

IICA



Chelston  
Brathwaite  
Visit to Chile  
Director General  
of IICA (2002-2010)





# **CHELSTON BRATHWAITE VISIT TO CHILE**

**Director General of IICA**

(2002-2010)

***Chelston Brathwaite visit to Chile, Director General of IICA (2002-2010)***

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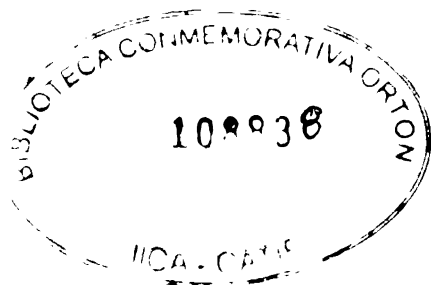
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# **PRESENTATION**

The presence of the Director General of IICA, Dr. Chelston W. Brathwaite, in Chile, was a very important event for the Representation of the institute in this country.

He is the top authority of the Inter-American Institute for Cooperation on Agriculture, who came in official visit to attend the inaugural ceremony of President Bachelet, expressing in this way the recognition to the support received from the outgoing government to the management of technical cooperation for Agriculture and Rural Life, developed by the institution.

It is also a message of faith, hope and service, offered to the incoming administration with the intention to continue developing projects and actions centered on a commonly defined agenda.

Also it constitutes a clear sign of the importance that IICA assigns to Chile and its agriculture as a fundamental chapter of the american context.

Also this visit must be considered in another dimension.

It constitutes a supporting issue to the agenda developed by IICA Chile, with the Ministry of Agriculture, its offices and the institutions of the private sector that work for the development of Agriculture in the country.

In the same way it has been a very important recognition for the Southern Region of IICA, which meant the presence of the Director General in the representatives and regional specialists Meeting, that along with the Deputy Director General, the Strategic Partnership Director and Director of Operations for the Northern Region, Dr. Christopher Hansen; the Director of Regional Operations and Integration, Dr Mariano Olazábal and the Director of Horizontal Cooperation Dr Guillermo Toro, were part of the discussion related to regional subjects

For the Chilean Office, its support and technical personnel, the presence of the Director General is the best recognition to the work that day after day it has been developed supporting the growth of agriculture and

the rural life improvement in the country. It is also an incentive to continue in this path.

However, besides seeing a Director General fulfilling the agenda that indicates the protocol, working the interaction with strategic partners and signing agreements, and also being integrated to the work problems of IICA with the national and regional agriculture, we saw a Director as a friend of IICA personnel and friend of friends who in more than fifty years had seeded the work of the Institute in Chile.

In order to commemorate this, a tribute to the Director General was organized, that consisted of a work day where two publications were presented: "First Hemispherical Meeting of International Border Control in Plant and Animal Health" and "Cooperation Node for Latin America and the Caribbean Countries", which were analyzed by external commentators.

After that, there was a meeting of friends. They were many..

This is what we tried to document in this publication.

**Gonzalo E. González Fernández**  
**Director of Operations for the Southern Region**  
**And IICA Representative in Chile**

# **INTRODUCTION**



Chelston Brathwaite, Director General of the Inter-American Institute for Cooperation on Agriculture (IICA), was in Chile with the purpose to meet the new authorities of the administration of the first woman President of Chile, Michelle Bachelet.

The tight agenda of the Director General included a meeting with the outgoing Minister, Jaime Campos, and another one with the incoming Minister, Alvaro Rojas, in the Ministry of Agriculture. Also, He visited the Executive Director of AGCI, Marcelo Rozas, where an agreement to arrange the joint work of both organizations was signed. He also inaugurated the Planning Meeting for the Southern Region - 2006, which by those days was carried out in the IICA office in Chile, and He participated in a lunch that the employees of the Chilean office offered in his honor.

He participated in all the activities of the inauguration of President Bachelet administration, to which it was invited as Head of the IICA Mission: He delivered official greetings to the outgoing President of the Republic, Ricardo Lagos Escobar, in the Palacio de la Moneda; reception offered by the Minister of Foreign Affairs, Ignacio Walker; He attended to the Inaugural ceremony in the National Congress in the city of Valparaiso; He delivered the official greetings and He went to the reception offered by the elected President of the Republic Michelle Bachelet. In order to end his stay, on March 13th a tribute in his honor was held, where the publications "First Hemispherical Meeting of International Border Control in Plant and Animal Health" and "Cooperation Node for Latin America and the Caribbean Countries" were presented.

In the following lines you could know in detail each one of the Director General activities in Chile.

**DIRECTOR GENERAL  
ACTIVITIES**

**FRIDAY MARCH 10th**

The day begins with a meeting with the former Minister Jaime Campos Quiroga and with Alvaro Rojas Marín, the Secretary of State that in a few days would assume this area. In this meeting the Director of Operations for the Southern Region and IICA Representative in Chile, Gonzalo González, Mr. Christopher Hansen, Deputy Director General, Strategic Partnership Director, Director of Regional Operations and Integration General Assistant director Adjunto, Director of Relations with Strategic Partners, Director of Regional Operations and Integration for the Northern Region of IICA Headquarters. Finally, Mr. Mariano Olazábal, Director of Regional Operations and Integration of IICA were present.



