, Minister of Agriculture and Livestock Farming of Costa Rica, for her report on the preparations for the Meeting of Ministers of Agriculture of the Americas

Thirty-first Regular Meeting of the Executive Committee

2011, which will take place in San Jose, Costa Rica, from October 19 to 21 of said year.

3. To urge the members of the Executive Committee to share with their respective ministers the importance of attending the Meeting of Ministers, to be held at IICA Headquarters in October.

IICA/CE/Res. 547 (XXXI-O/11)

14 July 2011

Original: Spanish

RESOLUTION No. 547

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

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

HAVING REVIEWED:

Document IICA/CE/Doc. 586 (11), “Date and Venue of the Thirty-second Regular Meeting of the Executive Committee,”

CONSIDERING:

That, pursuant to Article 22 of the Rules of Procedure of the Executive Committee, this governing body of the Institute must hold one regular meeting each year;

That it is necessary to set the date and venue of the Thirty-second Regular Meeting of the Executive Committee in 2012;

That, in accordance with Article 25 of the aforesaid 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 the Institute’s Headquarters in San Jose, Costa Rica; and

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

RESOLVES:

1. To hold the Thirty-second Regular Meeting of the Executive Committee at IICA Headquarters in San Jose, Costa Rica, during the first half of 2012.
2. To instruct the Director General, in accordance with the procedures established in the regulations currently in effect, to issue the call to the Member States to take part in the Thirty-second Regular Meeting of the Executive Committee.

IICA/CE/Res. 548 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 548

STRENGTHENING IICA'S STRATEGIC PARTNERSHIPS

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

HAVING HEARD:

The presentation made by the Director General and the dialogue among the members of the Executive Committee on the importance of strengthening IICA's strategic partnerships, as support for the efforts of the Member States aimed at agricultural and rural development,

CONSIDERING:

That IICA, in order to accomplish its mission and support the Member States in their efforts to make their agricultural sectors competitive, sustainable and inclusive, must expand the technical cooperation services it provides and make them more effective;

That IICA currently, with limited resources, is able to respond to approximately 50% of the requests for technical cooperation services received from its Member States;

That, given the need to increase IICA's capacity to strengthen and expand the technical cooperation programs and projects it carries out at the national, regional and hemispheric levels, it is especially important that the Institute promote new partnerships and strengthen existing ones with international and national multilateral technical and financial organizations/institutions that operate at the global, hemispheric and regional levels; and,

That, in this context, it is extremely important that multilateral and regional international financial institutions value, and consequently consider, IICA and its partnerships with other global and regional international technical organizations as the

partner of choice in implementing the programs and projects they finance to promote the development of agriculture in the Americas,

RESOLVES:

1. To support the efforts being made by the Director General aimed at IICA's consolidating strategic partnerships with national and international organizations.
2. To urge the Member States to support and promote IICA as the partner of choice for the implementation of agricultural and rural development programs, through their representatives in the institutions mentioned above and through their embassies in other countries.
3. To ask the Director General:
 - a. To propose to the ministers of agriculture who will be participating in the Meeting of Ministers of Agriculture of the Americas 2011 that they support the strengthening of the IICA partnerships referred to in the present Resolution.
 - b. To present to the Thirty-second Regular Meeting of the Executive Committee a report on progress in the establishment and consolidation of strategic partnerships, and underscore in same the support received from the Member States to ensure the success of this effort.

IICA/CE/Res. 549 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 549

**2010-2011 REPORT OF THE TROPICAL AGRICULTURE RESEARCH
AND HIGHER EDUCATION CENTER (CATIE)**

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

HAVING REVIEWED:

The document “CATIE Report for the 2010-2011 Biennium” and the presentation on said report made to the Executive Committee by the Director General of the Center, Dr. Jose Joaquin Campos,

CONSIDERING:

That CATIE’s mission is to improve human well-being and reduce rural poverty through education, research and technical cooperation, promoting the sustainable management of agriculture and natural resources; and,

That, by means of Resolution IICA/JIA/Res. 441 (XIV-O/07), the IABA charged the Executive Committee with the responsibility of receiving and analyzing CATIE’s reports and plans and requested that, in the future, the Director General of that Center forward directly to the General Directorate of IICA the version of CATIE’s biennial report and plans that have been accepted by the Executive Committee,

RESOLVES:

1. To accept the 2010-2011 Biennial Report of the Tropical Agriculture Research and Higher Education Center (CATIE).
2. To thank the Director General of CATIE and his staff for presenting the 2010-2011 Biennial Report.

