

CATIE

**CENTRO AGRONÓMICO TROPICAL DE INVESTIGACIÓN Y
ENSEÑANZA
(CATIE)**

**DOCUMENTOS DE TRABAJO
XXIV REUNION ORDINARIA DE LA
JUNTA DIRECTIVA DEL CATIE**

2003

Turrialba, 1-2 de abril, 2003



AGENDA PROPUESTA

XXIV REUNIÓN ORDINARIA DE LA

JUNTA DIRECTIVA

CATIE, 2003

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Documento JD-1/03

**AGENDA PROPUESTA
XXIV REUNIÓN ORDINARIA DE LA
JUNTA DIRECTIVA
CATIE**

1-2 de abril, 2003

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Sin documento
2. Lectura y aprobación del Agenda propuesta
Doc. JD-1/03
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* Sin la presencia del Director General o representantes de los Miembros Adherentes

**ACTA Y RESOLUCIONES DE LA XXIII REUNIÓN ORDINARIA
DE LA JUNTA DIRECTIVA**

**Turrialba, 1-2 de abril, 2003
Documento JD-2/03**

VIGÉSIMA TERCERA REUNIÓN ORDINARIA DE LA JUNTA DIRECTIVA DEL CATIE

La Vigésima tercera Reunión Ordinaria de la Junta Directiva del CATIE se celebró los días 10 y 11 de octubre del 2002, en Managua, Nicaragua.

Se dio inicio la reunión a las 8:15 AM el día 10 de octubre del 2002.

I. ASISTENCIA

Miembros de la Junta Directiva

Los siguientes miembros llegaron a la reunión de Junta en pleno el día 10:

Lorena San Román	Directora
Richard Rortvedt	Director, electo por la JIA
Fiona Wilson	Directora
Jochen Heuveldop	Director

Adicionalmente, las siguientes personas participaron en el primer día de la reunión:

Pedro Ferreira Rossi	Director General y Secretario <i>Ex-officio</i>
Theresa White	Secretaria Técnica de la Junta
Alan González	Director de STR, CATIE
Al Moslemi	Director de Educación, CATIE
Viviana Sánchez	Directora de Administración y Finanzas del CATIE
Mainor Aguilar	Auditor Interno del CATIE
Andrés F. García	Representante del Consejo Estudiantil del CATIE

Los siguientes miembros de la Junta entraron a la reunión el día 11, debido al cierre temporal del aeropuerto de Managua por trabajos de reparación de la pista.

Gregorio Contreras	Director alterno designado por el IICA
Bjorn Lundgren	Director
Sergio García	Representante del Consejo Superior

Otros participantes el día 11 eran:

Markku Kanninen	Sub-Director General del CATIE
Tania Ammour	Directora de Proyección Regional y Planificación
Francisco García	Representante de CONAFOR, México
Fernando Zuloaga	En representación del Dr. Villalobos
Jorge Jiménez	Coordinador Técnico Nacional en Nicaragua

Como no hubo quórum el primer día para ningún Comité, se tomó la decisión de tratar los temas de ambos comités conjuntamente.

Se eligió a la Sra. San Román como Presidenta *Pro tempore* para esta sesión.

II. DESARROLLO DE LA REUNION

1. Apertura y verificación del quórum

A las 8:20 horas del día miércoles, 10 de octubre del 2002, los miembros de la Junta Directiva del CATIE iniciaron su XXIII Reunión Ordinaria.

Se abrió la reunión nuevamente el día viernes, 11 de octubre, con la participación de los siete miembros mencionados arriba. Se emitió la Resolución 1-02/XXIII ROJD para declarar abierta la reunión. Se emitió la Resolución 2-02/XXIII ROJD para dar la más cordial bienvenida al Dr. Francisco García de CONAFOR.

2. Lectura y aprobación de la Agenda propuesta

Los miembros de la Junta aprobaron la Agenda propuesta para esta sesión.

La Agenda, sin modificaciones, fue aprobada mediante la Resolución 2-02/XXIII ROJD.

Se decidió ver los puntos que se podrían aprobar sin la necesidad de quórum en los Comités.

3. Lectura y aprobación del Acta y Resoluciones de la XVIII Reunión Ordinaria del Comité Ejecutivo y de Finanzas

Se leyeron las Resoluciones tomadas en la reunión pasada y los Señores Directores no tuvieron objeciones.

El Dr. Ferreira explicó que se han enviado cartas a todos los países informándoles de sus cuotas atrasadas. Panamá ha respondido muy bien, y ha hecho varios pagos este año y el año anterior. Se está negociando con Nicaragua, y el Ministerio ha informado de negociaciones con diversas agencias y donantes para pagar la deuda con saldos de proyectos. Venezuela está intentando pagar a través del Ministerio de Hacienda de ese país.

La M.B.A. Sánchez explicó el caso de Guatemala, donde la cuota se presupuesta en Quetzales. Existe un compromiso verbal de pagar el monto atrasado (US\$104,000) antes del fin del año.

El Dr. Heuvelodp mencionó que el CATIE no tiene un mecanismo para condonar la deuda de la República Dominicana. Ellos deben pagar todo lo que deben.

El Dr. González explicó que la República Dominicana está elaborando una propuesta de pago, que incluye cubrir los costos de algunos cursos de capacitación.

La Sra. San Román propuso que el CATIE favorezca con becas a estudiantes de postgrado de los países que están al día con sus pagos, como manera de presionar.

Se emitió la Resolución 24-02/XXIII ROJD para recomendar al Director General implementar una política diferenciada de prestación de servicios y otorgamiento de becas a los países miembros que están al día en sus pagos vs. los que tienen deudas significativas vs. países no miembros. Además, se recomienda que los costos para servicios de asistencia técnica a países con atrasos significativos sean totalmente cubiertos por dicho país.

El Dr. Rortvedt solicitó que el CATIE presente un "balance sheet" institucional en cada reunión para normalizar la información financiera presentada y que desea conocer el valor de los activos del Centro.

El Dr. Ferreira explicó que es difícil separar los gastos en Investigación y Educación por el trabajo de los estudiantes de postgrado. También explicó de nuevo que los edificios en el CATIE son prioridad del IICA, por lo cual no nos corresponde su contabilización y valorización.

El Sr. Mainor Aguilar explicó que la Auditoría Interna del CATIE trabajará con los Auditores Externos para presentar un informe de activos netos del Centro. El balance sheet aparece en los reportes de Auditoría Externa. Se resumirá el informe de los Auditores Externos para facilitar su análisis.

El Dr. Ferreira explicó la situación del Bufete Coto y Asociados. Informó que actualmente es el Lic. Luis Carlos Montoya quien hace toda la asesoría legal del Centro y que por tal motivo no se renovó el contrato del Dr. Walter Coto. A su vez, explicó que se pagó la suma de US\$120,000 al Ing. Bladimiro Villeda en Guatemala, y así se llegó a una conciliación con él. En cuanto a la contratación de funcionarios internacionales como Coordinadores Técnicos Nacionales, explicó que el presupuesto del CATIE no permite adoptar esta estrategia.

Los miembros de la Junta solicitaron que se fijara las fechas para ambas reuniones anuales en 2003. Vieron la importancia de que los miembros de la Junta interactúen con los proyectos en los países miembros.

Se emitió la Resolución 23-02/XXIII ROJD para recomendar a la Dirección General del CATIE tomar las medidas administrativas y financieras necesarias para que una de las reuniones anuales de la Junta Directiva se realice en un país miembro. También recomendaron al Director General tomar las medidas administrativas necesarias para que se realice una reunión anual de la Junta en la sede central en la cual se conozcan las acciones de los diferentes Departamentos y se pueda interactuar con el personal.

El Dr. Ferreira explicó que el CATIE aun no ha creado la Maestría en Desarrollo Rural aunque sí presentó una propuesta que incluye a la Ciudad de Saber (Panamá) y al IICA. Existe interés de los Ministerios para este programa, pero debe organizarse un currículum moderno y negociar alianzas para implementarlo.

Se emitió la Resolución 22-02/XXIII ROJD para Solicitar al Director General del CATIE retomar el asunto de Maestrías y capacitación en Desarrollo Rural en conjunto con el IICA y para solicitar al Director General seguir analizando la situación para llevar a cabo este programa con el IICA y la Ciudad de Saber en Panamá.

El Dr. Moslemi advirtió que el CATIE no debe ofrecer programas adicionales si no tenemos los recursos necesarios. Tenemos que ser eficientes. Explicó que se lanzará un nuevo programa en 2003 que provee educación básica más electivos, incluyendo Desarrollo Rural. Los estudiantes pueden concentrar en sus áreas de interés. Esto hará que el currículum sea más flexible. Informó que está en negociación un programa conjunto de Maestría Profesional, en inglés, con la Universidad de Idaho y Purdue en Economía Agrícola, Estudios Rurales y Agro negocios. Será un programa internacional con clases impartidas por la Internet. El número de estudiantes será limitado. A partir del año 2003, la Escuela ofrecerá cuatro cursos en inglés, lo cual atraerá estudiantes norteamericanos y caribeños.

El Ing. García, Representante del Consejo Estudiantil, informó que los estudiantes de postgrado desean que se internacionalicen los programas de educación y la institución sin descuidar las alianzas y lo que representa CATIE en la región, y el acceso de estudiantes que solamente hablen español. Sería bueno fortalecer la enseñanza y uso del inglés en CATIE, lo que implica cursos en inglés y mejores cursos de inglés. Esto se podría lograr a través de maestrías conjuntas.

El Dr. Ferreira opinó que la Escuela de Postgrado debe cambiar de rumbo. Debe ser única en la región para cumplir un rol que no duplique el de las universidades nacionales y corresponda a un centro con esfera regional. El currículum debe estar ligado a problemas regionales con temas que trascienden fronteras (cuencas, cambio climático, manejo de recursos naturales, entre otros). Hay que aprovechar la visión global del staff del CATIE y usar una metodología de sistemas en vez de un enfoque disciplinario. La Escuela de Postgrado debe hacer un análisis de su posicionamiento para ofrecer un programa complementario al de las universidades locales. El CATIE debe explotar sus ventajas comparativas y llenar un nicho necesario.

La Sra. San Román dijo que hay tres grandes problemas que enfrenta la región: a) deforestación; b) vulnerabilidad; y c) sostenibilidad del área urbana. Estos deben ser reflejados en el Plan Estratégico del CATIE. Sería bueno tener un input de PNUMA. El Plan debe tener un eje de sostenibilidad y una visión mundial. El CATIE debe instruir al profesorado en lo que se refiere a convenios y convenciones internacionales.

Se emitió la Resolución 4-02/XXIII ROJD para aprobar el Acta y Resoluciones de la XXII Reunión de la Junta.

En este momento, se dividió el grupo en Comités.

4. Seguimiento de Resoluciones pendientes

El Dr. Ferreira presentó el informe de resoluciones pendientes de ejecución de la Junta.

Los Directores aprobaron el informe de Resoluciones pendientes de ejecución a través de la Resolución 5-02/XXIII ROJD.

5. Informe de logros del CATIE durante el periodo enero a octubre, 2001

El Dr. Pedro Ferreira presentó su Informe de Logros, correspondiendo al periodo enero a octubre del 2002.

Incluidos en el informe fueron puntos referentes a:

- a. Nuevos Miembros Regulares y Adherentes y actividades con ellos
- b. Adhesión de España
- c. Actividades del Consejo Superior y discusión del Plan Estratégico
- d. 60° Aniversario del IICA
- e. Relaciones Externas y oportunidades futuras: proyectos aprobados y bajo negociación
- f. Captación de fondos
- g. Cambios de personal técnico y administrativo durante el año
- h. Desafíos próximos y visitas a Noruega y Suecia: apoyo financiero de donantes grandes cambiará enfoque
- i. La primera Conferencia Henry A. Wallace y planes para la segunda conferencia
- j. Fortalecimiento de vínculos con el IICA
- k. Actividades en las fincas del CATIE
- l. Denuncia contra el CATIE

Esta presentación está en la Secretaría Técnica, para mayores detalles.

Los Directores felicitaron al Dr. Ferreira por su liderazgo eficaz y a su equipo de ejecutivos por los logros alcanzados durante el año.

Se emitió la Resolución 6-02/XXIII ROJD para tal efecto.

6. Plan Estratégico del CATIE

Los Señores Directores habían leído el borrador del Plan Estratégico del CATIE y tuvieron varios comentarios.

La M.Sc. San Román explicó que habría que hacer cambios profundos al plan. Esta es una decisión consensuada de los miembros de la Junta. Habría que incluir aspectos de la Agenda 21, las Convenciones de Johannesburgo y de la Cumbre de la FAO, celebrada recientemente en Roma. Las becas para capacitación en el CATIE deben ser para estos aspectos.

El Dr. Heuvelop dijo que no vio la metodología de la elaboración del Plan. No hay secuencia del análisis del entorno. Están los elementos básicos, pero falta una filosofía institucional. Le preocupa el "approach" de la elaboración, ya que no sigue los lineamientos para escribir un plan estratégico.

La Dra. Wilson comentó que no es fácil comentar sobre un documento del cual existen tantas versiones. La filosofía de qué quiere ser el CATIE en el futuro no es tan coherente. Por esta razón será difícil usar este documento para la planificación. La Visión no se refleja en todo el documento. No es claro cómo se llegará a las metas propuestas. Los donantes podrían pensar que el CATIE no va en la dirección correcta.

El M.Sc. García felicitó a la Dra. Ammour por el borrador del Plan. Comentó que la Junta debe proveer más guía y tomar más decisiones. Opinó que el Plan contiene demasiada información y se pierde un poco los lineamientos. Hay que asegurar que el documento refleje los sentimientos de la Junta Directiva. Hay que definir las funciones del CATIE y cómo llegar de un punto a otro.

El Dr. Rortvedt opinó que este Plan debe reflejar más los sentimientos de "la familia del CATIE", incluyendo la Junta Directiva. Los miembros de la Junta se sienten un poco aislados para poder comentar adecuadamente. Esto debe ser un trabajo en conjunto usando estándares internacionales. La Visión habla de servir a la Región,

El Dr. Lundgren dijo que es difícil llegar a un Plan Estratégico consensuado y claro, debido a la cantidad enorme de actores involucrados. Faltan algunos elementos básicos.

La M.Sc. San Román dijo que el próximo año el CATIE cumple sus 30 años. El Plan debe reflejar cómo debe ser el CATIE dentro de 30 años más en el entorno de la Región. Sugirió que se contrate a un consultor internacional para guiar la terminación del Plan.

El Dr. Ferreira dijo que es muy importante que los miembros de la Junta envíen sus comentarios sobre el Plan. Sólo recibimos los del Dr. Heuveldop. Ellos deben expresar claramente cómo ven el CATIE en el futuro. Las resoluciones de Johannesburgo sobre desarrollo rural deben incluirse en el Plan. Hay que analizar el rol del CATIE después de esa Cumbre. Se escribirá un nuevo documento para someter a la Junta y a los Ministros. Pidió a los miembros de la Junta que comenten sobre el documento en inglés, ya que es la versión más actualizada.

El M.Sc. García dijo que hay que manejar fechas para la elaboración de este documento. La nueva versión debe estar lista para marzo, 2003. La Junta debe hacer el marco del Plan y dar los lineamientos.

La M.Sc. San Román reiteró que el documento actual no es coherente. Falta una estructura de coherencia en desarrollo sostenible. Hay que construir el Plan por y para el futuro. Debe tener una Visión muy ambiciosa.

El Dr. Rortvedt dijo que debe haber buena comunicación entre los miembros de la Junta y la gerencia del CATIE para que puedan dialogar sobre el Plan.

La Dra. Ammour solicitó a la Junta que definan el qué, cómo y cuándo del Plan, para servir de guía.

La Junta emitió la Resolución 7-02/XXIII ROJD para:

1. Agradecer a la Dirección General del CATIE tomar la decisión de la elaboración del plan estratégico.
2. Que se hace necesario una reestructuración y reorientación del plan estratégico acorde a los conceptos internacionales del desarrollo sostenible.
3. Integrar los conceptos globales de planificación estratégica de donde queremos ir, porque queremos ir y como llegar ahí.
4. Recomendar la contratación de asistencia técnica internacional para ayudar al CATIE en finalizar el proceso y reestructurar el documento, con la participación de los miembros de la Junta Directiva.
5. Presentar la nueva versión del Plan a la Junta Directiva en marzo, 2003.

7. Informe de la Reunión del Comité Ejecutivo y de Finanzas

El Dr. Rortvedt leyó las resoluciones tomadas en la XIX Reunión Ordinaria del Comité Ejecutivo y de Finanzas.

La M.B.A. Sánchez presentó el Programa Presupuesto para el año 2003. Explicó la diferencia comparativa entre el 2002 y el 2003. Presentó la nueva estructura institucional del CATIE, que es más liviana. Tendrá únicamente dos Departamentos: Agricultura y Agroforestería, y Bosques, Desarrollo Rural y Ambiente. Explicó que la Oficina de Servicios Técnicos Regionales no dependerán más del presupuesto básico. Algunos funcionarios pasarán a ser financiados por proyectos y fondos en custodia.

El Dr. Ferreira explicó que SIDA disminuirá su aporte al presupuesto básico en el futuro, y que existe una buena posibilidad de que NORAD aporte a un endowment institucional.

El Dr. Heuveldop cuestionó por qué el CATIE ya no trabaja en ganadería. El Centro debe tener expertos en Producción Animal.

El Dr. Ferreira respondió que ahora el CATIE concentra más en sistemas silvopastoriles, que tienen componentes de ganado. El aspecto de ganadería se cubriría dentro de los grupos temáticos. Los recursos económicos del presupuesto básico son limitados, y por esa razón, el CATIE no cuenta con un experto en nutrición animal.

La Dra. Ammour dijo que el aspecto de producción animal (manejo y nutrición) se especifica en el Plan Estratégico, como parte de sistemas silvopastoriles.

El M.Sc. García recordó al grupo que las dos funciones del CATIE son investigación y educación para resolver los problemas de desarrollo sostenible en la región. El presupuesto debe destinarse a esta tarea. El CATIE debe definir su rol para impactar en pocas áreas.

El Dr. Lundgren dijo que los Jefes de los Departamentos deben coordinar la captación de fondos. El Sub-Director General debe coordinar los asuntos de investigación y educación.

El Dr. Ferreira dijo que el CATIE debe ahora definir los grupos temáticos y cómo estos trabajarán dentro del Departamento. Hay recursos limitados en el presupuesto, y por lo tanto, los grupos dependerán fuertemente de fondos de proyectos.

El Dr. Moslemi dijo que el CATIE tiene diferentes "Centros de Responsabilidad", cada uno con un gerente.

Se escucharon opiniones sobre la invitación a los Miembros Adherentes a las reuniones abiertas de la Junta. Se acordó que no es saludable mezclar intereses políticos en la reunión de la Junta. Se había emitido la Resolución 15-02/XIX ROCEF para invitar a España a la próxima reunión de la Junta en marzo.

El Dr. García de CONAFOR opinó que los Miembros Adherentes mismos deben decidir a cuál reunión asistir. Hay que dejar abierta la puerta para que ellos participen en las reuniones, siendo ellos quienes cubren sus gastos de viaje y viáticos.

