

A 21st Century Model for Technical Cooperation

Leading Change and Institutional Reform at IICA:
Support of a Common Hemispheric Agenda for
Agriculture and Rural Life in the Americas



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Director General

Document for Discussion



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Preface



This document describes a technical cooperation model which emerged during the process of leading change and institutional reform at the Inter-American Institute for Cooperation on Agriculture (IICA) between 2002 and 2004. The model is centered on a new relationship with stakeholders and strategic partners which is based on participation, accountability, consultation and transparency (the PACT model).

We believe that the application of this model has increased the quality of the technical cooperation services offered to our Member States, and has improved the relationship between our Institute

and our stakeholders and strategic partners throughout the Americas.

I would appreciate receiving comments on the document which would contribute to improving the model.

A handwritten signature in black ink, reading "Chelston W. D. Brathwaite". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Chelston W. D. Brathwaite
Director General



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Introduction

On January 14, 2002, I presented to the Community of Agriculture of the Americas a document entitled “Repositioning IICA to Meet the Challenges of the 21st Century.”

At that time I indicated that, in our hemisphere, there are seven factors influencing agricultural development in the 21st Century:

- globalization and trade liberalization in world markets

- population increase and urbanization
- biotechnology
- information and communication technologies
- consumer preferences
- the environment
- government policies

Globalization and trade liberalization in world markets

The world is becoming more integrated as the process of globalization and trade liberalization accelerates. Following the Uruguay Round of negotiations and the establishment of the World Trade Organization (WTO), new rules and regulations are governing international

agricultural trade. These rules and regulations are improving market access and opening new markets, drastically reducing and in some cases eliminating tariff barriers, and establishing new standards to incorporate social, health, and environmental considerations for the trade in products.

Although there is an emphasis on increased global trade and trade liberalization, non-trade issues, such as poverty alleviation, food security, food safety and the environment, are critically important for the sustainable development of the countries of the Western

Hemisphere. In particular, the Latin American and Caribbean (LAC) countries will be challenged to improve the competitiveness of their agricultural sectors so that they may participate fully in this new global scenario.

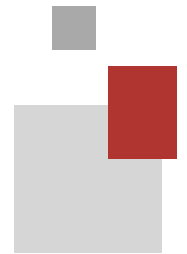
Population increase and urbanization

Recent statistics show that by 2025 the world population will have risen to eight billion people; the resulting increased demand for food supplies worldwide is the main challenge facing agriculture. Much of the population increase is expected to take place in the cities of the developing world.

Rapid economic growth in key regions of our planet will also have a significant impact. It will continue to alter the world's eating habits and increase total food consumption and demand. According to the International

Food Policy Research Institute (IFPRI), an international research center affiliated with the CGIAR system:

“By 2020, about 52% of the developing world’s population will be living in urban areas, up from 38%, in 1995. The rapid urbanization of the developing world and associated changes in lifestyles will have significant effects on food preferences and hence on demand. As people move from rural to urban areas, they tend to consume more livestock products, fruits, vegetables and processed foods.”





The migration of young people to cities in search of a better life and the resulting aging of the rural farm population combined with the growing need for food means that agricultural production and research systems

must utilize all the technologies, policies and management systems at their disposal to increase productivity in the rural sector while keeping abreast of changing dietary preferences.

Biotechnology

Substantial developments in biotechnology and genetic engineering in the last 20 years offer new prospects for increasing agricultural production. However, while biotechnology has the potential to produce crops and livestock that are more efficient, more productive, easier to produce and require less agro-chemicals, consumer acceptance of genetically modified foods will continue to be a challenge for global application of the results of biotechnological research.

According to recent statistics, the total area planted to genetically modified crops in 1999

was 40 million hectares; this is expected to reach 85 million hectares in 2003 (6% of the total arable land worldwide). The recent release of “golden rice,” a genetically modified variety rich in vitamin A that could cure vitamin A deficiency in 124 million children worldwide, underscores the importance of biotechnology’s contribution in the future. A challenge will be to ensure that genetic materials derived from genetic engineering are made available to the developing world, especially to its smaller and poorer agro-entrepreneurs.

Information and communication technologies

Rapid changes in information and communication technologies offer new challenges and opportunities for the agricultural sector. They provide easy and immediate access to information on markets, trade opportunities, consumer preferences, and competitors around the world. They also facilitate advertising, promotional activities and the dissemination of information to current and potential new clients and customers.

The new technologies, along with increased globalization and market integration, are bringing about changes in both the demand and supply of food. Institutions, individuals and enterprises throughout the hemisphere

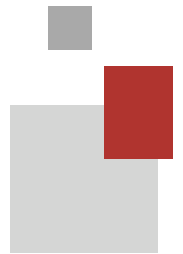
need to exploit the opportunities provided by the new technologies to increase competitiveness and the range of their products, and to develop new market opportunities.

These advances are leading to the development of more knowledge-based economies. In this area, the challenge is to ensure that information is adequately disseminated and utilized in the rural sector of the economy. The new technologies need to be used more to provide market information and technical services, and to bring new experiences and technology to rural enterprises.

Consumer preferences

Improved education, communication and higher incomes have resulted in greater awareness of the importance of adequate nutrition for good health and general

well-being. Accordingly, the demand for fresh fruits, vegetables, functional foods, snacks and organic products has been increasing rapidly. At the same time, food quality and





food safety concerns, including the potential risk of bioterrorism, are of increasing importance in national and international food

The environment

In the past, agricultural development often produced environmental degradation: polluted water supplies, degraded soils, loss of biodiversity and wildlife habitats, and displacement of rural people.

