

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



# IICA TECHNICAL COOPERATION STRATEGY IN CANADA 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE  
AGRICULTURE IN THE AMERICAS*







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COOPERATION STRATEGY  
IN CANADA**

**2011-2014**

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AGRICULTURE IN THE AMERICAS**

**OTTAWA, ONTARIO**



## TABLE OF CONTENTS

Abbreviations .....	i
Preface.....	ii
Executive Summary .....	iii
<b>I. Strategic Framework of the Agricultural Sector.....</b>	<b>1</b>
1. Canadian Agriculture .....	3
1.1 A Leading Model for Development.....	3
1.2.1 Responding to Market Demands through Value-Added Products .....	4
1.2.2 Innovation and Agricultural R & D .....	5
1.2.3 Market Diversification .....	5
2. Canada's Engagement with the Americas .....	5
3. The Presence, Permanence and Partnership of IICA .....	6
3.1 IICA Working in Canada .....	7
3.2 IICA's 2010-2014 Medium Term Plan .....	8
<b>II. IICA Technical Cooperation Actions in the Country .....</b>	<b>13</b>
4. Focus for IICA Canada 2010-2014 .....	15
#1 - To improve productivity and competitiveness in the Agricultural Sector .....	15
#2 - To improve Agriculture's contribution to Food Security.....	15
#3 - To be responsive to technical assistance requests consistent with available competencies	16
#4 - To cultivate mutually beneficial technical collaborations.....	16
5. Putting Our Strategy into Action.....	17
6. Collaborating with Canadian Partners.....	26
6.1 Federal Departments .....	26
Department of Foreign Affairs and International Trade (DFAIT).....	26
Agriculture and Agri-Food Canada (AAFC) .....	26
Canadian Food Inspection Agency (CFIA) .....	28
Canadian International Development Agency (CIDA) .....	28
International Development Research Centre (IDRC) .....	32
Trade Facilitation Office Canada (TFO Canada) .....	33
6.2 Other Canadian Partners .....	34
7. The Role of IICA Canada .....	35
7.1 Assistance with Funding Proposal Preparation.....	36
<b>III. Accountability and Evaluation of Results.....</b>	<b>39</b>
8. IICA Canada's Communication Strategy .....	41
9. Monitoring and Evaluation Strategy .....	43
10. Benefits of a Partnership between Canada and IICA.....	44

## ABBREVIATIONS

<b>AACTI</b>	Alberta Association of Colleges and Technical Institutes
<b>AAFC</b>	Agriculture and Agri-Food Canada
<b>AIA</b>	Alberta Institute of Agrologists
<b>ASAC</b>	American Society of Agricultural Consultants
<b>CAHC</b>	Canadian Animal Health Coalition
<b>CAPI</b>	The Canadian Agri-Food Policy Institute
<b>CARICOM</b>	Caribbean Community
<b>CCAA</b>	Canadian Consulting Agrologists Association
<b>CDC</b>	Canadian Dairy Commission
<b>CFAVM</b>	Canadian Faculties of Agriculture and Veterinary Medicine
<b>CFIA</b>	Canadian Food Inspection Agency
<b>CGC</b>	Canadian Grain Commission
<b>CIDA</b>	Canadian International Development Agency
<b>CIP</b>	Centro Internacional de la Papa – International Potato Centre
<b>COO</b>	Canada Organic Office
<b>CPC</b>	Canadian Pork Council
<b>CYFF</b>	Canadian Young Farmers Forum
<b>DFAIT</b>	Department of Foreign Affairs and International Trade
<b>DID</b>	Développement International Desjardins
<b>DG</b>	Director General
<b>EC</b>	Environment Canada
<b>FAC</b>	Farm Credit Canada
<b>FADQDI</b>	Financière Agricole du Québec Développement International
<b>FCC</b>	Farm Credit Canada
<b>FDI</b>	Foreign Direct Investment
<b>FIPA</b>	Inter-Parliamentary Forum of the Americas
<b>FRAQ</b>	la Fédération de la relève agricole du Québec
<b>GDP</b>	Gross Domestic Product
<b>GMC</b>	George Morris Centre
<b>IDRC</b>	International Development Research Centre
<b>IICA</b>	Inter-American Institute for Cooperation on Agriculture
<b>IAASTD</b>	International Assessment of Agricultural Knowledge, Science & Technology for Development, 2008
<b>ISPM</b>	International Standards for Phytosanitary Measures
<b>LAC</b>	Latin America and the Caribbean
<b>MTP</b>	IICA's Medium Term Plan 2010-2014
<b>MU</b>	McGill University
<b>NABI</b>	Northern Alberta Business Incubator
<b>NACS</b>	North American Consulting School
<b>NAFTA</b>	North American Free Trade Agreement
<b>NAPPO</b>	North American Plant Protection Organization
<b>NFPC</b>	National Farm Products Council
<b>NGO</b>	Non-Governmental Organization
<b>OAS</b>	Organization of American States
<b>OQ</b>	Oxfam Québec
<b>PAHO</b>	Pan-American Health Organization
<b>PROCINORTE</b>	Program for Cooperation in Innovation in the Northern Region
<b>R&amp;D</b>	Research and Development
<b>SME</b>	Small and Medium Sized Enterprises
<b>SPS</b>	Sanitary and Phytosanitary
<b>TFOC</b>	Trade Facilitation Office of Canada
<b>TRTA</b>	Trade Related Technical Assistance
<b>UoG</b>	University of Guelph
<b>UPA</b>	L'Union des Producteurs Agricoles
<b>WTO</b>	World Trade Organization

## Preface

Social, environmental and economic activities have stymied many Food Security measures worldwide. The Inter-American Institute for Cooperation on Agriculture (IICA), as an institution committed to making agriculture competitive and sustainable in the Americas, has an admirable legacy of programs throughout the hemisphere which is rooted in the relationships forged with stakeholders along the agricultural value chain. Continued progress will depend to a large extent on the institution's ability to respond to identified priorities and needs as well as sensitivities and capabilities in the member states.

Canada is a member of the IICA family for close to forty years during which time the IICA Canada office has transitioned from managing a single project in Animal Science, to one that facilitates and co-ordinates technical cooperation activities in agriculture between the Latin American and Caribbean region and Canada. In an effort to respond to the expressed interest by Canadian stakeholders for a win-win relationship, this Country Strategy has advanced a few novel and innovative activities. Initiatives such as strengthening partnerships through joint projects and liaisons with provincial private sector groups and Centres of Excellence are included. These, together with improving the capacity to respond to the needs of IICA member states in an efficient and meaningful fashion, are designed to foster favourable results and satisfaction of all parties.

The IICA's Medium Term Plan for the period 2010 – 2014 seeks to ensure that technical cooperation is geared towards the needs and request of the member countries. In this connection, all IICA offices were mandated to prepare an IICA Country Strategy which would guide and channel the cooperation that IICA provides to the member countries. The process involved significant research and consultations with major stakeholders to ensure that the Strategy was designed to respond to the needs and priorities as identified by stakeholders in the agricultural sector. The technical cooperation actions and project profiles articulated in this strategy have also been framed to ensure that they are consistent with those areas in which the office in Canada and IICA as a whole, has technical competencies or can access the requisite expertise. It is anticipated that this approach will ensure both relevance and impact in delivery of technical cooperation in Canada.

We would like to thank all of those departments, organisations and individuals that contributed to the development of our new plan of action. The small and dynamic team of IICA Canada is committed to delivering on this significant Country Strategy.