FROM LEFT TO RIGHT, CHRISTOPHER HANSEN, JAIME CAMPOS, CHELSTON BRATHWAITE, ALVARO ROJAS, GONZALO GONZÁLEZ, MARIANO OLAZÁBAL

## **AGCI AGREEMENT**

On March 10<sup>th</sup>, in the Chilean International Cooperation Agency (AGCI) offices, the Executive Director of AGCI, Marcelo Rozas López, and the Director General of IICA, Chelston W. D. Brathwaite signed a general cooperation agreement that seeks to promote horizontal technical cooperation.



EXECUTIVE DIRECTOR OF AGCI, MARCELO ROZAS LOPEZ, AND THE DIRECTOR GENERAL OF IICA, CHELSTON W. D. BRATHWAITE

According to the issues settled down in the agreement, the cooperation areas are all those that contribute to the accomplishment of the central objective of the agreement and specially the cooperation in the specific actions that can be oriented to the development and knowledge of external and internal agricultural markets, and the agri- businesses, to the improvement of the competitiveness and efficiency of the enterprise management, the guarantee of the alimentary quality and harmlessness, to motivate a sustainable rural development, training and improvement of human resources for agriculture and to the maintenance and improvement of the phyto and zoosanitary resources.

The cooperation instruments will be methods that will be able to be adopted for the implementation of the planned activities in support missions, consultancies hiring, knowledge internships, workshops, forums and seminars, technological tours, courses, remote seminars, promotion of experiences.



MEETING IN CEPAL WITH THE EXECUTIVE DIRECTOR OF THIS INSTITUTION DOCTOR. JOSE LUIS MACHINEA

When the meeting in the Ministry of Agriculture finished, the Director General went to the CEPAL Headquarters located in Santiago of Chile for a courtesy visit to Don José Luis Machinea, Executive Secretary of the Economic Commission for Latin America and the Caribbean (CEPAL).

**WITH IICA PERSONNEL**

That same afternoon, the Director General shared a lunch with the support and technical personnel of the Office in Chile. Also his wife, Rossanna Brathwaite, Mr. Christopher Hansen Deputy Director General, Strategic Partnership Director, Director of Regional Operations and Integration for the Northern Region of IICA

Headquarters, Mr. Mariano Olazábal, Director of Regional Operations and Integration and the Director of Technical Horizontal Cooperation of IICA, Mr. Guillermo Toro participated in the meeting.



THE DIRECTOR GENERAL, CHELSTON BRATHWAITE WITH THE IICA PERSONNEL IN CHILE

## **INAGURATION CEREMONY**

As it were planned, Brathwaite participated in all the activities of the inauguration of the new administration, those which was invited as Head of the IICA Mission.

On Friday, He started delivering official greetings to the outgoing President of the Republic, Ricardo Lagos Escobar, in the Palacio de la Moneda.

Hours later, He participated in a reception offered by the Minister of Foreign Affairs, Ignacio Walker in honor of the Official Delegations, in the José Miguel Carrera Building.

On Saturday (March 11th), He traveled to Valparaiso, in the 5th region of Chile, in order to participate in the inaugural ceremony that traditionally is held in the Honor Hall of the National Congress and in this way to be present in the inauguration of the administration of Michelle Bachelet, the first woman president of the Republic of Chile.

On the following day, He attended the "Ecumenical Prayer for the Chilean People and the New Government" which takes place every administration inauguration in the Santiago Metropolitan Cathedral. And in the afternoon he participated in a reception offered by the President of the Republic in honor of the Official Delegations.

## **INTERVIEW**

In this same opportunity and taking advantage of his stay in Chile, on Tuesday (March 14th), the Director General, along with the Director of Operations for the Southern Region, Mr. Gonzalo González, gave an exclusive interview to the Revista del Campo magazine of El Mercurio newspaper.

Following the published interview:

Chelston Brathwaite and Gonzalo González, of the IICA:  
**Agro- Energy and transgenic, future subjects**

*The main authorities of the Inter-American Institute for Cooperation on Agriculture describe the work priorities, after inaugurating in Santiago the just created south regional headquarters office.*

To support the development of the Agro-Energy production and the use of biotechnology, even of genetically modified organisms, in addition to the overcoming of poverty, are some of the high-priority subjects that the Inter-American Institute for Cooperation on Agriculture has in its portfolio, according to Chelston Brathwaite, Director General of the organization, in his visit to Chile, and Gonzalo González, representative of the institute in Chile and Director of Operations for the Southern Region.

Agro- Energy, that is generated from field crops, such as sugar cane, forestry waste or corn, is the center of attention for the policies that IICA is developing in the region.

"It is possible that in the future we will see an agriculture centered not only in the production for the feeding, but also for energy,



because it is the only sustainable one. All the analyses and researches indicate that its production cost is almost half of the production cost of oil and without polluting the environment. At this moment we have a project to systematize and organize the

information that Brazil has regarding Agro- Energy and to share this experience with the other countries", said Brathwaite.

Another subject is biotechnology, which they see as an instrument that may help that the world counts on sufficient foods resources in the future.

He added that "There is much ignorance regarding these subjects, and this generates much resistance. Biotechnology is another support instrument to provide the feeding to the 10 billion people that will be in the world in 2020. In order to give more food without having more soil, we must assure that we can increase the soil productivity and biotechnology, and the genetically modified organisms, are a way to obtain it ".

Nevertheless, its dissemination has not been easy.

Brathwaite indicated: "As all new things this ideas generate fear. It happened the same thing with cell phones and microwave ovens, that it was said that they were extremely dangerous. Today everybody uses them. We must develop mechanisms to monitor and to have standards for products control. And the governments must have their own mechanism at national level to assure the quality and, of course, the health of the consumers. But, at the same time, we would not have to restrain the progress of technology without evidence ".