Over the next thirty to fifty years, world food requirements will more than double. The challenge to agriculture will be to cover the food needs of a vastly increased population on reduced acreages of farm land, and facing water shortages. It will also have to adapt to food consumption patterns that call for more livestock products, fruits, vegetables and

Government policies

The structural adjustment programmes of the recent past produced cutbacks in the size and budgets of numerous ministries of agriculture

markets. The challenge to agriculture will be to satisfy consumer demand while ensuring the safety and reliability of food supplies.

processed foods. This challenge must be met in accordance with the guidelines for sustainable development set out in the Brundtland Commission Report (1987) and later prioritized in Agenda 21: Programme of Action for Sustainable Development (Rio de Janeiro, 1992).

In addition, recent evidence pointing to the potential disastrous consequences of global warming and the serious situation of our water supplies for agriculture suggest that environmental issues will pose major challenges to agriculture in the future.

in the hemisphere. The present global scenario, however, requires that the state play a critical role in negotiating “best fit”

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providing the regulatory and policy frameworks for agriculture as well as support services including rural infrastructure, secure land tenure practices, training, research and extension, all of which are necessary for the development of a competitive agricultural sector. Although traditional private sector and non-governmental organizations are increasingly involved in providing technical services to the sector, the role of government in building new strategic partnerships with the private sector, non-governmental organizations, and the institutions of civil society is a critical one.

The New Style of Technical Cooperation

The management model adopted by this Administration, after its inauguration on January 15, 2002, is described herein. This included adoption of a results-based management style for its dealings with its Member States and a decision to develop a proactive agenda of mutual interests, in line

Taking all of the foregoing into account, the Institute adopted a new mission, developed a new structure, and implemented a new model for delivering technical cooperation. This document summarizes the reform process and how it relates to the development of a common agenda for agriculture and rural life in the Hemisphere. Food safety concerns, including the potential risk of bioterrorism, are of increasing importance in national and international food markets. The challenge to agriculture will be to satisfy consumer demand while ensuring the safety and reliability of food supplies.

with a new vision to face the challenges of agriculture and rural life in the 21st Century. The cornerstone of IICA's new technical cooperation model is its commitment to contribute to modernizing agriculture and improving rural life in the Americas. Accordingly, IICA now focuses on providing



technical cooperation driven by the needs and demands of the Member States, in accordance with the countries' own priorities.

The following summarizes the model developed, implemented and validated for managing the Institute in response to the new mandates it received from the Summit of the Americas process and the Thirtieth General Assembly of the Organization of American States (OAS).

This new model lays the groundwork for building the IICA of the 21st Century: an institution of excellence with clearly defined priorities, creative leadership, decentralized operations, modern management, and efficient and effective actions.

The new model also reflects the Institute's commitment to pursue the following objectives:

- To strengthen IICA's relationship with the Member States by defining its

programs in each country in accordance with national objectives and priorities

- To participate in the broad network for hemispheric cooperation that facilitates the exchange of information, technology and experiences among countries
- To support the Member States in implementing the mandates received from the Summit process
- To support the Member States' efforts to promote integration and cooperation and to participate in the global economy
- To support the Member States' efforts to guarantee food safety and to eliminate sanitary and phytosanitary barriers to trade
- To support agro-industrial and agribusiness development through the adoption of new technologies and modern business practices, with a view to improving the competitiveness of firms

and fostering the development of a global environment that favours agribusiness

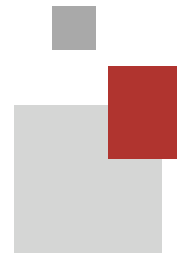
- To promote sustainable rural development and the sustainable use of natural resources for present and future generations
- To support the efforts of the ministries of agriculture to transform their role, structure and functions so they can meet new challenges posed by globalization and the modernization of the state apparatus
- To support the transformation of agricultural education in order to train scientists, technicians and entrepreneurs to be able to effectively develop and reposition agriculture

As it strived to forge closer relations with the Member States through partnerships, the Institute determined that it needed to develop a new model for providing technical

cooperation to improve agriculture and rural life in the Americas.

Accordingly, IICA's new mission became to provide support to its Member States to achieve progress and prosperity in the hemisphere through the modernization of the rural sector, the promotion of food security, and the development of an agricultural sector that is competitive, technologically prepared, environmentally managed, and socially equitable for the peoples of the Americas.

In 2000, at the Thirtieth OAS General Assembly, the Ministers of Foreign Affairs conferred a new dimension on the Inter-American Board on Agriculture (IABA) and recognized it as the primary ministerial forum within the OAS for the improvement of agriculture and rural life in the hemisphere. At the same time, it instructed IICA to develop and strengthen mechanisms of cooperation and exchange with other organs,





agencies and entities of the Inter-American system to enhance agriculture and rural development in the region.

At the Third Summit of the Americas (Quebec City, Canada, April 2001), a Hemispheric Declaration and a Plan of Action were issued that clearly defined the strategies and programs needed to create greater economic prosperity, expand economic opportunity and fashion international relations among the countries of the Americas. It extended IICA's role beyond that of promoting technical

cooperation to that of promoting the development of agriculture in the Americas.

The Plan of Action called on IICA to participate in the group created to follow up on the Summit mandates. It also requested that IICA take a more proactive role in bringing agricultural, environmental and rural development issues into a broader debate of hemispheric integration that promotes the sustainable development of agriculture, food security and the prosperity of rural communities in the Americas.