IICA/CE/Res. 550 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 550**JOINT ACTION PROGRAM OF THE TROPICAL AGRICULTURE RESEARCH
AND HIGHER EDUCATION CENTER (CATIE) AND IICA**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 575 (11), "IICA-CATIE 2011-2014 Program for Joint Action,"

CONSIDERING:

That, pursuant to Law No. 8028 and in order to establish a legal framework for strengthening, complementing and enhancing cooperation between IICA and CATIE, on July 13, 2011, the Directors General of the two institutions signed the General Bilateral Agreement for Interinstitutional Cooperation between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE);

That, by means of Resolution IICA/CE/Res. 532 (XXX-O/10), the Executive Committee instructed the Directors General of IICA and CATIE to present for consideration by the Thirty-first Regular Meeting of the Executive Committee a joint action program including projects in high-priority areas identified in IICA's 2010-2014 Medium-term Plan that would effectively complement the capabilities and resources of the two institutions for the benefit of the Institute's Member States;

That, in the same resolution, the Executive Committee urged CATIE and IICA to strengthen the technical, administrative and joint action mechanisms in the Member States, with a view to improving and broadening joint actions; and,

That IICA and CATIE are strengthening the mechanisms that will be especially important for the implementation of the IICA-CATIE 2011-2014 Program for Joint Action,

RESOLVES:

1. To accept the IICA-CATIE 2011-2014 Program for Joint Action.
2. To acknowledge the dynamic nature of the above-mentioned joint action program, which may be adjusted to tap opportunities and take into account possible changes in the demand for joint cooperation services in the Member States.
3. To request that the Director General of IICA, in coordination with the Director General of CATIE, report, at the next regular meeting of the Executive Committee, on progress in the implementation of the Joint Program.
4. To urge IICA and CATIE to continue to strengthen their links and mechanisms for implementing the activities of the Joint Action Program, with a view to enhancing the contribution of the two institutions in support of the efforts of the Member States to achieve competitive, sustainable and inclusive agricultural development.

IICA/CE/Res. 551(XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 551**2010-2011 REPORT OF THE CARIBBEAN AGRICULTURAL
RESEARCH AND DEVELOPMENT INSTITUTE (CARDI)**

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

HAVING REVIEWED:

The document “2010-2011 Biennial Report of CARDI” and the presentation on said report made to the Executive Committee by Dr. Arlington Chesney, Executive Director of CARDI,

CONSIDERING:

That, under the terms of the agreement currently in force between IICA and CARDI, the latter organization must submit an annual report of its activities; and,

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

RESOLVES:

1. To accept the 2010-2011 Biennial Report of CARDI.
2. To thank the Director General of CARDI and his staff for presenting the 2010-2011 Biennial Report.

IICA/CE/Res. 552 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 552

**JOINT ACTION PROGRAM OF THE CARIBBEAN AGRICULTURAL RESEARCH
AND DEVELOPMENT INSTITUTE (CARDI) AND IICA**

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

HAVING REVIEWED:

Document IICA/CE/Doc. 577 (11), “IICA-CARDI 2011-2014 Program for Joint Action,”

CONSIDERING:

That, by means of Resolution IICA/CE/Res. 533 (XXX-O/10), the Executive Committee instructed the Director General of IICA and the Executive Director of CARDI to present, for consideration by the Thirty-first Regular Meeting of the Executive Committee, a joint action program, including projects in high-priority areas identified in IICA’s 2010-2014 Medium-term Plan that would effectively complement the capabilities and resources of the two institutions for the benefit of the Institute’s member countries;

That, in the same resolution, the Executive Committee urged CARDI and IICA to reinforce their institutional links and programs for joint action. It also requested that the two institutions establish a committee, chaired by the Executive Director of CARDI and the Director General of IICA, or the officials that they chose to represent them, to program their joint activities each year, and monitor the execution of projects and their contributions; and,

That IICA and CARDI have made significant progress in establishing more effective mechanisms for joint action, and in identifying and preparing projects that will be implemented under the above-mentioned “IICA-CARDI 2011-2014 Program for Joint Action.”

RESOLVES:

1. To accept the IICA-CARDI 2011-2014 Program for Joint Action.
2. To urge IICA and CARDI to continue to strengthen their technical links and mechanisms for implementing joint activities, with a view to enhancing the contribution that the two institutions make in support of agricultural and rural development efforts in the Caribbean.

IICA/CE/Res. 553 (XXXI-O/11)

13 July 2011

Original: Spanish

RESOLUTION No. 553

IICA-CGIAR COLLABORATION

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

HAVING HEARD:

The presentation made by the General Directorate on the potential of the partnership with the Consultative Group on International Agricultural Research (CGIAR) for strengthening the actions taken by IICA in support of its Member States,

CONSIDERING:

That the CGIAR was established to reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership;

That CGIAR is a global partnership of 15 international agricultural research centers that work on research oriented to the sustainable development of agriculture, and that their activities are financed by developing and industrial countries, foundations and international organizations;

That four of the international centers operate in the hemisphere: IFPRI, CIMMYT, CIAT and CIP, and that their Directors General have agreed with the Director General of IICA to hold a working meeting on August 25, 2011;

That the CGIAR has operations in more than 200 locations around the world via a network that links thousand of associates at all levels involved in agriculture, natural resource conservation and preservation of the environment; and,

That CGIAR expenditures amounted to US\$572 million in 2009, the single largest investment made to mobilize science for the benefit of the rural poor worldwide,

RESOLVES:

1. To support the proposal of the Director General calling for the strengthening of relations between IICA and the CGIAR by establishing a partnership intended to support the Member States in the development and application of technology required to make agriculture competitive, sustainable and inclusive.
2. To request that the Director General keep the Member States informed of progress in and the results of this initiative.
3. To urge the Ministers of Agriculture of the Member States to provide, in their respective countries, the support required to plan and implement joint actions between IICA and the CGIAR at the national, regional or hemispheric level.