Dr. Audia Barnett  
IICA Representative in Canada

### *The Process*

*Review of Annual Reports &  
Past Stakeholder Surveys*

*New Stakeholder E-Survey*

*Stakeholder Consultations*

*Interviews and discussions  
with key Government and  
Academic Representatives*

*Sharing draft Strategy and  
obtaining Feedback*

*Adjusting Final Draft*

## *Executive Summary*

The Canadian Government policy for the Americas and the growing interest among Canadian private sector and academic stakeholders in the hemisphere provide an opportunity to take greater advantage of Canada's membership in the Inter-American Institute for Cooperation on Agriculture (IICA), which has evolved to a modern and effective technical organization of the Americas. The Medium Term Plan, developed by the new IICA administration under the leadership of Dr. Victor Villalobos, is an ideal platform to enhance collaboration with Canadian institutions. Canada and IICA are positioned to partner beyond the traditional and valuable relationship the two have shared for some 38 years, to bring added value to mutual efforts for supporting development. IICA, jointly with its Canadian stakeholders, has therefore identified a number of priority areas in which both are well aligned with potential initiatives that could assist government departments and agencies, as well as the private sector and academia, to advance the Government of Canada's agenda for enhanced engagement in the Americas. They are built on Canada's agriculture capabilities and strengths to respond to the technical cooperation needs that exist among IICA Member States at national and regional levels. These action areas form the basis of the proposed **"Canada and IICA: Partnering for a Sustainable and Competitive Agriculture in the Americas"**. The enhanced partnership will benefit Canada by increasing the visibility of Canada and its values as a committed partner with the Americas promoting its agriculture institutions' influence and leadership in issues of hemispheric and regional importance, strengthening its reputation for safe and high quality agricultural products, improving information sharing to impact hemispheric trade in agricultural products and inputs, and integrating Canada into a hemispheric network of agricultural and environmental professionals. Overall, the strategy is to promote Canada as a partner in sustainable agriculture and rural development in the Americas focused on food security and economic growth.



## **I. STRATEGIC FRAMEWORK OF THE AGRICULTURAL SECTOR**



# 1. Canadian Agriculture

## 1.1 A Leading Model for Development

Canada's agriculture sector and the almost 230,000<sup>1</sup> farming families go beyond primary production and food. They are expanding into new and exciting opportunities in health, energy and the environment. The agriculture and agri-food sector makes an important contribution to the country's economy, accounting for 8.1% of GDP ( \$99 billion) and employing almost 2.2 million people directly and indirectly representing one in eight jobs)<sup>2</sup>. In some regions of the country, the agriculture and agri-food sector is the dominant industry. Canada's agriculture and agri-food exports reached a total of almost \$39 billion in 2008<sup>3</sup>. An important strength for the agricultural sector is the policy and program support developed and managed by a world-class public service working together at federal and provincial levels in partnership with industry. The country's responsive and accountable public and private sector partnership system brings together a diversity of backgrounds and interests to achieve new innovations to support a modern economy and promote environmental stewardship.

Canada shares with many other nations and international organizations a common vision of a profitable and innovative agriculture and agri-food sector that contributes to and benefits from the development of sustainable rural communities. The World Bank's *World Development Report 2008* places agriculture at the centre of the development agenda, recognizing it as "a fundamental instrument for sustainable development and poverty reduction"<sup>4</sup> The World Bank estimates that GDP growth from agriculture benefits the incomes of poor people two to four times more than GDP growth in other sectors of the economy. The report also identifies the important role of agriculture within the development context of the mostly urbanized countries of LAC.

The Canadian agricultural sector is characterized by a unique blend of business models ranging from cooperatives to value/supply chain approaches. It has expertise in areas such as agricultural biotechnology, renewable energy, alternative biofuels, environmentally-friendly agriculture, and new models for rural economic and community development. Canada also provides international leadership in the areas of institutional modernization, development of consensus-based agriculture policies and public dialogue, public and private business risk management programs, management and prevention of animal diseases outbreaks, creation of modern food safety and inspection programs to protect the health of consumers support to rural renewal and development, and agricultural adaptation to global climate change. These capabilities constitute a

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<sup>1</sup> 2006 Census of Agriculture. (2008). In *Statistics Canada*. Retrieved from <http://www.statcan.gc.ca/ca-ra2006/index-eng.htm>

<sup>2</sup>An Overview of the Canadian Agriculture and Agri-Food System 2009. (2009) In *AgEcon Search*. Retrieved from [http://ageconsearch.umn.edu/bitstream/59885/2/overview\\_2009\\_e.pdf](http://ageconsearch.umn.edu/bitstream/59885/2/overview_2009_e.pdf)

<sup>3</sup>Ibid.

<sup>4</sup>World Development Report 2008. (2007) In WDR 2008. Retrieved from [http://siteresources.worldbank.org/INTWDR2008/Resources/WDR\\_00\\_book.pdf](http://siteresources.worldbank.org/INTWDR2008/Resources/WDR_00_book.pdf)

significant global resource that can be used to contribute to agriculture in the hemisphere.

Canada's universities, non-profit organizations and private sector companies also contribute advanced technical assistance and expertise to this global knowledge management resource. Canada is a leading country with highly qualified professionals, a strong farming industry and many international agri-food industries. Supporting the system are many allied interests from R&D, education and training, transportation, financial and management, to food safety, distribution, retailing and many others. Many business opportunities exist and are being pursued by Canadian companies and businesses, including those involved with pulses, livestock genetics and certain food products.

## 1.2 Hurdles facing Canadian Agriculture

The International Assessment on Agriculture Report<sup>5</sup> notes the dilemma facing agriculture worldwide - "The Global Agricultural System faces great challenges today, as it has to confront climate change, loss of biological and agrobiological diversity, loss of soil fertility water shortage and loss of water quality and population growth". Paradoxically, while Canada enjoys the position as one of the world's leaders in Agriculture, a recent report has claimed that Canada is not utilizing the full potential of the country's agri-food sector.<sup>6</sup> For example, analyses indicate that export opportunities are critical for the growth of most Canadian agriculture and agri-food industries. In 2008, Canada was the fourth-largest exporter and sixth-largest importer of agriculture and agri/food products in the world, as such, any initiative that will maintain or improve export prospects will auger well for the Canadian agricultural sector and the economy at large. It is important to note that some of the challenges experienced in Canadian agriculture are quite different from those experienced in developing countries in the hemisphere, and in many cases could be considered also as opportunities.

### 1.2.1 Responding to Market Demands through Value-Added Products

The composition of Canada's trade as it relates to agriculture and-food has changed over the years by responding to the evolving global demands and societal concerns. This has resulted in an increased percentage of exports being in higher value-added goods. In 2006, for example, processed products accounted for 57% of total agricultural and agri-food exports. This being said, this share fell in 2007 and 2008 due to higher world prices for bulk commodities. Increased input costs had a negative impact on margins and forced adjustment of business strategies in the Food, Beverage and Tobacco sector.

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<sup>5</sup> International Assessment of Agricultural Knowledge, Science & Technology for Development, 2008

<sup>6</sup> The Canadian Agri-Food Policy Institute Report, 2011

Since trade growth is being driven by value-added products, access to competitively priced inputs as well as innovation in product design and processing are areas for addressing in Canada.

### **1.2.2 Innovation and Agricultural R & D**

The multi-functional nature of agriculture and the various associated challenges dictate the need for increased research and innovation activities in the agriculture sector. Canada's public R&D spending in this sector however has been declining since 2000. Additionally, private R&D spending as a share of GDP in the food manufacturing industry continues to be significantly lower than that of total manufacturing and below that in other countries. As the Food, Beverage and Tobacco industries comprise the second most important manufacturing sector in Canada, the issue of continuous innovation and product development requires sustained focus and investment.