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The Three Key Elements of IICA's Vision

The 2002-2006 Medium Term Plan constitutes the Institute's hemispheric agenda, providing a framework for all its

actions. IICA's vision is composed of three basic elements, which are discussed below.

Promotion of the sustainable development of agriculture

In pursuit of the sustainable development of agriculture, it is necessary to have a vision of agriculture as a productive, efficient, competitive and environmentally sensitive sector capable of preserving the social fabric of rural communities for future generations.

Given of the complexity of this task, IICA works with the support of its strategic partners in a multi-pronged effort with its Member States to help:

- improve the design of policies and strategies
- strengthen the institutional framework, through its modernization
- adopt a more holistic and comprehensive approach to agriculture
- increase investments in the agrifood system
- upgrade education and training on sustainable agriculture

Promotion of food security

Food security is understood not so much as a condition of national self-sufficiency but rather as a condition in which human beings have physical and economic access to a safe and nutritional diet that enables them to meet their food needs and live their lives in a productive and healthy manner.

The Institute contributes to food security in the hemisphere through initiatives to improve agricultural trade and food safety and through efforts to foster rural development. It coordinates efforts among national, regional and international organizations that support institutional capacity-building at all levels, with a view to:





- defining and adopting a common conceptual and operational paradigm for addressing food security problems in a more holistic manner
- supporting the modernization of institutions in order to enable them to more effectively plan, design and execute policies and strategies
- increasing investments in the rural sector with the aim of reducing poverty, expanding the food supply and improving food distribution
- promoting the development and improvement of domestic markets, including the goods, services and capital markets

Promotion of rural prosperity

Economic growth and market improvement should provide benefits to all strata of society so that economic prosperity, human progress and sustainable development can be achieved in a harmonious and balanced manner.

In pursuit of rural prosperity, IICA supports its member countries in their efforts to:

- design appropriate policies and strategies to target the more vulnerable groups in the rural economy
- promote education and training and improve know-how, skills and capabilities in order to facilitate the effective involvement and participation of marginal groups in agricultural and rural markets
- strengthen civil society organizations and promote greater interaction among participants in agrifood chains in order to generate common agendas and improve their negotiating capacities and advocacy skills

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- modernize and expand agricultural services in order to increase productivity
- upgrade the institutional capacity of agricultural and rural organizations, so as to increase their efficiency and

The Reform Process

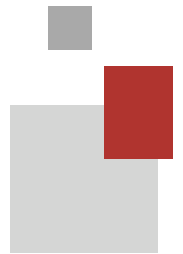
The reform process at IICA has been recognized not only within the Institute but also throughout the hemisphere and in the Inter-American System. For example, in his report to the Presidents and Heads of States at the Special Summit of the Americas (Monterrey, Mexico, January 2004), the Secretary General of the Organization of American States noted that:

“The Inter-American Institute for Cooperation on Agriculture (IICA) is another example of the impact of the Summits on the

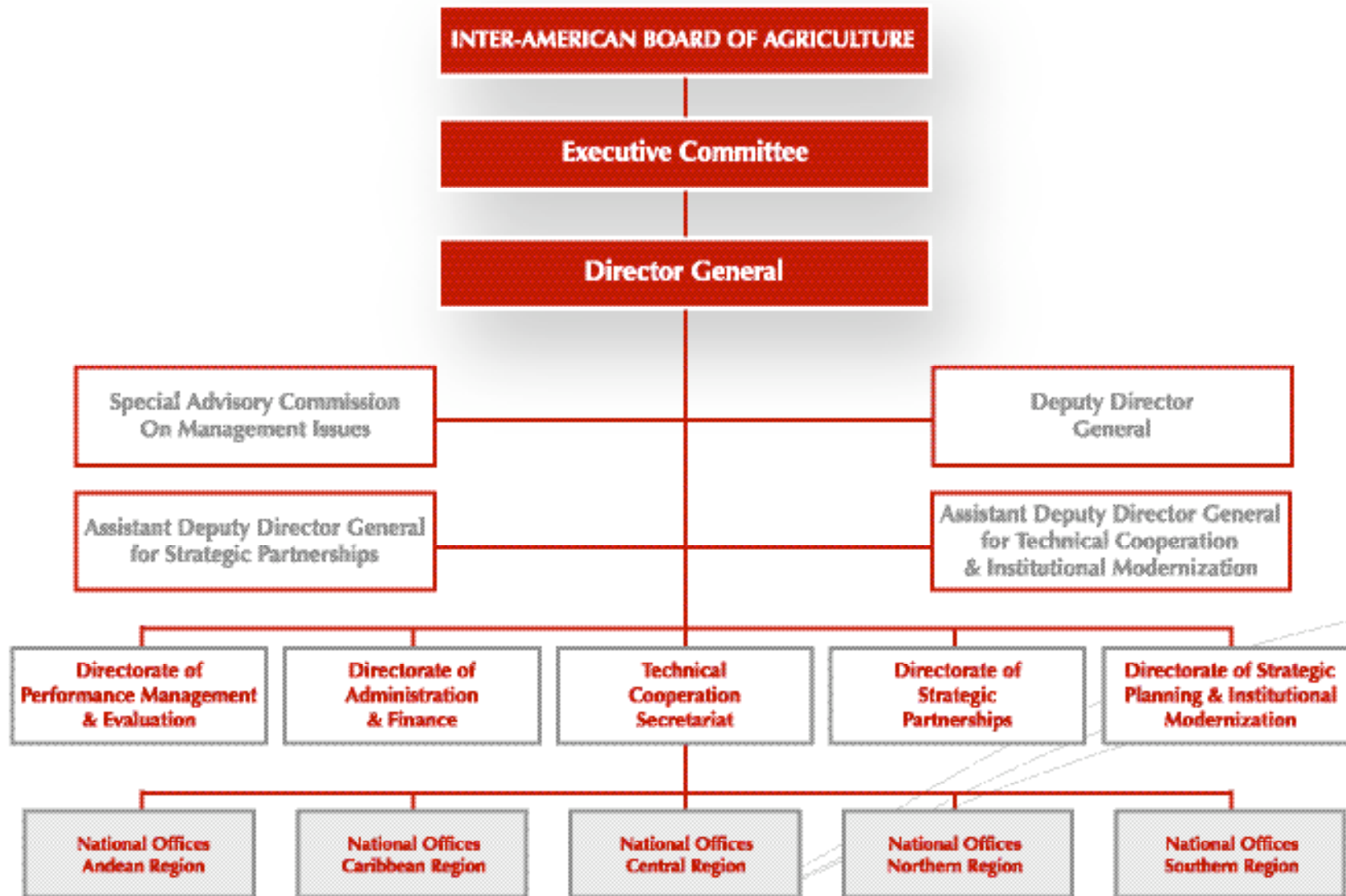
effectiveness and their participation in joint public-private actions