#### Southern region

As the South cone of America is a big talk as agro-exporter region –Argentina provides with cereals and milk and until recently with meat to a great part of the planet; Brazil is one of the greater meat producers of the planet, and Chile is a world-wide wine, fruit and processed products phenomenon –

the Inter-American Institute for Cooperation on Agriculture decided to settle in Santiago its just created *south regional headquarters office*.

The opinion of the international Institute is that with the new entity they will help to promote even more this regional wealth, and that through this office Chile has much more to contribute and also to get benefits from.

Brathwaite and González explained: "This country is part of the biggest agro-exporter area of the planet. And, the fact that the regional office is located in this area, allows not only to see what happens inside the country, but also allows to think about this country as part of the region and to support it for a greater collaboration and regional integration".

Subjects such as a State policy focused on the transformation of agriculture into a strategic sector, the experience regarding the negotiation of free trade agreements and the agro-exporter promotion of last the 10 years, are the subjects that the IICA wants to help to transfer to the rest of the region countries.

"The Chilean leadership is important and by having our regional headquarters here, we will be able to take advantage of these experiences in order to transfer them to other countries where they can be useful", stressed Bratwhaite.

In the decision to concentrate in Chile the activities of the area, it was also a priority the fact that the regional headquarters of FAO and CEPAL are located there, which allows to develop a more harmonious work and a better optimization of the resources.

#### New tasks

Another one of the subjects in that IICA concentrates its efforts is the preparation of an information data base about the Latin America rural and agricultural sector.

"This is a very important initiative so that the three organizations can use a common information base regarding the events of the sector: With data about what is the level of regional development; what is the importance of the rural sector in that development and

how we can create common policies to face the challenges of the rural poverty", indicated the Director General.

An example of how this can be worked is what it has been done regarding borders control and the support to the neighboring countries in order to improve their phyto and zoonitary conditions. SAG, with the collaboration of IICA, supports Peru and Argentina in the control of the fruit fly. It is a win – win situation, because by elevating their sanitary quality, the risk of plague entrance to Chile diminishes, situation that is a permanent headache for the fruits exporters.

In addition, they want to continue contributing in subjects such as to take advantage of the markets opportunities, to strengthen public and private institutionality for the development and promotion of agri-business, to support in the development of abilities and information handling to face commercial negotiations and the strengthen of sub regional integration processes, among others activities.

### Agriculture and Feeding

Gonzalo González - IICA representative in Santiago – was consulted about what potential areas Chile take could advantage on, regarding to what IICA may offers:

“We are very interested in seeing how are going to be the advances in the establishment of the Ministry of Agriculture and Feeding. That is something that many of the countries must have, because it allows to handle in a comprehensive way the production and the food consumption. It will be an example for the rest of the continent. The Institute can facilitate any .

information and studies that the Government requires; for example, about what policies must be taken in order to facilitate this integration. We can also contribute with the experience of other countries such as Canada. IICA can work as a contact source. It depends on each Government requests "

## IICA

The IICA was created in 1942 and set up under the auspices of the Pan-American Union - today Organization of American States (O.A.S.) - to promote actions in the scope of the agricultural development. It has its headquarters in Costa Rica and has 34 members.

(Revista del Campo) 03/27/2006

**THE SOUTHERN REGION  
2006 PLANNING MEETING**

During March 13th and 14th 2006, the Southern Region Planning Meeting was held in Santiago of Chile, which involves the presence of the IICA Representatives for the South Cone Region and Bolivia, as well as Regional Specialists. Additionally, in this occasion the recently assumed Director of Operations and Integration for the Southern Region, Dr Gonzalo González, the Director of Regional Operations and Integration of IICA, Dr Mariano Olazábal and the Director of Horizontal Cooperation Mr. Guillermo Toro were also present in the meeting. Extraordinarily, and taking advantage of his visit to Chile while He participated in the inaugural ceremonies of President Bachelet, the Director General of the IICA, Dr Chelston Brathwaite, inaugurated the meeting. According to his own words, this is an institutional historical situation and emphasized the opportunity of IICA of being able to participate in these events of great significance for the country. In relation to the new institutional strategic guidelines, He emphasized the necessity to coordinate the IICA Agenda with the demands of the Ministers of Agriculture: to face new challenges and to take advantage of the opening opportunities in the continent. In addition, He emphasized the necessity to establish the institutional vision and mission far beyond agriculture, assuming the responsibility before the strategic partner countries, with the modernization future, and to assume the technical leadership in new areas of agricultural sector development and of the rural population, acquiring competences and spreading the new knowledge.

Among the main subjects discussed in the meeting there are several such as, work ways for the Operations Directorate, Development state of the Agenda for Year 2006, functional re-rationing between the Director of Operations for the Southern Region and the Central Director of Operations, IICA -CAS coordination, etc.

Following, some thoughts and directions of the Director General about the future of IICA...



