

The logo for the Inter-American Institute for Cooperation on Agriculture (IICA) features the letters 'IICA' in a large, bold, white, sans-serif font. The letters are set against a background of a stylized globe with a grid of latitude and longitude lines. The globe is rendered in shades of brown and tan, with a darker silhouette of the Americas overlaid on it.

THE REPOSITIONING AND MODERNIZATION OF AN INSTITUTION

*Executive Summary of the Achievements
of IICA under the leadership of
Chelston W. D. Brathwaite
2002 - 2005*

INSTITUTIONAL MODERNIZATION

RECOGNITION OF THE REFORM PROCESS

IICA'S FUTURE ROLE

I. *Institutional Modernization*

At the Meeting of the Inter-American Board of Agriculture (IABA) in Bavaro, Dominican Republic, on November 26, 2001, the newly elected Director General of IICA, Dr. Chelston W. D. Brathwaite, stated in his acceptance speech that the IICA of the 21st Century must embrace a new style of technical cooperation that emphasized operational efficiency, prudent financial management, better use of human resources, expanded international strategic partnerships and a new relationship with Member States based on participation, transparency and accountability.

Upon assuming office on January 14, 2002, Dr. Brathwaite initiated a process of institutional reform to make IICA a modern development institution at the service of the Member States, focusing on returning the Institute to its place of technical excellence and leadership in the agricultural community of the Americas. The cornerstone of the reform process was the implementation of a new technical cooperation model aimed at strengthening the relationship between the Institute and its Member States. The model uses a “bottom up” approach, where IICA works with the main actors in agriculture and rural development to define a national technical cooperation agenda that responds to national objectives and priorities and emphasizes participation, partnership, cooperation and demand-driven efforts.

A detailed presentation of the achievements of the Administration can be obtained on the internet at www.iica.int



The reform process was designed:

- 1) *To develop a common strategic framework for the promotion of agriculture and rural life in the hemisphere and definition of the real contribution of agriculture to development;*
- 2) *To promote a new relationship with the Member States based on participation, accountability and partnership;*
- 3) *To promote greater inter-agency cooperation to reduce duplication and foster strategic partnerships;*
- 4) *To promote private-sector/public-sector partnerships in the delivery of technical cooperation;*
- 5) *To promote inter-sectoral linkages;*
- 6) *To promote efficiency, financial prudence and accountability in the management of the finances of the Institute;*
- 7) *To promote administrative reforms and better management of human resources.*

This document summarizes the results of the achievements during the period 2002-2005 and defines the path towards converting the Institute into an agricultural development institution of excellence for the Americas.

- 1) *To develop a common strategic framework for the promotion of agriculture and rural life in the hemisphere and definition of the real contribution of agriculture to development*


Results Achieved

- Strategic Plan for Agriculture 2003 – 2015 defined.
- The real contribution of agriculture to development defined.

- 2) *To promote a new relationship with the Member States based on participation, accountability and partnership*

Results Achieved

- A new technical cooperation model developed.
- National and Regional Agendas and Hemispheric Agenda defined.
- National Annual Reports prepared.
- National Accountability Seminars promoted.



3) *To promote greater inter-agency cooperation to reduce duplication and foster strategic partnerships*

Results Achieved

- Strategic Partnerships strengthened and a Directorate for Strategic Partnerships established in Washington, D.C.
- Greater participation of countries in WTO and a new instrument for Modernization of Agricultural Health Systems developed.
- New global learning network for agriculture developed with the World Bank.
- Developing a strengthened relationship with CATIE, PAHO, FAO, ECLAC, OAS, IFPRI, USAID, USDA and CARDI.

4) *To promote private-sector/public-sector partnerships in the delivery of technical cooperation*

Results Achieved

- Greater cooperation with the private sector promoted.
- New office for agribusiness development established in Miami.
- Trade Negotiations and Trade Policy Unit established.

5) *To promote inter-sectoral linkages*

Results Achieved

- Establishment of a centre to promote linkages between agriculture and tourism.
- Promotion of greater cooperation between Ministries of Agriculture and Ministries of Health.

6) *To promote efficiency, financial prudence and accountability in the management of the finances of the Institute*

Results Achieved

- Headquarters costs reduced by 10%.
- Technical cooperation funds to the countries increased by US\$1.2 million in 2002, 2003 and 2004.
- D-level management posts reduced from 36 to 20.
- Auditors approved IICA's financial report in 2004 without qualification. The first time this has been achieved since 1995.
- Directorate of Performance Management and Evaluation established.
- Unit of Budget Preparation and Control established.
- New on-line system for meetings management developed.

7) *To promote administrative reforms and better management of human resources*

Results Achieved

- Awards for Excellence established.
- National professionals promoted to international posts and leadership positions.
- New evaluation system that links performance to institutional goals developed.
- New profiles for Representatives and management staff defined.
- Increased number of female professionals appointed to management positions.
- An Emergency Assistance Fund for staff established.
- A code of ethics established.
- A unit for in-house training within the Directorate of Human Resources created.

II. *Recognition of the Reform Process by the Inter-American Community*

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

“The Inter-American Institute for Cooperation on Agriculture (IICA) is another example of the impact of the Summits on the work of the Inter-American institutions. The IICA restructured its operation 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”.

In addition, in Resolution CP/RES.826 (1338/02) of the Permanent Council of the OAS, which was approved on September 25, 2002, the Council endorsed the reform process at IICA and several delegations congratulated the leadership of the Institute on its new path.