Se emitió la Resolución 8-02/XXIII ROJD para ratificar las resoluciones tomadas durante la reunión del Comité.

8. Informe de la Reunión del Comité Científica-Académica

La M.Sc. San Román leyó las resoluciones tomadas en la XXI Reunión Ordinaria del Comité.

Se emitió la Resolución 9-02/XXIII ROJD para ratificar las resoluciones tomadas durante la reunión del Comité.

9. Informe del Comité de Nominaciones

La M.Sc. San Román leyó las resoluciones tomadas durante la reunión del Comité de Nominaciones. Explicó que se aprobó el Reglamento de Elección del Director General y que nominaron seis candidatos para la Junta Directiva, para que el Consejo Superior elija a dos. Indicó que el Comité de Nominaciones elaborará los Términos de Referencia para la evaluación del Director General.

Se emitió la Resolución 10-02/XXIII ROJD para ratificar las resoluciones tomadas durante la reunión del Comité.

10. Elección de miembros de la Junta Directiva

Se emitió la Resolución 13-02/XXIII ROJD para solicitar al Director General proponer al Consejo Superior los siguientes candidatos para la Junta, para que escojan a dos:

- a. Alan Bojanic, Bolivia
- b. Marianella Curi, Bolivia
- c. Juan Carlos Godoy, Guatemala
- d. Walter Jaffé, Venezuela
- e. Luis Osorio, Nicaragua
- f. Carlos Zárate, Colombia

11. Solicitudes de Membresía Adherente de los Estados de Chiapas y Nayarit de México y de CONAFOR, y membresías regulares de Bolivia y Paraguay

El Dr. Ferreira explicó que hay tres solicitudes para Membresía Adherente: la Comisión Forestal Nacional (CONAFOR) de México, y los Estados de Chiapas y Nayarit, también de México. Explicó que el CATIE ya tiene un Plan de Trabajo con CONAFOR y que está trabajando en él. La Oficina Técnica Nacional en México ha estado ubicada en Tepic, Nayarit, pero el gobierno del Estado quiere ahora concentrar los fondos en proyectos, cambiando la modalidad de cooperación. Hay posibilidades de trabajar en cacao en el Estado de Chiapas.

La M.Sc. San Román se mostró muy complacida por el apoyo de México. Habrá mucho beneficio mutuo en aspectos de Desarrollo Sostenible.

Se emitieron las Resoluciones 14, 15 y 16-02/XXIII ROJD para acoger con beneplácito las solicitudes del Estado de Chiapas, la Comisión Nacional Forestal (CONAFOR) y el Estado de Nayarit para ser Miembros Adherentes del CATIE, y fijar la cuota de membresía de estos nuevos miembros en US\$50,000. Se elevarán estas solicitudes al Consejo Superior.

El Dr. Ferreira explicó que Bolivia se adhirió en abril y que Paraguay mandó una solicitud de membresía en septiembre.

Se emitieron las Resoluciones 11 y 12-02/XXIII ROJD para darles la más cordial bienvenida como nuevos Miembros Regulares a Bolivia y Paraguay, respectivamente.

13. Asuntos de los Miembros de la Junta Directiva

a. Documentación para las reunión de la Junta

La M.Sc. San Román explicó la necesidad de los miembros de la Junta de recibir la documentación para las reuniones con más antelación y orden. También se necesita más comunicación entre los miembros de la Junta y con el Director General entre las reuniones. El Presidente de la Junta, el Director General y la Secretaria Técnica debe asegurar que lleguen los documentos a los miembros de la Junta. Los miembros de la Junta deben elaborar su agenda para la próxima reunión.

El M.Sc. García sugirió que se utilice una Página Web para que los miembros de la Junta puedan leer documentos y comunicarse entre ellos.

Se tomó la decisión de que todas las Actas y Resoluciones se enviarán a todos los miembros de la Junta.

Se emitió la Resolución 20-02/XXIII ROJD para que el Presidente de la Junta, el Director General del CATIE y la Secretaria Técnica de la Junta se coordinen para enviar la documentación al menos un mes antes de las reuniones, de manera ordenada y completa, para poner en marcha una comunicación permanente entre los miembros de la Junta en los períodos entre sesiones (será responsabilidad del Presidente de la Junta) y para que la Junta elabore un borrador de la Agenda de la reunión siguiente en cada sesión.

b. Asistencia a las reunión de Junta

Se expresó preocupación por la inasistencia de varios miembros de la Junta a las sesiones, lo que ocasiona problemas en la toma de decisiones. Además, notaron que en el pasado se ha variado las fechas de las reuniones, lo que ocasiona problemas en las agendas de los miembros.

La M.Sc. San Román dijo que hay que hacer un llamado a todos los miembros a que no falten a las reuniones.

El Dr. Heuvelod sugirió que el Presidente o la Vicepresidente de la Junta enviara una carta a todos los miembros explicando esta situación y lo difícil que es tomar decisiones sin que estén todos.

Se emitió la Resolución 19-02/XXIII ROJD para aplicar lo relativo al Artículo XVI del Contrato Constitutivo del CATIE que dice "La inasistencia a dos sesiones consecutivas o a tres alternas será causal de desvinculación de la Junta...", para mostrar formalmente la preocupación por la ausencia de varios miembros de la Junta a las reuniones, y para solicitar que no se varíen las fechas de las reuniones.

c. Agradecimiento al CTN y los funcionarios del CATIE en Nicaragua

Todos los miembros de la Junta mostraron su satisfacción por las atenciones brindadas por el personal del CATIE en Nicaragua, especialmente durante la gira de campo para ver las acciones del Proyecto MIP/AF, coordinado por el Dr. Falguni Guharay.

Emitieron la Resolución 21-02/XXIII ROJD para agradecer profundamente al Ing. Jorge Jiménez, CTN de Nicaragua, por todas sus atenciones para con los miembros de la Junta. A su vez, agradecieron al Dr. Falguni Guharay por la organización de iniciativa de la gira de campo. Felicitaron al equipo en Nicaragua por la labor tan importante y trascendente realizada en ese país.

1.4. Asuntos varios

a. Resoluciones del Consejo Superior tomadas en mayo 2002

La M.Sc. San Román leyó las resoluciones del Consejo Superior tomadas durante su IV Reunión Ordinaria.

El M.Sc. García comentó que hubo una solicitud de los Ministros para ver el presupuesto consolidado y anotado del CATIE. Querían ver la información de gastos por países y por actividad (I,E,P).

La M.Sc. San Ramón solicitó que se hiciera una presentación resumida para ver los rumbos de la Institución. Esto es importante para la presentación a los Ministros.

b. 30 Aniversario del CATIE

El Dr. Ferreira informó que la celebración comenzará con la segunda Conferencia Wallace a realizarse a mediados de marzo 2003. Habrá una cena en San José para Ministros y otros invitados importantes. Se elaborará un documento sobre los impactos del CATIE en la región. Se mencionará el 30 Aniversario en todos los países miembros del CATIE para levantar la imagen del Centro.

La M.Sc. San Román opinó que se debe laborar con los egresados y resaltar su trabajo en la región. Hay que elaborar una lista de invitados importantes por país. Ella se ofreció para hacer una propuesta para mejorar la imagen del CATIE.

El Dr. García dijo que el CATIE debe invitar a gente de CONACYT de México a la Conferencia HAW, ya que ellos dan diez becas por año al sector forestal.

El Dr. Ferreira mencionó que el IICA acaba de celebrar sus 60 años.

Los miembros de la Junta emitieron la Resolución 18-02/XXIII para unirse a la celebración del 60º Aniversario del IICA y manifestar su reconocimiento a los aportes del Instituto al desarrollo del sector rural de las Américas, y agradecer el continuo apoyo brindado al CATIE desde su creación.

c. Concesión de la Categoría de Miembro Adherente Permanente al Gobierno de Suiza

El Dr. Ferreira informó que el Gobierno de Suiza, a través de su agencia COSUDE, ha realizado aportes superiores a los US\$4,000,000 a los fondos en fideicomiso administrados por FUNDATROPICOS. El considera que se le podría ofrecer la membresía adherente permanente a Suiza como acto de reconocimiento justo a las múltiples contribuciones que ha hecho a los programas del CATIE.

Se emitió la Resolución 17-02/XXIII ROJD para ofrecer al Gobierno Suizo la Membresía Adherente Permanente del CATIE. Se solicita al Gobierno Suizo manifestar su interés o declinar la oferta de ingresar al CATIE en esta categoría.

15. Cierre de la reunión y fechas para las próximas reuniones

La reunión terminó a las 5:45 p.m. del día vieres, 11 de octubre.

Las fechas fijadas para las próximas reuniones son: 31 de marzo al 2 de abril, 2003, para coincidir con el 30 Aniversario del CATIE. Se usará el día 2 de abril para visitar proyectos en el CATIE.

La segunda reunión se llevará a cabo durante la semana del 6 de octubre, en uno de los países miembros del CATIE.

Se emitió la Resolución 25-02/XXIII ROJD.

**APERTURA Y CONFIRMACIÓN DE QUÓRUM Y ELECCIÓN DE
PRESIDENTE *PRO TEMPORE***

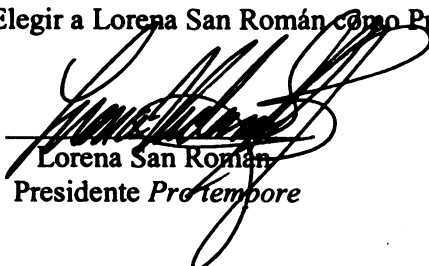
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

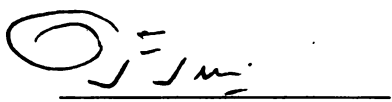
CONSIDERANDO:

1. Que se realizó la convocatoria a la XXIII Reunión Ordinaria de la Junta Directiva del CATIE dentro de los términos establecidos en el Reglamento General.
2. Que al momento de la apertura de la Reunión, a las 10:30 horas del día 11 de octubre del 2002, están presentes los Señores Directores: Richard Rortvedt, Bjorn Lundgren, Fiona Wilson, Jochen Heuveltop, Gregorio Contreras del IICA, Sergio García, Lorena San Román, representante del Gobierno de Costa Rica y Pedro Ferreira, Secretario *Ex-Officio*.
3. Que asisten como observadores los Señores Fernando Zuloaga y Francisco García de CONAFOR.
4. Que los Directores Floyd Horn, Raquel Peña-Montenegro y Víctor Villalobos enviaron sus más sentidas disculpas por su ausencia a la Reunión.

RESUELVE:

1. Dar la más cordial bienvenida a los Señores Directores, y declarar abierta la XXIII Reunión Ordinaria de la Junta Directiva del CATIE.
2. Elegir a Lorena San Román como Presidente *Pro tempore* para esta sesión.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-Officio*

BIENVENIDA A LOS NUEVOS MIEMBROS DE LA JUNTA

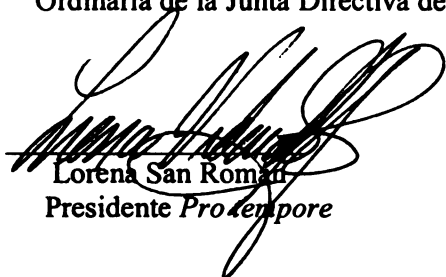
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

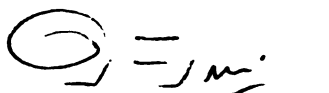
1. Que el Dr. Francisco García de CONAFOR asiste a la reunión de la Junta por primera vez.

RESUELVE:

1. Dar la más cordial bienvenida al Dr. Francisco García, quien asiste a la Reunión Ordinaria de la Junta Directiva del CATIE por primera vez.



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex -Officio*

LECTURA Y APROBACIÓN DE LA AGENDA

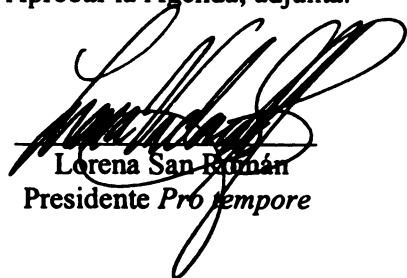
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

1. Que la Presidencia, en conjunto con la Secretaría, ha elaborado una Agenda para ser discutida durante la XXIII Reunión Ordinaria de la Junta Directiva del CATIE.
2. Que los Señores Directores han discutido la Agenda, y la han aceptado tal como esta.

RESUELVE:

1. Aprobar la Agenda, adjunta.



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex -Officio*

**LECTURA Y APROBACIÓN DEL ACTA Y RESOLUCIONES DE LA XXII
REUNIÓN ORDINARIA**

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

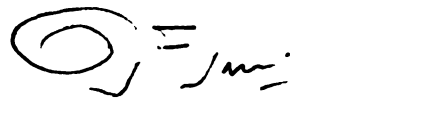
CONSIDERANDO:

1. Que el Acta y Resoluciones de la XXII Reunión Ordinaria de esta Junta Directiva, celebrada los días 20 y 21 de marzo de 2002, fueron distribuidos a los Señores Directores.
2. Que los Señores Directores no manifiestan objeciones ni enmiendas a la misma.

RESUELVE:

1. Aprobar, por unanimidad, el Acta y ratificar las Resoluciones de la XXII Reunión Ordinaria de la Junta Directiva, en la forma presentada por la Secretaría *Ex-officio*.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex -Officio*

INFORME DE SEGUIMIENTO DE RESOLUCIONES PENDIENTES

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

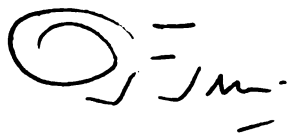
1. Que la Secretaría *Ex-officio* ha presentado un informe detallado de seguimiento a las Resoluciones emitidas por esta Junta Directiva.
2. Que de acuerdo con el mismo, se encuentran pendientes de ejecución las siguientes resoluciones:
 - a. 22-95/VIII ROJD (05-05-95): "Pago de las cuotas de países miembros"
 - b. 9-00/XVIII ROJD (25-04-00): "Evaluación del DG y auto-evaluación de los miembros de la JD"
 - c. 9-00/XIX ROJD (14-11-00): "Negociación de Personería Jurídica en los Países Miembros"
 - d. 15-00/XIX ROJD (14-11-00): "Creación de una empresa subsidiaria del CATIE para participar en licitaciones"
 - e. 10-01/XXI ROJD (31-10-01): "Solicitud de apoyo al IPGRI"
 - f. 17-01/XXI ROJD (31-10-01): "Reconocimiento del CATIE como centro de excelencia para investigación en café"
 - g. 19-01/XXI ROJD (31-10-01): "Convenio de Cooperación IICA-CATIE"
 - h. 21-01/XXI ROJD (31-10-01): "Apoyo del IICA y el Gobierno de Costa Rica para modificar el Contrato Constitutivo del CATIE"
 - i. 25-01/XXI ROJD (31-10-01): "Cooperación con instituciones de investigación"
 - j. 12-02/XXI ROJD (20-03-02): "Informe de la Auditoría Interna del CATIE"
 - k. 14-02/XXII ROJD (20-03-02): "Distinciones para visitantes importantes al CATIE"
 - l. 15-02/XXII ROJD (20-03-02): "Situación de Miembros Adherentes"
 - m. 16-02/XXII ROJD (20-03-02): "Apoyo a CARDI"
 - n. 17-02/XXII ROJD (20-03-02): "Elección de miembros de la Junta Directiva"

RESUELVE:

1. Dar por recibido el informe de seguimiento de Resoluciones pendientes, y agradecer a la Secretaría *Ex-officio* por su presentación.
2. Felicitar a la Dirección General y al equipo de Ejecutivos por el satisfactorio cumplimiento de las Resoluciones tomadas por la Junta Directiva en sus anteriores sesiones. X



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex -Officio*

**INFORME DEL PERÍODO ENERO-OCTUBRE, 2002 DE LA DIRECCIÓN
GENERAL**

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

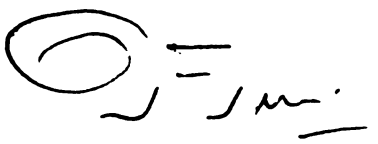
1. Que el Director General del CATIE, el Dr. Pedro Ferreira, ha presentado su Informe de las actividades de la Dirección General para el periodo enero-octubre del 2002.
2. Que los Señores Directores han discutido el Informe y el Dr. Ferreira ha respondido satisfactoriamente a todas sus consultas.

RESUELVE:

1. Dar por recibido el Informe de Actividades del Director General correspondiente al periodo enero-octubre, 2002.



Lorena San Roman
Presidente *Pro-tempore*



Pedro Ferreira
Secretario *Ex-Officio*

PLAN ESTRATÉGICO DEL CATIE

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

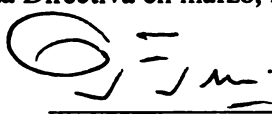
CONSIDERANDO:

1. Que el borrador del Plan Estratégico actual es una buena labor producto de un gran esfuerzo y proceso participativo de la familia de CATIE, y que contiene ideas y direcciones importantes para el desarrollo de la institución.
2. Que este Plan adolece: a. De coherencia filosófica como Plan Estratégico; b. No integra los acuerdos mundiales y regionales sobre desarrollo sostenible de los procesos y los acuerdos internacionales; c. No contiene una vision global de largo plazo de acuerdo a la filosofia del desarrollo sostenible; y d. Reflexiones de la manera en que se va a lograr la Misión y los objetivos.

RESUELVE:

1. Agradecer a la Dirección General del CATIE tomar la decisión de la elaboración del plan estratégico.
2. Que se hace necesario una reestructuración y reorientación del plan estratégico acorde a los conceptos internacionales del desarrollo sostenible.
3. Integrar los conceptos globales de planificación estratégica de donde queremos ir, porque queremos ir y como llegar ahí.
4. Recomendar la contratación de asistencia técnica internacional para ayudar al CATIE en finalizar el proceso y reestructurar el documento, con la participación de los miembros de la Junta Directiva.
5. Presentar la nueva versión del Plan a la Junta Directiva en marzo, 2003.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex -Officio*

**INFORME DE LA XIX REUNIÓN ORDINARIA DEL
COMITÉ EJECUTIVO Y DE FINANZAS**

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

1. Que el Presidente del Comité Ejecutivo y de Finanzas ha presentado un informe narrativo de lo analizado por ese Comité en su XIX Reunión Ordinaria, celebrada el día 10 de octubre del 2002.
2. Que el Dr. Pedro Ferreira ha leído las Resoluciones tomadas durante esa Reunión.

RESUELVE:

1. Agradecer al Presidente y los Señores miembros del Comité Ejecutivo y de Finanzas, por su informe.
2. Aprobar, por unanimidad, las Resoluciones tomadas por el Comité Ejecutivo y de Finanzas en su XIX Reunión Ordinaria, celebrada el día 10 de octubre del 2002, y numeradas del 1 al 17-02/XIX ROCEF.