THE SOUTHERN REGION 2006 PLANNING MEETING - OFFICIAL PHOTO

## **DIRECTOR GENERAL SPEECH**

### **Building the IICA of the Future: General directions regarding the Organization and the Work Methods of the General Directorate**

*After emphasized the high honor that for me represents that the Member States unanimously have conferred me the responsibility to manage the Institute for other 4 years and being at the beginning of a second term and aware of the responsibilities that I assume, I visualize my responsibilities in 3 dimensions: (i) the responsibility to establish the vision and mission for the Institute with an approach that goes beyond agriculture, and with the idea that we must act in a scope that grants greater relevance to the Institute, considering that is incumbent on it to be the responsible institution to stimulate and promote the modernization and the sustainable development of agriculture as an strategic activity for the achievement of the well-being of the rural communities in the Americas; (ii) the responsibility that I assume before the countries, strategic partners and the Institute personnel*

*and for the fulfillment of this responsibility it is fundamental to reduce the gap between promises and results by means of a clear definition of the goals and the means to reach them, as well as the identification of obstacles and their removal and finally, (iii) the responsibility with the future by means of the support to the Member States in the reform of their institutions and to put into practice the inclusion policies oriented to modernize agriculture and also to improve the level of life for the rural population in the Americas.*

*For that reason it is essential to clearly define the directions related to the form in which the General Directorate will have to organize its capacities and to specify the work method that will be promoted as a difference seal of action of the organization.*

*In order to assure the efficient management of the institution; with financial care, expenses reports and a management fitted to the norms of the organization that must be respected by all, the technical and management excellence will be promoted by means of five management practices.*

- 1. Strategy: To draw up and to maintain a clearly defined strategy.*
- 2. Implementation: To develop and maintain perfect operations and implementations.*
- 3. Culture: To develop and maintain a performance culture oriented and based on results.*
- 4. Structure: To build an organic structure that could be able to generate fast answers, and to operate in a flexible way.*
- 5. Service and recognition: To provide a service with the highest quality and to recognize the superior performance of our personnel.*

*We will pay special attention to reduce the gap between goals and results. The concept of performance management and culture based on results is based on the identification of obstacles and their removal in order to close this gap between the goals and the achievements. Also the support that IICA offers to their Member States in the reform and institutional modernization processes will be important. That action must be seen as the key element of the action strategy and as a strategic activity to strengthen the relevance of the Institute.*

*An organization that wants to become an excellence institution must promote the culture of "performance management" that involves the recognition to the excellence performance at individual level as at group level. In addition, as an essential condition, the creation of an appropriate growth and team development environment is required.*



*The concept of expenses report that has been promoted has its base in three main elements:*

- (i) A clear definition of goals.*
- (ii) The identification of the necessary steps to reach those goals.*
- (iii) The performance, evaluation and feedback monitoring, to identify the gaps between performance and implementation and expected results.*

*The Institute will only reach its objectives and goals in a mutual confidence environment, expenses reports and transparency. For making this possible, 6 fundamental values will be promoted:*

- a. Team Work. A team is a group of individuals with a common mission "where the strengths of the people are increased and their weaknesses become irrelevant because of the force of others". For that reason although it recognizes that we cannot be individually good in everything, together we can create a force capable of confronting any challenge.*
- b. Effective communication. The formal communication and informal communication is the blood of the organization. Communication promotes understanding and reduces misunderstanding. Communication increases confidence which is the foundation of the great and lasting achievements. Therefore it is very important to strength the formal as well as informal communication.*
- c. Flexibility. The flexibility is an essential ingredient for the success of an organization which operates in a multinational and multicultural environment. It is important to recognize the existing differences between the countries to adapt the action of the Institute by a flexible way, but always within the framework of the institutional norms. In case of conflict with the regulations, the Director General must be consulted.*
- d. A culture of abundance. The concept of an abundance mentality (as Covey describes it) is based on seeing life not as a competition with a single winner but as an increase of opportunities, resources and wealth for all. People with a shortage mentality live a world of shortage and are threatened by the success of others;  
People with an abundance mentality are open, mature and see life as a place where there are opportunities for all.*
- e. A culture of priorities. There are many demands and many tasks that the Institute must fulfill to reach the goals. One of the most important*

*keys for the success of the IICA efforts is the capacity to define priorities, not an easy task due to the increasing demand in the countries for the IICA services.*

*The key principles to define priorities are:*

- *Importance for the countries, strategic partners and personnel.*
- *Support to the mission, the purpose and the objectives of the Institution.*
- *Contribution to the financial well-being of the Institute.*

*f. Recognition to the outstanding and excellence performance. The IICA must become the Institution number one in the hemisphere and a role model of institutional reform. In order to obtain that goal it must become a competent, focused, responsible for its people, with abundance mentality, proactive and with social responsibility Institution. The IICA is called to become an example for the Member States, in such way that when people talk about the institutions of excellence they indicate the Institute as one of them.*

## *2. What we have obtained between years 2002-2005*

*The administration achievements in the term 2002-2005 were presented on January 16th to all the internal community in the document: "The first four years ". Copies of that document are available for all of you. In this opportunity, I did not want to repeat the content of the indicated document but I want to rescue those that - in my opinion - were the six more important achievements.*

*(1) A revitalized relation with the Member States based on participation, transparency and the expenses report through the National and Regional Cooperation Agendas as a method to prioritize and adapt the actions of the Institute to the demand in its Member States.*

*(2) An effective contribution to the definition and putting in practice of a common agenda for agriculture and rural life in the Americas. Plan Agro 2003-2015.*

*(3) A greater operative efficiency in order to do more with limited resources thanks to a prudent and responsible financial management.*

*(4) The promotion of a culture of excellence in the performance and the respect to ethical principles and values, giving emphasis to the recognition of the contribution of individuals and groups to the goals of the Institute.*

(5) *The extension of relations with the strategic partners in order to offer a better service to the Member States.*