The reform process was also endorsed in resolutions of the Executive Committee and the Inter-American Board.

III.

IICA's Future Role

Given the mandates which IICA has received in Quebec, Bavaro, Panama and Monterrey, the Administration sees IICA's future in the context of a development agenda for agriculture in the Hemisphere, as recently stated by the Director General, as follows.

“The Institute cannot dissociate itself from the social problems of unemployment, lack of shelter, education and health care, poverty and social injustice that prevail among the majority of our peoples. Those social problems are reflected in urban and rural crime, trafficking in illicit drugs, personal insecurity, lawlessness, all of which represent a threat to peace and prosperity and the process of democratic governance.

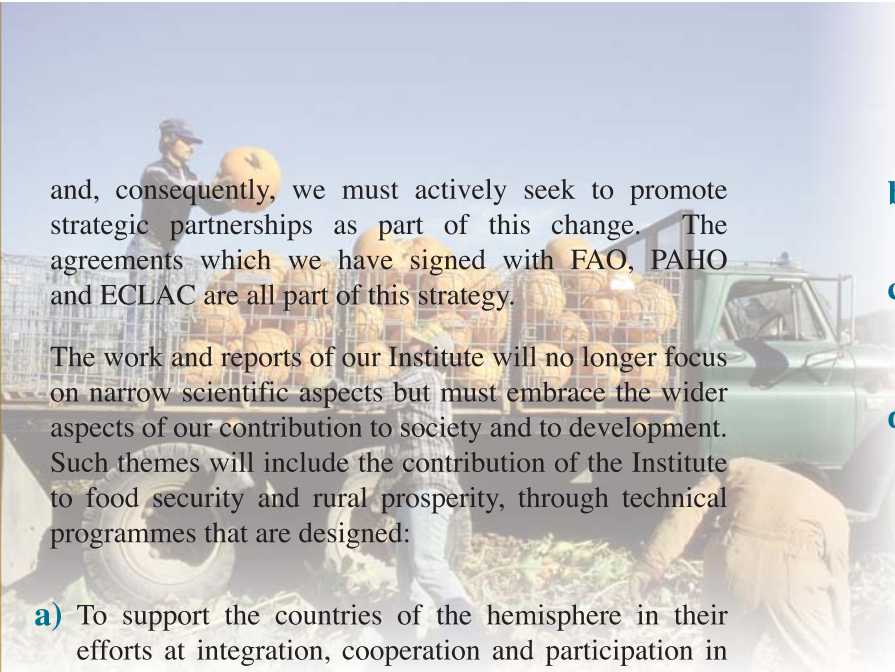
Consequently, in the future, the Institute will embrace greater social responsibility and a development agenda that allows it to play a more dynamic and strategic role in the promotion of prosperity in the rural communities of the Americas.

That role takes us beyond the traditional support to agricultural production and makes us partners in the development process of increasing the competitiveness of the entire agrifood chain and fostering linkages between the chain and other sectors of the economy, such as tourism, health, nutrition, infrastructure, education and the environment.

IICA's National Agendas must reflect a holistic integrated approach that responds to the reality of the national agricultural community and national circumstances, and must link macro-policy with territorial reality.

Given this expanded mandate, a close relationship with strategic development partners at the national, regional and global levels becomes very important for our work





and, consequently, we must actively seek to promote strategic partnerships as part of this change. The agreements which we have signed with FAO, PAHO and ECLAC are all part of this strategy.

The work and reports of our Institute will no longer focus on narrow scientific aspects but must embrace the wider aspects of our contribution to society and to development. Such themes will include the contribution of the Institute to food security and rural prosperity, through technical programmes that are designed:

- a)** To support the countries of the hemisphere in their efforts at integration, cooperation and participation in the global economy;
- b)** To support the Member States in ensuring the safety of food supplies and removing sanitary and phytosanitary barriers to trade;
- c)** To support agro-industrial and agri-business development of the sector by promoting the incorporation of new technology and business principles into the enterprises of the sector in order to promote competitiveness and the development of a global agri-business environment;
- d)** To promote sustainable rural development and sustainable use of natural resources for present and future generations;
- e)** To support the Ministries of Agriculture in the process of transforming their role, structure, and functions in order to face the new realities of globalization and modernization of the State;
- f)** To support the process of agricultural educational transformation, so as to produce scientists, technicians and entrepreneurs that can effectively develop/reposition agriculture.

In addition, IICA must also support Member States in actions that:

- a)** Support hemispheric and regional integration;

- b)** Support the implementation of the 2003-2015 Plan of Action;
- c)** Monitor the state of and outlook for agriculture and rural life in the hemisphere;
- d)** Promote an interagency agenda in support of sustainable rural development.

The Administration sees the monitoring of agriculture and rural life in the hemisphere and the identification of trends, threats, critical emerging issues and opportunities as an important future role of this Institute as IICA seeks to assist in the creation of societies of knowledge. Implementation of this responsibility will allow the Institute to accompany Member States in the implementation of the Plan Agro 2003-2015 and the development of a modern agricultural sector in the Americas.

The Administration believes that the consolidation of these initiatives will result in a modern IICA ready to assist Member States in the modernization of the rural sector, the promotion of food security and the promotion of prosperity in the rural communities of the Americas. My goal is to build IICA into an institution of excellence for the Member States of the Americas”.