<u>Resolución</u>	<u>Título</u>
1-02/XIX ROCEF	Apertura y Confirmación de <i>Quórum</i>
2-02/XIX ROCEF	Lectura y aprobación de la Agenda
3-02/XIX ROCEF	Lectura y aprobación del Acta y Resoluciones de la XVIII Reunión Ordinaria
4-02/XIX ROCEF	Informe de Seguimiento de Resoluciones pendientes de ejecución
5-02/XIX ROCEF	Informe de Ejecución Presupuest.: enero-agosto, 2002
6-02/XIX ROCEF	Informe de Cooperación Externa
7-02/XIX ROCEF	Programa de Presupuesto 2003
8-02/XIX ROCEF	Informes de las Fundaciones del CATIE
9-02/XIX ROCEF	Modificaciones al Reglamento de Miembros Adherentes del CATIE
10-02/XIX ROCEF	Plan para el año 2003 e Informe de Avances del año 2002 de la Auditoría Interna del CATIE
11-02/XIX ROCEF	Apoyo a la gestión del Director General ante la denuncia de la Cámara de Turismo
12-02/XIX ROCEF	Agradecimiento al Gobierno de Panamá
13-02/XIX ROCEF	Mecanismo de manejo de becas-prestamos
14-02/XIX ROCEF	Modificación al Reglamento General del CATIE

15-02/XIX ROCEF

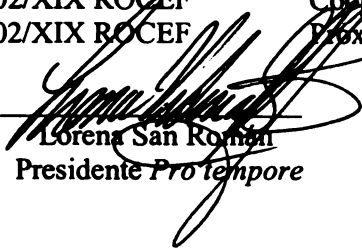
Invitación a España a participar en reuniones de la Junta Directiva

16-02/XIX ROCEF

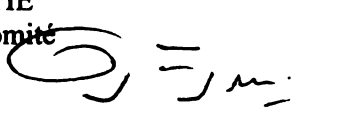
Cooperación IICA/CATIE

17-02/XIX ROCEF

Próxima reunión del Comité



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex -Officio*

**INFORME DE LA XXI REUNIÓN ORDINARIA DEL
COMITÉ CIENTÍFICO-ACADÉMICO**

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

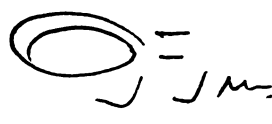
1. Que el Presidente Pro tempore del Comité Científico-Académico ha presentado un informe narrativo de lo analizado por ese Comité en su XX Reunión Ordinaria, celebrada el día 10 de octubre del 2002.
2. Que el Dr. Pedro Ferreira, Secretario *Ex-Officio*, ha leído las Resoluciones tomadas durante esa Reunión.

RESUELVE:

1. Agradecer al Presidente Pro tempore y a los Señores miembros del Comité Científico-Académico, por su informe.
2. Aprobar, por unanimidad, las Resoluciones tomadas por el Comité Científico-Académico en su XXI Reunión Ordinaria, celebrada el día 20 de marzo del 2002, y numeradas del 1 al 7-02/XXI ROCCA.

<u>Resolución</u>	<u>Título</u>
1-02/XXI ROCCA	Apertura, Confirmación de Quórum y Elección del Presidente <i>Pro Tempore</i> del Comité
2-02/XXI ROCCA	Lectura y aprobación de la Agenda
3-02/XXI ROCCA	Lectura y ratificación de las Resoluciones de la XX Reunión Ordinaria del Comité
4-02/XXI ROCCA	Informe de Seguimiento de Resoluciones pendientes de Ejecución
5-02/XXI ROCCA	Sistema Mundial de Recursos Genéticos de FAO y rol de las colecciones del CATIE
6-02/XXI ROCCA	Informe de progreso de enero a octubre del 2002 de los: Planes de Educación y Programa de Estudios de Posgrado, Planes de Investigación y Proyección Regional
7-02/XXI ROCCA	Próxima Reunión Ordinaria del Comité


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-Officio*

**INFORME DE LA XIII REUNIÓN ORDINARIA DEL
COMITÉ DE NOMINACIONES**

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

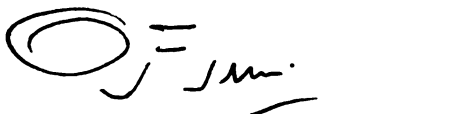
5. Que el Presidente del Comité de Nominaciones ha presentado un informe narrativo de lo analizado por ese Comité en su XIII Reunión Ordinaria, celebrada el día 19 de marzo del 2002.
6. Que el Dr. Pedro Ferreira, Secretario *Ex-Officio*, ha leído las Resoluciones tomadas durante esa Reunión.

RESUELVE:

1. Agradecer al Presidente y a los Señores miembros del Comité de Nominaciones, por su informe.
3. Aprobar, por unanimidad, las Resoluciones tomadas por el Comité de Nominaciones en su XIII Reunión Ordinaria, celebrada el día 8 de octubre del 2002, y numeradas del 1 al 8-02/XIII CNJD.

<u>Resolución</u>	<u>Título</u>
1-02/XIII CNJD	Apertura de la sesión y comprobación del quórum
2-02/XIII CNJD	Lectura y aprobación de la Agenda
3-02/XIII CNJD	Lectura y aprobación de las resoluciones de la XII Reunión Ordinaria
4-02/XIII CNJD	Nominación de candidatos para la Junta Directiva
5-02/XIII CNJD	Reglamento de Elección del Director General del CATIE
6-02/XIII CNJD	Elección del Vicepresidente de la Junta Directiva
7-02/XIII CNJD	Nombramiento del Director General del CATIE
8-02/XIII CNJD	Próxima reunión del Comité


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex -Officio*

BIENVENIDA A BOLIVIA COMO MIEMBRO REGULAR DEL CATIE

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

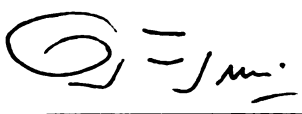
1. Que el Honorable Gobierno de Bolivia manifestó su interés en adherirse al CATIE como Miembro Regular, mediante el oficio GM-359/2002 con fecha 5 de abril del 2002 y suscrito por el entonces Ministro de Relaciones Exteriores y Culto de Bolivia, Dr. Gustavo Fernández.
2. Que el CATIE lleva a cabo importantes acciones en Bolivia.

Resuelve:

1. Agradecer al Honorable Gobierno de Bolivia y en especial al Ministro de Agricultura y Ganadería, por su confianza en el CATIE, y darle la más cordial bienvenida como nuevo Miembro Regular.
2. Instar al Honorable Gobierno de Bolivia a completar el procedimiento de membresía, a la fecha más temprana de su conveniencia.



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex-officio*

BIENVENIDA A PARAGUAY COMO MIEMBRO REGULAR DEL CATIE

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

1. Que el Honorable Gobierno de Paraguay manifestó su interés en adherirse al CATIE como Miembro Regular, mediante el oficio SEAM#475/02, con fecha 18 de septiembre del 2002 y suscrito por el Ministro del Ambiente, Ing. Miguel Ángel Paredes.
2. Que Paraguay es miembro del Sistema Inter-Americano.

Resuelve:

1. Agradecer al Honorable Gobierno de Paraguay y en especial al Ministro de Ambiente, por su confianza en el CATIE, y darle la más cordial bienvenida como nuevo Miembro Regular.
2. Instar al Honorable Gobierno de Paraguay a completar el procedimiento de membresía, a la fecha más temprana de su conveniencia.



Lorena San Román
Presidente Pro tempore



Pedro Ferreira
Secretario Ex-officio

ELECCIÓN DE MIEMBROS PARA LA JUNTA DIRECTIVA

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

1. Que mediante Resolución 4-02/XIII CNJD el Comité de Nominaciones presentó a los siguientes seis posibles candidatos para la Junta Directiva:
 - a. Alan Bojanic, Bolivia
 - b. Marianella Curi, Bolivia
 - c. Juan Carlos Godoy, Guatemala
 - d. Wálter Jaffé, Venezuela
 - e. Luis Osorio, Nicaragua
 - f. Carlos Zárate, Colombia

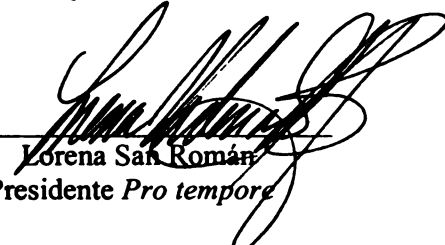
2. Que se han discutido los perfiles de ellos, y se ha manifestado el interés de los miembros de la Junta en tener un representante proveniente del sector ambiental.

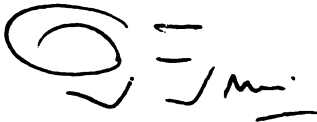
Resuelve:

1. Solicitar al Director General del CATIE proponer al Consejo Superior las siguientes candidatos para la Junta Directiva para que escojan a dos:
 - a. Alan Bojanic, Bolivia
 - b. Marianella Curi, Bolivia
 - c. Juan Carlos Godoy, Guatemala
 - d. Wálter Jaffé, Venezuela
 - e. Luis Osorio, Nicaragua
 - f. Carlos Zárate, Colombia

2. Recomendar la elección de los Señores
 - a. Alan Bojanic
 - b. Juan Carlos Godoy
 - c. Luis Osorio

por sus trayectoria y por sus especialidades que complementan adecuadamente las de los restantes miembros de la Junta Directiva en las diferentes temáticas de la agricultura y el ambiente.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex -officio*

MEMBRESÍA DEL ESTADO DE CHIAPAS DE MÉXICO COMO MIEMBRO ADHERENTE DEL CATIE

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua, el día 11 de octubre del 2002,

CONSIDERANDO:


1. Que mediante una carta con fecha 31 de mayo del 2002, el Ilustre Gobierno del Estado de Chiapas de México manifestó su interés en optar por ser Miembro Adherente del CATIE.
2. Que el CATIE tiene un Convenio de Colaboración con el Gobierno de Chiapas y que existe un alto potencial de actividades futuras en dicho estado.
3. Que la Junta Directiva tiene la responsabilidad de aceptar nuevos Miembros Adherentes y de fijar sus cuotas de membresía.

RESUELVE:

1. Acoger con beneplácito la solicitud del Ilustre Gobierno del Estado de Chiapas de México para ser Miembro Adherente del CATIE, con todos los derechos y deberes que esto implicara.
2. Fijar la cuota de membresía en US\$50,000.
3. Elevar al Consejo Superior la solicitud del Gobierno del Estado de Chiapas de México, para su posterior aprobación.



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex-officio*

**MEMBRESÍA DE LA COMISIÓN NACIONAL FORESTAL DE MÉXICO
MIEMBRO ADHERENTE DEL CATIE**

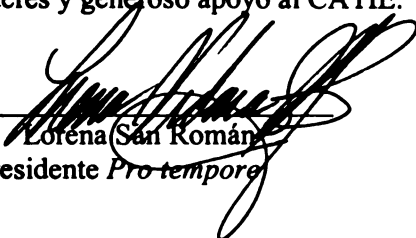
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua, el día 11 de octubre del 2002,

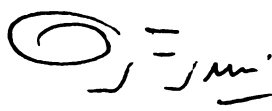
CONSIDERANDO:

1. Que mediante una carta con fecha 7 de junio del 2002, el Director General de la Comisión Nacional Forestal (CONAFOR) de México, Ing. Alberto Cárdenas, solicitó que el CATIE aceptara la CONAFOR como Miembro Adherente del CATIE, para fortalecer los lazos entre el Centro y la Comisión.
2. Que existe y se encuentra en ejecución un Convenio de Colaboración entre la CONAFOR y el CATIE, firmado el 8 de enero de 2002, el cual establece las bases y lineamientos de colaboración para desarrollar programas, proyectos y actividades conjuntas y promover y fomentar la asociación con otras instituciones académicas y de investigación, en relación con el manejo sostenible de los ecosistemas y recursos forestales.
3. Que la Junta Directiva tiene la responsabilidad de aceptar nuevos Miembros Adherentes y de fijar sus cuotas de membresía.

RESUELVE:

1. Acoger con beneplácito la gestión de la Comisión Nacional Forestal (CONAFOR) de México para ser Miembro Adherente del CATIE, con todos los derechos y deberes que esto implicara.
2. Fijar la cuota de membresía en US\$50,000.
3. Elevar al Consejo Superior la solicitud de la Comisión Nacional Forestal de México para su posterior aprobación.
4. Agradecer al Ing. Alberto Cárdenas, Director General de la CONAFOR, por su interés y generoso apoyo al CATIE.


Lorena San Román
Presidente *Pro-tempore*


Pedro Ferreira
Secretario *Ex-officio*

MEMBRESÍA DEL ESTADO DE NAYARIT DE MÉXICO COMO MIEMBRO ADHERENTE DEL CATIE

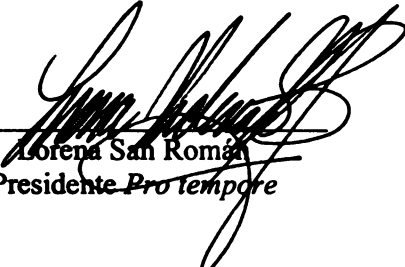
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua, el día 11 de octubre del 2002,

CONSIDERANDO:

1. Que el Ilustre Gobierno del Estado de Nayarit de México ha manifestado su interés en optar por ser Miembro Adherente del CATIE.
2. Que el CATIE tiene un Convenio de Colaboración con el Gobierno del Estado de Nayarit y que existe un alto potencial de actividades futuras en dicho estado.
3. Que la Junta Directiva tiene la responsabilidad de aceptar nuevos Miembros Adherentes y de fijar sus cuotas de membresía.

RESUELVE:

1. Acoger con beneplácito la solicitud del Ilustre Gobierno del Estado de Nayarit de México para ser Miembro Adherente del CATIE, con todos los derechos y deberes que esto implicara.
2. Fijar la cuota de membresía en US\$50,000.
3. Elevar al Consejo Superior la solicitud del Gobierno del Estado de Nayarit de México, para su posterior aprobación.



Lorena San Román
Presidente *Pro tempore*



Pedro Ferreira
Secretario *Ex-officio*

**CONCESIÓN DE CATEGORÍA DE MIEMBRO ADHERENTE
PERMANENTE AL GOBIERNO DE SUIZA**

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua, el día 11 de octubre del 2002,

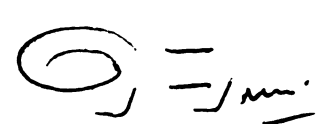
CONSIDERANDO:

1. Que el Reglamento de Miembros Adherentes del CATIE estipula que un país extra-regional puede adquirir la categoría de Miembro Adherente Permanente mediante la donación de un mínimo de US\$500,000 a los fondos de fideicomiso del CATIE.
2. Que el Gobierno de Suiza, a través de su agencia COSUDE, ha realizado aportes superiores a los US\$4,000,000 a los fondos en fideicomiso administrados por FUNDATROPICOS.
3. Que se considera que ofrecer la membresía adherente permanente a Suiza sería un acto de reconocimiento justo a las múltiples contribuciones que ha hecho el Gobierno Suizo a los programas del CATIE.

RESUELVE:

1. Ofrecer al Gobierno Suizo la Membresía Adherente Permanente del CATIE en reconocimiento a los aportes ya realizados al CATIE a través de FUNDATROPICOS.
2. Solicitar al Gobierno Suizo manifestar su interés o declinar la oferta de integrarse como Miembro Adherente del CATIE.
3. Agradecer al Gobierno Suizo por su continuo apoyo a la Región a través de los programas del CATIE.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-officio*

FELICITACIÓN AL IICA EN SU 60° ANIVERSARIO

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

CONSIDERANDO:

1. Que el 4 de octubre del presente año, el IICA celebró el 60° aniversario de su creación e inicio de sus actividades en Turrialba, Costa Rica.
2. Que durante este período de tiempo el Instituto ha realizado una fecunda labor en apoyo al desarrollo rural de las Américas.
3. Que la existencia misma del CATIE se debe a la visionaria gestión del Instituto y del Gobierno de Costa Rica.
4. Que el CATIE reconoce el continuo apoyo del Instituto a sus labores y al financiamiento del Centro.

RESUELVE:

1. Unirse a la celebración del 60° Aniversario del IICA y manifestar su reconocimiento a los aportes del Instituto al desarrollo del sector rural de las Américas.
2. Agradecer el continuo apoyo brindado al CATIE por el IICA desde su creación.


Lorena San Román
Presidente Pro tempore


Pedro Ferreira Rossi
Secretario *Ex-Officio*

ASISTENCIA A LAS REUNIONES DE JUNTA DIRECTIVA DEL CATIE

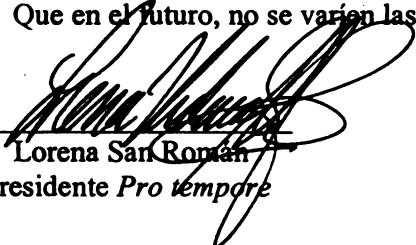
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

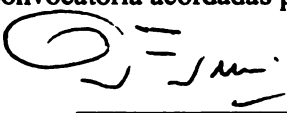
CONSIDERANDO:

1. Ante la problemática de la ausencia de los miembros de la Junta Directiva y de las consecuencias graves que esto ocasiona para la toma de decisiones de la Institución.
2. Que en el pasado se ha variado las fechas de las reuniones de la Junta Directiva lo que ocasiona problemas en las agendas de los miembros de la Junta.

RESUELVE:

1. A partir de esta fecha aplicar lo relativo al Artículo XVI del Contrato Constitutivo del CATIE que dice: "La inasistencia a dos sesiones consecutivas o a tres alternas será causal de desvinculación de la Junta...".
2. Mostrar nuestra gran preocupación por la ausencia de varios miembros de esta Junta en varias Reuniones Ordinarias de la Junta Directiva del CATIE.
3. Que en el futuro, no se varíen las fechas de convocatoria acordadas por la Junta.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex- Officio*

ASUNTOS DE LA JUNTA DIRECTIVA

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

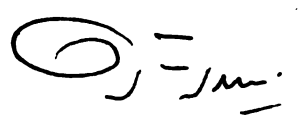
CONSIDERANDO:

1. Que la Junta Directiva no ha recibido en el pasado con la debida antelación y en forma ordenada los documentos que se discuten en las sesiones.
2. Que ha existido muy poca o casi nula comunicación entre los miembros de Junta y de estos con el Presidente de la Junta y la Dirección entre cada sesión de Junta Directiva.
3. Que en las reuniones de Junta Directiva ha existido poco tiempo para discutir a fondo cada tema.

RESUELVE:

1. Que en coordinación de la Presidencia de la Junta Directiva, el Director General del CATIE y la Secretaria Técnica de la Junta, se envíe la documentación al menos un mes antes de la reunión de manera ordenada y completa.
2. Poner en marcha una comunicación permanente entre los miembros de la Junta Directiva en los periodos entre sesiones. La organización de esta comunicación debe ser responsabilidad del Presidente de la Junta Directiva.
3. Que la Junta Directiva elabore el borrador de la Agenda de la reunión siguiente en cada sesión de Junta Directiva. La elaboración de la Agenda final se realizara en una sesión cerrada de la Junta Directiva; antes de comenzar la sesión correspondiente, para posteriormente hacer los ajustes y tomar en consideración los aportes del Director General.