(6) *Strengthening of the financial base of the Institute and recovery of overdue quotas.*

*Dr Michael Porter, competitiveness guru of the Harvard University, emphasized that "A company can only gain the competition to its rivals if this company is able to be different from them in maintained form".*

*It is for that reason that I share that thought and for that reason I propose that we would have to deepen, to preserve and to continue the initiatives that generated the six main achievements before mentioned.*

### *3. The future of the Institute*

*For next the four years, in the second period of my management besides to preserve the reached achievements we would have to obtain the following results in the effort to become the Institute an organization for the development.*

(1) *To consolidate the support of the Institute to the Inter-American Agenda about Agriculture and Rural Life.*

(2) *To fortify and to consolidate the technical leadership of the Institute in its excellence areas, developing the mechanisms for the management of processes that allow to put the knowledge in support to the generation and delivery of cooperation services, focusing in new competitions and knowledge management.*

(3) *To fortify the finances of the Institute to guarantee the adjustment of the capacities of the Institute with the demand by its services.*

(4) *To consolidate the structure of organization as hemispheric platform for the cooperation, emphasizing the strategic role that the horizontal cooperation must carry out.*

(5) *To consolidate the strategic alliances as suitable means to complement the abilities and resources of the Institute in its efforts to offer a better service to the Member States.*

*In order to obtain those results it is required to fit the internal structure of organization of the General Directorate, taking as basis: (a) the priorities that the new Medium Term Plan 2006-2010 defines; (b) the exigencies that in the institutional plan impose the achievement of the*

*expected results before mentioned; and, (c) the experience of the performance of the preceding structure that seeks to fit, consolidating the foundations in which it sustains itself.*

#### *4. The regulated structure of organization of the General Directorate*

*In the second period of the present administration, to focus the efforts in the technical subjects that are critical for the work of IICA and essential for the technical management of the Institution will have fundamental importance.... The Technical Cabinet will carry out an important role in the definition of the strategic and operational subjects of the technical cooperation and it will have to constitute a space of analysis and discussion for the making of decision with respect to the technical management of the Institute. In addition, that forum will facilitate the identification of synergies that must come together to make the Institute an organization of technical excellence, and to be also an instrument for the development and the strengthening of the teams that will operate by means of technical networks.*

*I propose the regulated structure of organization of the General Directorate with base in the powers that grant to me the Article 20 of the Convention and Articles 6, 7 and 12 of the General Directorate Regulation, being conscientious that the changes although are important they do not represent but the improvement of the preceding structure and they do not entail increasing costs.*

*The adjustments that have been incorporated in the structure of organization of the General Directorate are based on the directions of the Medium Term Plan 2002-2006, in the external and internal consultations that have made and mainly in the experience generated in the last four years, that experience is very valuable to give greater flexibility and to correct the weaknesses that have been detected in the performance of the preceding structure.*

*One of the central fundaments for the definition of the regulated structure of the General Directorate is the model of integral management*

*for the General Directorate, it was developed and proposed by the Special Consultative Commission for Managerial Subjects, the same one that includes the following five components:*

- 1. Strategic Management*
- 2. Planning and Allocation of Resources*
- 3. Implementation*
- 4. Performance Evaluation*
- 5. Rendering of Reports, revision and adjustments*

*The regulated structure of organization of the General Directorate will allow: (i) to improve the coordination of actions and the coherence of the technical approaches; (ii) to facilitate the construction and development of teams around the priority subjects to the interior of the units; (iii) to maintain and to improve the efficiency in the operations; (iv) to develop better mechanisms of linking between the Headquarter and the Offices in the countries; and, (v) to emphasize the horizontal technical cooperation as much as regional and hemispheric integration.*

*The fundamental idea is to consolidate the reforms that have been made in 2002-2006 period so that the IICA produces a better product in benefit of the modernization of agriculture and the improvement of the rural life of the Americas.*

*The three objectives that the IICA must help to obtain in their Member States are active: The Sustainable Development of Agriculture, the Prosperity of the Rural Communities and the Alimentary Security.*

*The Institute will act in the priority areas of action that Medium Term Plan defines in present elaboration. At the beginning those six areas are:*

*(1) The contribution to the repositioning of agriculture and the rural life in the agendas of development of the countries of the Americas.*

*(2) The Promotion of commerce and the competitiveness of the agribusiness.*

*(3) The promotion of agricultural sanitation and the harmlessness of foods.*

*(4) The promotion of sustainable handling of the natural resources and the environment.*

*(5) The strengthening of the rural communities under a territorial approach.*

*(6) The promotion of the incorporation of the technology and the innovation for the modernization of the agriculture and the rural development.*

*In order to offer an effective cooperation in those priority areas we will have to put special attention to the development of internal competences or you will have to find them in the national systems or allied organisms. Between those competences I allow myself to advance the following ones:*

- *Trade and international commercial negotiations*
- *Agro-Energy*
- *Rural Agro-industry*
- *Development of rural communities*
- *Environment and handling of natural resources*
- *Biotechnology and biosecurity*
- *Agricultural sanitation and harmlessness of foods*
- *Agrotourism*
- *Development of agribusiness*
- *Insurances and rural credit*
- *External financing and investment projects*
- *Organic agriculture*
- *Development of human resources*
- *Technologies of information and communications*
- *Technology and innovation*
- *Horizontal cooperation*
- *Study of strategies and policies for the institutional modernization*