The volatility in commodity markets has had an impact on Canada as with most countries. As a result, the agricultural sector has embarked on a program of product diversification (including organic products), innovation, and adopting environmentally-friendly production methods. These all have to be supported and intensified to remain viable and to meet consumer demands.

### **1.2.3 Market Diversification**

Although Canadian shipments to the Canada-US market grew by US\$26b to US\$65b between 1999 and 2006, most of the sales growth occurred within Canada. Four fifths of all sales of processed food and beverage products result from shipments to the US and Canada. This signals opportunities for market diversification and expansion to the rest of the Northern region and to Latin America and the Caribbean.

## **2. Canada's Engagement with the Americas**

Over the past two decades, Canada's engagement with Latin America and the Caribbean (LAC) has been marked by three major developments. The first was Canada's decision to join the Organization of American States (OAS) in 1989. The second development was the 3<sup>rd</sup> Summit of the Americas in Quebec City in 2001. The Summit serves as the forum for the hemisphere's leaders and sets the mandate of the OAS. During the Quebec City meeting, the OAS was officially designated as the Secretariat of the Summit of the Americas Process. The third and currently most influential development was the Prime Minister's policy announcement in July 2007, indicating that Canada was committed to playing a greater role in the Americas with three objectives as a basis to the Government's re-engagement in the Americas: democratic governance, economic prosperity and security.

As a values-based and open society with a strong economy, Canada benefits from relationships with its trading partners. Canada's economic prosperity and commitment to

democratic governance and security are linked to its neighbors in the Americas. Currently, Canada is one of the largest sources of foreign investment in the southern hemisphere. In 2007, foreign direct investment (FDI) from Canada to the Americas, excluding Mexico and Bermuda, stood at \$94.9 billion, three times the size of Canadian investment in Asia (\$32.4 billion). It is estimated that Canadian trade in the Americas is in the order of over \$40 billion annually. In 2008, Canadian exports to LAC, excluding Mexico, totalled more than \$8.6 billion, about a 30 percent increase from 2007. This is expected to grow as agreements are negotiated with CARICOM, El Salvador, Guatemala, Honduras, Nicaragua, and the Dominican Republic, that will build on the successes of NAFTA and existing trade agreements with Chile, Costa Rica, Peru, and Colombia.<sup>7</sup> To advance Canada's commitment to trade liberalization, CIDA has developed an \$18 million Trade-Related Technical Assistance (TRTA) Program to assist free trade agreement partners in the Americas.

### 3. The Presence, Permanence and Partnership of IICA

The Inter-American Institute for Cooperation on Agriculture (IICA) has established itself for almost seventy years as the leading institution in the promotion of sustainable and competitive agriculture and well-being for rural communities in the Americas. It serves as a partner of choice as it enjoys political support at the highest level, having Ministers of Agriculture representing the all Member States on the governing Board.

With 34 country based offices throughout the Americas, IICA has the organization, the administrative and technical capacity to manage and handle diverse projects, funds and activities. It has profound knowledge of LAC, its cultures and peoples that enables it to target and focus on key demands, and the experience and expertise to assure impact and success.



Figure 1 IICA Member Countries

IICA has developed a demand-driven-consensus-based or country-led technical cooperation program, allowing the Institute and its partners to place efforts on issues that are priorities for the beneficiary countries and regions, reducing duplication and making better use of limited available resources. Leading by example at the forefront of the OAS modernization process, IICA is spearheading the organization's efforts in becoming a more efficient, results-based organization with greater transparency and accountability.

<sup>7</sup> Government of Canada. 2009. Canada and the Americas. Retrieved from [http://www.international.gc.ca/americas-ameriques/priorities\\_progress-priorites\\_progres.aspx?lang=eng](http://www.international.gc.ca/americas-ameriques/priorities_progress-priorites_progres.aspx?lang=eng)

## *IICA's Mission*

IICA is the institution of the Inter-American System that provides technical cooperation, innovation and specialized knowledge to contribute to the competitive and sustainable development of agriculture in the Americas and to improve the lives of rural dwellers in the member countries.

## *IICA's Vision*

To be a leading and innovative institution in the provision of technical cooperation for agriculture, known for its contributions to making the agri-food sector competitive, achieving the sustainable development of agriculture, promoting food security, reducing poverty and improving living conditions in the rural territories of the Americas, based on its strong technical expertise and capacity to provide solutions to the new challenges facing the member countries in these areas.

As a result of this long and prestigious presence throughout LAC that extends into all geographical areas and social levels, IICA has been an important partner in successful initiatives to reduce poverty and meet the Millennium Development Goals in rural communities in LAC, such as “Zócalo Rural” in Mexico, “Zero Hunger” in Brazil, and Colombia’s “Agro Ingreso Seguro”, to name a few.

### **3.1 IICA Working in Canada**

For over 38 years, Canada has been a leading member and contributor to IICA and a committed player in IICA’s institutional reforms and in fostering evolution in technical cooperation for agriculture in LAC. Canada’s official representatives to IICA play key roles in all the Inter-American agriculture ministerial meetings and other relevant specialized committees. This proactive participation has permitted Canada to position itself as a leader in the hemisphere and to give the country both presence and influence in LAC. In partnership with IICA, departments and agencies such as AAFC and CFIA have been able to share Canada’s experiences in the modernization of agricultural organizations, in the development of comprehensive agricultural and agri-environmental policies, and in the creation of world-renowned food inspection programs. These experiences and insights have played a major role in similar processes in Costa Rica, Chile, Colombia, Ecuador and Peru. IICA also works to bring leading international experience to Canada. For example, Brazil’s experiences in agro-energy and food security in LAC have been featured during meetings of Canada’s Agrologist community and AAFC’s Rural Secretariat meetings.

Canadian private-sector organizations and academics are also taking advantage of Canada’s membership in IICA and of IICA’s position as trusted broker in the hemisphere. An example of this is Pulse Canada, representing Canadian pulse producers, that has been working with IICA for several years to strengthen ties with Mexican counterparts in issues related to trade and research. This initiative has already

provided favourable results to Canadian trade. This has also been demonstrated through work done with Canadian agricultural consultants from CCAA to provide guidance in modernization and integration processes to private extension consultants in Chile.

A very poignant example of Canada and IICA co-operation is regarding Haiti, the poorest and least developed country in all of LAC. Haiti's development challenges are multiple and complex: 70% of Haitians live below the poverty line; the environment is the most degraded in the western hemisphere with only about 1% of forests remaining. These challenges require long-term commitment from the international community. IICA Canada joined with Headquarters and offices in Argentina, Brazil and others in the Pro-Huerta Project. Additionally, IICA and CIDA's programming priorities are aligned with those expressed in Haiti's own cooperation framework presented by its Minister of Agriculture after the devastating earthquake and now are focused on the country's reconstruction efforts.

Canadian involvement in IICA's activities in LAC has evolved over the past few years with a growth in the awareness and interest of Canadians from the academic institutions, private organizations and government agencies which has resulted in an increased demand for Canadian expertise from other member countries. Through these examples listed above over the course of the 38 year partnership between Canada and IICA, Canada has been able to advance its interests while supporting the development of agriculture and rural life in LAC as recognized by Canada's Fourth Progress Report on Food Security<sup>8</sup>.

As Canada's policy for renewed engagement in the Americas comes on stream, IICA and its network of 34 countries stand ready to serve as the country's natural conduit for promoting development in agriculture and rural communities. IICA offers strategic focus, internationally recognized transparent and accountable governance and management structures, and the technical expertise to bring a multiplier effect to Canada's engagement in the agriculture and rural life of LAC.