Lorena Sag Román
Presidente Pro tempore


Pedro Ferreira
Secretario Ex- Officio

AGRADECIMIENTO AL CTN Y LOS FUNCIONARIOS DEL CATIE EN NICARAGUA

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

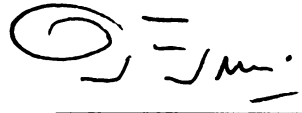
CONSIDERANDO:

1. Que el Coordinador Técnico Nacional en Nicaragua, Ing. Jorge Jiménez, ha facilitado la organización de las actividades para los miembros de la Junta Directiva durante su reunión llevada a cabo en Managua, Nicaragua.
2. Que el Dr. Falguni Guharay, Líder del Programa MIP/AF-NORAD, organizo una gira al campo para los miembros de la Junta Directiva, para que ellos vieran las actividades e interactuaran con técnicos y decisores de las instituciones contrapartes en Nicaragua.
3. Que los miembros de la Junta se sintieron en contacto con la nueva realidad institucional que esta naciendo en los campos y organizaciones de Nicaragua y compartieron la complejidad de este reto y el papel preponderante del CATIE.

Resuelve:

1. Agradecer profundamente al Ing. Jorge Jiménez, CTN de Nicaragua, por todas sus atenciones para con los miembros de la Junta Directiva del CATIE.
2. Agradecer al Dr. Falguni Guharay, Líder del Programa MIP/AF-NORAD, por la organización e iniciativa de la gira de campo para los miembros de la Junta.
3. Felicitar al equipo, tanto de los proyectos como de la Oficina Técnica Nacional del CATIE en Nicaragua por la labor tan importante y trascendente realizada en Nicaragua.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-officio*

MAESTRIAS Y CAPACITACION EN DESARROLLO RURAL

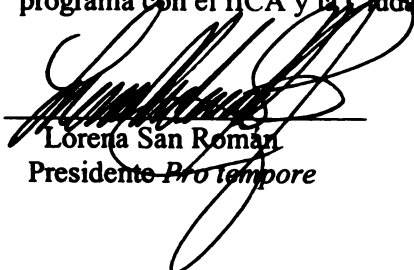
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

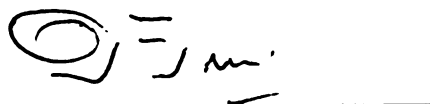
Considerando:

1. Que el tema de Desarrollo Rural es de suma importancia en la región y en el mundo.
2. Que el CATIE había elaborado un *curriculum* para un posible programa de Maestría en Desarrollo Rural, el cual se puso a consideración del IICA y la Ciudad de Saber.

Resuelve:

1. Solicitar al Director General del CATIE retomar el asunto de Maestrías y capacitación en Desarrollo Rural en conjunto con el IICA.
2. Solicitar al Director General seguir analizando la situación para llevar a cabo este programa con el IICA y la Ciudad de Saber en Panamá.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-officio*

ORGANIZACIÓN DE LAS FUTURAS REUNIONES DE LA JUNTA DIRECTIVA

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

Considerando:

1. La necesidad de que los miembros de la Junta Directiva conozcan profundamente las acciones del CATIE, tanto en la sede central como en los países miembros.
2. La importancia de que la Junta interactúe en forma periódica con las oficinas del CATIE en los países miembros y la importancia de tener la oportunidad para visitar proyectos del CATIE en el campo..
3. La conveniencia de que la Junta pueda conocer y discutir las acciones y necesidades de los diferentes grupos de personal del CATIE, incluyendo investigadores, personal administrativo, de servicios y estudiantes.

Resuelve:

1. Recomendar a la Dirección General del CATIE tomar las medidas administrativas y financieras necesarias para que una de las reuniones anuales de la Junta Directiva se realice en un país miembro.
2. Recomendar al Director General tomar las medidas administrativas necesarias para que se realice una reunión anual de la Junta en la sede central en la cual se conozcan las acciones de los diferentes Departamentos y se pueda interactuar con el personal.


Lorena San Román
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-officio*

SERVICIOS A PAISES MIEMBROS ATRASADOS EN PAGOS DE CUOTAS

La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

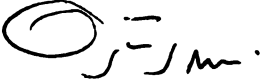
Considerando:

1. Que la Resolución 7-02/IV ROCS del Consejo Superior de Ministros del 23 de mayo del 2002 solicitó a los Honorables Gobiernos de los países miembros del CATIE a hacer todos los esfuerzos posibles para cancelar sus deudas pendientes con el CATIE.
2. Que existe un saldo de cuotas atrasadas de US\$2,074,000 que influencia negativamente el flujo de caja y la sostenibilidad institucional.
3. Que existen numerosos países miembros que están al día en sus pagos y otros que están haciendo esfuerzos significativos por poner al día sus cuotas, pero hay otros países muy atrasados con dichos pagos.

Resuelve:

1. Recomendar al Director General implementar una política diferenciada de prestación de servicios y otorgamiento de becas a los países miembros que están al día en sus pagos vs. los que tienen deudas significativas vs. países no miembros.
2. Se recomienda que los costos para servicios de asistencia técnica a países con atrasos significativos sean totalmente cubiertos por dicho país.


Lorena San Roman
Presidente *Pro tempore*


Pedro Ferreira
Secretario *Ex-officio*

PRÓXIMAS REUNIONES ORDINARIAS DE LA JUNTA DIRECTIVA

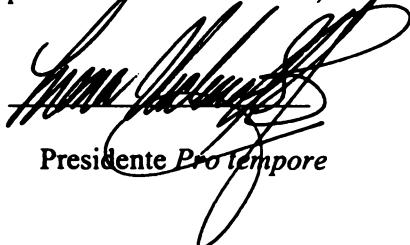
La Junta Directiva del CATIE, en su XXIII Reunión Ordinaria, celebrada en Managua, Nicaragua el día 11 de octubre del 2002,

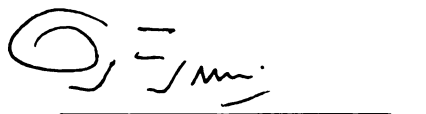
CONSIDERANDO:

1. Que de acuerdo con el Capítulo Noveno, Artículo 40 del Reglamento General del CATIE, la Junta Directiva deberá reunirse en forma ordinaria por lo menos dos veces al año en la sede del CATIE.
2. Que esta Reunión Ordinaria constituye la segunda reunión ordinaria en el año 2002.
3. Que los representantes de los Miembros Adherentes pueden participar en las sesiones abiertas de la primer reunión anual de la Junta Directiva.
4. Que es necesario establecer las fechas de ambas reuniones anuales.
5. Que el 30° Aniversario del CATIE y la Segunda Conferencia Henry A. Wallace se celebrarán a finales de marzo del año 2003. Estas dos actividades son de mucho interés para los miembros de la Junta Directiva.

RESUELVE:

1. Convocar para la XXIV Reunión Ordinaria de la Junta para los días 31 de marzo y 1° de abril del 2002. El día 2 de abril se utilizará para que los miembros de la Junta visiten diferentes sectores de personal del CATIE.
2. Invitar a representantes de los Miembros Adherentes a las sesiones abiertas de esta reunión. El Director General y los Directores de Programas presentarán sus informes anuales del año anterior durante esta reunión.
3. Convocar para la XXV Reunión Ordinaria de la Junta durante la semana del 6 de octubre de 2003. Más adelante se fijar la fecha exacta. Esta reunión será en un país miembro del CATIE, a ser definido.


Presidente Pro Tempore


Pedro Ferreira
Secretario Ex -Officio

**Autorización al Director General del CATIE para firmar un contrato
con la Agencia Noruega de Desarrollo Internacional (NORAD)**

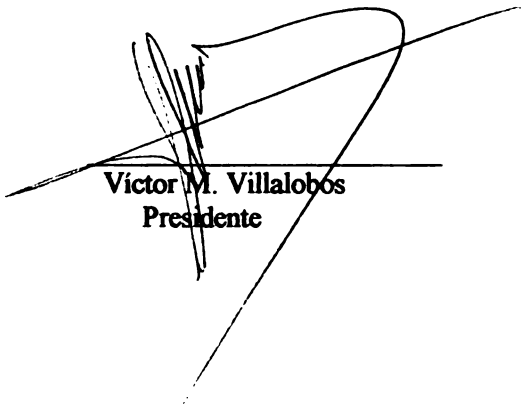
La Junta Directiva del CATIE, por vía de apremio, el día 30 de noviembre del 2002,

CONSIDERANDO:

1. Que el Convenio titulado: "Multi-stakeholder participatory development of sustainable land use alternatives for degraded pasture lands in Central America", entre la Agencia Noruega de Desarrollo Internacional (NORAD), y el Centro Agronómico Tropical de Investigación y Enseñanza (CATIE), ha sido conocido por la Junta Directiva del CATIE.
2. Que el resumen del Programa ha sido distribuido a los miembros de la Junta.
3. Que el Contrato Constitutivo del CATIE, Leyes 8028 y 6873 de la República de Costa Rica, en su Cláusula Vigésimatercera, estipula que para la suscripción o ejecución de actos mayores a US\$500,000 por año, el Director General deberá contar con la autorización previa de la Junta Directiva del CATIE.

RESUELVE

1. Dar por conocido el Convenio a ser firmado entre la Agencia Noruega de Desarrollo Internacional (NORAD) y el CATIE, y darlo por aprobado en todos sus extremos.
2. Autorizar al Director General del CATIE, Dr. Pedro E. Ferreira Rossi, a firmar el citado Convenio.
3. A través del Sr. Director General, expresar a las autoridades de NORAD, nuestro agradecimiento por el apoyo recibido durante las negociaciones de este contrato y por la confianza depositada en el CATIE.



Víctor M. Villalobos
Presidente



Pedro Ferreira Rossi
Secretario *Ex-officio*

**SEGUIMIENTO DE RESOLUCIONES PENDIENTES
DE EJECUCIÓN
DE LA JUNTA DIRECTIVA**

CATIE, 2003

**Turrialba, 1-2 de abril, 2003
Documento JD-3/03**

**SEGUIMIENTO DE RESOLUCIONES PENDIENTES DE EJECUCION
JUNTA DIRECTIVA**

Al 15 de Marzo del 2003

VIII REUNIÓN ORDINARIA: 4-5 de mayo, 1995

22-95/VIII ROJD Pago de las cuotas de países miembros

Estado: Ver tablas resumiendo los pagos al 15-03-2003

XVIII REUNIÓN ORDINARIA: 25 de abril, 2000

11-00/XVIII ROJD Evaluación del DG y auto-evaluación de los miembros de la JD

Estado: Se está llevando a cabo una evaluación de la gestión del Director General. Los miembros de la Junta verán los resultados de esta evaluación en esta reunión.

XIX REUNIÓN ORDINARIA: 14 de noviembre, 2000

9-00/XIX ROJD Negociación de Personería Jurídica en los Países Miembros

Estado: Ya existe personería en Costa Rica (por ley), México y Guatemala. Paralelamente, dentro del plan Operativo Anual del 2003 del Asesor Legal del CATIE, está incluido presentar una propuesta sobre este asunto. Este tema puede ser influenciado por recientes negociaciones con IICA

15-00/XIX ROJD Creación de una empresa subsidiaria del CATIE para participar en licitaciones

Estado. El abogado del CATIE ha hecho un análisis y no ha encontrado ninguna objeción a que el CATIE crea una empresa subsidiaria. El proceso no se ha concluido. Los objetivos pueden incluir la participación en licitaciones o la venta de productos y servicios. El pago de impuestos por parte de la empresa podría evitar reclamos de competencia desleal.

XXI REUNIÓN ORDINARIA: 31 de octubre, 2001

17-01/XXI ROJD Reconocimiento del CATIE como centro de excelencia para investigación en café

Estado: El Director General ha solicitado apoyo a IRD, CIRAD y PROMECAFE para dar reconocimiento al CATIE ante el ICO. Ha habido poco avance. Queda pendiente.

19-01/XXI ROJD Convenio de Cooperación IICA-CATIE

Estado: Se está negociando un convenio de cooperación con el IICA y el Sub-Director General, Dr. Terry Vogt, va a tratar el tema en esta sesión.

21-01/XXI ROJD Apoyo del IICA y el Gobierno de Costa Rica para modificar el Contrato Constitutivo del CATIE

Estado: Se está negociando con IICA, pero no hay avances que ameriten un cambio de la ley del CATIE.

XXII REUNIÓN ORDINARIA: 20 de marzo, 2002

14-02/XXII ROJD Distinciones para visitantes importantes al CATIE

Estado: Se ha pasado el asunto a la consideración del Consejo Académico del CATIE para la elaboración de los Términos de Referencia bajo los cuales se podría otorgar el Doctor *Honoris Causa*.

16-02/XXII ROJD Apoyo a CARDI

Estado: El Director General del CATIE ha hablado con el Director General del IICA y con el Director en funciones del CARDI en repetidas ocasiones. Existen buenas oportunidades de cooperación en investigación, pero la situación de CARDI es aún muy difícil.

17-02/XXII ROJD Elección de miembros de la Junta Directiva

Estado: El Consejo Superior considerará a los siguientes candidatos para la Junta, y elegirá a dos:

- a. Alan Bojanic, Bolivia
- b. Marianella Curi, Bolivia
- c. Juan Carlos Godoy, Guatemala
- d. Wálter Jaffé, Venezuela
- e. Luis Osorio, Nicaragua

f. Carlos Zárate, Colombia

XXIII REUNIÓN ORDINARIA: 11 de octubre, 2002

- 7-02/XXIII ROJD** **Plan Estratégico del CATIE**
- Estado:** El Dr. Cielito Habito, Consultor Internacional de origen filipino, vino al CATIE para trabajar con los funcionarios del Centro en la elaboración de la versión final del Plan. Se dio una reestructuración y reorientación del Plan acorde a los conceptos internacionales del desarrollo sostenible. La nueva versión del Plan será presentada en esta sesión.
- 14-02/XXIII ROJD** **Membresía del Estado de Chiapas como Miembro Adherente**
- Estado:** Se envió una carta al Señor Gobernador de Chiapas informándole de la decisión de la Junta. El Gobierno de Chiapas ya pagó el total de su cuota de membresía. No se ha elevado esta solicitud al Consejo Superior, porque no ha habido reunión.
- 15-02/XXIII ROJD** **Membresía de CONAFOR como Miembro Adherente**
- Estado:** Se envió una carta al Director de CONAFOR informándole de la decisión de la Junta. La Comisión pagó su cuota del año 2002 y harán el primer pago a la cuota de 2003 en el mes de febrero. No se ha elevado esta solicitud al Consejo Superior, porque no ha habido reunión.
- 16-02/XXIII ROJD** **Membresía del Estado de Nayarit como Miembro Adherente**
- Estado:** Se está negociando con el Gobierno de Nayarit para ver su interés en ser Miembro Adherente del CATIE. No se ha elevado esta solicitud al Consejo Superior, porque no ha habido reunión, ni se ha formalizado la solicitud de Nayarit.
- 17-02/XXIII ROJD** **Concesión de categoría de Miembro Adherente Permanente al Gobierno de Suiza**
- Estado:** Se envió una carta al Gobierno de Suiza informándole de la decisión de la Junta. La Embajada ha sometido el asunto al Gobierno Central en Berna..

XXIII REUNIÓN ORDINARIA: 11 de octubre, 2002 (cont.)

22-03/XXIII ROJD

Maestrías y capacitación en Desarrollo Rural

Estado:

Se está preparando una propuesta de un programa conjunta de Maestría Profesional en Economía o Estudios Rurales para ser presentada a la Universidad de Idaho. Se están esperando los comentarios del Grupo de Socio-economía del CATIE. A su vez, continúen negociaciones con la Ciudad del Saber en Panamá.

**INFORME ANUAL DEL DIRECTOR GENERAL 2002
Y
PLAN ANUAL 2003**

**Turrialba, 1-2 de abril, 2003
Documento JD-4/03**

**Director General Annual Report of Activities
Year 2002**

**Office of the Director General
CATIE
Tropical Agriculture Research and Higher Education Center**

**Presented to CATIE's Board of Directors
March 2003**

**EXPECTED RESULTS
ACCORDING TO ANNUAL WORK PLAN**

Strategic Leadership.	
Expected Results	Advances / Achievements
A. Strategic Plan concluded and approved by Board of Directors and Council of Ministers.	<ol style="list-style-type: none"> 1. Although the draft Plan was considered a good advance towards a final document, it was not approved by CATIE's Board. A consultant will be hired to conduct a participative exercise to obtain a final document. 2. A Medium Term Plan was written and distributed to the Board and all the staff of CATIE. It takes into account some of the recommendations issued by the Board when analyzing the draft Strategic Plan.
B. Enlarged regular and affiliated membership. Current status of membership quotas discussed, stronger foundations and endowment funds, enhanced institutional image.	<ol style="list-style-type: none"> 1. Bolivia and Paraguay have joined CATIE as regular members. 2. Chiapas and CONAFOR-México have been accepted as new affiliated members. 3. No advance was obtained in terms of changing membership quotas. 4. Board of The Tropics Foundation has been enlarged and a new President, Mr. Tom Miller from Weyerhaeuser Co., is actively promoting a new fund raising campaign. 5. NORAD and Sida interested in contributing to CATIE's endowments if owner countries show interest and commitment.
C. Proposal for possible agreement with IICA presented to CATIE's Board of Directors and Council of Ministers, including considerations about international status for CATIE.	<ol style="list-style-type: none"> 1. Discussions have been initiated and both institutions have expressed their willingness to strengthen links. However, slow advances towards defining a new general agreement were obtained. Financial issues seem to be finally clear and this will enable both institutions to start more productive discussions. 2. Better cooperation between National Offices representing IICA and CATIE has been achieved. This is a very good signal and efforts to consolidate those advances should continue during the following year 2003.
D. Recommendations of the IEE Report under continuous analysis and implementation.	<ol style="list-style-type: none"> 1. Efforts to define and implement a simpler and more efficient structure continued. Two Departments, i.e.

Strategic Leadership.	
Expected Results	Advances / Achievements
	<p>Agriculture and Agroforestry, and Natural Resources and Environment, were defined (IEE Report, p.70).</p> <ol style="list-style-type: none"> Discussions with IICA to reach a general agreement for cooperation continued (IEE Report, pp. 20, 71 and 99). A new procedure for budgeting was implemented allocating income –a more conservative income projection was made- to priority activities (IEE Report, p.76 and 77). A new expert in genetic resources that will act as Head of the Unit was hired (IEE Report, p.35-37). Medium Term Plan and Strategic Plan considers the IEE Report as a basis.
E. Enhanced commitment of high executive managers to promote and support innovation, fund-raising, institutional services and image-building processes.	<ol style="list-style-type: none"> An objective appraisal of the advances achieved towards this objective is difficult to provide. However, my personal feeling is that the year 2002 was an extraordinary year in terms of empowerment, team building, increased understanding and commitment. Institutional innovation was promoted and collective decisions were implemented –new institutional structure, RTS Office, outsourcing, etc-. Distributed fund-raising gave excellent results: IDB-Fomin (2.5 MM US\$), GEF-environmental services (4.5 MM US\$), NORAD-Pastures (6.0 MM US\$).
F. Joint Meeting between donors and Council of Ministers organized to discuss CATIE's future and financial outlook.	The meeting took place in Managua in May 2002. In addition to the Ministers of Agriculture that normally represent Member countries, three Ministers of Environment attended. Main donor countries were represented.
G. Enhanced control of budget execution, including income and expenses.	After a first semester of inappropriate control, a new Director of Administration and Finances was appointed. Control was improved and the year closed with zero deficit (a positive cash balance of +100.000 USD) and significant savings deposited in Fundatropicos' account (150.000 USD).
H. Joint international graduate programs enhanced: funding increases, management improves, new initiatives and partners.	<ol style="list-style-type: none"> Joint Doctoral program has been continuously growing and flow of students from Latin America and abroad has increased. Joint Masters program with Idaho under discussion.