SIGNING OF THE REPORT

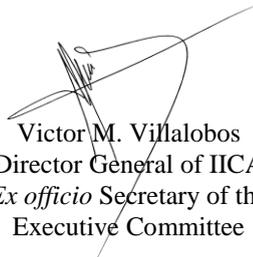
SIGNING OF THE REPORT OF THE THIRTY-FIRST REGULAR MEETING OF THE EXECUTIVE COMMITTEE

Pursuant to the provisions of Article 97 of the Rules of Procedure of the Executive Committee, the Report of the Thirty-first Regular Meeting of the Executive Committee is hereby signed at 11:30 on the fourteenth day of July of the year two thousand eleven, in Vazquez de Coronado, Costa Rica.

This report will be edited by the Secretariat and the changes approved during the Closing Session will be included before it is published in the four official languages of the 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 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.



Victor M. Villalobos
Director General of IICA
Ex officio Secretary of the
Executive Committee



Gloria Abraham
Minister of Agriculture
and Livestock Farming of
Costa Rica and Chair of the 2011
Executive Committee

SPEECHES

**ADDRESS BY THE DIRECTOR GENERAL OF IICA,
DR. VICTOR M. VILLALOBOS, AT THE INAUGURAL
SESSION OF THE 2011 EXECUTIVE COMMITTEE**

A famous innovator called Bill Gates said, *“If we are serious about ending extreme hunger and poverty around the world, we must be serious about transforming agriculture.”*

There are clear signs of economic recovery in several countries of the hemisphere. In Latin America, in particular, GDP grew by 6.1 percent in 2010 and is expected to grow by 4.7 percent in 2011, with large increases in investment and exports of raw materials. The present situation undoubtedly means that the region will be better placed to face the future, especially if the income from exports is invested in innovation projects.

The fact that most countries in the Americas have successfully weathered the recent economic crisis should not blind us to the difficulties that lie ahead. Our optimism should be tempered with caution, given the daunting challenges we still face. We must ensure that advantage is taken of the present positive situation and the wealth being generated to achieve sustainable, inclusive development.

Within the agricultural sector of the hemisphere, there are increasing opportunities for those exporters who benefit when the prices of food and other agricultural products are high, but for others, such as those who depend on external supply to meet their demand, high prices are yet another obstacle to be overcome.

If we wish to correct that imbalance, we need to strengthen the mechanisms that make it possible to enhance the competitive advantages and reduce the structural weaknesses of each of our countries and regions. A reaffirmation of political will is needed, to encourage the members of the hemispheric community to work together and cooperate with each other.

IICA is a tangible product of that desire to assist one another along the road to development. Today, more than ever, the Institute needs to be strengthened so that it can fulfill the noble mission with which you, the countries, have entrusted it: “to support efforts to develop the agricultural sector and achieve rural well-being.”

The Medium-term Plan (MTP) and the Strategic Plan, approved a year ago, are evidence of the community of interests that exists in the hemisphere, which transcends the different levels of development and the national policies promoted by individual governments.

The fact that the governments have tasked IICA with underpinning their individual and collective efforts is also proof of their confidence in the Institute as a relevant, capable institution. If the countries view us as a viable institution, the proposals we put forward are more likely to be received positively. On the other hand, the countries also need to have a greater sense of ownership of the organization and realize that what is good for the Institute is also good for its Member States.

IICA and the countries are not separate entities; on the contrary, you are the most important part of the organization. The staff are not the “owners” of the Institute, *you* are. When we strengthen it, we are actually strengthening the agricultural sector of each country.

Otherwise, the Institute would be no more than a costly, bureaucratic entity or worse, there would be no need for its very existence. In fact, IICA is an institution whose “owners” –its Member States– share responsibility for it with those of us who manage the delivery of the cooperation services that you require.

The 2010-2014 MTP is the road map that indicates what this administration has to do to make IICA the leading, innovative technical cooperation institution for agriculture in the Americas, a process in which the Member States must play their part.

IICA has great strengths on which it can draw to tackle the challenges and tap the opportunities described in the MTP; however, it also has important limitations that must be overcome.

This administration pledged results and is delivering on its promise. The institutional alignment and articulation of a single IICA, on the one hand, and the quality, excellence and relevance of our technical cooperation, on the other, will help to improve the management of the services we offer.

Over the last 16 months, we have focused on strategic reengineering of efforts with immediate, short-term results, and on laying the groundwork for other results that will be achieved gradually as the Plan is executed.

We provided details of our actions in the annual report for 2010 that we circulated at the beginning of the year; in addition, each of our Offices also delivered its report for last year to the authorities of the respective Member State. The following is a summary of the principal results achieved in 2010.