### 3.2 IICA's 2010-2014 Medium Term Plan

The Inter-American Institute for Cooperation on Agriculture (IICA) is mandated to work with agriculture of the Americas, in activities from primary production, value added processing, distribution of food stuffs to linkages with economic, social, health, and environmental activities all within a specific geographic area. This is a considerable task especially considering the challenges of food security, climate change and sustainable resource management which agriculture will be facing over the coming years. IICA believes that it needs to concentrate its resources and efforts on contributing to the attainment of the strategic objectives that concern areas in which the Institute possesses

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<sup>8</sup>Murphy, Paul.2006. In Canada's Fourth Progress Report on Food Security. Retrieved from [http://www4.agr.gc.ca/resources/prod/doc/misb/fsec-seca/pdf/report-rapport\\_4\\_e.pdf](http://www4.agr.gc.ca/resources/prod/doc/misb/fsec-seca/pdf/report-rapport_4_e.pdf)



the greatest technical capabilities, experience and recognition, and, as a result, can have a significant impact. To accomplish this, the 2010-2014 Medium Term Plan (MTP)<sup>9</sup> has established four strategic objectives:

*1: To improve the productivity and competitiveness of the agricultural sector*

*2: To strengthen agriculture's contribution to the development of territories and to rural well-being*

*3: To improve agriculture's capacity to mitigate the effects of, and adapt to, climate change, and make better use of natural resources*

*4: To improve agriculture's contribution to food security*

In order to achieve these objectives more efficiently and effectively, IICA intends to:

- a. Increase awareness of IICA, improving image and promoting value of partnership with IICA.
- b. Concentrate and focus its actions in order to make more efficient use of its resources and capabilities
- c. Give priority to joint, multidisciplinary institutional action
- d. Gear its administrative, financial and support systems toward technical cooperation
- e. Foster alliances with key strategic partners, to create complementary relationships and thus avoid duplication and wastage of resources and efforts
- f. Work with emphasis on policies and institutions, networks and organizations (rather than with individual farmers) so that IICA's actions have greater multiplier effects

The importance of looking at the complete value chain is becoming more and more pertinent especially when dealing with agriculture and rural wellbeing. In order to ensure this type of approach, the MTP also specifies areas that will be supported to ensure a holistic approach and to achieve sustainable development.

1. Design, analysis and evaluation of public policies and strategies.
2. Strengthening and modernization of institutions.
3. Creation and development of capabilities.
4. Knowledge management for agriculture and rural well-being.
5. Support for the countries on specific issues and investment projects.

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<sup>9</sup> IICA 2010 -2-14 Medium Term Plan. Promoting competitive and Sustainable Agriculture in the Americas.

The MTP articulates four Technical Concentration Programs and two Cross-cutting Programs for executing technical cooperation activities during the period.



**Figure 2. Technical Concentration Programs and Programs for Cross Cutting Coordination**

The Director General, Dr. Victor Villalobos Arámbulo, noted in a recent Position Paper<sup>10</sup>, “The world needs a new paradigm that will make agriculture more efficient and competitive, ensure the sound use of natural resources and include small-scale agriculture in its benefits”. This is the contextual framework that is shaping the activities of IICA as an international body, and at the national and regional levels. There is an important opportunity for the countries of the Hemisphere to adopt proactive policies aimed at tackling the principal challenge, which is **“To make agriculture competitive and sustainable.”**

### 3.3 Canadian Agencies’ Role in the Americas and Alignment with IICA

In response to the Canadian Government's initiative to re-engage with the Americas, Canadian Federal Departments and Agencies responsible for implementing this initiative reviewed their priorities and commitments. The following thematic and geographical priorities were identified:

1. To strengthen and promote Canada’s foundational values of freedom, democracy, human rights and the rule of law;
2. To build strong sustainable economies through increased trade and investment linkages, as well as a mutual commitment to expanding opportunities to all citizens; and
3. To meet new security challenges, as well as natural disasters and health pandemics.

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<sup>10</sup> COMMUNIICA, January-July 2010.

**Figure 3 - Aligning Canada's Focus on the Americas with IICA'S 2010-2014 Medium Term Plan**

		<b>Canada and the Americas<sup>11</sup></b>		
		<b>Democratic Governance</b> Promote Canadian Values	<b>Economic Prosperity</b> Build Strong Economies Through Trade	<b>Security</b> Meet Security Challenges and Natural Disasters
<b>IICA's Strategic Objectives<sup>12</sup></b>	<b>Productivity and Competitiveness, in Agriculture</b>	Promote globalized and integrated markets  Develop and promote competitive, inclusive and transparent rural initiatives	Improve research, innovation and technology transfer  Improve international trade conditions Promote modernization and strengthening of markets	Improve operation of markets in a sustainable way  Joint research and development activities
	<b>Agriculture, Territories and Rural Well-being</b>	Ensure development policies include social dimensions such as indigenous communities and women in agriculture  Recognition that development processes are intersectoral	Develop and enhance capacity to strengthen small scale family farming	Encourage continued rural life  Improve agriculture's contribution to rural well being  Develop risk mitigation initiatives
	<b>Agriculture, Natural Resources and Climate Change</b>	Develop modernized and balanced agro-environmental policies and frameworks	Promote environmentally and financially responsible management of natural resources	Develop/adapt policies to reduce vulnerability to climate change Enhance emergency responses capacity
	<b>Agriculture and Food Security</b>	Develop and promote regional and hemispheric food security policy development  Encourage public and private sector interaction and coordination of policies and investments for improved production and value chain integration	Improve small scale producer's ability to generate sustainable income and employment	Improve the quality, availability and access of safe and nutritious food  Develop long term policies and strategies for food security

Figure 3 highlights areas for potential collaboration in agriculture and rural life between Canada and IICA. This is based on alignment of Canada's renewed engagement with the Americas with the objectives of IICA's 2010-2014 Medium Term Plan.

In addition to this strong alignment, Canada's Agriculture Policy, “Growing Forward” objectives are significantly in-line with the Medium Term Plan.

<sup>11</sup> Canada and the Americas: Priorities & Progress. (2009). In *Foreign Affairs and International Trade Canada*. Retrieved from [http://www.international.gc.ca/americas-ameriques/priorities\\_progress-priorites\\_progres.aspx?lang=eng](http://www.international.gc.ca/americas-ameriques/priorities_progress-priorites_progres.aspx?lang=eng)

<sup>12</sup> IICA 2010 -2-14 Medium Term Plan. Promoting competitive and Sustainable Agriculture in the Americas.

GROWING FORWARD STRATEGIC OUTCOMES	IICA MTP STRATEGIC OBJECTIVES
1. Focusing on building a competitive and innovative sector	SO 1. Productivity and Competitiveness, in Agriculture
2. Ensuring the sector contributes to society's priorities	SO 2. Agriculture, Territories and Rural Wellbeing SO 4. Agriculture and Food Security
3. Being proactive in managing risks	SO 3. Natural Resources and Climate Change

Canada's knowledge base and experience are well aligned to solve development challenges facing the agriculture sectors of LAC. From public sector, to private sector, to academia, Canadian ideas, expertise and innovations can provide solutions to the technical development needs in agriculture and rural life in the Americas and be a key driver in the process. As Governor General Michaëlle Jean indicated in her throne speech on October 16, 2007, Canadians take their responsibility to help other countries struggling to make a better life for their people very seriously.