Strategic Leadership.	
Expected Results	Advances / Achievements
	<ol style="list-style-type: none"> 3. Agreement for exchange of Ph.D. students signed with Yale and Purdue University. 4. Agreements with Fundayacucho-Venezuela and CONACYT-México to finance scholarships signed. 5. Negotiations with Colciencias-Colombia initiated. 6. New structure of the M.Sc. program provides more flexibility and efficiency in the use of resources.
<p>I. Enhanced participation in (a) research networks –formal and informal alliances for research- (see IEE Report p.18), and (b) international fora: GFAR, Foragro, SICTA, etc.</p>	<ol style="list-style-type: none"> 1. Alliances with a number of institutions improved: ▲ CIAT for research in economics (two researchers are shared and co-financed, and a new joint project –communities and watersheds- is in the pipeline), ▲ CIPAV-Colombia and NITLAPAN-Nicaragua to work on environmental services of ecosystems (a GEF project is now jointly executed), ▲ PRISMA-El Salvador to work in watershed management (joint work for Sida), ▲ IPGRI and CATIE start negotiations with a Dutch consortium to fund a project (characterization of our pepper and tomato collections through molecular markers). 2. ▲ CATIE invited to deliver key-note address at SBSTTA meeting, ▲ GEF pays CATIE and CIFOR to elaborate a document for UNFF, ▲ CATIE organizes and hosts IUFRO international workshop on Science and Policy Interface. ▲ At regional level, CATIE's presence and attendance at FORAGRO and FONTAGRO meetings has improved, and at sub-regional level, an agreement with SICTA, was negotiated.
<p>J. Enhanced relation with the CG System, and in particular insertion of CATIE into the plans and discussions of the future challenge programs.</p>	<ol style="list-style-type: none"> 1. Relations with CIAT and IPGRI have never been so productive (see previous section). 2. CIFOR and CATIE will cooperate in issues concerning climate change. 3. Possibilities of sharing a scientist with IFPRI (Dr. Hans Jansen) under discussion. CATIE's GEF program on environmental husbandry-environmental services offers 50,000 USD/annum.

Strategic Leadership.	
Expected Results	Advances / Achievements
K. Enhanced thematic agenda puts more emphasis to priority issues such as degraded lands, desertification, silvo-pastoral systems, environmental services of ecosystems, tropical fruits, biological control of pests, organic agriculture, bio-safety, etc.	<p>4. A visit to ILRI identifies new opportunities for cooperation.</p> <ol style="list-style-type: none"> 1. NORAD degraded pastures project (6 M USD) approved. 2. GEF, LEAD-FAO and JASEC-Costa Rica provide financial support to initiatives in environmental services. 3. CATIE contributed to elaborate plans against desertification in Central American countries. Request by CCAD. 4. Organic cacao program in Costa Rica receives positive evaluation. 5. Organic coffee program (British funds) will continue for two additional years. 6. CATIE and IICA will jointly develop recommendations for bio-safety for the Ministers of Agriculture and Environment.
L. Enhanced 'esprit de corps' at the highest level of the administration.	<ol style="list-style-type: none"> 1. The year 2002 was extraordinary in terms of team-work building. 2. Recommendations issued by staff groups during the 2001 consultancy by A.Skaaland, NCG, were implemented. This made an enormous impact. 3. The departure of Dr. Kanninen is a real loss now that CATIE's high administration is starting to run in a smooth and coordinated fashion. 4. The incorporation of V.Sanchez as new Director of A&F, and the nomination of extremely capable Heads of NTOs in El Salvador, Panama and Guatemala, completing an excellent group of Representatives in member countries, also added to the achievement of this goal. 5. Recent meetings with the staff in Turrialba enhanced dialogue and understanding even in difficult times of core budget constraints.

Enhancing high level management.	
Expected Results	Advances / Achievements
<p>A. Enhanced support from the Board and Council of Ministers regarding different issues, including:</p> <ul style="list-style-type: none"> -Membership quotas, -Relation with IICA, -International Status for CATIE, -Enhanced support for initiatives at national and regional level. 	<ol style="list-style-type: none"> 1. President of the Board negotiates increasing support from Mexico. The affiliated membership mechanism was used to commit additional quotas from the State of Chiapas and the CONAFOR, 2. Belizean member of the Board helps CATIE to recover quota in arrears and promotes several joint projects, 3. Minister Agriculture of Costa Rica helps CATIE to recover quotas in arrears, and promotes support from BCIE and Taiwan, 4. Minister of Agriculture of Guatemala supports recovery of quotas in arrears, 5. Minister of Environment of Costa Rica promotes joint Meeting of CCAD and CAC to be held at CATIE, April 2003, 6. Minister of Environment of Dominican Republic calls CATIE to design and execute joint watershed initiative D.R.-Haiti, 7. New agreement with IICA under discussion.
<p>B. Enhanced analysis and definition of CATIE's basic structure:</p> <ul style="list-style-type: none"> -Size, Number of Directorates, -Design of 'prototype projects' or thematic groups that will be working under each Department (see IEE Report, p.16). 	<ol style="list-style-type: none"> 1. New structure with two academic-scientific Departments defined and implemented, 2. Thematic groups and annual plans to be defined during the first quarter of 2003.
<p>C. Staff trained and enhanced procedures to allow for more efficient control of income and expenses.</p>	<ol style="list-style-type: none"> 1. Lack of appropriate control during the first semester led to a huge deficit (0.5 MM USD) during that period, 2. A new Director of Finances and Administration was hired, 3. Enhanced control and better procedures led to a final surplus of 100,000 USD during the 2002 period, 4. Substantial additional savings were deposited into the Fundatropicos accounts: 150,000 USD to contribute to Chair II, and 35,000 USD to continue paying the new student apartment facilities.
<p>D. Enhanced 'esprit de corps' at the highest level of the administration.</p>	<p>This is difficult to measure, but collaboration and team-work has substantially improved. More transparent and effective decision making and better understanding of joint responsibilities</p>

Enhancing high level management.	
Expected Results	Advances / Achievements
	is now in place.
E. Empowerment, decentralization and more efficient administrative procedures in place.	<ol style="list-style-type: none"> 1. Deputy Director acting as executive director or provost, 2. Scientific Committee and Graduate Council in charge of decision making in research and education, 3. Enhanced administrative decentralization provides more flexibility and responsibility to NTO Heads.
F. Outsourcing process consolidated.	<ol style="list-style-type: none"> 1. Changes were introduces in contracts of concessionaires. Services restricted to deal with CATIE's internal demands. 2. Some contracts renewed; revenues increase.

External Relations – Fund Raising	
Expected Results	Advances / Achievements
A. Portfolio of affiliated members enlarged.	<ol style="list-style-type: none"> 1. CONAFOR and Chiapas apply for affiliated membership, 2. Imminent formal affiliation of Nayarit, 3. Switzerland invited to accept permanent affiliated membership status, 4. D.G. initiates talks to enroll Taiwan as an Affiliated Member. Minister of Costa Rica supports this initiative. 5. Council of Ministers of Spain ratifies membership to CATIE..
B. Support and portfolio of projects with affiliated members improved	<ol style="list-style-type: none"> 1. Work with ICE and CONAFOR well organized, 2. ACRI renews support to cacao collection and monilia research projects. A joint mission ACRI/USDA/MARS expected (Feb.2003), 3. Reforestation plan for Nayarit presented, 4. Good work with Municipality of Zamora aborted due to incomplete payment of annual dues. 5. A project to elaborate plans for a new center devoted to watershed and biodiversity mgt. In Zamora, received support of the Ministry of Environment of Ecuador.
C. Payment of membership quotas made on a regular basis.	<ol style="list-style-type: none"> 1. Spain, ACRI, ICE and Nayarit have paid. 2. Zamora paid only 50%, 3. Palmaven was closed by the government of Venezuela, but PDVSA (Venezuelan Oil Company-mother company of Palmaven) will hopefully continue as a member, 4. Difficulties with the DNR-Puerto Rico due to change of authorities.
E. New activities with Spanish partners.	<ol style="list-style-type: none"> 1. Joint participation in tenders with two Spanish companies: APIA XXI and Tragsatec, 2. Research exchange with Universidad Complutense and Politécnica-Escuela de Montes, 3. IICA-CATIE and Spanish companies and universities present remote education initiative to the EU A@lis program, 4. Visit to INIA (Instituto Nacional de Investigaciones Agrícolas-Ministry of Science and Technology) identifies possibilities of joint collaboration, 5. MAGA-CATIE-BID PDS project hires

External Relations – Fund Raising	
Expected Results	Advances / Achievements
	services of a Spanish company – Novotecni-, for a total of 500,000 USD.
F. Enhanced participation of Affiliated Members in institutional activities and decisions.	<ol style="list-style-type: none"> 1. Presence of a CONAFOR delegate in open sessions of our Board, and the invitation already accepted by a representative of Spain to attend those sessions, are positive steps towards this goal. 2. Participation of ACRI in cacao research is mounting.
A. Sida and NORAD continue supporting CATIE's core budget. Expected level of funding uncertain (50% to 100% of present level).	<ol style="list-style-type: none"> 1. NORAD and Sida have promised to renew present core support. 2. Sida has committed decreasing core support (100%, 70% and 50% for 2003, 2004 and 2005, respectively). Possible support to endowment funds is also under analysis. 3. NORAD is also considering core support up to 20% of present project funding. This will allow CATIE to receive about 200,000 USD during the present year 2003.
B. Sida or NORAD or COSUDE contribute to CATIE's endowment funds.	<ol style="list-style-type: none"> 1. During the 2002 visit to Oslo and Stockholm, CATIE's D.G. explained the dangers of core budget erosion and instability. 2. NORAD started a study (Skaaland, NCG 2002) to identify CATIE's core and endowment needs. 3. Sida and NORAD are analyzing possible contributions to CATIE's endowments. Danida has also been invited to consider joining this initiative. 4. COSUDE's available funding for 2003 is much lower than what was expected and cannot contribute.
C. Continuation of Focuecas approved.	This goal will be achieved during the present year 2003. An analysis of regional needs in watershed management has been approved. A monitoring mission is analyzing the project (March 2003).
D. NORAD degraded lands initiative endorsed by CCAD and approved by NORAD.	The 6 MM degraded pastures initiative was endorsed by the Ministers of Environment of Nicaragua, Honduras and Guatemala, and was approved by NORAD.
E. At least one new GEF project in the pipeline, i.e. presented to WB or other implementing agency.	<ol style="list-style-type: none"> 1. A regional project devoted to the study of environmental services provided by silvopastoral systems was approved by GEF-WB and is now underway (5 MM

External Relations – Fund Raising	
Expected Results	Advances / Achievements
	<p>USD).</p> <ol style="list-style-type: none"> 2. A proposal devoted to the management of the Belize-Motagua River watershed was presented to UNEP-GEF. 3. A proposal for the management of the Artibonito River Watershed (border of Haiti - Dominican Rep. border) was presented to UNEP-GEF. 4. Negotiations started to expand the present cacao-biodiversity WB-GEF program (Talamanca, Costa Rica) to the Central American Caribbean.
<p>F. At least one new donor supports CATIE. Some foundations in the USA are specific targets.</p>	<ol style="list-style-type: none"> 1. Fomin-IDB approves CATIE's proposal to work with small and medium forest industries, 2. CUSO-Canada approved financial support for one expert in forest industries that will work with the new IDB-Fomin initiative, 3. Taiwan finances GIS study about basic grains harvest forecast, 4. A proposal was presented to Tinker Foundation and first reaction was positive.



External Relations - Strategic Allies	
Expected Results	Advances / Achievements
<p>A. Enhanced cooperation with Ministries of Agriculture and Environment</p> <ul style="list-style-type: none"> -Number and importance of projects executed increases. -Consultancies and technical assistance missions increase. -President of CCAD attends CATIE's Council of Ministers meetings. 	<ul style="list-style-type: none"> • CATIE has provided support to programs and activities of interest of the Ministries in several countries, including all of Central America plus Mexico, Venezuela and Dominican Republic. • Support to the Regional Council of Ministers of Agriculture CORECA was provided through a regional project (prediction of basic grain harvests) and more recently preparing, in a joint effort with IICA, recommendations for a regional policy on bio-safety and biotechnology. • President of CCAD, Carlos M. Rodriguez, attended CATIE's Council of Ministers Meeting in Managua, May 2002. • Joint Meeting of Ministers of Agriculture and Environment of Central America organized. Will take place at CATIE headquarters on April 4th, 2003.
<p>B. Links with CCAD and DGMA strengthened.</p>	<ul style="list-style-type: none"> • CATIE prepares National and Sub-regional Action Plans for desertification and drought. A proposal for GEF will be prepared between CCAD and CATIE during the first semester of 2003 to for the implementation of the Sub-regional Action Plan. • A geographical information system was prepared for the monitoring and follow-up of CCAD projects. • CATIE supported some GIS land-use mapping activities financed by Proarca-CCAD. • Previous work on ecosystems mapping continued during 2002. • CATIE supports elaboration of a joint NASA-CCAD initiative (SERVIR) to create a regional node for real time satellite info download. The general objective is environmental monitoring. • CATIE conducted a CCAD-sponsored training program for 2000 journalists. • Dr. Ammour, representing CATIE, attended CCAD donors' meeting in Paris, Dec. 2002.
<p>C. New initiatives developed with CG System Centers.</p> <ul style="list-style-type: none"> -CATIE becomes involved in the design of some of the Challenge Programs, -The number of joint projects augments, 	<ul style="list-style-type: none"> • Dr. Kanninen, representing CATIE, participated with CIFOR in the preparation of a proposal on climate change for the CG 'Challenge Programs'. The proposal was not selected for funding.

External Relations - Strategic Allies

Expected Results	Advances / Achievements
<p>-Shared personnel and personnel out-posted increase, -Joint publications increase.</p>	<ul style="list-style-type: none"> • CATIE will cooperate with IPGRI and ICCO –International Cocoa Organization- in a joint project for cocoa productivity improvement to be financed by CFC. • IPGRI and CATIE are preparing a joint proposal for the characterization of CATIE's capsicum and tomato collections (see page 4, section I). • CIAT will participate in CATIE's degraded pastures (NORAD) project. • CATIE and CIAT prepare a proposal to NORAD (see page 4, Section I). • Two additional CIAT-CATIE proposals are now in the pipeline. • Two economists co-financed and shared between CIAT and CATIE. • Three experts will be co-financed and shared between INIBAP (IPGRI) and CATIE. • A book entitled 'Inducción de resistencia y uso de tecnologías limpias para el manejo de plagas en plantas' was jointly published between CATIE and INIBAP-IPGRI. Editors A.S.Riveros, L.Pocasangre and F.Rosales.
<p>D. Financial support from national councils of science and technology increase.</p>	<ul style="list-style-type: none"> • An agreement has been signed with CONACYT-Mexico. Three scholarships were provided to CATIE students during 2002. • Contacts with Colciencias were positive and strong interest was manifested to support CATIE's programs. • Contacts with FONACYT-Venezuela totally failed. No progress was attained after two years of negotiations and reciprocal visits. • Opportunities are open with SENACYT-Panama. A general agreement was recently signed with CATIE. Scholarships and joint research could receive funding from this Secretary for Science and Technology.
<p>E. Joint education programs enhanced; -New joint M.Sc. program in Biodiversity with SLU Sweden starts, -Cooperation with University of Goteborg (Sweden) in environmental economics continues</p>	<ul style="list-style-type: none"> • Although a first group of SLU students visited CATIE, financial support for a joint program has not been identified. • An agreement was signed with Goteborg but the same limiting factor –no funding- is present. • Financial support for a network on environmental economics involving CATIE and Beijer Institute (Sweden) will be

External Relations - Strategic Allies	
Expected Results	Advances / Achievements
	provided by SAREC (recent development 2003).
Agreement with EMBRAPA signed, promoting joint research and selling CATIE's education program.	No further advances were achieved with EMBRAPA.
Links strengthened with CABI, CIRAD and IRD.	<ul style="list-style-type: none"> • A new general cooperation agreement was signed with IRD. • A new CABI expert in molecular genetics (Dr. Lizz Johnson) joined CATIE's cacao team during February 2003 after a period of negotiations during 2002. • One more expert in cacao from CIRAD will join CATIE during 2003. • Two IRD experts in pest modeling returned to France after a short period at CATIE.
Links strengthened with Member countries' NARS	Links with SICTA were strengthened. Outstanding collaboration with IICA, after a regional meeting at CATIE's headquarters Nov. 2001, and active participation led to the resurgence of this organization. This will allow joint prioritization and better collaboration with the main national research institutes of Central America.

Annual Work Plan 2003

Office of the Director General

Presented to the Board of Directors, March 31, 2003

I. Strategic leadership.

During the last three years, CATIE has made significant inroads towards becoming a more self-sustainable, not-for-profit research, academic and technical assistance institution. The Center's capacity to compete for R&D project funding, and compete in international tenders, has been enhanced, as well as the efficiency of management and the pro-activity of the research and technical staff.

Decentralization, empowerment and an ongoing process to change the institutional culture to a more accountable and business-oriented one, are slowly but surely transforming CATIE's *modus operandi*.

Those reforms, which are well in line with the recommendations received from the Independent External Evaluation Panel (see IEE Report 2001, p.101), are crucial in a period characterized by scarcity of available funding for research at regional level, decreasing support from traditional donors, and increasing opportunities to compete for funding from multilateral sources.

Decreasing core support and increasing dependence on project funding with decentralized commitments (outside Costa Rica) constitute serious threats to our academic and research programs and to stability of research personnel. Strategic management is needed to adapt and prepare the institution for a new period of challenges and opportunities.

For instance, modularization of graduate courses allows for mobility, enabling CATIE staff that works elsewhere to teach and share their experiences, and to central staff to have more chances to complement their salaries participating in activities in the member countries. Decentralization of thesis work also enables students to learn from the experiences of CATIE's projects in member countries and eventually obtain some financial support.

Recent changes in CATIE's thematic agenda, to include highly demanded topics for technical assistance such as payment for environmental services of ecosystems, climate change and desertification, watershed and degraded land management, and organic agriculture and certification, have also been strategic decisions to improve the competitiveness of our Center.