*I insist on that the content and direction for IICA work in those areas will be defined in the Medium Term Plan 2006-2010 and the implementation will begin according to the decisions that the Executive Committee adopts on the detailed allocation of resources for 2007, period for which JIA approved a global number and in next Budget-Program 2008-2009.*

*As far as the central responsibilities of the components of the organization adjustment that define the Executive Order 23/2006, I indicate the following ones:*

*To the Headquarter corresponds the strategic management, the development of the corporative policies, the provision of leadership and technical coordination, the coordination of operations and the support to the processes of regional integration. It is also responsible of the coordination of the dialogue on agriculture and rural life in the hemisphere, the management of the institutional resources, the development of the human capital of the IICA, the management and evaluation of the performance and the direction and supervision of the fulfilment of the norms of the Institute.*

*To the IICA Offices in the Member States corresponds to structure with the authorities and national institutions the Technical Cooperation Agenda in each country; the generation and delivery of services of cooperation to implement the Technical Cooperation Agenda for the country; continuously to monitor the state of agriculture and rural life in*

*the country and, to support the dialogue and the agreement between key actors to promote the agricultural and rural development of the country.*

*The structure of organization of the General Directorate as Executive Technical Organism of the Institute is conformed by: the Office of the Director General, General Assistant Director and Deputy Director General, seven Directorates and a set of Management Committees.*

*The Offices in the countries, the Directorate of Studies and Policies for the Institutional Modernization, the one of Regional Operations and Integration and the one of Technical Leadership and Knowledge Management working together conform the technical structure of the organization. The Directorate of Strategic Partners, Administration and Finances and Management of the Performance and Evaluation constitute the support structure. The Office of the Director General and the Cabinet constitute the structure of Management.*

*The Directorate of Studies and Policies for the Institutional Modernization will be led by Jorge Ardila and it will be responsible to lead the situation analysis of agriculture in the hemisphere; It will work the subject of State policies; it will develop the studies about the real contribution of agriculture; it will propose the models of organization of the future for the institutional systems that in the countries are responsible for the agricultural and rural development and it will lead the development of the thought of the Institute towards the future, in the Agro Plan 2015 framework.*

*For it, it will count on temporary support of experts of recognized prestige. The Unit at the moment responsible for Policies and Commerce will comprise of that Directorate. Their products will be used by the offices to support to the Ministries of Agriculture in their processes of reform and institutional modernization, taking into account the successful experiences of models of institutional systems for agriculture and the rural development of region countries and other parts of the world.*



CHELSTON BRATHWAITE WHILE HE WAS INAUGURATED THE PLANNING MEETING

*All the members of that Directorate will not have Office in Costa Rica, every time some technicians may have office in other Member States. For it to that Directorate, professionals of the Headquarter and some that at the moment are located in the countries will be assigned.*

*The Directorate of Regional Operations and Integration will be managed by Mariano Olazábal. To this Directorate corresponds the coordination of the operations of the Institute to assure that the generation and delivery of services of cooperation to the Member States implement the agendas arranged with the Governments and Regional Forums of Integration.*

*For it, it will have to develop mechanisms of articulation between the Headquarter and the offices in the Member States. The exercise of the secretariats of the regional forums of integration through the respective Directors of Operations will correspond to this Directorate. In addition, it will have to develop the relations with strategic partners in each region.*

*The Directorate of Regional Operations and Integration is conformed by five Divisions of Operations and Integration one for each region in which the IICA acts and a Division of Horizontal Cooperation. This last one will develop the institutional policy as well as the norms, methods and instruments that turn to that modality in essential component of the regular work of the Institute.*



*The Regional Representatives and Specialists depend on the respective Directors of Regional Operations. The Regional Specialists will directly report to the respective Directors of Regional Operations and Integration but they will maintain a direct linking with the technical areas.*

*The Directorate of Technical Leadership and Knowledge Management will be directed by Mr. James French. To this Directorate corresponds to develop the capacities and competences of the Institute and to become it a dynamic source of knowledge for the Member States. It is in charge to promote the development of the technical leadership of the Institute, as well as to handle the Hemispheric Agenda of Technical Cooperation.*

*Some of its responsibilities are the development of guidelines, directions and strategies for the generation and delivery of services of technical cooperation; the updated maintenance of the data bases about the technical capacities of the Institute; the development of technical networks in each priority area of action and the promotion to the development of better technologies for the cooperation... Also it corresponds to develop the linking with the centres of excellence at hemispheric and global level to put in use the competences that the Institute requires in order to offer an effective cooperation to the Member States. To this Directorate corresponds to promote the development of technical networks of specialists of the Headquarter and the offices in the countries and to establish the connections with the corresponding national networks.*

*This Unit is integrated by the team of expert professionals in the priority subjects; the Hemispheric Specialists; the Unit of Education and Qualification; the Unit of Computer science; the Unit of Documents and Publications, and the Languages Service.*

*The Directorate of External Financing and Projects of Investment. This Directorate will be in charge of Francois Dagenais as Director a.i. To grow IICA requires of the strengthening of their financial base, mainly by means of the access to external resources, with that, projects of the Member States, technical cooperation and investment are financed. In those last ones we are mainly interested in the technical components and of qualification that IICA can assume.*

*For that reason, the Directorate of External Financing and Projects of Investment must support to the Offices of the Institute in the Member States, to the Units of the Headquarter and to the Programs of the Institute in the search of external resources for the financing of specific projects. Therefore, the centre of attention of the work of this Directorate is the phase of pre-investment of the cycle of projects.*