We formulated the 2010-2014 MTP, which was endorsed by the Institute's partners and the beneficiaries of its technical cooperation. The environment for the Institute's activities in the member countries is favorable.

At the internal level, we revamped our programs to bring them into line with the MTP, updating the different lines of action with innovative content. A new and more suitable institutional framework was also designed and implemented.

We set up the General Directorate's Competitive Fund for Technical Cooperation Projects, an instrument designed to promote first-class technical cooperation and finance projects with innovative approaches with IICA's own resources. Seventeen projects have been approved so far.

We also established the Visiting Professionals Initiative, under which high-level specialists will work with the Institute for limited periods of time, thereby increasing our capacity to meet the technical assistance needs of our Member States. I invite all IICA member countries to become involved in this innovative, enriching form of horizontal cooperation.

In addition, we consolidated the networks of Institute specialists, which enable us to deliver cooperation services in a more flexible and timely manner, and the concept of "A single IICA," which will ensure that we do not spread our resources too thinly and concentrate our efforts on our areas of expertise.

We renewed and forged alliances with old and new partners. After many years, we now have a collaboration agreement with CATIE, which is improving the long-standing, fruitful collaboration developed by the two institutions.

We responded to emergencies, wherever they occurred, in an effective and timely manner.

At the regional level, we continued to provide active support for the integration processes of the member countries.

We adopted a new model for relations with the Member States: the IICA Country Strategy. The design of the methodology for formulating these strategies and the process of preparing, negotiating and reaching agreement on them with the countries were of key importance, inasmuch as they have enabled us to manage technical cooperation, mobilize resources and promote teamwork and institutional alignment. The resources of the technical programs and the Offices have been articulated in the project portfolios.

With respect to the management of the Institute, steps were taken to ensure the continual improvement of administrative and decision-making processes. Our system for evaluating personnel at all levels is also now more transparent.

We promoted better use of ICT tools. We now have video conferencing systems in nearly all the Offices in the countries. We also redesigned the Institute's website, which is now much more user-friendly and places greater emphasis on technical information.

However, we must admit that some tasks have yet to be completed, because they will take longer to come to fruition. We have been laying the foundations for their implementation for nearly a year and a half.

Institutional change is a slow process in any organization and is met with resistance. My administration has focused on efforts to promote organizational change within IICA, which, in a few instances, may have resulted in the postponement of cooperation activities in the countries. The future returns will show that the delay was justified.

Furthermore, the new topics included in the MTP and the emerging issues made it necessary to develop new institutional capacities and introduce innovations, a process that has been affected by financial constraints.

If we are to keep moving forward, we must address the harsh financial realities faced by the Institute, of which you are well aware. During this meeting of the Executive Committee, we look forward to hearing the delegates' opinions regarding this matter, and hope they will make recommendations and approve actions that we can implement to strengthen the financing of IICA. We are working together to find solutions and your input is extremely useful.

One of the items on the agenda that we will be discussing is the budget for 2012 and 2013, which must be approved by the Inter-American Board of Agriculture (IABA).

We have studied very carefully the options available to the Institute for overcoming its financial constraints and the consequences of the various decisions you make take here.

I do not wish to belabor this point because you are only too aware of the loss of the purchasing power of the Institute's resources and the need to update the quotas that you contribute to maintain the organization. You have elected not to increase them for 16 years and have every right to do so. But we must be clear about this: each time that option is rejected, the Institute is weakened; each time its operating costs increase, IICA has to cut back its activities; and each time we lose or fail to recruit highly qualified personnel, the services you receive suffer.

We understand the specific situations that the governments of different countries have faced at various times, which have prevented them from increasing their contributions, but the consequences are there for all to see. It is very important to reiterate that IICA is not only the Director General and the team of specialists who provide you with cooperation services. You are IICA too, and your governments need to ask themselves the following sobering question: what sort of future awaits an institution with such limited resources?

Of course, this is not a new problem and the Institute has survived for nearly two decades. However, the cost has been high in terms of its effectiveness.

In previous years, we could tap into resources derived from the collection of quota arrears, but that "fund" has now dried up. Fortunately, today most of the countries are up to date with the payment of their quotas, but, as we all know, these resources are insufficient.

Adjustments have also been made in the cost of technical personnel, further undermining the Institute's responsiveness. For example, there were 108 international professional positions in 1996 but now there are only 79. It goes without saying that the most important asset that a technical cooperation agency possesses is its human resources.

The administration of projects has been used to offset the lack of increased income. However, this has drawbacks that you need to consider. More administrative personnel is needed for this option, both in the countries and at Headquarters. It is a very unstable source of income and subject to political risks in the countries, especially when public funds entrusted to IICA are involved.

Efforts to secure resources from development agencies, financial organizations and other donors, and strategic partnerships, are alternatives that present us with a paradox: the stronger an institution is, the more easily it can secure additional funds. Consequently, a weakened IICA will be less likely to obtain funding from such sources.