During the year 2003, the Office of the Director General must continue devoting special attention to:

- (i) Conclude the preparation and obtain approval of the Strategic Plan 2003-2012,
- (ii) Conclude the preparation of the Medium Term Plan 2003-2005, and start implementing the new agenda,

- (iii) Consolidate CATIE's new structure consisting of two Technical and Scientific Departments and a number of Thematic Groups. Conclude the definition and elaboration of plans for the new Thematic Groups,
- (iv) Lead, together with CATIE's high-level management team, the celebration of CATIE's 30th Anniversary,
- (v) Continue to implement the recommendations provided in the Independent External Evaluation Report (IEE Report 2001),
- (vi) Continue negotiations with IICA towards a new cooperation agreement, to contribute to institutional sustainability, and which aims to clarify CATIE's legal status as a genuine international organization linked to IICA and the Inter-American System (IEE Report 2001, p.71),
- (vii) Continue efforts towards building a more efficient and self-sustained 'international Graduate School', with a focus on regional issues and inter-disciplinary and system approaches,
- (viii) Evaluate the Ph.D. program. In particular, pay due attention to resource needs, in terms of academic and supervisory staff, so that CATIE does not overstretch its abilities (IEE Report, p. 51),
- (ix) Enhance the by-laws and management of the scholarship-loan program
- (x) Consolidate links with national research and academic institutions and, in particular, with SITCA.
- (xi) Continue strengthening links with the CG System Centers and key research and academic partners at regional and worldwide level,
- (xii) Enhance links with the private sector, in particular to finance research and to allow CATIE to participate in PPP initiatives.

Expected Results

1. Strategic Plan concluded and approved by the Board of Directors and Council of Ministers.
2. Medium Term Plan concluded, including a logical framework for each Thematic Groups.
3. Composition of Thematic Groups defined, i.e. core personnel, core resources, associated projects, partner institutions, associated personnel from partner institutions, associated students and thesis research, etc. POA for the 2003 approved and implemented,
4. Second Wallace Scientific Conference, Joint Meeting of Ministers, Scientific Week, Regional Meeting of Alumni, plus one conference per member country organized to celebrate the 30th Anniversary,
5. Recommendations by IEE Panel under continuous analysis and implementation,
6. Proposal for possible agreement of collaboration with IICA presented to CATIE's Board of Directors and Council of Ministers,
7. Graduate Council revisits strategic positioning of CATIE's higher education program and, in particular, addresses the following issues: (a) How to accelerate the transition towards building a more 'international School', (b) What might be CATIE's role in the enhancement of regional education. Specific additional results are:

- Modularization at Graduate School in place;
 - More courses taught in English;
 - Portfolio of affiliated professors enlarged;
 - Links enhanced between thesis subjects and research agendas of new Thematic Groups (IEE Report, p.5);
8. New Board members appointed by Council of Ministers. Board members and Ministers become more supportive of fund-raising and image-building campaigns (IEE Report, p. 15),
 9. Scholarship-loan procedures revisited to improve likelihood of Recovery of student debts. Second loan co-signer for each agreement will be requested.
 10. Criteria for self-evaluation of the Ph.D. program developed by Graduate Council with support of the Office of Strategic Planning. Evaluation conducted by CATIE's Doctoral Committee.
 11. Enhanced links with the CG System Centers, in particular with CIAT, IPGRI, CIFOR, ICRAF and ILRI, and with CIRAD, CABI and IRD. Agreements for new joint research and development projects and new out-posted or shared personnel are signed.
 - Agreement with SICTA signed,
 - CATIE strengthens cooperation with SICTA and works towards defining a regional (Central American) research agenda,
 - Research projects with Mexican and Colombian institutions receive funding from CONACYT and COLCIENCIAS,
 - Links with EARTH, ZAMORANO and Nicaraguan and Honduran universities strengthened. Financial support from Sida, NORAD and perhaps Dutch cooperation, secured for this purpose. .
 12. New agreements are signed with private sector partners to enhance CATIE's research, academic and technical assistance activities. In particular, Bioseed (The Netherlands), IPGRI and CATIE agree to make a molecular Characterization of CATIE's tomato and capsicum collections.

II. Enhancing high-level management.

- (i) Consolidate advances towards improving top management and enhancing the pro-activity of CATIE's high-level executives,
- (ii) Continue dialogue with the Board of Directors and the Council of Ministers to strengthen their support to CATIE's fund-raising and image-building efforts (see IEE Report pages 15 and 71),
- (iii) Better prepare CATIE's management team to cope with the present decreasing trend of bilateral donor funding and, in particular, decreasing core contributions, due to changing priorities at worldwide level,
- (iv) Enhance NTOs leadership through more delegation of responsibilities and joint work and dialogue with managers at Headquarters,

Expected results.

1. Newly appointed Thematic Group Heads lead the enhancement and implementation of the research agendas, fund raising activities for research, and search for quality partnerships,
2. Board and Council support discussions regarding different issues, including,
 - Membership quotas,
 - Other sources of financial support and partnership,
 - Relation with IICA
 - Support from CAC, CCAD, and other regional initiatives (Plan Puebla-Panama, etc.),
 - Relation with donors,
3. Increasing opportunities with multilateral agencies like GEF, WB, IDB, BCIE and IFAD require close coordination with national governmental agencies in the member countries. Efforts will be made to consolidate the negotiation of projects in the pipeline and to better understand new trends, opportunities, key contacts and key partners. Top managers will share information and team-work will be enhanced to better address these opportunities.
4. Enhanced participation of NTO Heads in project elaboration, negotiation and execution. In particular, follow-up of projects negotiated by STR decentralized to NTOs and Departments.

III. External Relations/Fund Raising:

- (i) Continue campaigning to obtain an endowment from NORAD and Sida. In particular, strengthen dialogue with the Council of Ministers and multilateral agencies to identify possible ways of enhancing the Center's core budget,
- (ii) Negotiate and sign core support agreements with Sida and NORAD,
- (iii) Continue supporting negotiations with World Bank, UNEP and member states to secure GEF projects that are now in the pipeline,
- (iv) Campaign to maintain old and enroll new Regular Member countries, in particular focusing on the Andean countries, and seeking support of IICA to enroll other countries in the Americas,
- (v) Campaign to strengthen links with old and enroll new affiliated members,
- (vi) Initiate a dialogue with the new authorities of Bolivia, Paraguay and Colombia to agree on priorities for CATIE's actions.

Expected Results

1. A proposal to create an endowment fund or an endowed Chair is presented to Sida within the framework of the negotiations of the new phase of the Focuecas project. A second visit of the D.G. to Oslo will be organized to address CATIE's vision and advances towards implementing the recommendations of the Skaaland Report (2002) related to endowment and core support.

2. **Financial difficulties faced by CATIE and possible solutions discussed during the joint meeting of Ministers of Agriculture and Environment of Central America (April 4th). A proposal to create an endowment fund with the support of BCIE or other multilateral agency is presented to the Council of Ministers. Support from the Ministers is obtained: initiatives to strengthen CATIE's core budget and endowment funds included in the resolutions of the meeting.**
3. **Core support agreement signed with Sida and NORAD,**
4. **At least one new GEF project signed and two more in the pipeline,**
5. **One new project financed by COSUDE (SDC) and at least two more presented to non-traditional donors (foundations and donor countries).**
6. **At least one new affiliated or regular member.**
7. **Cooperation agreement negotiated with INIA, Spain, negotiated (National Institute of Agricultural Research, Ministry of Science and Technology).**

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A Sustainable and Competitive Rural Sector for Tropical America

CATIE in the Next Ten Years

As of
March 5, 2003

Revised English Version

CATIE AT THE CROSSROADS

A Regional Leader for Rural Development

Since the onset of its current programs, over six decades ago, under the aegis of the Inter-American Institute for Agricultural Sciences, the Tropical Agricultural Center for Research and Higher Education (CATIE) has become the leading regional research and higher education institution in the fields of agriculture, agroforestry and natural resource management. Its unique strength comes from an integrated approach that combines research, education, training and technical assistance as tools to promote the development of the rural sector. CATIE has been the source of key innovations that have been incorporated into national and regional programs. These innovations include sustainable alternatives for agriculture, agroforestry and forest management in traditional and frontier agriculture areas, valuation of environmental services, participative research and training methods, geographical information systems, and protected areas and buffer zone management.

In its member countries CATIE supports local, national and regional organizations by fortifying their knowledge base through development and dissemination of innovations, new concepts and methodologies, and equipping experts and future leaders in the agriculture and natural resources sectors with solid technical background.

Changing World, Changing Challenges

The world in general and the region in which CATIE operates have in recent years been undergoing rapid and continuous change, marked by globalization processes, increased indebtedness, decreased role of the State, free trade and open markets, and changes in consumers' demands and habits, among others. These forces have manifested profound impacts on the political, economic, environmental, social, cultural and spiritual lives of inhabitants of the region and beyond. Although democracy has been strengthened and regional commerce expanded, poverty, vulnerability and degradation of natural resources remain major challenges.

Studies on the phenomenon of persistent poverty in the rural areas of tropical America and elsewhere agree on the need to approach the problem holistically, fully recognizing its multiple dimensions. At the same time, there has been heightened worldwide awareness and concern for sustainable development, espoused in Agenda 21 that emerged of the 1992 Rio Earth Summit, and reinforced in the Plan of Implementation of the recent Johannesburg World Summit on Sustainable Development. Here again, the multidimensional nature of the challenge of sustainable development is emphasized, particularly in the need to effectively integrate its economic, social and ecological dimensions.

In recent years, among the positive developments has been wider acceptance of the growing role of the non-government sector, covering civil society and private business, in the overall pursuit of sustainable development, including technology development. Thus, public

institutions like CATIE are increasingly drawn into cooperative relationships and partnerships with these sectors, especially within a context of generally diminishing resources from the donor community.

Charting CATIE's Future

The challenge to CATIE is clear and inevitable: it has to face the new regional context and become a key instrument towards improving the lives of people in the nations it serves, especially the poor and the most vulnerable, while ensuring sustainability through prudent management of natural resources and protection of the environment. This requires that CATIE formulate a new strategic plan to guide its programs, projects and activities in the next ten years and beyond. In keeping with the need for heightened participation of key stakeholders in such planning processes as asserted in Agenda 21 and in practically every international forum on sustainable development, CATIE has evolved this current Strategic Plan. This has been achieved through a two-year process that has involved extensive consultations with the institution's stakeholders, apart from the people making up the institution itself.

In laying out this Strategic Plan for 2003-2012¹, we have set out to systematically address the basic questions confronting any such planning exercise, namely:

- *What do we want to be?* – defining a clear vision of the future of CATIE and the region it serves, as well as an affirmation of the institution's mission;
- *Where are we now?* – analyzing and understanding the current situation, i.e. (1) the environment within which CATIE operates, manifested in worldwide and regional trends affecting its work, and demands of its external stakeholders, and (2) the current state of the institution itself, taking into account its strengths, weaknesses, opportunities and threats;
- *Where do we want to go?* – setting out clear goals and wherever possible, targets for CATIE to achieve within the planning period; where quantifiable targets are not feasible, indicators of achievement of the stated goals can at least be defined;
- *How shall we get there?* – formulating the strategies CATIE will undertake in pursuing those goals and targets, which would in turn guide the formulation of concrete and specific programs, projects and activities that will be undertaken to implement these strategies.

Two additional questions need to be addressed to ensure effective implementation of the strategic plan and achievement of its desired impacts:

- *How do we ensure that we get there?* – defining implementation strategies that will facilitate the translation of the defined strategies into concrete action; and

¹It is important to point out that a Strategic Plan is exactly what its name suggests: it embodies strategies, and not specific actions embodied in programs, projects or activities (PPAs). It paints the future of the institution in broad strokes, while the finer brush strokes are provided in more specific agendas or plans that would normally cover subsets of the overall time frame for the Strategic Plan (e.g the CATIE's Medium Term Agenda for 2003-2005, currently being formulated in tandem with the strategic planning exercise), and contain descriptions of specific PPAs.

- *How would we know we are getting there?* – setting up an effective monitoring and evaluation system to ensure not only that programs, projects and activities are running smoothly, but more importantly, if their intended impacts are being realized.

The rest of this document is thus organized in accordance with the above, allowing us to address each of the key questions in turn.

What Do We Want to Be?
A LONG-TERM VISION

A Vision for the Region

CATIE's vision for Tropical America is summed up in the following:

The rural sector becomes a key element in the process towards sustainable development, contributing to social equity and the improvement of quality of life in tropical America.

In line with this, CATIE envisages a future in which tropical America will be characterized by a society where:

- rural households have ample access to employment and income sources that ensure a productive and respectable life;
- rural households have access to adequate nutrition, basic services, including health, education, safe drinking water, and adequate sewage systems and land ownership;
- the rural sector is a key contributor to the economic and social development of the region, enhancing competitiveness, diversifying agricultural production, adding value, and making sustainable use of natural resources; and
- cultural values and women and children's rights are given due respect.

A Vision for CATIE

Towards attainment of the above, we envision CATIE to be:

**The agriculture and natural resource management
Knowledge Center
for poverty reduction and sustainable rural
development in Tropical America.**

As Knowledge Center, CATIE will be:

- **the leading edge** in the development, integration and dissemination of appropriate technologies and methodologies for sustainable agriculture, agro-forestry and natural resources management;

- **the top regional institution for higher learning** in its field, wherein the natural and social sciences are integrated in innovative ways to produce graduates and trainees endowed with the social, economic, cultural and technical perspectives;
- **a primary source of training and knowledge** for the strengthening of public and private institutions involved in sustainable agriculture and natural resource management ;
- **a catalyst** in linking and unifying knowledge and initiatives of international, national and other regional institutions; and
- **a highly influential think tank** that helps shape government policies addressing the agricultural and natural resources sectors.

CATIE's Mission

Endowed with the above vision, CATIE affirms the following as its mission:

To be instrumental in poverty reduction and rural development in the American tropics, by promoting diversified and competitive agriculture and sustainable management of natural resources.

As it fulfills this mission, CATIE's work ultimately benefits the following target groups:

- Small and medium-sized low-resource farmers, covering those:
 - living in extreme poverty
 - with minimum means to diversify and become competitive
- Rural communities and local organizations
- Business-oriented farmers and agro-industrial entrepreneurs generating rural employment

It is important to notice that the first target group listed above, i.e. 'low-resource farmers living in extreme poverty' includes the important subgroup of **landless rural farmers**.

CATIE's primary institutional focus is on the first two groups. Nonetheless, in recognition of their important role in employment generation and environmental conservation, the last group can be an important partner in specific research and development (R&D) agendas.

The benefits of CATIE's work are brought to the above ultimate target beneficiaries through its direct contact with and benefits to the following:

- National and regional governmental and non-governmental organizations linked to the rural sector,
- Universities and research institutes,
- Local governments and organizations,
- Private sector organizations.

Each of these entities bring forth the benefits of CATIE's work to its ultimate target groups through their respective roles in bringing about a competitive, profitable and sustainable agricultural and natural resources system.

CATIE AND THE RURAL SECTOR

CATIE's External Environment

As in the rest of the developing world, poverty in tropical America has been persistent. It is also more prevalent in the rural areas, where agriculture and natural resources tend to be the dominant source of people's livelihood. At the outset of the new millennium, CATIE finds itself squarely facing this challenge of persistent poverty in the region, brought about by changing patterns of agricultural production and trade, sub-optimal management of natural resources, environmental degradation, inadequate policies and tightening resources for R&D among others. Specific manifestations of these challenges include the following:

- The quality of life of the rural society in tropical America has deteriorated. The rural poor comprises the bulk of the poor in the region. An estimated 60 percent of the Central American population is poor, 40 percent of whom live in extreme poverty. Experience has shown that the problem requires more than technological and economic solutions. Hurricane Mitch brought forth the realization that weaknesses in the social, political and institutional framework are crucial issues that require as much attention in the overall fight against poverty.
- According to IFAD (2002) the group of landless farmers numbers almost 10 million people in Latin America. They have only seasonal or yearly access to leased or illegally occupied land, and are among the poorest of the rural population. Their incomes place them below the extreme poverty line owing to the severely limited agricultural production base and their dependence on seasonal demand on rural and urban labor markets.
- Instrumental in the worsening of rural poverty in recent years has been the downward spiral of agricultural commodity prices, especially food crops and traditional export crops. The situation is not expected to improve in the foreseeable future, given the great reluctance of developed countries to remove or even reduce their huge subsidies to agriculture. At the same time, emerging new producers in other parts of the world have impaired tropical America's traditional market position in key export crops, notably coffee and bananas.
- Both subsistence farming and traditional export agriculture have undergone a crisis that has seen large areas of marginal lands being abandoned and taken out of productive use. In the case of the former, the problem is also seen in the fragmentation of productive plots and increased dependence on non-farm employment. In the case of the latter, the problem has been exacerbated by the traditional emphasis placed on primary production, low investment in value added products, lack of alternate markets, and poor training in enterprise management. Thus, CATIE is being called upon to play an even stronger role in strengthening the competitiveness of the region's small and medium rural enterprises

by helping establish strategic alliances and networks, and by stimulating the market for business development services.

- New forms of agricultural systems are emerging as a result of the market-induced crisis in traditional and subsistence agriculture. One form may be described as *diversified market-oriented agriculture* usually based on non-traditional crops, tropical fruits and vegetables, roots and tubers, ornamental plants, non-timber forest products, and intensive aquaculture, to name a few. These systems tend to be of higher risk but higher profitability, greater labor intensity, and in some cases, higher levels of environmental degradation and pollution. Member countries have expressed strong demand for technical assistance in this area. The other form, which may be termed *transition agriculture* (also known as *productive reconversion* in some circles), involves conversion of land to alternative crops as a result of marginalization and declining profits of the original land use. Examples are abandoned pasture lands converted to annual crops, and then reverted to secondary forests; or alternate uses for abandoned banana lands in Costa Rica, cotton areas in Nicaragua or sisal plantations in Mexico.

Combinations of the above forms of agricultural systems can be observed and are of utmost importance, as in the case of the transition from traditional coffee systems to diversified systems, which might include tropical fruits or timber species.

- Animal production is of particular concern, having both positive and negative impacts. On one hand, it is directly linked to the deforestation that has occurred over the last three decades, particularly in frontier agricultural areas. On the other hand, it is recognized as a key contributor to nutrition, food security and income generation especially for the more impoverished segments of the population. Moreover, adverse developments in Europe and elsewhere (e.g. mad cow and foot-and-mouth disease) have opened interesting opportunities for the region, where competitiveness has been relatively high due to a strong management base, in particular in dairy production.
- The region's watersheds have come under more intense pressure with the advance of the agricultural frontier along with increased industrial and commercial activity and population growth. As a result, forests, soil, water and biodiversity resources have become more vulnerable, thereby compromising the Region's overall sustainability. Quantity, quality and access to water resources is now a matter of great concern in the region. Climate change, manifested in periodic El Niño episodes, has brought about unprecedented flooding and prolonged droughts, resulting in death and hunger especially among the low-income populations.