## **II. IICA TECHNICAL COOPERATION ACTIONS IN THE COUNTRY**



## 4. Focus for IICA Canada 2010-2014

The role of IICA Canada in contributing to IICA's MTP will be through facilitated access and exchange between LAC countries and Canada. IICA Canada as an important member of the IICA family is committed to being responsive to the needs of the member states and will be ensuring that information systems are established to foster sharing of information to advance the goals of the MTP. Notwithstanding the aforementioned, IICA Canada, having reviewed the imperatives of the policy-makers, private sector (including farmers), public sector, academia and non-governmental organizations, has established four Areas of Focus that specifically target Canada's strengths in the Agriculture sector.

### **#1 - To improve productivity and competitiveness in the Agricultural Sector**

IICA Canada is committed to strengthening collaboration and ties with the private sector. Additionally, as the national agricultural policy supports improving competitiveness through innovation, IICA Canada can be an ideal facilitator and partner. As such, outputs of this line of action include:

- To identify Canadian commodities where collaborations with IICA Member Countries in research, production, value added products and health benefits could foster win-win relationships.
- To utilize the vibrant network in the 34 Member States to investigate the feasibility of competitive supply options for agricultural inputs in countries where Canada has or is developing free trade agreements within the Americas.
- To promote an Innovation System approach to Canadian Agricultural Stakeholders in the Small and Medium Sized enterprise sector.
- To share information, Best Practices and experiences *inter alia* in the areas of trade facilitation, standards, regulations, and markets.

### **#2 - To improve Agriculture's contribution to Food Security**

IICA Canada is committed to sustainable food security initiatives. Through our presence and permanence in 34 countries of the Americas, IICA Canada can be an ideal partner. As such, outputs of this line of action include:

- To collaborate with development and donor agencies for strategic assistance to the most vulnerable in the Latin American and Caribbean countries.
- To collaborate with Canadian and international organisations (e.g. FAO) to improve value chain management (VCM) in LAC.
- To share information, Best Practices and experiences *inter alia* on value chain management, food safety and relevant contributors to food security, and to assist with pertinent policy development.

### **#3 - To be responsive to technical assistance requests consistent with available competencies**

IICA Canada wants to effectively respond to specific, technical, demand-driven requests from Member Countries by connecting needs to available expertise available in Canada in order to foster greater hemispheric integration in technical areas of agriculture. As such, outputs of this line of action include:

- To provide the most effective technical support by promptly and efficiently responding to agricultural capacity building requests from IICA Member Countries.
- To investigate and document the relevant competencies and technical facilities available within Canada and to develop effective knowledge management tools.

### **#4 - To cultivate mutually beneficial technical collaborations**

IICA Canada is committed to strengthening alliances between academia, producers and leaders in agri-business, between Canada and LAC, in areas relating to Food Security, Competitiveness and Productivity. As such, outputs of this line of action include:

- To provide opportunities for internships, sabbaticals, and technical and industry related exchanges that will contribute to capacity building in applied activities in food security, competitiveness and productivity in agriculture.
- To establish a special internship project focused at improving competitiveness and productivity in the agricultural sector while contributing to sustainable food security.
- To develop knowledge management tools to increase the effectiveness and impact of initiatives.

#### **Additional Technical Cooperation Activities**

Over the duration of next four years, these four Strategic objectives will guide IICA Canada's efforts in technical cooperation activities. However, IICA Canada will respond to needs as they arise, when consistent with other priority areas covered in the MTP.



## 5. Putting Our Strategy into Action

*FOCUS AREA #1 - To improve productivity and competitiveness in the Agricultural Sector*

**Table 1 - Logical Framework for Focus Area 1**

<b>Focus Area</b>	<b>To improve productivity and competitiveness in the Agricultural Sector</b>
<b>Predominant Lines of Action of the 2010-2014 MTP</b>	National innovation systems Regional and international cooperation for technology innovation Linking producers to markets, including small-scale producers
<b>Level</b>	National
<b>The problem</b>	Canada is not realizing the full potential of a major strategic asset- the country's agri-food sector. The consequences of falling profitability, lost opportunity and declining relevance are impairing the nation's agri-food industry. <sup>13</sup>
<b>General objective</b>	IICA Canada is committed to strengthening collaboration and ties with the private sector. Additionally, as the national agricultural policy supports improving competitiveness through innovation, IICA Canada can be an ideal facilitator and partner.
<b>Specific objectives</b>	1.1 To identify Canadian commodities where collaborations with IICA Sede Central and Member Countries in research, production, value added products and health benefits could foster win-win relationships. 1.2 To investigate the feasibility of competitive agriculture supply contracts within USA, Mexico and LAC. 1.3 To promote an innovation system approach to Canadian Agricultural Stakeholders. 1.4 To share information, Best Practices and experiences <i>inter alia</i> in the areas of trade facilitation, standards, regulations and markets.
<b>Partners</b>	AAFC, DFAIT, Trade Facilitation Bodies, Producer Associations, NRC, CAC, Private Agriculture Research Organisations, University of Guelph, McGill University, AACTI and others in Academia, IICA Agri-business and Innovation Specialists and Country Offices
<b>Duration</b>	4 years (2010-2014)

<sup>13</sup> Canadian Agri-Food Policy Institute, 2011, Canada's Agri-Food Destination; A New Strategic Approach.

<b>Activities</b>				
<b>Key Outputs</b>	<b>Performance Indicators</b>	<b>Performance Target</b>	<b>Strategy</b>	<b>Major Tasks</b>
1.1 To identify commodities where collaborations with IICA Member Countries in research, production, value added products and health benefits could foster win-win relationships	Number of LAC Countries that receive packaged information on at least one Canadian commodity New/under exploited value-added products from major commodities Identified	At least 5 countries receive packaged info on one Canadian commodity annually.  At least one new value-added product with commercial prospects in LAC identified.  At least one new value-added LAC agri-product with market potential in Canada identified.	To improve links with private sector through targeted activity for mutual benefit  Collaboration with Private Sector and IICA Agribusiness Office	a) Review Mexico-Canada Pulse case study and lessons learned. b) Meet with producer groups & DFAIT for leads. c) Review consumption trends, market demand reports in selected LAC countries and Canada. d) Identify commodity/product type for promoting. e) Through IICA network & Agri-business office, DFAIT etc. investigate potential of prospects identified. f) Collaborate and execute Plan of Action.
1.2 To investigate the feasibility of competitive agriculture supply contracts within LAC.	Competitive agriculture supply contract prospects identified.	To aid at least one new agriculture supply contract from within LAC	To improve links with private sector through targeted activity for mutual benefit.  Collaboration with Private Sector and IICA Agribusiness Office.  Identify key agricultural inputs for alternative sourcing.	a) Discuss with trade facilitation bodies joint activities for preparing and maintaining an information resource base on selected agricultural inputs, prices, etc. in LAC. b) Prepare and submit a joint proposal for establishing the resource base. c) Scope IICA networks & Agri-business office for info on production of agricultural inputs in the Americas. d) Collate information and publish. e) Share relevant information with Canadian stakeholders.