We have not ruled out that option, but it is insufficient and (forgive me for speaking so frankly) the countries would still be required to discharge their responsibilities under the Convention. This administration will respect any decision taken by the Member States, but it also has a duty to point out the risks and the consequences of those decisions.

Since the last meeting of the Special Advisory Committee on Management Issues, we have been sharing with you three scenarios for the 2012-2013 Program Budget, which we shall be explaining in detail later. In each case, we have presented the consequences and stated clearly that, sooner or later, ever-increasing financial constraints are bound to have an impact on the provision of cooperation services.

Regardless of the option that is approved, I believe we have reached the point where the Institute is dependent on the generosity of its Member States and we may have to be somewhat imaginative in finding ways of contributing to the financial strengthening of IICA. Realizing that it is impossible to increase quotas because of budget shortfalls and policies regarding expenditures of this kind, we may have to look to mechanisms such as voluntary contributions, the individual financing of specific programs or projects that you consider very important for your countries, in-kind contributions, payment of some operating costs, provision of support staff, loan of offices, etc.

Following the modification of the OAS quota scale, it is important that the countries entitled to reduce their quota to IICA do everything possible to keep it at the current level.

In short, there are avenues worth exploring but you have the last word. I invite you to engage in an open and frank discussion with a view to finding solutions.

I wish to state emphatically that my commitment to you remains unchanged, despite the difficult circumstances. I believe IICA has the capacity to be a cutting-edge institution in the field of high-quality technical cooperation, and all our staff shares that conviction.

Dear delegates of IICA's member countries,

Agriculture in the hemisphere faces many challenges. To address those new challenges and achieve the objectives established in the MTP, adjustments had to be made in the structure of IICA and method of work. To give you a better idea of the scope of the challenge, let us consider the issue of food security, the attainment of which is one of our four strategic objectives.

Three weeks ago, the ministers of agriculture of the Group of Twenty (G-20) met for the first time ever. At their meeting, held in Paris, they adopted an action plan on food price volatility and agriculture that will be submitted to the heads of state and government of the G-20 countries.

In that action plan, the ministers of agriculture acknowledged that food security would remain a critical issue for the international community and that international commitments and actions, effective agricultural policies at the global and national levels, and “better international cooperation” were needed to tackle it. Following the price volatility experienced recently, the ministers also suggested that the problem be addressed by means of the coordinated efforts of different agencies, ranging from the FAO and WFP to the World Bank and the IMF.

Five of the G-20 member countries are also Member States of our Institute. IICA should therefore have an opportunity to be actively involved in the G-20 initiative, at least as far as activities in this hemisphere are concerned, since we possess technical expertise in a number of the areas of agriculture highlighted at the Ministerial Summit in Paris. I think the IICA member countries that are also members of the G-20 should support the Institute’s involvement in aspects of the initiative related to this hemisphere.

While some countries in the Americas need support to improve their food security situation, the region as a whole has enormous potential that could be harnessed to help rid the world of hunger. And IICA can play a key role in making that happen, because, thanks to its positioning at the hemispheric level, it is well placed to act on behalf of all the countries of the Americas.

Participating in that effort would give us access to more resources, which would allow us to strengthen our own Program for Cross-cutting Coordination on Agriculture and Food Security and thereby provide more technical cooperation for the attainment of food security.

We propose that IICA be taken into account in the global efforts to achieve food security, so that countries considering the allocation of funds for that purpose view the Institute as a reliable partner for the task.

We believe the Institute could take part in the actions undertaken to address the five principles of food security defined in the Declaration of the World Summit on Food Security held in Rome in 2009. For example, IICA provides cooperation at three levels – the national, regional and hemispheric levels – and the G-20 ministers of agriculture plan to use North-South and South-South cooperation to promote food security. Is that not precisely what IICA has been doing for the last 70 years?

Furthermore, the fourth principle of the Declaration of the World Summit on Food Security is to “ensure a strong role for the multilateral system by sustained improvements in efficiency, responsiveness, coordination and effectiveness of multilateral institutions.” This is exactly what we are doing at IICA. And we want to do it more effectively, but for that we need support.

We would like to propose an interagency coordination mechanism for the Americas, to promote the attainment of food security by means of joint efforts involving global or hemispheric institutions. For example, the European Union recently signed a letter of intent for joint work with the Rome-based agencies of the United Nations involved in food issues. Some of the resulting initiatives should benefit countries in this hemisphere and it would be useful for IICA to take part in them.

IICA is willing to work with all the agencies, to serve as a channel for the implementation of programs designed to combat hunger and promote food security, such as the Feed the Future initiative of the Government of the United States. We stand ready to assist with this task and to work with any organization that requires our collaboration, with the support of our member countries.

Prior to the election of the new Director-General of FAO, I wrote to all the candidates requesting that, the person elected join us at the Meeting of Ministers of Agriculture of the Americas 2011 to present the organization’s plans for our region. Several of them agreed, including Mr. Graziano da Silva, who will be taking over as the head of that organization in January, and with whom we have collaborated closely for many years.