On the positive side, most countries in the region have entered a period of peace and democracy, which reinforces the role of civil society and facilitates the negotiation of commercial and regional cooperation agreements. Technological advancements have opened up new areas of applied research and expanded the range of available tools (e.g. geographic information systems, remote sensing) for raising agricultural productivity and managing natural resources. These have also expanded CATIE's options to better disseminate its research, teaching and training activities. These developments are not without negative implications, as seen in the animated debates on environmental and ethical issues surrounding genetically modified organisms (GMOs), and on the tradeoff between protection of intellectual property rights and ensuring widest accessibility of socially desirable technologies. Increased private sector

participation in technological development, including in agriculture, is another positive development in the face of diminishing public resources for R&D. This is poised to lead to wider opportunities for private-public partnerships in harnessing technological improvement towards uplifting the lives of the people.

As an institution of higher learning in agriculture and natural resources management, CATIE's traditional pre-eminence has been challenged by the emergence of good masters and doctoral programs in several Member Countries, such as Mexico, Costa Rica, Colombia and Venezuela. Nonetheless, there remains a need to consolidate and create innovative educational programs in the tropical setting. The emerging need is for graduate studies and training that integrate crosscutting issues in the interaction between management of natural resources, agriculture, livestock, and the environment on one hand, and other processes aimed at raising rural incomes and reducing poverty, on the other. The latter include developing competitive capacity, enhancing agro-industry and ecotourism, promoting regional integration and coping with the problems associated with urbanization and population growth.

In the face of these challenges, public resources going to science and technology (S&T) and R&D via state budgets and development assistance are on a downtrend, and the declines are as yet uncompensated by the growing contributions from the private sector mentioned above. In CATIE's Member Countries, investments in S&T are particularly low, making up 0.08 percent of GNP in El Salvador and 0.37 percent in Costa Rica, as against approximately 2.5 percent in developed nations. At the same time, official development assistance in 2000 comprised 0.22 percent of the GNP in developed nations – well below the target 0.7 percent set in Agenda 21.

Fortunately, the region has been the recipient of financial support for R&D from important agencies including the European Union, IFAD, GEF, COSUDE (SDC), SIDA, NORAD, DANIDA, BMZ, USAID, and others, apart from the development banks, which are or have been strong allies of and funding partners of CATIE. In the scope of priorities and consolidation of resources for research, new regional mechanisms stand out, such as the Regional Agricultural Forum (FORAGRO) and the Regional Fund for Agricultural Technology (FONTAGRO), as well as the subregional mechanisms or PROCIs (known as SICTA in the case of Central America). The direct support of a number of organizations, especially that of IICA and IDB, has been crucial in establishing these mechanisms. Finally, several bilateral partners contribute resources, scientific backup and exchange through relevant institutes and agencies such as USDA, CIRAD, IRD, CABI, CIM and SAREC, among others – agencies that are CATIE's logical partners.

CATIE Today: Image, Impact, Institutional Capacity and Sustainability

Over the last ten years, CATIE, with the concurrent support of its partners, has:

- benefited more than 100,000 rural households who have adopted sustainable forestry and agricultural management practices through its collaborative research and development projects;
- trained over 5,000 persons, including professionals and farmers, from Latin America every year;
- strengthened organizations responsible for generation and transfer of technology through technical assistance;

- contributed to the development and adjustments of policies and the legal framework for sustainable resource management;
- carried out pioneering research on specific products such as coffee, cacao, tropical timber and forage species.

Likewise, its impact on strategic thematic areas such as agriculture and livestock production systems, integrated pest management, forest management, agroforestry systems and watershed and protected areas management, is well recognized. By its origins and nature, CATIE enjoys a number of advantages for the implementation of its mandate, such as support from governments, convening capacity, alliances with advanced research centers and universities and increasing cooperation with IICA.

CATIE's income structure has changed through the years. In the last 10 years, 14 percent of its budget was contributed by its Regular Members (72 percent of which corresponds to IICA and 28 percent to Member Countries' quotas) and 86 percent came from other sources. Of the latter, 86 percent comes from bilateral agencies, 6 percent from research organizations (partners), 4 percent from multilateral organizations, 3 percent from businesses and private foundations, and 1 percent from "other partners". In the past three years, CATIE's total budget has maintained a steady level, but the institution's core budget has undergone a continuous decline. The institution has increasingly participated in bidding for competitive funds for research and development projects supported by multi-lateral organizations. A portfolio of Affiliated Members composed primarily of CATIE's client institutions has been created. These trends have profound implications on the institution's research and education program.

CATIE's current institutional capacity is reflected in Table 1, which shows a schematic overview of the institutional areas of competence and the level of intensity with which CATIE has been developing them. It is worth highlighting that CATIE has specialized in biophysical aspects, particularly in specific areas such as integrated pest management, genetic resources and tropical ecosystems management, with an emphasis on agroforestry systems and on forest and protected areas management. At the same time, it has dedicated special attention to certain crops, with important contributions in coffee, cacao, bananas, plantains and vegetables.

Recently, the Center has strengthened efforts on topics of current importance such as biological pest control, organic agriculture, agriculture and forest certification, small and medium rural enterprises, support to local governments, prediction of vulnerability to natural disasters, analysis of environmental policy and services from tropical ecosystems, and studies on climatic change and their effects on agriculture. Animal and livestock research was abolished as a separate program more than ten years ago and, only recently, efforts to secure funding for silvopastoral systems R&D have succeeded.

The Center has consciously sought to complement and avoid overlaps with IICA's efforts and those of other international centers in agriculture and natural resource areas. In particular, given that the CGIAR Centers cover basic grains and principal roots and tubers in their scope of work, CATIE has not included these as a high priority on its agenda. Likewise, it has not dedicated significant efforts to agricultural policy, commerce or plant and animal health aspects, as these areas are already covered by IICA and other organizations.

Table 1: CATIE's current themes, commodities and actions and their intensity

THEMES COMMODITIES AND ACTIONS		Conservation and characterization	Genetic improvement	Management systems	Environmental services	Organic production	Management capacity of local organizations	Policy adjustment	Added value
Annual crops	Vegetables								
	Cereals and legumes								
Perennial crops	Roots and tubers								
	Tropical fruits								
	Cocoa	■	■	■					
	Coffee	■	■	■	■				
Agroforestry and silvopastoral systems	Banana and plantains	■	■	■					
Forest plantations		■	■				■		
Forest	Natural forest mgt.	■	■	■	■			■	
	Protected areas mgt.	■	■	■	■			■	
Landscape management	Watershed management			■			■		
	GIS			■					
	Climate change				■				

□ Low intensity ◻ Medium intensity ■ High intensity

Where Do We Want To Go?
GOALS AND INDICATIVE ASPECTS

CATIE will be instrumental in poverty reduction and sustainable rural development in the Region by helping achieve the following:

- improved food security (in terms of both quantity and quality) for rural households;
- competitive and sustainable agriculture, forestry and livestock systems;
- strengthened social and human capital at different levels: i.e. producers, communities, industries and local and national governments;
- sustainable management of water, soil and biodiversity resources; and
- sound policies for competitive agriculture and sustainable management of renewable natural resources.

While these cannot be attained through CATIE's work alone, the institution will play a key role in their achievement through research and development, higher education and training, institutional strengthening of public and private development organizations, networking of knowledge institutions, and influence on sound policymaking. Thus, we define our institutional goals as follows:

GOAL 1:

Tangible and substantial contributions are made to the Region's technology and knowledge base in support of sustainable agriculture and natural resources management.

Indicative aspects of this goal include:

- Technologies in sustainable agriculture, agro-forestry and forest management generated and disseminated by CATIE and its partners are adopted and proven to be profitable, environmentally sound, and efficient in the use of soil and water resources.
- Technologies validated and disseminated by CATIE and its partners are demonstrated to have reduced vulnerability and improved quality of life in the rural areas.
- Substantial areas in the Region have been diversified or converted using crop varieties and technologies developed and validated by CATIE.

GOAL 2:

CATIE-trained professionals in the Region's public and private institutions are well grounded to work effectively for sustainable rural development.

Indicative aspects include:

- Significant numbers of CATIE alumni are leaders and/or occupying positions of responsibility in public and private institutions involved in agriculture and natural resources.
- Organizations and private sector entities that have benefited from CATIE alumni become more effective.
- CATIE maintains a strong reputation for quality and academic excellence through the tangible achievements of its graduates and beneficiaries of its training activities.

GOAL 3:

Active and effective networks catalyzed by CATIE among regional and national institutions work in closer cooperation to respond to the demands and needs of the Region.

Indicative aspects include:

- Sustainable and efficient mechanisms for scientific, technical and educational cooperation are operating in the Region.
- Strategic programs and projects for research, education, and technical cooperation based on regional agendas and built on alliances and strengths of different actors are in place.
- Strong research-innovation networks are making clear contributions to boost rural development and competitiveness in the Region.

GOAL 4:

Policies addressing the agriculture and natural resources sectors are influenced by CATIE's prior research and development work.

Indicative aspects include:

- New policies influenced by CATIE's work contribute to improved competitiveness, rural poverty reduction and sustainable rural development.

- Innovative technical elements arising from CATIE 's work are incorporated into legal norms that support sustainable natural resource management.
- New or adjusted norms and regulations influenced by CATIE are implemented by regulatory agencies.

GOAL 5:

CATIE possesses technical and administrative competence, financial stability and a strong positive reputation.

Indicative aspects include:

- CATIE is staffed by world-class professionals who are well-rounded in their technical, managerial, communication and networking capabilities.
- CATIE 's administrative systems efficiently and effectively support the operational requirements of its adjusted mandate.
- CATIE possesses financial stability, thereby achieving institutional strength and sustainability.

How Will We Get There?

STRATEGIC DIRECTIONS AND PRIORITY AREAS

Research and the enhancement of human and social capital impact poverty both directly and indirectly. Improved technologies directly benefit producers (via income sources, employment, conservation of natural capital), and indirectly benefit consumers (through lower food prices, greater availability of good, clean and diversified products). In addition, education and strengthening of managerial capabilities are key elements to improve effective and competitive use of resources and reduce vulnerability. In the next ten years, CATIE will work to ensure that benefits from its research, education and outreach activities translate into uplifting of the lives of its ultimate beneficiaries through:

- Generation of new productive options, technologies and management practices for small-scale farmers to contribute to food security and better market access for their products;
- Generation of additional income and employment through activities which add value to present outputs from agriculture, forestry and agroforestry systems, including payments for environmental services;
- Avoidance of unsustainable management of natural resources that contribute to poverty and vulnerability;
- Education and training of professionals, technicians and policy makers to consolidate a sustainable and competitive rural sector;
- Strengthening of public and private institutions in the Region concerned with agriculture and natural resources management through technical cooperation; and
- Generation of recommendations for appropriate policies and regulations to contribute to rural poverty reduction and environmental protection.
- Increasing the competitiveness of small and medium rural enterprises by developing supply chains into value-added chains

Strategic Directions for CATIE

While research, technological innovation and education significantly contribute to the alleviation of poverty and environmental degradation, it is obvious that they are only part of the solution to problems that require total, integrated approaches. Aspects related to governance, regional integration, policy frameworks, commerce and globalization, competitiveness, vulnerability, and social and human capital are among the other key elements that must be addressed as well. Hence, it is clear that CATIE must work with other institutions involved in regional development to be

effective. The challenge is in how to optimize synergies and complementarities in such collaborative work.

CATIE's policy will be to participate in joint actions with other institutions from the sector at local, regional and international levels. CATIE will move forward to build an open research program with the participation of numerous stakeholders in regional projects and concerted agendas. It will cooperate with public and private institutions providing information and technical assistance. Support to multi-national forums and organizations such as CCAD, CAC, IICA, and so on, will be a high priority. It will also build strong alliances with leading educational institutions within the region and in other parts of the world to assert the superiority of its academic programs.

The Institution, with support from the Member Countries and international and advanced centers, shall contribute to the development of a regional scientific and technological platform. CATIE will play the role of central information node for specific subjects such as forestry, agro-forestry and genetic resources, capitalizing on the exchange of knowledge at a regional and worldwide level. Also, the region has research capabilities that may constitute the base for strengthening South-South cooperation.

As a strategic response to emerging trends and demands from its stakeholders, CATIE will focus its work agenda on priority thematic areas (discussed further below), while expanding the range of tools and mechanisms by which it carries out its mandates in research, education and training and technical cooperation in the region.

Research Program

CATIE will employ the different types of research to cope with current and emerging issues and to address the needs highlighted in the priority areas. *Strategic research* is based on innovation in order to solve problems and remove obstacles in the production chains. *Applied research* is based on practical participatory approaches to solve short- and medium-term limitations, and includes the development, adaptation and validation of technologies. *Basic research* will be undertaken selectively, on the basis of the Center's role as a regional scientific platform.

CATIE's research will aim to:

- **promote sustainable rural development** through the rational use of natural capital, considering the appropriate balance among the three main land uses, namely, urban, agricultural and conservation areas (particularly high watershed areas). Considerations include integrated production systems, rational use of water, soil and biodiversity, effects of climate change, and environmental vulnerability. Strategies that promote increased capacity for management and innovation among local organizations will receive high priority.
- **enhance competitiveness and promote added value** to the products of the agriculture, food and forestry industries, especially **towards strengthening small and medium enterprises** in these sectors. Valuation and germ plasm selection for food and industry, and closer study of the genomes of plants and forest species and priority pathogens will contribute to this end.
- **expand the range of analytical tools** for use by other academic and research institutions, including application of models to natural forest and plantation management, pest management, and simulation of carbon sequestration.

Education Program

CATIE's education program will assert its leadership in interdisciplinary themes (e.g. integrated pest management, watershed management, silvopastoral systems) and programs of regional significance, built on active linkages and collaboration with leading international academic institutions. At the same time, it will be instrumental in strengthening national academic institutions through technical cooperation and collaborative relationships. The education program will capitalize on the following features:

- **Regional relevance**, taking advantage of its international scientific staff and worldwide network to assert excellence in addressing concerns of regional significance;
- **Supportive of research**, primarily through the Doctoral program that has international stature and links with world-class universities elsewhere, and through Masters theses directly linked to the institution's research activities;
- **Responsive to needs and demands**, exemplified in recent curriculum adjustments towards greater flexibility and modularization, and the proposed establishment of professional Master's programs and English-language programs in conjunction with high-level universities abroad;
- **Harness linkages/synergies with other institutions in the region**, exemplified, among others, in its linkage with EARTH University in Costa Rica and Zamorano in Honduras to establish an educational triangle of excellence open to students from Latin America and the Caribbean; and
- **Wider reach and benefits of training** and events (e.g. workshops and conferences) tailored to the specific requirements of Member countries, making use of greater alumni participation, decentralization, trainers' training, greater participation of decision makers and regional leaders, and stronger linkage with the IICA training network, particularly in Internet-based remote education programs.

Outreach Program

CATIE's outreach activities will continue to include joint research with partner organizations, participative research with communities, training, dissemination of knowledge and technologies, policy advocacy, field validation of new technologies, technical assistance and institutional strengthening at national and regional levels.

Here, the priorities are:

- Strengthening of decentralized thematic groups to provide services to the region;
- Collaborative actions with institutions and regional forums in order to consolidate CATIE's positive impact, including the CCAD, CAC, CORECA, IICA, EARTH and Zamorano;
- Strengthening of academic, research and thematic networks;
- Dissemination of knowledge and information to target groups using advanced means of communication, including communication of relevant research results to policymakers; and
- Assuming leadership in the negotiation of agreed regional research and education agendas.

Creation of information systems to support decision-making will be a priority initiative, tapping linkages with IICA, FAO, IUFRO, CCAD and other organizations.

To be more responsive to the above redirections, CATIE has recently undergone an organizational restructuring. The new structure, reflecting clear interactions and reporting lines, is shown in Annex 1.

Thematic Priority Areas

Consultations undertaken by CATIE with its stakeholders highlighted some clear messages, especially from Member Countries. Against the backdrop of trends and demands described earlier, Member Countries place high priority on activities geared towards improving market competitiveness by means of diversification, added value and innovation in production chains. At the same time, they stressed the need for environmentally friendly production methods and protection of the natural capital of the region.

Based on this, and in anticipation of emerging and continuing trends in the global and regional environment it operates in, CATIE will direct its focus on the following strategic priority areas and key themes in the years ahead:

- Agricultural diversification and reconversion
- Land and water management
- Forestry management

PRIORITY AREA 1: Agricultural Reconversion and Diversification

The emphasis on productive reconversion and on diversified market-oriented and multi-functional agriculture arises from the failure of traditional agriculture and the limited contribution expected from subsistence agriculture. Only by diversifying options, even outside agriculture, adding value and getting the producer closer to the market, will there be a contribution to increasing household incomes and reducing rural poverty.

CATIE will participate in diversified market-oriented agriculture initiatives, both in the humid and dry tropics, with the aim of enhancing traditional systems and developing with its stakeholders new technologies and products with added value that promote competitiveness in the Region. CATIE will use as an initial platform its strengths in genetic resources to develop new and better products, adding value and encouraging competitiveness. The current strengths in agroforestry, integrated pest management (IPM), forest management and small and medium forest enterprises, conservation and massive plant multiplication using biotechnology tools, organic production and certification, are an initial and important asset.

The commodity or sectoral focus here will be on the following:

- Coffee, cacao, banana and plantains
- Vegetables, roots and tubers, tropical fruits
- Silvopastoral systems
- Non-traditional species e.g. non-timber forest products, spices, and others

Key themes :

- Production systems management - Diversification
- Genetic resources and biodiversity
- Added value / new products/ production chains
- Entrepreneurial capacity for SMEs
- Environmental services
- Policies and regulation

CATIE recognizes the need for alliances in agro-industrial aspects, including food technology, post harvest management, plant and animal health systems, agricultural policies, and business strengthening and reorganization. Future work in these areas will require new financing, new agreements, and support from other relevant institutions in the Region.

At the same time, the Center will increase efforts to conduct studies relative to socio-economic interactions in agro-silvicultural and silvopastoral systems, improvement of agricultural production (such as fruits, non timber products, coffee and cacao, clean and organic production, certification) quality, biological weed and pest control, and protected and irrigated agriculture.

The institution will need to reinforce its analytical capacity in economic issues, feasibility studies, impact assessment, market analysis and insertion in production chains. This again calls for new partnerships with advanced organizations and the private sector. CATIE will highlight cooperation with organizations such as IICA, CIAT, FLACSO and INCAE.

It is expected that the past dominance in CATIE's work program of biophysical interactions of production systems, general ecology of traditional forestry and agro-silvicultural systems with coffee, cacao and annual crops and productivity studies will diminish and give way to greater involvement in some of the above concerns not traditionally in CATIE's scope of work.

**PRIORITY AREA 2:
Integrated Forestry**

CATIE has acquired great capacity and experience from many years of work in forestry, biology, ecology and policy issues. However, the region continues to face the challenges of loss of forest areas, natural capital degradation, and particularly the loss of biodiversity. Likewise, the existing deficit between exportation and importation of forest products has become alarming.

In addition, a recent study conducted by CATIE in Costa Rica shows that approximately one third of the timber found in the local market comes from illegal cuttings. This is a common situation in the region and shows the need to improve policies, mechanisms and regulations to move towards more sustainable forest management.

The primary objects of concern here are natural forest and biodiversity management, covering both traditional and non-traditional species; management of forest plantations; certification; and small forest industries. Actions conducted under this strategic priority area have a direct influence on poverty reduction through added value to primary production, valuation of natural resources and creation of employment. Its impact on the sustainability of resources stem from the proper management and conservation of biodiversity, soil and water.