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
1.3 To promote an innovation system approach to selected Canadian Agricultural SME Stakeholder group	Number of SME Canadian agricultural Stakeholders exposed to Innovation System approach	To increase exposure to Innovation Systems by 10% in selected Ontario SME stakeholder group.	To co-ordinate three seminars/work shops on Innovation systems to sensitize target group.	<ul style="list-style-type: none"> <li>a) Identify interested group(s)</li> <li>b) Adapt IICA Innovation System Guide for SMEs in Canada.</li> <li>c) Organize and deliver seminars/ workshops.</li> </ul>
1.4 To share information, Best Practices and experiences <i>inter alia</i> in the areas of trade facilitation, standards, regulations and markets.	Improved awareness of and performance with regards to Canadian quality and SPS standards and trade rules for importation.	<p>To contribute to current and/or to establish new agreements with the trade facilitation bodies.</p> <p>To support initiatives towards increasing imports for at least three agri-food products from LAC to Canada.</p>	To collaborate with IICA Reps and Agribusiness Specialists, PROCINORTE and trade facilitation bodies in collecting and sharing useful information and identifying opportunities for new/increased export . Facilitate LAC participation in two trade expos.	<ul style="list-style-type: none"> <li>a) Discuss and subsequently establish Letter of Intent, etc. with trade facilitation bodies.</li> <li>b) Execute according to agreed plan facilitating expert visits and/or internships where possible.</li> <li>c) Share information on Best Practices, Product Standards, Document Preparation, etc. with LAC.</li> <li>d) Facilitate LAC participation in strategic trade expos.</li> </ul>

FOCUS AREA #2 - To improve Agriculture's contribution to Food Security

Table 2 - Logical Framework for Focus Area 2

<b>Focus Area</b>	<b>To improve Agriculture's contribution to Food Security</b>			
<b>Predominant Lines of Action of the 2010-2014 MTP</b>	Institutional framework and services to support market access for small scale producers. Institutional innovation for a new paradigm of technological change for food production and diversification.			
<b>Level</b>	National			
<b>The problem</b>	Food insecurity in LAC			
<b>General objective</b>	IICA Canada is committed to sustainable food security initiatives. Through IICA's presence and permanence in 34 countries of the Americas, IICA Canada can be an ideal partner.			
<b>Specific objectives</b>	2.1 To collaborate with development and donor agencies for strategic assistance to the most vulnerable in LAC. 2.2 To collaborate with Canadian and international organisations to improve value chain management in LAC. 2.3 To share information, Best Practices and experiences <i>inter alia</i> on value chain management, biotechnology, food safety and relevant contributors to food security, and to assist with pertinent policy development.			
<b>Partners</b>	CIDA, IDRC, NGOs, IICA Member States, University of Guelph, VCMC, IICA Agribusiness Office/Biotechnology and Food Security Specialists, AAFC, CFIA, McGill, AACTI and others in Academia, Private Sector, Producer Associations			
<b>Duration</b>	4 years (2010-2014)			
<b>Activities</b>				
<b>Key Outputs</b>	<b>Performance Indicators</b>	<b>Performance Target</b>	<b>Strategy</b>	<b>Major Tasks</b>
2.1 To collaborate with Canadian Development Agencies for strategic assistance to the most vulnerable in the Latin American and Caribbean countries.	Joint projects.  Project concept notes prepared and submitted with Canadian Development Agencies.  Relevant agricultural technical cooperation needs in LAC provided to Canadian Development Agencies	Collaboration on at least one major Food Security project.  At least two Project concepts forwarded to suitable agencies per year.	To improve links with Canadian Development Agencies to better understand priority areas, rules and project preparation formats, etc.	a) Meet with key Canadian Development Agencies to discuss mutual areas of interest and key agricultural needs of LAC. b) Contribute to execution of approved project(s). c) Review IICA Country Strategies and informal requests to identify key agricultural technical cooperation needs. d) Provide guidance and/or assistance in preparation of project concepts and proposals.

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
2.2 To collaborate with selected organizations in addressing the efficiency of the value chain in LAC.	Information shared with LAC on optimizing potential of local commodities.	To provide training in value chain management in at least 3 IICA Member Countries.	To co-ordinate workshops in support of IICA Member Countries on optimizing value of primary produce.	<ul style="list-style-type: none"> <li>a) Identify Canadian expertise in agricultural process efficiency.</li> <li>b) Identify suitable partner agency in executing activities.</li> <li>c) Select 3 IICA Member Countries based on interest and readiness.</li> <li>d) To collaborate with IICA Agribusiness Office in delivering workshop(s).</li> </ul>
2.3 To share information, Best Practices and experiences <i>inter alia</i> on supply chain management, food safety and relevant contributors to food security, and to assist with pertinent policy development.	Information shared with LAC on identified areas of interest.	To provide information in at least one of the identified areas in at least ten IICA Member Countries	<p>To utilize IICA's Thematic Network and Technical Specialists to aid in filling identified information needs.</p> <p>To increase involvement with PROCINORTE Annaba.</p>	<ul style="list-style-type: none"> <li>a) Join at least 2 Thematic Networks</li> <li>b) Obtain information needs in selected LAC countries</li> <li>c) Participate in selected country meetings/ conferences</li> <li>d) Participate in virtual &amp; other strategic meetings with PROCINORTE &amp; NABI</li> <li>e) Support the sharing of information from PROCINORTE &amp; NABI.</li> </ul>

*FOCUS AREA #3 - To be responsive to technical assistance requests consistent with available competencies*

**Table 3 - Logical Framework for Focus Area 3**

<b>Focus Area</b>	<b>To be responsive to technical assistance requests consistent with available competencies</b>			
<b>Predominant Lines of Action of the 2010-2014 MTP</b>	Horizontal Cooperation			
<b>Level</b>	National and International			
<b>The problem</b>	IICA Member Countries making requests for capacity building and technical assistance in agricultural activities.			
<b>General objective</b>	IICA Canada intends to effectively respond to specific, technical, demand-driven requests from Member Countries by matching technical needs with available Canadian expertise in order to foster greater hemispheric integration in areas of technical concentration in agriculture			
<b>Specific objectives</b>	3.1 To provide effective technical support by promptly and efficiently responding to agricultural capacity building requests from IICA Member Countries. 3.2 To investigate and document the competencies available within Canada and develop effective knowledge management tools.			
<b>Partners</b>	AAFC, CFIA, University of Guelph, McGill, AACTI and others in Academia, Private Sector and Producer Associations, IICA Country Reps			
<b>Duration</b>	4 years (2010-2014)			
<b>Activities</b>				
<b>Key Outputs</b>	<b>Performance Indicators</b>	<b>Performance Target</b>	<b>Strategy</b>	<b>Major Tasks</b>
3.1 To provide effective technical support by promptly and efficiently responding to agricultural capacity building requests from IICA Member Countries.	Response to requests for technical support by Canadian experts.	Respond to 100% initial requests.  Action all requests where competencies exist and are available, within 3 months of request.	To respond to requests and provide effective assistance within a defined timeframe.  To assess the impact of activities once they are completed.	a) Develop and implement appropriate SOPs to ensure timely and efficient processing of all requests. b) Maintain electronic records of each request received. c) Collate results of interventions on an annual basis. d) Evaluate effectiveness for each request response on an ongoing basis.

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
3.2 To investigate and document the competencies available within Canada and develop effective knowledge management tools.	Create a list of Canadian Food and Agricultural expertise and specialized facilities focused on IICA's technical concentration programs.	Prepare a list of Canadian expertise and organizations in all provinces and territories in IICA's technical concentration and cross-cutting programs	To utilize current network of stakeholders and industry groups, universities etc. to identify Canadian expertise and resources in technical concentration programs.	a) Conduct a search for and collate a list of Canadian organisations and persons with expertise in areas of IICA's technical concentration programs b) Conduct a survey of identified experts to more clearly define areas of proficiency. c) Prepare and maintain database of expertise information.
IICA Canada will maintain flexibility and latitude to be responsive to emergencies and/or urgent calls for assistance in the Americas. These activities will also be regularly assessed through a generalized evaluation process that will be developed.				