- *promote increased investments in the rural economy*

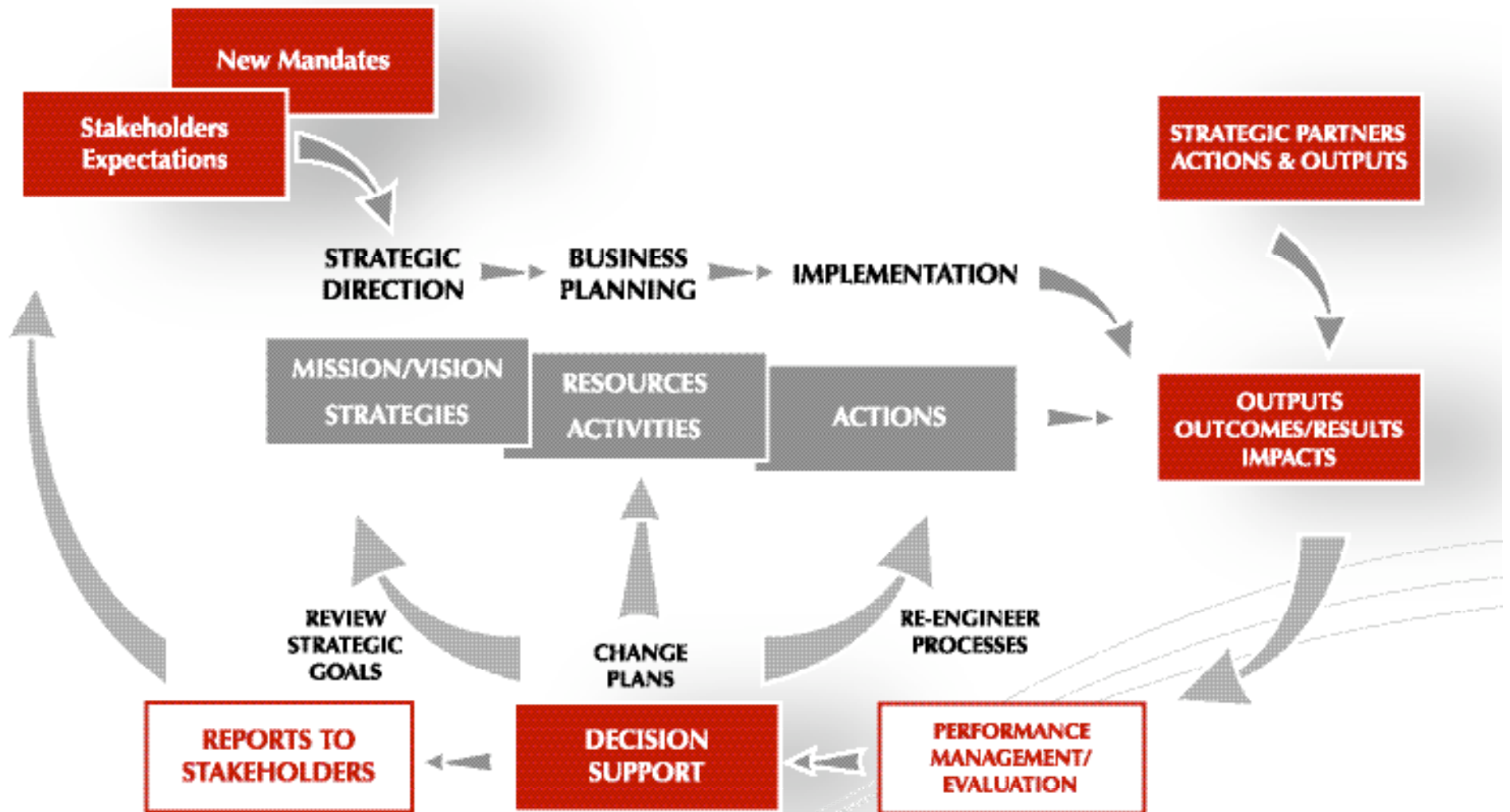
work of the Inter-American institutions. IICA restructured its operations to focus on the Summits process; it called on Ministers of Agriculture to develop a coherent overview of needs, to design plans, and to mobilize resources for implementing these plans. The result was a clear consensus on the actions necessary to create opportunities for agricultural producers, to improve food security and compete in international markets.”