*This Directorate will be integrated by the Unit of Projects of the Headquarter and the project Regional Specialists. The regional specialists will have to contribute minimum 20% of their time in support to the agenda of the Office in which they have office.*

*This Unit will work essentially in support to the implementation of actions in the countries in the activities of the cycle of projects. For that reason, it will act in closely linking with the Directorate of Strategic Partners, about external financing, with the Directorate of Technical Leadership and Knowledge Management, about technical direction for the design of the projects and, with the Directorate of Regional Operations and Integration, for the elaboration and support to the negotiation of multinational and regional projects and to coordinate work of the regional specialists in projects.*

*The Directorate of Strategic Partners and the Offices of the IICA in Washington, the United States and Madrid, Spain will be directed by Mr. Christopher Hansen and he is responsible of to facilitate and to promote relations with other international institutions, mainly, with those of inter-American scope, to obtain technical and financial resources that promote the cooperation of IICA to their Member States.*

*The Directorate of Management of the Performance and Evaluation will continue being lead by Mr. Dowlat Budhram. He will be in charge to lead the processes of evaluation of the performance of the IICA Office in the Member States, Programs of the Institute and operative Units of the Headquarter.*

*To that Directorate corresponds to develop the systems for the permanent revision of the agendas of cooperation of the Institute and the performance of the Units that conform the General Directorate in the different scopes of action; to prepare evaluation reports that must provide systematized information for the making of decisions and to serve as main input for the elaboration of the Plans of Improvement of PMOs Offices, in order to seek a better performance of offices in the countries, units of organization of the Headquarter and programs. To that Directorate also corresponds to develop norms and procedures for the evaluation; to cooperate with the internal and external audit and to become an important source of information about the work and the experiences of the Institute to support the cooperation and the expenses reports.*

*The Directorate of Administration and Finances will follow in charge of Francisco Barea. To this Directorate corresponds to lead and to monitor the processes of allocation, execution and control of the human,*

*financial and physical resources of the Institute and to operate the services of administrative support in the Headquarter.*

*This Directorate has a critical role in the allocation and handling of the resources, assuring the transparency and the expenses reports as well as assuring the good use of the financial resources of the Institution. The internal structure of that Directorate is the following one:*

*Division of Development of Human Resources*

*Division of Budget and Control*

*Division of Programming*

*Division of Finances*

*Division of Services of the Headquarter*

*Unit of Legal Consultant's office*

*The Division of Development of the Human Resources will give a main attention to promote the development of the human capital of the IICA by means of the qualification for the position, the qualification in service and the institutionalization of the recognition by the excellent individual and group performance. The Unit of Norms and Procedures is transferred from the Office of the Director General to the Directorate of Administration and Finances.*

*The Office of the Director General is integrated by the Office of the Director General, the General Assistant Director and Deputy Director General ; the Office of Monitoring of Cumbre de las Americas Process, the Technical Secretariat of the CE/JIA and Cabinet; the External Relationships Unit; the Public Information Office; the Coordination of the Director General Office and the Internal Audit.*

*The structure of Cabinets and Committees conformed by: the Director General Cabinet, the Technical Cabinet and the Committees of Programming of Administration and Finances, Committee of Subjects with Strategic Partners are part of the organization. . If it is necessary other committees will be established in the future. All the indicated committees operate with base in an annual calendar. The specific responsibilities will be defined in the corresponding Executive Order.*

##### *5. Public image of the Institute*

*The public image of the Institute must be based on the achievement of five institutional goals.*

- (1) A technically competent and highly motivated team of professionals.*
- (2) An institution that is transparent and reports expenses, and that is focused in the priorities of the countries.*

(3) *A flexible and agile institution.*

(4) *An institution oriented towards the achievement of results and that generates products of high quality.*

(5) *An institution with low operative costs and that is effective based on the costs.*

*In order to obtain these goals we must take five appropriate actions.*

(1) *(a) Recruitment and selection of people of the highest technical competence; (b) renovation of our personnel; (c) a better package of remunerations and benefits; (d) recognition of the superior performance.*

(2) *Implementation of the model of technical cooperation based on participation, expenses reports, consults and transparency.*

(3) *To incorporate the flexibility and a culture of urgency in our operations.*

(4) *Commitment with the technical quality and professional integrity.*

(5) *To continue promoting the operative efficiency.*

*Consequently, we conclude that (i) the presented structure represents only a re-adjust of the pre-existing organizational adjustment, to make it more efficient and that it does not imply greater costs for the institution; and, (ii) if all we worked as team we will be successful and that we obtain it if really we complement efforts, we developed the mechanisms for the team work and shared successes and failures indeed. The team work is the only form to achieve the success and the means to integrate the competences to take advantage of opportunities and to solve the problems.*

*I want to ask for your cooperation once again, so that we work together to obtain that the IICA is a better institution.*

*In order to conclude, I desire to mention the words of a wise person of the Millennium:*

*“Divided we cannot succeed, united we cannot fail”*

*Thank you very much.*

# **TRIBUTE ACT**

March 13<sup>th</sup>, in the IICA Office in Chile, it is developed a tribute to Director General, moment at which the publications "First Hemispherical Meeting of International Border Control in Plant and Animal Health" was presented, it gathers aspects of a seminary made in Puerto Varas last year, altogether with SAG and FAO; and "Cooperation Node for Latin America Countries", in which many experiences of successful programs about agriculture and rural life in diverse countries are shared and these could be transmitted other nations of the hemisphere.