I expect the Director-General elect of FAO to take part in the meeting, which will be held here, at IICA Headquarters, with the support of the Government of Costa Rica, from October 19-22, 2011. I am convinced that it will signal the beginning of a new stage of inter-institutional collaboration between IICA and FAO.

The theme of the Meeting of Ministers of Agriculture of the Americas 2011 is innovation – hence the motto we have chosen for the event, “*Sowing innovation to*

harvest prosperity.” IICA’s 2010-2020 Strategic Plan establishes that the Institute has an obligation to “promote innovation to make agriculture more competitive and sustainable, as well as to extend the benefits to a larger number of people.”

Let us not forget that we live in the Age of Innovation. New technological changes appear daily, especially in the field of information and communication technologies (ICTs), and it is virtually impossible to keep up with them.

By innovation, we mean the development and implementation of new ideas in order to improve production, productivity and the environmental, economic and social sustainability of agriculture. Innovation is essential to promoting the long-term development of countries, which means that sectoral and national innovation systems must be strengthened.

Innovation is a transforming process that increases the range of opportunities available to a given country, productive sector (in our case, agriculture), business or community. Any country with public policies designed to encourage innovation and a national system in that area has a greater chance of success in today’s globalized and competitive world. Innovation systems can be strengthened by means of international technical cooperation, which also contributes to the creation of regional and hemispheric innovation systems.

Innovation is essential to achieving competitive, inclusive and sustainable agriculture, meet the needs of the different sectors of society, find new ways of producing that are socially inclusive and environmentally sustainable, take advantage of global markets and strengthen local markets, guarantee food security for everyone, and reduce agriculture’s contribution to global warming and adapt it to the new climatic conditions.

Agriculture is in need of a technological and organizational revolution based on an innovative technological paradigm that would make it possible to change the way we “do” agriculture, promote sectoral modernization and improve agricultural performance.

We firmly believe that IICA can play a key role in triggering and/or strengthening innovation processes in agriculture. This Institute is the best ally that its member countries have for agricultural and rural development with an innovative vision, because it can respond quickly and with flexibility, but also effectively and pertinently, to the needs of its Member States and has a first-class infrastructure for disseminating the results of innovation processes.

Today our Institute needs the support of its member countries, however. We need you to invest in IICA. In return, you will receive high-quality services that will strengthen your respective countries. In other words, the results will more than justify the costs, because it would be much more expensive for the countries themselves to do the work that IICA does.

It is easier to generate public goods that different countries can adapt to their specific needs through multilateral governmental agencies like IICA, which can also disseminate the results more widely, thanks to its presence in 34 countries in the Americas and joint activities with other institutions. In addition, the Institute provides a means for the countries with more resources to support the innovation efforts of countries with only limited resources.

Innovation must go hand in hand with the proper management of intellectual property, an area in which IICA is well equipped to exercise leadership. The Institute could also establish an observatory of the good organizational practices of the different stakeholders in national innovation systems, which would be very useful to the countries.

For all the reasons described above, we hope that your countries are in agreement with the decision to make innovation the focus of the discussions at the Meeting of Ministers of Agriculture of the Americas 2011.

We also expect that the fruits of those deliberations will be outlined in a formal declaration, a declaration that all of us hope will not merely pay lip service to the issue but lead to concrete action. Such a declaration would be of great political value, as it could be the catalyst for a strategic, innovative vision of the role that agriculture could play in our countries in the future.

I would like to take advantage of this opportunity to thank the Government of Costa Rica for the support it is providing for the organization of the IABA meeting. I am extremely grateful to the Minister of Agriculture and Livestock, Ms. Gloria Abraham, for the leadership she has shown and, I am sure, will continue to show in implementing the decisions that emerge from the deliberations with the ministers and ministerial delegates of the countries, and in drafting the declaration of the meeting.

As your countries' representatives, I urge you to press upon the ministers the importance of participating in the meeting. I promise you that they will not be disappointed, because it will not simply be an opportunity for them to review the Institute's administrative affairs but also to engage in dialogue with their peers on the issues they regard as priority in the areas of agriculture and rural development in the

Americas. To the ministers who are with us today, may I say that we look forward to seeing you here again in October.

I would respectfully like to remind you that IICA is a multilateral, public, governmental international organization, which answers to the governments of its 34 member countries. This means that its future depends on what you decide to do with it, on the sovereign decisions that you take at this meeting of the Executive Committee and in future meetings of the governing bodies.

Today we need to promote the financial strengthening of the Institute. We are aware that other sources of resources exist, but they cannot replace those that the Member States have a legal obligation to contribute.

My personal commitment and the commitment of my administration remains the same: to make IICA an institution of technical excellence, making maximum use of the resources that you allocate to us, and to find ways of complementing them and executing them effectively and with absolute transparency. This Institute has served the countries for nearly 70 years and, with their generous support, will no doubt continue to do so for decades to come.

My friends, while there are opportunities at the global level, many challenges have also arisen. To tap the opportunities and tackle the challenges effectively, prospective and innovative knowledge is required. Innovation will make the agricultural sector more productive, competitive, inclusive and sustainable, but investment is required to promote innovation.