The New Structure of IICA



Integrated Management Framework





The reform process comprises the following:

- Implementation of a new structure with an integrated management framework
 - Development of a performance management results-based system
 - Strengthening of the corporate governance and management systems
 - Reduction of bureaucracy
 - Promotion of financial prudence and accountability
 - Promotion of basic principles and values, including flexibility, accountability, commitment, efficiency, tolerance and spirit of service
 - Promotion of a commitment to hemispheric solidarity and social equity
 - Development of a new relationship with our Member States, based on participation, accountability and transparency
- Establishment of new human resources policies, including a code of ethical conduct
 - Stronger strategic partnerships with the Pan American Health Organization (PAHO), the Inter-American Development Bank (IDB), the Economic Commission of Latin America and the Caribbean (ECLAC), the United Nations Food and Agriculture Organization (FAO) and the World Bank
 - Promotion of a new programme on trade, agribusiness and food safety operating out of a new IICA Office in Miami, Florida
 - Establishment of a Directorate for Strategic Partnerships based in IICA's Office in Washington, D. C.

5

A New Relationship with the Member States: IICA's New Model for Technical Cooperation

In response to these new mandates, a new model was created by this Administration for the Institute's technical cooperation.

With Offices in its each of its Member States, IICA fostered an ongoing dialogue with national authorities and other key stakeholders in the agricultural sector (private

and public organizations, the private sector, civil society, NGOs, academia, etc.) with a view to harmonizing IICA's actions in the countries with national priorities and development plans, taking into account the Institute's strategic areas of action and strengths.

5.1 The National Agendas: Participation, accountability and partnerships at the country level

The first component of the new model is a process of consultation, dialogue and consensus building with national authorities, the private sector, academia and civil society, to draw up National Technical Cooperation Agendas and to spur a principle-centered process of institutional transformation. This process aims to meet the Member States' need for technical cooperation that responds

to their demands and priorities. The products of this endeavour are the National Technical Cooperation Agendas, according to which the Institute implements its technical cooperation at the country level.

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



Participation, Accountability, Consultation & Transparency at the National Level



The **National Agendas** recognize the unique nature of each of the Institute's Member States and the approach used in preparing them is holistic and inter-thematic. They afford an opportunity for the principal actors in agriculture and rural development to

contribute significantly to developing IICA's technical cooperation programme, thus shaping it to their requirements. It is therefore "their" programme, implemented by IICA with mutually agreed upon human and financial resources.

The consultation process

As noted above, the process to prepare an overall strategy for IICA's actions at the country level is based on an extensive process of consultation and consensus-building with key stakeholders in agriculture and rural life in the Americas. Its guiding principles are the following:

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





Development and approval of the National Agendas

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

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

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

Review and periodic updating of the National Agendas

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

of the National Agendas to changing circumstances in agriculture and the rural milieu. This assessment is conducted with all the stakeholders, clients and strategic partners that participated in formulating the National Agenda.

5.2 The Regional Agendas: Participation, accountability and partnerships at the regional level

The second major component of the model is the development of Regional Agendas for Technical Cooperation, which also involves a broad-based process of consultation and consensus building. Every effort is made to encourage the active participation of the key stakeholders involved in IICA's technical cooperation actions at the regional level. Existing institutional regional mechanisms, such as CORECA in Central America, the CAS in South America and the Caribbean Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Caribbean, are key players in this process.

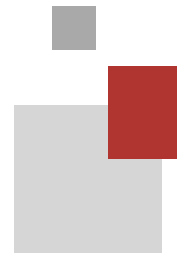
Preparation of the Regional Agendas includes two important components:

- Analysis of the National Agendas of the countries in each given region, in order to develop and promote actions of regional scope to solve problems shared by a group of countries; and