*FOCUS AREA #4 - To cultivate mutually beneficial technical collaborations*

**Table 4 - Logical Framework for Focus Area 4**

<b>Focus Area</b>	<b>To cultivate mutually beneficial technical collaborations</b>			
<b>Predominant Lines of Action of the 2010-2014 MTP</b>	All lines of action			
<b>Level</b>	National and International			
<b>The problem</b>	Need for internationalization for agriculture research development and capacity building			
<b>General objective</b>	IICA Canada is committed to strengthening alliances between academia, producers and leaders in agri-business, between Canada and LAC, in areas relating to Food Security, Competitiveness and Productivity.			
<b>Specific objectives</b>	4.1 To provide impactful exchange opportunities for capacity building in food security and competitiveness and productivity in agriculture. 4.2 To develop and implement a program focused at improving competitiveness and productivity in the agricultural sector while contributing to sustainable food security. 4.3 To develop knowledge management tools to increase the effectiveness and impact of initiatives.			
<b>Partners</b>	AAFC, CFIA, DFAIT, CIDA, IDRC, University of Guelph, McGill, AACTI and others in Academia, Private Sector, Producer Associations, and IICA Member States			
<b>Duration</b>	4 years (2010-2014)			
<b>Activities</b>				
<b>Key Outputs</b>	<b>Performance Indicators</b>	<b>Performance Target</b>	<b>Strategy</b>	<b>Major Tasks</b>
4.1 To provide impactful exchange opportunities for capacity building in food security and competitiveness and productivity in agriculture.	Administration of collaboration grants for individuals in Canada and LAC.	Administer the grant program each year approving a minimum of 8 requests per year.	To deliver revised grant program for internships, sabbaticals and industry related exchanges.	a) Promote programs in LAC and Canada on an ongoing basis b) Develop and implement SOPs with timeframes to ensure a consistent processing of all proposals. c) Evaluate effectiveness and impact of each collaboration. d) Based on the evaluation results modify the program to ensure relevance and impact.



Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
4.2 To develop and implement a program focused at improving competitiveness and productivity in the agricultural sector while contributing to sustainable food security.	Performance of specialized collaboration project.	Approval of one collaborative project over the period	To manage a specialized grant program to enhance the impact on food security.	<p>a) Conduct a competition to identify a (LAC/Canada) collaboration that will take place over a three year period, supported by a grant to assist the associated work.</p> <p>b) Evaluate the progress and impact of the collaboration on an annual basis and at its completion.</p> <p>c) Share results to wider community</p>
4.3 To develop knowledge management tools to increase the effectiveness and impact of initiatives.	<p>Databases for collaborations and host institutions.</p> <p>Number of applications</p>	<p>Prepare a database of host institutions indicating at least one institution per IICA Region in each of IICA's 6 technical concentration programs.</p> <p>Input all past collaboration experiences.</p> <p>Promote the grant program through one institution in each province of Canada and one institution in each IICA Member Country in LAC.</p>	To develop more effective tools to improve the impact of collaboration grants.	<p>a) Develop and disseminate promotional material on the grant program.</p> <p>b) Conduct a survey throughout Canada and LAC for identifying specific agricultural expertise in IICA's technical concentration programs</p> <p>c) Prepare and maintain database of the relevant agriculture and food organizations and institutions identified.</p> <p>d) Prepare and maintain electronic records for recently completed and past collaborations.</p> <p>e) Explore new methods for reporting, evaluating, capturing, compiling and sharing results to improve the impact of the collaborations.</p>

## 6. Collaborating with Canadian Partners

Canadian participation in IICA's activities throughout the LAC has been evolving in the past few years with a noticeable growth in the awareness and interest of Canadians from the academic institutions, private organizations and government agencies. IICA Canada plans to engage the spectrum of organisations to better respond to the needs of IICA Member Countries and make the greatest impact possible. Acknowledging the strong governance system at the Provincial level in Canada, a concerted effort will be made to forge ties and optimize strengths. Through mutually agreed programs and projects with selected organisations, IICA Canada will be elaborating specific initiatives that will be carried out over both the short and long term. Memoranda of Understanding and/or Letters of Intent will be prepared if deemed necessary. Specific activities and deliverables however will be according to the agreed Terms of Reference.

To illustrate potential for engagement with Canadian organizations, a selection of organizations along with their mandates and priority activities has been highlighted. It is however important to note that engagement at the provincial level will also be pursued.

### 6.1 Federal Departments

#### *Department of Foreign Affairs and International Trade (DFAIT)*

The Department of External Affairs was first established in 1909. Following the Department's merger with the Trade Commissioner Service in 1982, its operations and mandate expanded in new directions with changes reflected in its current name, the Department of Foreign Affairs and International Trade (DFAIT). DFAIT is involved with ensuring that Canada's foreign policy reflects true Canadian values and advances Canada's national interests. The organization is quite involved in strengthening rules-based trading arrangements and expanding free and fair market access at bilateral, regional and global levels. Further to this, DFAIT works with a range of partners inside and outside government to achieve increased economic opportunity and enhanced security for Canada and for Canadians at home and abroad.

Among its priorities is the implementation of the Americas Strategy, with specific initiatives to promote greater economic prosperity, security and democratic governance, with Canada's leadership reinforced by bilateral and multilateral engagement on issues such as Haiti and Honduras.

#### *Agriculture and Agri-Food Canada (AAFC)*

Agriculture and Agri-Food Canada is a government department that provides information, research and technology, as well as policies and programs to achieve security of the Canadian food system, health of the environment and innovation for growth. The Minister of Agriculture and Agri-Food is responsible for all matters relating to agriculture. This includes supporting agricultural productivity and trade, stabilizing

farm incomes, encouraging research and development, and responsibility for the inspection and regulation of animals and plant-life forms. AAFC's programs and services involve cooperatives, business expanding, consumers and markets, environmental protection, science and innovation and rural services. Its science and innovation branch is involved in scientific cooperation projects with many countries and is the contact point for the PROCINORTE in Canada.

<b>Agriculture and Agri-Food Canada's Strategic Outcomes<sup>14</sup></b>		
<b>SO 1 - An environmentally sustainable agriculture, agri-food and agri-based products sector<sup>1</sup></b>	<b>SO 2 - A competitive agriculture, agri-food and agri-based products sector that proactively manages risk<sup>1</sup></b>	<b>SO 3 - An innovative agriculture, agri-food and agri-based products sector<sup>1</sup></b>

The Minister with responsibility for coordinating rural development and enhancing the quality of rural life also has portfolio responsibility for the Canadian Dairy Commission (CDC), • the Canadian Food Inspection Agency (CFIA), • the Canadian Grain Commission (CGC), • Farm Credit Canada (FCC), and the • National Farm Products Council (NFPC). The heads of each of these portfolio agencies are responsible for providing advice and guidance to the Minister including issues related to food inspection, plant protection and animal health, the financing of farm operations, milk quotas and dairy subsidies, the overall grain handling system and associated standards, and the marketing of farm products.

The Rural Secretariat aims to improve the quality of life in rural communities so these regions can compete in the global economy. The Secretariat also ensures that federal policies and programs respond to the needs of these communities. More information can be accessed at <http://www.rural.gc.ca/RURAL/>

<b>Subject Areas for Potential Collaborations with AAFC</b>		
Research	Agriculture Insurance	Market Access
Agri-Enviro Policies	Agriculture Credit	Market Growth
Sustainability	Farm Debt	Competitiveness
Rural Development*	Novel Foods	Agri-Innovations
Risk Assessment	Regulatory Policies	Business Development
Risk Mitigation	Production Systems	
	Biofuels	

<sup>14</sup> Agricultural and Agri-Food Canada. (2009). In *Treasury Board of Canada Secretariat*. Retrieved from <http://www.tbs-sct.gc.ca/rpp/2010-2011/inst/agr/agr01-eng.asp>

## Canadian Food Inspection Agency (CFIA)

The Canadian Food Inspection Agency (CFIA) was created in April 1997, bringing together inspection and related services previously provided through the activities of four federal government departments: Agriculture and Agri-Food Canada, Fisheries and Oceans Canada, Health Canada and Industry Canada. The establishment of the CFIA consolidated the delivery of all federal food, animal and plant health inspection programs. The CFIA delivers 14 inspection programs related to foods, plants and animals in 18 regions across Canada. Its role is to enforce the food safety and nutritional quality standards established by Health Canada and, for animal health and plant protection, to set standards and carry out enforcement and inspection.