The Director General of Inter-American Institute for Cooperation on Agriculture (IICA), Chelston Brathwaite, emphasized in his speech the Chile success with its policy of state for agriculture and the necessity that these successful experiences are shared with other countries of the hemisphere.



THE DIRECTOR GENERAL NEXT TO HIS WIFE, ROSSANNA BRATTHWAITE, AND THE GENERAL ASSISTANT DIRECTOR, CHRISTOPHER HANSEN.

The Director General emphasized that this country "has much to offer to America and the world and for that reason we promote here an excellence node that facilitates the

transference of those experiences and Chilean knowledge to other nations". He praised the development of a policy of state for agriculture, the good relation between the public sector and the private one; as well as the Chilean commercial negotiations with other countries and their handling. "These are experiences that Chile must share", he said.



THE DIRECTOR GENERAL WHEN HE IS RECEIVING ONE OF THE PUBLICATIONS OF HAND OF THE REPRESENTATIVE IN CHILE AND DIRECTOR OF OPERATIONS FOR THE SOUTHERN REGION OF IICA, GONZALO GONZÁLEZ

On the other hand, the Director of Operations for the Southern Region and IICA Representative in Chile, Gonzalo E. González, emphasized the meaning of the visit of the Director General for the work that the organism promotes in the country. "we are proud to receive him working, work that is reflected in the presentation of two publications of actions that we developed in 2005", he said when He was talking about the books "First Hemispherical Meeting of International Border Control in Plant and Animal Health" and "Cooperation Node for Latin America countries".

Next and when this "chronicle" of trip by Chile of our Director General is concluding, we left in the following lines the words that He pronounced the day that the office in Chile render a friendly and sincere tribute to him.



CHELSTON BRATHWAITE WHEN HE WAS MAKING HIS SPEECH TO THE HEARING



**DIRECTOR GENERAL SPEECH**  
**13/03/06**

1. *On behalf of my wife Rosanna, and mine, I want to express our pleasure to be in Chile again and being witnesses of the conclusion of a democratic process that was the inaugural ceremony of President Michelle Bachelet. At this historical moment, being here is a privilege and a gold opportunity.*

2. *We registered with extreme pleasure the distinguished presence of high representatives of the public sector, the private sector, academic and professional of the Institute that work in order to achieve an integral development of the agriculture and the well-being of the rural communities of our countries.*

3. *We are conscious that this country has much to offer to other countries of Latin America and the Caribbean, and for that reason, we have established this node of excellence here, to facilitate the transference from these experiences and knowledge to others.*

3. *Experiences as the development of:*

- *The policy of state for agriculture?*
- *The good relation between the public and private sector.*
- *The negotiations and handling of commercial agreements, among others.*

5. *These are experiences that Chile must share with the Continent.*

6. *We know that Latin America and the Caribbean counts on an important technological base for their development, but it is also a reality that these capacities are distributed unequally and consequently the horizontal cooperation to share experiences is fundamental.*

*Today Chile presents an agriculture of reference for the countries of Latin America and almost eight billion dollars of exports that the agricultural sector in 2005 showed, show its agro-alimentary power, specially with a sector where the employment has been placed in almost eight hundred thousand people with a level of unemployment lower than the national level.*

*As the Minister indicated days ago, the agreements of the agricultural table; where the highest referring of the producers associations, the academic sector and the legislature were met; served as base to generate the confidence between the sectors that was one of the intentions of the Minister Campos. From here, the agreements of the farmer table oriented to familiar agriculture, the policy of state for Chilean agriculture for period 2000-2010 that are subjects of hemispheric interest for agricultural sectors were originated.*

*On the other hand, the beginning of the agricultural insurance, the constitution of the commission of good agricultural practices, the regulation regarding agriculture exchange (bolsa de productos agropecuarios), the new law about bands of prices, the Official Program of Sanitary Traceability of the SAG, the Reformulation of the Program of Centres of Qualification of the INDAP, the National Program to make more professional the Farmer Familiar Agriculture, the National Policy of Irrigation and Drainage and the Law of Organic Agriculture are some of the initiatives that the sector has taken ahead with the commitment of the Ministry that you direct.*

*Also it is necessary to recognize, and the international community understands it, the efforts that the Ministry has made to promote the agreements of association and commerce between Chile and other countries such as the P-4 with Brunei, New Zealand, and Singapore, the Agreement of Partial Reach between Chile and India, the Free Trade Agreement between Chile and China, another one with the United States, the entrance in use of the Free Trade Agreement with the European Union and South Korea, all of them, efforts that meant team work days and harmonization with the other sectors to defend the interests of the agricultural sector, in the scope of these international agreements.*

*We know that there are things that we wasn't said, we know that everything could not be done and the task that leaves the new Minister is important, the initial ideas to become the Ministry of Agriculture a Ministry of Agriculture and Feeding is latent, as well as the incorporation of the farmer familiar economy to the markets and of the development of an internal market in balance with the external market, but the advances are evident, and from the IICA we saluted and we commit ourselves to continue contributing to the search of solutions to these subjects.*



*All these ideas have been originated from their productive contribution to the sector and, for that reason, in this opportunity it gives me great pleasure to congratulate you, wishing you the best of the successes in your new activities and to tell you Mr. Minister that the IICA is your home and that we will continue sharing initiatives searching the improvement of agriculture and the rural prosperity in our hemisphere.*

*Thank you very much!*



IICA 