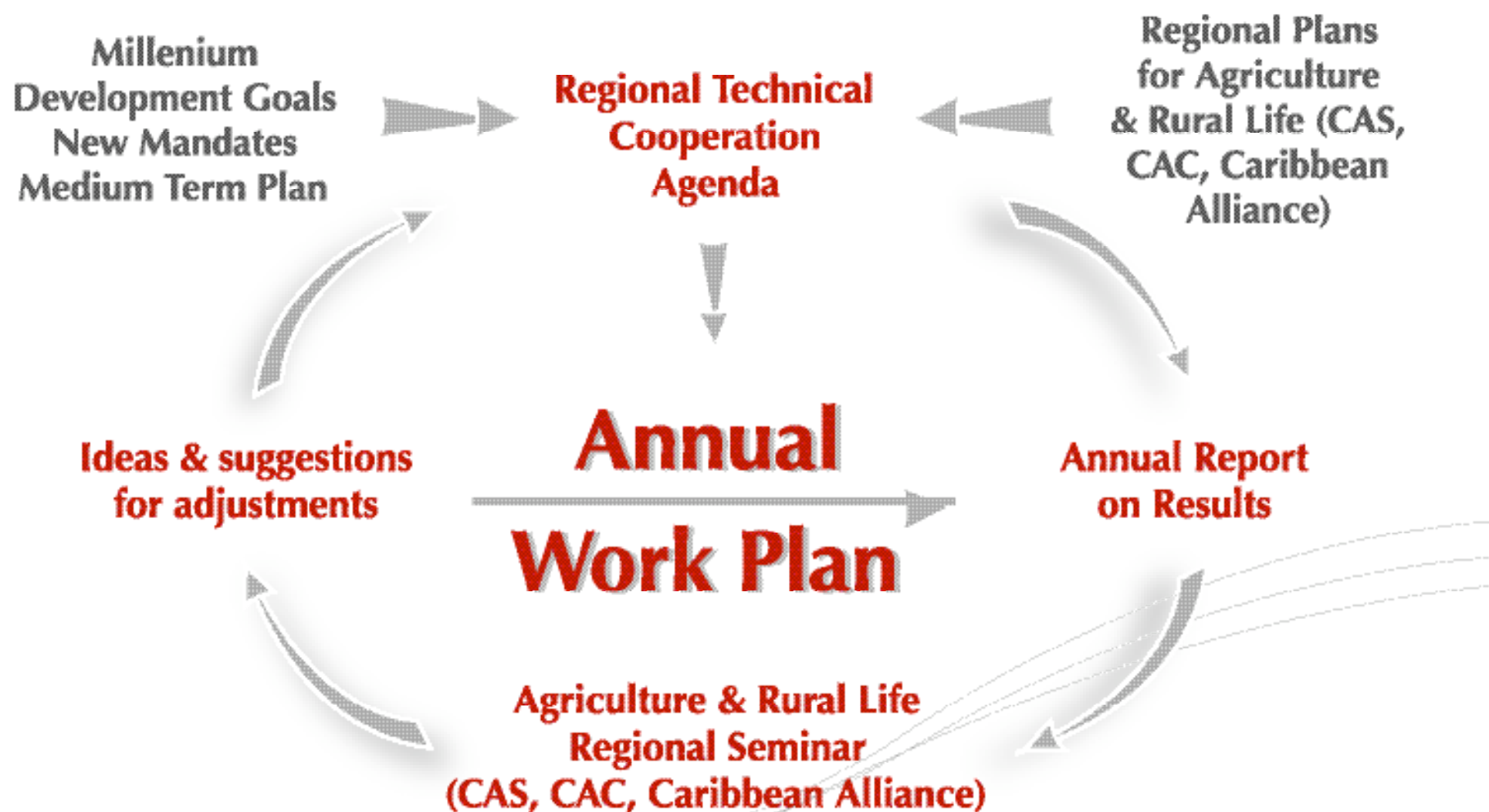
- The Institute's commitment to continue supporting integration processes through existing mechanisms operating at the regional and sub-regional levels.

Taking into consideration the specific characteristics and needs of each region, the first step in preparing the Regional Agendas is to cooperate Institute's efforts and to align IICA's actions with regional priorities in order to achieve significant impact.

IICA's Directors of Regional Operations report to the respective regional council of ministers, or their equivalent, and organize an annual seminar to present them with the Regional Annual Report on the actions taken by IICA during the year at the regional level. This opportunity is also used to review and adjust the Agendas.



Participation, Accountability, Consultation & Transparency at the Regional Level



CAC: Central American Agricultural Council

Caribbean Alliance: The Alliance for Sustainable Development of Agriculture and the Rural Milieu of the Wider Caribbean

CAS: Southern Agricultural Council

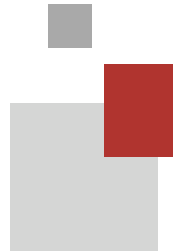
5.3 The Inter-thematic nature of the Agendas

The National and Regional Agendas and the Hemispheric Agenda emphasize actions of an inter-thematic nature which are aimed at achieving the following objectives:

- Facilitate hemispheric and regional integration
- Improve agribusiness competitiveness and global trade
- Promote the incorporation of technology and innovation in agriculture
- Foster agricultural health and food safety
- Strengthen rural communities
- Develop human capital

- Promote environmental management
- Further institutional modernization
- Foster horizontal technical cooperation
- Promote strategic partnerships

These actions are underpinned by the principles of partnership and strategic alliances, cooperation, result-driven actions and accountability. All respond to the mandates received by IICA at the Third Summit of the Americas, the First and Second Ministerial Meetings on Agriculture and Rural Life (Bavaro 2001 and Panama 2003) and the Special Summit of the Americas (Monterrey, Mexico, January 2004).





Internal support for the IICA Model

6.1 IICA's monitoring, supervision, evaluation and follow-up system

One of the most important internal factors that supports this new model for technical cooperation is the Institute's monitoring, supervision, evaluation and follow-up system, which links planning, programming, budgeting, implementation, monitoring, evaluation and follow-up activities within the Institute. It involves the IICA Offices in the countries and relevant Directorates and Units at Headquarters, which are expected to work in an integrated and holistic fashion.

The system is designed to be supportive and facilitative, and embodies an essential part of the Institute's responsibility to provide leadership, management, coordination, control and accountability on the use of its

resources. It is also designed to foster relationships that contribute to improving individual skills and performance, and to bringing people and resources together, based on clear objectives and priorities defined in IICA's work plans, and in the National, Regional and Hemispheric Agendas.

The support system is responsive and focuses on results, comparing performance with the actions programmed and expectations. It is also of critical importance in efforts to build an organization of excellence whose main building blocks are accountability, results, performance and efficiency.