Today we need to promote the financial strengthening of IICA. That will permit the Institute to promote innovation processes that will speed up the agricultural and rural development of its Member States. The largest beneficiaries of the resources that you invest in IICA's efforts to promote innovation will be the countries themselves.

Thank you very much.

**ADDRESS BY THE CHAIR OF THE 2011 EXECUTIVE
COMMITTEE, MS. GLORIA ABRAHAM PERALTA,
MINISTER OF AGRICULTURE AND LIVESTOCK FARMING
OF COSTA RICA, AT THE CLOSING SESSION OF THE
EXECUTIVE COMMITTEE MEETING**

Every meeting of the Executive Committee is very important but the one that is concluding today is especially significant, in that marks the beginning of the preparations for the Meeting of Ministers of Agriculture of the Americas 2011, which will be held in October of this year.

At this meeting of the Executive Committee, we have reviewed various aspects of the organization of that meeting with you and also addressed a number of substantive matters, including the importance of producing a Ministerial Declaration on a current issue of great importance – innovation – that should undoubtedly form part of the agendas of both the Institute and all our countries.

The drafting of the declaration requires the adoption of an inclusive methodology, to enable all the countries to contribute to the effort and develop a common work plan, with mechanisms for cooperation on innovation that will be of great importance to IICA and to all our countries.

I am certain that, with the collaboration of all the ministers of agriculture of the Americas, we shall not only draft an excellent Ministerial Declaration but also hold a ministerial meeting in which we will achieve significant results for the benefit of agriculture and rural development.

I would like to thank all of you for contributing to the success of this meeting of the Executive Committee. My thanks also to the Director General of IICA and all his collaborators, who made the task of managing this meeting much easier, especially Ms. Leda Ávila and her team, who ensured that everything was in place to enable us to discuss the issues and take decisions. As always, it was a pleasure for me to take part in an activity held at this institution, which is close to my heart.

In conclusion, President Chinchilla and I look forward to seeing you at the Meeting of Ministers of Agriculture of the Americas 2011.

Thank you very much.

ADDRESS BY THE DIRECTOR GENERAL OF IICA AT THE CLOSING SESSION OF THE EXECUTIVE COMMITTEE

First, allow me to express my appreciation for all the support we have received over the last three days, thanks to which this meeting of the Executive Committee has been a great success. I believe we have made progress with complex issues of great importance to the Institute, such as its budget.

As I stated in my address on Tuesday morning, the countries have a sovereign right to decide what they want and expect from IICA. Every member of the Institute's personnel therefore has a responsibility to meet the expectations of the countries and, especially, to work diligently, transparently, responsibly and enthusiastically to carry out the instructions received from the governments.

We have discussed IICA's difficult budgetary situation at this meeting and we are aware that the countries face specific domestic problems. Despite those obstacles, we have received expressions of support and suggestions for dealing with the complicated situation with which we are faced. We greatly appreciate, in particular, the comments of the representatives of Argentina, Belize, Canada, Guatemala, Mexico, the United States of America and Uruguay. At this meeting, the countries have acknowledged the urgent need to resolve IICA's financial situation and we have all tried to find innovative alternatives for strengthening the financing of the institution, for which we are grateful.

Since the last meeting of the Special Advisory Committee on Management Issues, we have worked on the three budget scenarios for IICA. At this meeting of the Executive Committee, we explained in detail what the consequences of adopting each scenario would be. Since it is impossible for the countries to adopt scenario three, we have stressed the desirability of adopting scenario two. We greatly appreciate the positive responses to that request which were received from Mexico, Belize, Guatemala and Uruguay. I will continue to work with the other countries in the hope of convincing as many as possible to endorse the adoption of scenario two before the Meeting of Ministers of Agriculture.

I believe that increasing the Institutional Net Rate (INR), as proposed at this meeting, is a very good strategy for strengthening IICA's finances. We will therefore do everything possible to advance that process by hiring a consultant to determine whether

the percentage established by the Institute for the INR is the correct one. Increasing the INR would undoubtedly help to boost the Institute's finances. I am particularly indebted to the representatives of the United States, Canada and Argentina for their contributions on this matter.

We also welcome the proposal that the countries fill vacant international personnel positions at IICA with their own human talent. We thank the Representative of Argentina for that proposal and for the solidarity shown toward the Institute. We will continue to consult with other countries on the possibility of their supporting us in that way.

As we have announced, innovation will be the theme of the Meeting of Ministers of Agriculture of the Americas 2011, whose motto will be, "*Sowing innovation to harvest prosperity.*" Once again, I wish to thank the delegates for expressing their support for that decision. I would also like to thank you in advance for the support you can all provide in ensuring that we take full advantage of that meeting and enable the ministers to engage in dialogue, reach agreement on bilateral and multilateral issues and give us instructions for making our agricultural sectors more prosperous, sustainable and inclusive.