Key themes:

- New products/ Added value/ production chains
- Production system management - Diversification
- Environmental services
- Genetic resources and biodiversity
- Policy and regulations
- Entrepreneurial capacity for small and medium enterprises
- Community forest management

The emerging challenges in CATIE's work in natural forest management calls for alliances with partners from the public and private sectors. CATIE should play a crucial role to support efforts to improve the competitiveness of the forestry sector and its sustainability.

The above-described thematic priority areas will require some reconfiguration of CATIE's staff competencies over the next ten years. Table 2 summarizes the required competencies that must be achieved in support of these priorities.

**PRIORITY AREA 3:
Land and Water Management**

Initiatives to minimize and revert economic, social and ecological vulnerability (poverty) require a framework that allows actions to be integrated at different levels (farms, watersheds, municipalities, ecosystems, region). This thematic thrust is oriented towards the management of ecosystems, watersheds, landscapes and, in this sense, it is different from the other thematic thrusts centered on crops, agricultural plots and farms.

CATIE will strive to participate in different initiatives to revert the inappropriate use of soil and water resources. This problem is becoming a significant constraint to regional options and efforts to reduce poverty and achieve sustainable and equitable rural development. Soil degradation, particularly in hillside zones, added to the increasing pressure on resources due to

population increase in the region, has led to excessive soil use and erosion. This phenomenon has had multiple consequences.

CATIE will contribute to increased food security and reduced vulnerability, paying particular attention to problems such as soil nutrient losses and their effects on crop production, environmental pollution and other general phenomena such as climate change, droughts and desertification. A subject that will require particular attention is the incidence of changes of land use in relation to the water resource. One key way to confront vulnerability will be to strengthen the organization, management and technical training of different local actors.

The increasing scarcity of fresh water and its inappropriate use affect agriculture, industry and human health. Attention should be directed to the fact that 90 percent of the fresh water consumed in the tropics is destined to agriculture. However, competition for this resource increases daily, and the necessity to increase water use efficiency and quality becomes more important each day on the regional agenda.

Key themes:

- Watershed and water resource management
- Environmental services
- Local government and community empowerment
- Protected and buffer areas management
- Risk management to prevent disasters and reduce vulnerability
- Policies and regulations
- Biodiversity management
- Climate change, droughts and desertification

The institution's experience and capability in natural resource and watershed management, protected areas, agroforestry systems, strengthening of municipalities and local organizations, and GIS tools, constitute an important starting point to contribute to rural development. Other capabilities needed to address social, organizational, economic and development issues at landscape level will need to be enhanced or acquired through innovative partnerships with private and public organizations. Specific capabilities include participatory land use planning for rural development, valuation of environmental services, erosion control, biodiversity, conservation, scenic beauty, and ecotourism; conflict resolution and political lobbying leading to positive influences for required changes. In addition, CATIE will need to reinforce, by means of appropriate alliances, its capability in soil and water management in the dry and humid tropics.

Table 2: CATIE's future priority areas and competences (2003-2012)

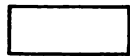
PRIORITY AREAS	Genetic resources & biodiversity	New products/Added value/production chains	Local governments / community empowerment	Production system Mgt-Diversification	Watershed & water resource management	Environmental services	Entrepreneurial capacity for SMEs	Climate change, drought and desertification	Risk mgt to prevent disasters and reduce vulnerability	Protected and buffer areas management	Policy and regulations
Agricultural reconversion and diversification	Red	Green	Yellow	Red	Green	Yellow	Green	Yellow	White	Yellow	Yellow
Integrated Forestry	Red	Green	Yellow	Red	Green	Red	Green	Green	White	Green	Red
Land and water management	Red	White	Green	White	Red	Red	White	Green	Green	Green	Green



Strong capabilities; alliances and cooperation are desirable



Intermediate capabilities: need for complementary alliances



Minimum capabilities; need for strong alliances

(Capabilities= human resources, infrastructure, knowledge)

How Do We Ensure that We Get There?

IMPLEMENTING THE AGENDA: KEY STRATEGIES FOR ACTION

To facilitate implementation of CATIE's defined thrusts and priorities in the face of complex regional demands and needs, the institution will pursue the following initiatives:

- **Development of agreed regional agendas that are relevant to the majority of countries.** This will allow concentration of efforts and economies of scale, while avoiding the unnecessary dispersion of individual efforts. The agreed agendas will focus, for example, on key regional issues such as food safety, clean production, bio-safety, valuation and environmental services, pre-competitive and competitive technologies, etc. Thus, CATIE will gradually move away from initiatives at the individual country level, towards concerted strategic actions of interest to all Member Countries. This will require adjusting and developing agreements, work and investment plans as well as defining clear coordination and diffusion mechanisms. The proper forums for defining the regional research agendas will include existing mechanisms such as CAC, CORECA and CCAD, CATIE's Governing Council of Ministers and National Advisory Councils, SICTA and the PROCIs. Links and agreements with key institutions such as IICA and FAO will be crucial.
- **Consolidation of cooperation with IICA** to strengthen and improve services to Member Countries and make more efficient use of available resources. Another priority for joint collaboration with the Institute will be to evaluate regional R&D trends (the "antenna" function).
- **Strengthening of alliances with advanced scientific and academic institutions,** the international agricultural research system (CGIAR) and other advanced scientific and technical organizations outside the Region.
- **Creation and consolidation of regional research programs** through networks involving public and private organizations, with close support and cooperation with regional forums and institutions such as SICTA and the PROCIs.
- **Supporting local governments and communities** to improve their capacity to generate and adopt options deeper in the value added production chains, negotiate and access wider markets, and manage natural resources more sustainably and equitably.
- **Development of criteria to accept new Regular and Affiliated Members.** The increasing interest of many organizations to join CATIE as members may lead to dispersion of interests, resources and multiplication of demands. CATIE will develop a strategic approach to select future members that can contribute to the consolidation of an agreed regional agenda.
- **Tailored approaches to groups of Member Countries.** As a result of the gradual enlargement of the Center's geographic coverage, in recent years CATIE has devoted substantial efforts to increase cooperation with new member nations. Work with bigger countries such as Mexico, Venezuela and Colombia, has elucidated that those countries have

different demands for our Center. To respond to these demands, the following strategies will be implemented for this group of countries:

- Support to human capital development, particularly for scientists and professionals, through formal education and training activities.
- Act as clearing information and dissemination center for research and decision-making at different levels.
- Act as a strategic partner for R&D programs, in topics where CATIE has competitive advantages or acts as a coordinator of cooperation efforts among institutions.

In other, smaller Member Countries, the Institution will also focus on:

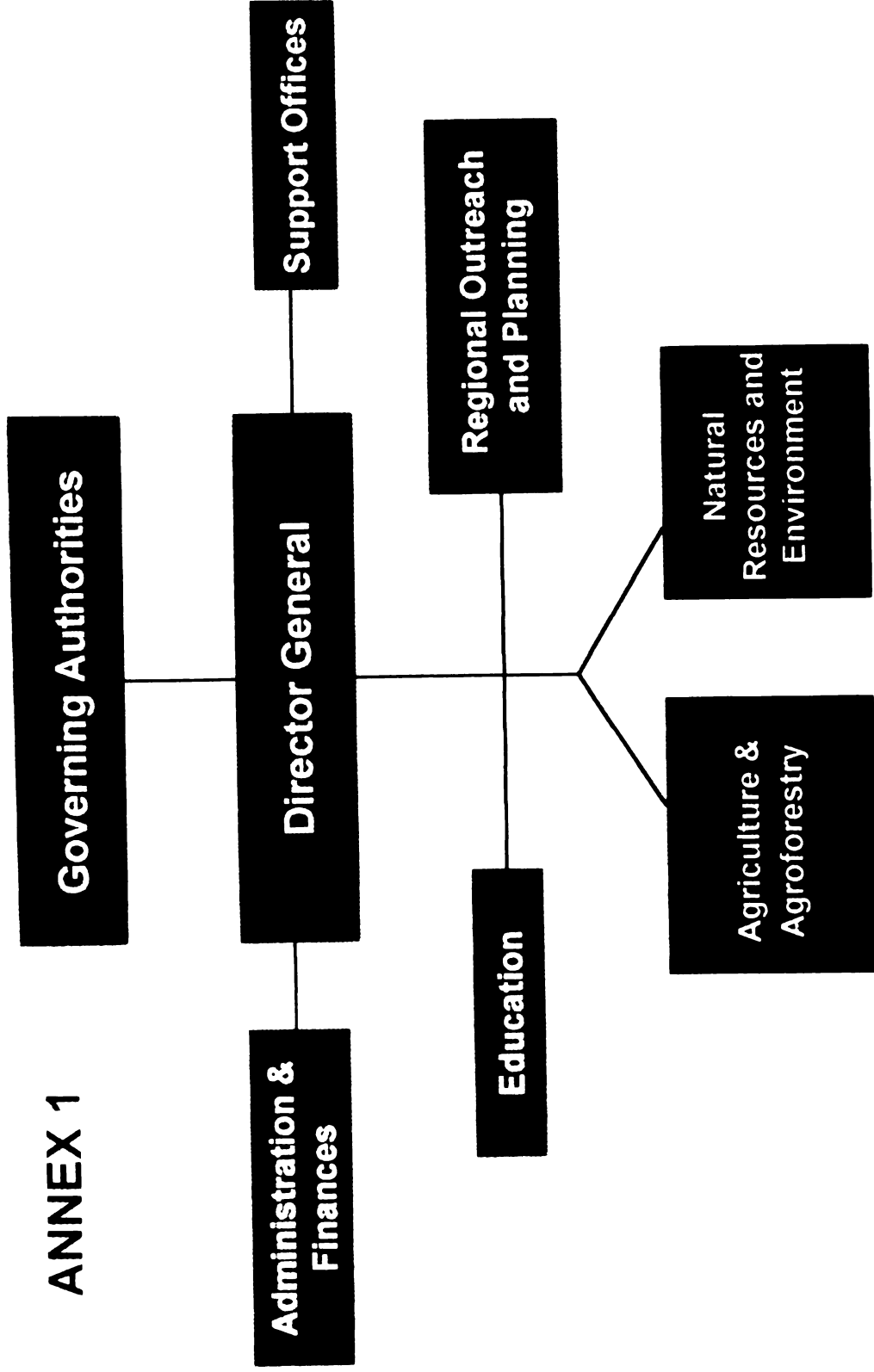
- Technical assistance and training services to national and local organizations
 - Generation of applied and strategic research products
 - Negotiation and implementation of development projects
 - Support to regional forums such as SICTA, the PROCIs, CCAD and CAC
- **Increased collaboration with the private sector**, apart from the development of national and regional public goods with government organizations and NGOs. The identified opportunities and needs to add value, insert research results in production chains and develop new and competitive products require a closer relationship with this sector. In this context CATIE will negotiate, on a case-by-case basis, appropriate contractual agreements that will include work plans, budgets and intellectual property rights.
 - **Enhancement and expansion of CATIE's financial position** while attempting to maintain current levels of support from international cooperation organizations. The institution's Board and Directors will draw up an action and negotiation plan based on the following activities:
 1. Negotiate increased Member Country contributions to support the agreed regional agenda
 2. Add compatible new Affiliated and Regular Members
 3. Reinforce relations with IICA and other organizations having different but complementary competencies and mandates in the Region
 4. Negotiate access to national and regional financial resources from bilateral and multilateral sources compatible with the revised institutional agenda
 5. Enhance the Boards and improve the strategies of CATIE's foundations
 6. Negotiate and interact with the philanthropic sector in order to enhance CATIE's endowment fund
 7. Increase the offer of CATIE's products and services among others in projects administered through the Office of Regional Technical Services

Finally, CATIE will strengthen its Monitoring and Evaluation System so that it will constantly track implementation and more importantly, impacts of its various activities in research, education and outreach. This will include systematic monitoring and maintenance of contact with alumni, and with beneficiaries of research and outreach activities. This allows the institution to address the question "how do we know we are getting there?" and makes it possible to determine and undertake needed adjustments in its work whenever necessary, in order to maximize its effectiveness in achieving its avowed goals with its target beneficiaries.

CATIE'S COMMITMENT

The Region's social, economic and environmental challenges require significant doses of innovation and leadership. CATIE is prepared to assume these challenges by effecting the needed changes within the organization, while working very closely with governments, IICA, NGOs, the private sector and regional and international organizations in order to contribute to poverty reduction and the development of a competitive and sustainable rural sector in the American tropics.

ANNEX 1



THEMATIC INTERDISCIPLINARY GROUPS & PROJECTS

**CONOCIMIENTO DE LAS RESOLUCIONES DEL
GRUPO DE DONANTES EN 2002**

**Turrialba, 1-2 de abril, 2003
Documento JD-6/03**

RESOLUTIONS AND RECOMMENDATIONS

CATIE DONOR'S MEETING,

December 2002

1. To formally request CATIE to present the Annual Report at least one month in advance for the next and subsequent Donors' meetings. This report should also include an outline of the forthcoming Annual Plan.
2. To recommend CATIE to enhance its communications and dissemination of information efforts.
3. A first draft of possible recommendations to be agreed in the following meeting should be distributed and discussed in advance. It is suggested that the electronic mail be used as the main tool for this discussion.
4. To commend CATIE for its efforts in Strategic Planning with an emphasis on poverty reduction and sustainable development in the American tropics. To endorse the basic principles stated in both Strategic Plans, in particular:
 - Poverty and vulnerability reduction,
 - Focus on the small and medium farmer,
 - Enhancement of human and social capital,
 - Environmental sustainability.

With an emphasis on:

- Food security,
 - Policies and incentives,
 - Income,
 - Employment,
 - Market access and competitiveness,
 - Clean production, added value and insertion in production chains.
5. To endorse CATIE's Board's Recommendation in the sense of stressing the links of the Center's future strategies with the agreements and principles derived from the World and Hemispheric Summits on sustainable development.
 6. To manifest satisfaction on the fact that CATIE has already started the process of medium-term planning thus converting the Strategic Plan into a concrete 3-year action plan.
 7. To commend CATIE for its efforts to enlarge the portfolio of Member States, Affiliated Members and projects, but once again to manifest concern about the erosion of core funding support and the insignificant growth of the endowment funds.
 8. To manifest concern about the erosion of the annual Membership Quotas, which have been fixed over the last 30 years. The USD 50.000 fee that was initially established in the early 70's, represented at that time a much higher value than today. To recommend a more proactive role of CATIE's authorities, Board of Directors and Council of Ministers to discuss a possible re-adjustment of those fees.

9. To manifest the general interest of the donor's community to continue supporting a process to secure the long-term financial sustainability of the institution. In particular to support the establishment of new endowment funds, including new endowed Chairs to support CATIE's academic, research and outreach efforts.

A pre-condition is that Members should establish appropriate arrangements for financing of their share, revisiting the value of annual quotas and supporting innovative initiatives to strengthen CATIE's endowment funds and/or core budget. In particular possible initiatives involving multilateral agencies and funds should be considered.

It is suggested that a Committee be established by CATIE's Board to support this proposal and bring it to the Superior Council of Ministers.

10. To manifest satisfaction with respect to the Center's advances to strengthen links with CCAD and, in particular, about the agreed presence of the President of this organism in CATIE's Council of Ministers.

However a more comprehensive approach to SICA and other sub-regional organisms (for example in the Andean area) should be sought, to insert CATIE in the corresponding agendas for sustainable development.

11. To commend CATIE for its efforts to sustain and enhance its cooperation and efforts to contribute to institutional strengthening at regional level. Networking activities for training, knowledge and technology dissemination, research, and academic purposes are considered a regional priority. They are also an important part of CATIE's outreach as well as a crucial way to enhance the sense of ownership by the Member Countries level.
12. To manifest satisfaction for the appropriate management of the meeting by CATIE's Director General, acting as Chairman. To request that this modality be continued in the following meetings.

**30 ANIVERSARIO DEL CATIE:
CALENDARIO INSTITUCIONAL**

**Turrialba, 1-2 de abril, 2003
Documento JD-7/03**

Calendar of Institutional Events 2003

January

10 Beginning of the Academic year for the 2003-2004 Class

February

1-8 ECOMAN Project meeting, with European representatives (M. Kanninen)

4-7 First visit by Dr. Cielito Habito, International Consultant, to draft the final version of CATIE's Strategic Plan (P. Ferreira/T. Ammour)

10-14 International Cocoa Meeting, with representatives from CIRAD, ACRI, USDA (W. Phillips)

24-27 Second visit by Dr. Cielito Habito, to finish work on CATIE's Strategic Plan

27 Joint workshop MAG - MINAE - CATIE, with the participation of the Costa Rican Ministers of Agriculture and the Environment

March

3-6 Visit Dr Fransisco Mendoza, Executive Director for the Latin American and Caribbean Center of the International Network of Model Forests. Finalization of agreement for the establishment of a model forest in cooperation with MINAE, CATIE and ICE.

10-14 Meso-American Protected Areas Congress, in Managua

17 Conference call for The Tropics Foundation meeting

18 Institutional celebration of CATIE's 30th Anniversary and unveiling of the commemorative plaque and INBio's tribute to CATIE. The Mayor of Turrialba will attend this celebration.

19 Launch of CATIE's 30th Anniversary: Inaugural dinner for the second Henry A. Wallace Conference, IICA Headquarters, San José

20-21 Second Henry A. Wallace Conference: "Financing sustainable rural development in Tropical America: innovations for food security, competitiveness and conservation", CATIE Headquarters

31-April 2 XXIV Ordinary Meeting of CATIE's Board of Directors, CATIE,

April

- 3-4 **Joint Ministerial Meeting of the Ministers of Agriculture (CAC) and Environment (CCAD) at CATIE Headquarters**
- 15 **Formal conclusion of the COSUDE TRANSFORMA Project**
- External Review of the CATIE-SIDA FOCUENCAS Project**
- 20-26 **Seminar Workshop of the Agrotechnology of Medicinal Plants**

May

- 1 **Celebration of International Labor Day, Recognition Ceremony for CATIE staff members**
- 12-15 **Expert meeting on strengthening the capabilities of Latin American forest scientists in Criteria and Indicators, auditing of sustainable forest management and forest certification (IUFRO-SPDC/CATIE/CIFOR in technical collaboration with FAO and sponsored by USDA Forest Service and GTZ)**
- V Central American Forestry Congress**
- Annual CATIE-SIDA FOCUENCAS Project Meeting**
- Regional Dialog on Experiences of Territorial Management and Watershed Management in Central America CATIE-PRISMA-SIDA-IDB (STR-FOCUENCAS)**

June

III Latin American Watershed Management Congress

July

- 6-20 **3rd annual TEACH US expedition to CATIE and to sites around the country**
- Finals of the Turrialba School Championship (activity to celebrate Turrialba's 100th Anniversary)**

August

CATIE's International Fair

September

8-17 V World Parks Congress, in South Africa

World Forestry Congress

October

6-8 XXV Ordinary Meeting of CATIE's Board of Directors, in a member country

18 Regional meeting of CATIE Alumni

20-24 Scientific Week at CATIE Headquarters

November

December