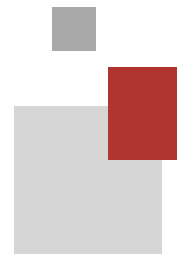
The support system has four major components, each with specific functions and responsibilities. They are:

- The Directorate of Performance Management and Evaluation
- The Technical Cooperation Secretariat, with the Directors of Regional Operations and Thematic Areas
- The Internal Audit
- The administrative support group

The support system has the following main responsibilities:

- To provide technical leadership and guidance to the Regional Specialists and Representatives in their efforts to execute the National and Regional Agendas

- To coordinate the execution of the actions of the Thematic Areas as outlined in the MTP
- To provide management at the IICA Offices in the countries with relevant orientation and inputs for achieving results and improving performance
- To manage the reporting system, comprised of the semestral and annual reports, travel reports and other reports on performance management
- To provide inputs in a timely manner for the General Directorate's decision-making process so as to improve the Institute's performance and accountability





- To conduct regular reviews, analyses and evaluation of the actions executed by the Offices in the countries and by the Units at Headquarters
- To analyze operational procedures on the use and management of financial resources by Units at Headquarters and the Offices, pursuant to the Institute's rules and regulations
- To support improvement of the administrative support system in the Offices in the countries and Units at Headquarters so as to facilitate

achievement of the Institute's goals and objectives

- To support efforts to promote an institutional culture based on performance management and the achievement of results

These functions provide essential support for the implementation of IICA's new technical cooperation model, and aim to provide leadership, management, coordination and control of the affairs of the Institute as a results-based organization.

6.2 The reporting system

The reporting system is a key component of the new IICA model. Through it, IICA reports at least once a year on the actions it carries out at the national, regional and hemispheric levels.

In each country, the IICA Offices organize an

annual seminar during which the Representatives give an account to the key stakeholders in agriculture on the technical cooperation actions implemented during the course of the year. At the regional level, the Directors of Regional Operations report

to the regional council of ministers, or their equivalent, of their respective regions. This process has been described in Section 5.

More formally, however, every two years during the meetings of the Inter-American Board of Agriculture (IABA), IICA provides an account of the measures it has taken to implement the Agendas.

In addition, as an agency of the Inter-American system, IICA delivers a report each year to the OAS, in which it accounts for its technical cooperation and operational actions in the Member States. The Director General is invited to present this report to the OAS Permanent Council.

With regard to the Summit of the Americas process, IICA reports through the Summit Implementation Review Group on Agriculture on the progress made to fulfill

the mandates received in the Quebec Declaration, and more recently, in the Declaration of Nuevo Leon, which was approved at the Special Summit of the Americas (Monterrey, Mexico).

In addition, on a yearly basis all Directors, Representatives and Regional Specialists meet at IICA Headquarters to report on the actions implemented in each country and region, and also to plan and coordinate future actions. This is a week of intensive meetings during which participants align their work plans and explore possibilities for developing horizontal cooperation activities. Because of its dual purpose of reporting on actions implemented and planning future actions in a coordinated and cohesive fashion, Representatives' Week is considered the Institute's most important strategic meeting.





6.3 The human resources management policy

Another important internal factor that supports the new IICA model is its human resources policy, which is based on the principle that the Institute must be able to maintain and enhance its capacities and competitiveness, and to attract and retain outstanding professionals. As an institution promoting the development, transformation and transmission of knowledge, the Institute developed a three-year plan that includes:

- reviewing the Institute's classification and compensation system and its recruitment practices,

- developing a language training program, to strengthen staff's language capabilities, and an orientation program for new employees,
- introducing a new performance evaluation system linked to performance incentives and bonuses, and
- introducing an awards for excellence program within the Institute.

6.4 Promotion of a culture of excellence

One of the cornerstones of the new IICA model is the pursuit of excellence at all levels. IICA understands that recognition is an instrument for strengthening motivation that can contribute to attaining the Institute's strategic goals. IICA aims to be recognized as an institution of excellence, where the quality of the work performed and delivered by all

staff members is at the highest standard of international technical cooperation.

To this end, the Director General's Awards for Excellence Program was created to contribute to shaping an institutional culture of recognition for creativity, outstanding performance, leadership and teamwork.

6.5 Promotion of a new corporate image

Under the new model, IICA attaches special importance to information, communication and the projection of the institutional image. Promotion of the Institute's new global dimension and image is of fundamental importance in efforts to position the Institute

as an international development organization that is recognized and respected as a reliable strategic partner that can make a major contribution to the development of agriculture and rural life in the Americas.

6.6 A new communications policy

IICA's new information and communications policy facilitates dialogue with the Community of Agriculture and the Member States and keeps them informed of the activities and results of the Institute's work.

Publication of the National and Regional

Technical Cooperation Agendas, IICA's Annual Reports, IICA Connection (an electronic bulletin) and the Director General's Infoletter, together with the improvement of the Institute's new website www.iica.int, are examples of this policy.





External Support for the New IICA Model

7.1 New relationships with global strategic partners

The problems that hinder agricultural and rural development in the Americas are so vast and complex that they surpass the efforts and capabilities not only of national governments, but also of any single development agency or international organization. This is why international organizations and agencies must combine their capabilities and experience with those of their allies and partners in order to optimise contributions and bring solutions that have real impact on the Community of Agriculture and Rural Life of the Americas.

IICA's considers the "working-together" approach as indispensable to achieving its objectives. To this end, it established the Directorate of Strategic Partnerships in Washington, D.C. to strengthen its work with international strategic partners, as part of the fundamental strategy for promoting sustainable agricultural development, food security and prosperity in the rural communities of the Americas.

Decades of experience have shown the need for and the advantages of cooperation among national and international, public and private organizations that work with agriculture and rural life and whose actions complement those of the Institute. For years, IICA has worked in mutually beneficial cooperation with other agencies of the Inter-American and United Nations Systems, international financial bodies, government agencies for international cooperation, as well as other public and private national entities. The synergies created have brought greater relevance to actions undertaken, improved their effectiveness and expanded the scope of services provided. IICA's new model promotes active partnerships as a means of improving cooperation efforts. As a testimony of this commitment to partnerships, the Institute published the document "Working Together."