The Ministry of Agriculture and Livestock of Costa Rica is assisting us with the efforts to organize the meeting of the Inter-American Board of Agriculture (IABA) and the Meeting of Ministers. Our staff and all the officials that the minister has assigned to help organize this important event will be following up on everything we have decided here. We have noted your concerns, which we will be addressing in the coming weeks. I can assure you that the organization of the IABA and the Meeting of Ministers will be flawless and will meet the expectations of the ministers who will be joining us.

Strategic partnerships are, and will remain, at the heart of my administration's policy. We will continue to strengthen the ties with our current partners and promote the establishment of new links with institutions that can complement our efforts to accomplish our mission.

I wish to thank you all for the valuable contributions you have made with your comments and suggestions, for the commitments you have undertaken and for the progress achieved at this key meeting of the Executive Committee.

I am also deeply grateful for the support that the Government of Costa Rica has been providing, especially through Ms. Gloria Abraham, Minister of Agriculture and

Livestock, whom I thank, not only for her support for IICA, but also for chairing this meeting with such success and diligence.

I would also like to express my appreciation to the Minister of Agriculture of Panama, Mr. Emilio Kieswetter, for chairing part of this meeting; to the Rapporteur, Mr. Simeon Pinder, for handling so well the reading of the resolutions; and to our Legal Adviser, Mr. William Berenson, for his insightful comments. My thanks also to all the IICA support staff whose dedication and effort made this meeting of the Executive Committee a success.

I wish you all you a safe return to your respective countries. I look forward to seeing you here again in October, at the Meeting of Ministers of Agriculture of the Americas 2011.

Thank you very much.

ANNEXES

ANNEX 1: AGENDA OF THE MEETING

IICA/CE/Doc.571(11)

1. **Provisional Work Schedule** IICA/CE/Doc.572(11)

2. **Message of the General Director**

3. **Technical Strengthening of IICA: Strategy for strengthening the Institute’s technical capacities, with emphasis on the role of technological innovation in making agriculture competitive, sustainable and inclusive, within the framework of the MTP and SP**
 - 3.1 Innovation to achieve Competitive, Sustainable and Inclusive Agriculture IICA/CE/Doc.573(11)

4. **Strengthening of Strategic Partnerships with other Institutions**
 - 4.1 IICA-CATIE Collaboration
 - i. IICA-CATIE 2012-2014 Program for Joint Action IICA/CE/Doc.574(11)
 - ii. 2009-2010 CATIE Report Unnumbered
 - iii. Executive Committee proposal to the ministers of agriculture regarding the mandate given to the representative of IABA on the Governing Council of CATIE No document

 - 4.2 IICA-CARDI Collaboration

- | | | | |
|-----|-----------------------------------------------------------------------------------------------------|-----------|---------------------|
| i. | Draft IICA-CARDI
Program for Joint Action | 2012-2014 | IICA/CE/Doc.575(11) |
| ii. | 2009-2010 CATIE Report | | Unnumbered |
| 4.3 | IICA collaboration with the Consultative
Group on International Agricultural
Research (CGIAR) | | No document |

**5. About the activities of the General Directorate
and the Governing Bodies of the Institute**

- | | | | |
|-----|---------------------------------------------------------------------------------------------------------|--|---------------------|
| 5.1 | 2010 IICA Annual Report | | IICA/CE/Doc.576(11) |
| 5.2 | Report of the 2011 Regular Meeting of the
Special Advisory Committee on
Management Issues (SACMI) | | IICA/CE/Doc.577(11) |
| 5.3 | Status of the Resolutions of the Fifteenth
Regular Meeting of the IABA | | IICA/CE/Doc.578(11) |
| 5.4 | Status of the Resolutions of the Thirtieth
Regular Meeting of the Executive
Committee | | IICA/CE/Doc.579(11) |
| 5.5 | Progress with the Collection of Quotas | | IICA/CE/Doc.580(11) |
| 5.6 | 2010 Financial Statement of the Institute
and Report of the External Auditors | | IICA/CE/Doc.581(11) |
| 5.7 | Seventeenth Report of the Audit Review
Committee (ARC) | | IICA/CE/Doc.582(11) |
| 5.8 | Election of a Member of the Audit Review
Committee (ARC) | | IICA/CE/Doc.583(11) |
| 5.9 | Designation of the IICA and CATIE External
Auditors for 2012-2013 | | IICA/CE/Doc.584(11) |

- 5.10 Date and venue of the Thirty-Second Regular Meeting of the Executive Committee IICA/CE/Doc.585(11)

6. Financial Strengthening of the Institute

- 6.1 Financial strengthening of the Institute for technical cooperation: Analysis of possible options for the IICA 2012-2014 Program Budget IICA/CE/Doc.586(11)

- 6.2 2012-2013 Program Budget IICA/CE/Doc.587(11)

7. Meeting of Ministers of Agriculture of the Americas San Jose 2011

- 7.1 Progress in the organization of the Meeting and progress towards the 2011 Declaration of Ministers of Agriculture No document

- 7.2 Proposed Agenda for the Meeting of Ministers of Agriculture IICA/CE/Doc.588(11)

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