7.2 Private sector participation

IICA's relationship with the private sector and, more particularly, the agribusiness sector is of critical importance to the new IICA model.

In this era of free trade negotiations and globalization, market access is key to the economic development of nations. Therefore, agribusiness development was included as a priority line of action in the Institute's 2002-2006 Medium Term Plan. This has given rise to closer cooperation between the Institute and the private sector for implementing actions to

promote agribusiness development and competitiveness. Moreover, a trade capacity building facility was established in Miami to upgrade member country capabilities to access international markets. In addition, National and Regional Agendas, IICA facilitates dialogue between the public and private sectors and facilitates consensus building on major issues. An example of this facilitation mechanism is the Caribbean Alliance for the Sustainable Development of Agriculture and Rural Life in the Caribbean.





8

Toward a Common Hemispheric Agenda for Agriculture and Rural Life in the Americas -the Agro 2003-2015 Plan of Action

With the Second Ministerial Meeting on Agriculture and Rural Life and the Twelfth Regular Meeting of the Inter- American Board of Agriculture (IABA), both held in November 2003 in Panama, IICA's model became of even greater importance. On that occasion, the Ministers of Agriculture approved the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life, setting the course for the countries of the hemisphere to move toward a shared vision of agriculture and rural life in the year 2015.

Approval of the Plan represents one step in the efforts to implement the mandates given by the Heads of State and Government to the ministers at the Third Summit of the

Americas (Quebec, 2001), to promote the development of agriculture and the improvement of rural life through joint actions involving the stakeholders in agriculture and other organizations working to develop the sector.

Taking into account a shared vision for agriculture and rural life in the future and the efforts under way in the Americas to promote regional and hemispheric integration and trade, the ministers of agriculture agreed to specific strategic lines of action to benefit their populations.

The AGRO 2003-2015 Plan of Action agreed upon during the Second Ministerial Meeting on Agriculture and Rural Life was the result

IICA's Leadership Role in the Implementation of the Agro 2003-2015 Plan of Action

To promote Dialogue & Consensus among countries

To Promote Development of National & Regional Plans & Strategies

National & Regional Technical Cooperation Agendas

To provide Technical Cooperation

IICA
LEADING
Development
Organization

Common Knowledge Base on Agriculture & Rural Life

To Promote Monitoring of Agriculture & Rural Life

Inter-Agency Agendas

To promote Coordination among International Organizations



of a process initiated in 2001 during the Third Summit of the Americas. Subsequent to the Summit, the ministers of agriculture met later that year in Bavaro, Dominican Republic, where they issued a declaration urging funding and cooperation institutions and the governments to coordinate their strategies for supporting actions aimed at improving agriculture and rural life.

During the Special Summit of the Americas, held in Monterrey, Mexico in January 2004, the Heads of State and Government signed the Declaration of Nuevo Leon, in which they endorsed implementation of the AGRO 2003-2015 Plan of Action.

They also called on eight international and regional organizations, including IICA, *“to strengthen their coordination, and to continue deepening their support, through their respective activities and programs, and committing appropriate resources to implement and conduct follow-up on the Plans of Action*

of the Summits of the Americas, and this Declaration, and to assist in preparations for the Fourth Summit of the Americas in 2005.”

It was in response to the Summit of the Americas process that IICA originally developed its 2002-2006 Medium Term Plan (MTP) and its new model for technical cooperation. The priorities set out in the MTP are reflected in the AGRO 2003-2015 Plan of Action.

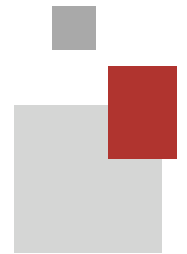
We are convinced that IICA’s new model, which is based on the development of national, regional and hemispheric agendas, is the best mechanism for responding to the requirements of the AGRO 2003-2015 Plan of Action.

The Plan reflects the intention of member countries to work towards the shared vision, in the understanding that national governments have the primary responsibility for implementing the shared agenda and

recognizing that each government will undertake the Plan of Action in accordance with its national and international commitments and agreements.

This is the context in which the IICA model can be most effective in delivering the results expected by its Member States. Because the model is centered on an ongoing consultation process at all levels and the development of partnerships, it creates the conditions necessary for fulfilling the commitments set out in the AGRO 2003-2015 Plan of Action.

In 2005, during the next Ministerial Meeting on Agriculture and Rural Life, the ministers will have the opportunity to report on the progress made in their countries to implement the AGRO 2003-2015 Plan of Action. On that occasion, the Institute will also report to the ministers on the progress made through its technical cooperation with the countries in coordination with the national, regional and the hemispheric communities.





9

Conclusions

The model adopted by IICA responds to each of the commitments made to the governments of the Americas at the outset of this new Administration.

The proposed model was validated during the 2002-2003 period with the preparation and approval of 34 National Technical Cooperation Agendas, five Regional Technical Cooperation Agendas and the Hemispheric Technical Cooperation Agenda, all of which were drawn up in consensus with IICA's stakeholders in the Member States.

Of critical importance is that the modality promotes horizontal cooperation among countries and regions and uses an inter-thematic approach to technical cooperation and country involvement.

It is in this spirit that IICA will continue to support coherent and cohesive initiatives that are in line with its Medium Term Plan, so as to contribute more effectively to the sustainable development of agriculture and rural prosperity throughout the Americas.