Canadian Food Inspection Agency's Strategic Outcomes <sup>15</sup>		
SO 1 - Public health risks associated with the food supply and transmission of animal disease to humans are minimized and managed <sup>1</sup>	SO 2 - A safe and sustainable plant and animal resource base <sup>1</sup>	SO 3 - Contributes to consumer protection and market access based on the application of science and standards <sup>1</sup>

As a regulatory agency, the CFIA supports Canadian technical cooperation in capacity building in its areas of expertise through its professional staff and facilities such as its laboratories, and inspection and quarantine stations.

### Subject Areas for Potential Collaborations with CFIA

Plant Health	Traceability	Institutional Reform
Animal Health	Pest Risk Analysis	Harmonization of Standards
Animal Disease Risk Analysis	Food Safety	SPS Measures
Emerging Diseases	HACCP	Emergency Preparedness
Bio-security Plant Health	Labeling	Biodiversity
Biosafety	Organics	Biotechnology

## Canadian International Development Agency (CIDA)

The Canadian International Development Agency (CIDA) is a government agency that was established in 1968 to administer the bulk of Canada's official development assistance program. Its aim is to manage Canada's support and resources effectively and accountably to achieve meaningful, sustainable results and engage in policy

<sup>15</sup> About the CFIA. (2010) In *Canadian Food Inspection Agency*. Retrieved from <http://www.inspection.gc.ca/english/agen/agene.shtml>

development in Canada and internationally, enabling Canada's effort to realize its development objectives. In response to the federal government's initiative for the Americas, CIDA recently underwent an important reform in its organization and priorities. Its programs were reoriented in an effort to achieve greater efficiency, accountability and focus.

To achieve effectiveness in delivering its international aid, CIDA focused its efforts geographically and thematically. Geographically it identified its countries of focus based on three criteria: 1) needs; 2) ability to benefit meaningfully from Canada's assistance; and 3) alignment with Canada's foreign policy. Currently, the countries of focus in the Americas are Bolivia, Peru, Colombia, Honduras, Haiti and the Caribbean Region. The priority themes were chosen based on areas where Canada had proven leadership.

The key themes included:

- Increasing food security focused on food aid and nutrition, sustainable agricultural development for small-scale farmers and women, and research and development;
- Securing the future of children and youth focused on child survival, including maternal health, access to quality education, and safe and secure futures for children and youth;
- Stimulating sustainable economic growth, focused on building economic foundations, growing businesses and investing in people.

Other responses were the untying of all food aid goods and services delivered through Canadian aid programs, development activities founded on evidence-based criteria with quantifiable and qualitative outcomes, local country leadership and ownership and enhancement of efficiency and accountability.

The potential funding mechanisms include:

- 1) Inter-American Program, which funds regional or hemispheric projects for the Americas
- 2) Bilateral Program that funds projects with the above mentioned countries
- 3) Partnership with Canadians Program that funds projects lead by Canadian institutions (government, private or academic).
- 4) Multilateral, which is funding through multilateral organizations such as United Nations agencies

Each Program has identified its priority themes from the above list. For example, the Inter-American Program has identified Economic Growth as its priority. In the case of the Bilateral Program the priority theme is defined for each country as indicated in Table 6. In the case of the Partnership Program it is more open to themes and geographical areas but it must be lead by a Canadian partner institution.

**TABLE 5. POTENTIAL AREAS OF COLLABORATION BETWEEN CIDA AND IICA**

		Government of Canada's Priority Themes to Guide CIDA's Work <sup>16</sup>		
		<b>Increasing Food Security<sup>1</sup></b> -Food aid and nutrition -Sustainable agricultural development -Research and development	<b>Securing the Future of Children and Youth<sup>1</sup></b> -Child survival -Access to quality education -Safe and secure futures	<b>Stimulating Sustainable Economic Growth<sup>1</sup></b> -Building economic foundations -Growing businesses -Investing in people
<b>IICAs Core Areas for Cooperation</b>	<b>Productivity and Competitiveness, in Agriculture</b>	<b>Bilateral Program</b> *Colombia, Haiti and Honduras  <b>Partnership with Canadians</b> *Private (DFAIT)	-	<b>Bilateral Program</b> *Bolivia, Caribbean, Colombia, Haiti and Peru  <b>Inter American Program</b>  <b>Partnership with Canadians</b> *Private (DFAIT) *Voluntary
	<b>Agriculture, Territories and Rural Well-being<sup>2</sup></b>	<b>Partnership with Canadians</b> *Voluntary  <b>Bilateral Program</b> *Honduras	-	<b>Bilateral Program</b> *Bolivia and Caribbean
	<b>Agriculture, Natural Resources and Climate Change<sup>2</sup></b>	<b>Bilateral Program</b> * Haiti and Honduras  <b>Partnership with Canadians</b> *Voluntary	<b>Partnership with Canadians</b> *Voluntary  <b>Bilateral Program</b> *Bolivia and Haiti	<b>Bilateral Program</b> *Bolivia and Peru  <b>Partnership with Canadians</b> *Voluntary
	<b>Agriculture and Food Security<sup>2</sup></b>	<b>Bilateral Program</b> *Haiti and Honduras	<b>Partnership with Canadians</b> *Voluntary  <b>Bilateral Program</b> *Bolivia and Haiti	<b>Bilateral Program</b> *Bolivia, Caribbean and Haiti

**Note: Multilateral**<sup>3</sup> About 40 percent of Canada's Official Development Assistance is channeled through multilateral institutions. This funding must be accessed through programs in the multilateral institutions and is not available directly through CIDA. There are five main multilateral funding channels: International Financial Institutions; United Nations Development System; Health and Nutrition Directorate; Commonwealth and La Francophonie; and Humanitarian Assistance.

### CIDA's Bilateral Program Focus in the Americas

<sup>16</sup> CIDA's Strategic Planning and Reporting Framework. (2009). In *Canadian International Development Agency*. Retrieved from <http://www.acdi-cida.gc.ca/acdi-cida/acdi-cida.nsf/eng/NAT-911133132-NK9>

**Bolivia:** The overall goal of CIDA's program in Bolivia is to support a more equitable society in which poverty is reduced and the quality of life of vulnerable and marginalized populations is improved. CIDA focuses on providing the means for a better future for children and youth and creating the conditions for sustainable economic growth. CIDA also continues to maintain support for key democratic and oversight institutions, such as the National Electoral Court and the Auditor General's Office, to help strengthen democratic processes, accountability, and transparency. Environmental challenges are addressed through an emphasis on corporate social responsibility initiatives.

**The Caribbean:** CIDA's long-term goal in the Caribbean region is to help build a more prosperous and integrated Caribbean community, one that is able to generate sustainable economic growth, and eventually provide opportunity and security to its citizens. CIDA's support will be directed at creating an enabling and predictable environment for economic growth through the increased capacity and accountability of public institutions and by fostering a more competitive private sector. CIDA will also continue to advance rule of law and strengthen legal institutions to counter rising crime and to maintain law, order, and personal security. CIDA's objectives for the Caribbean region include assistance for improving the capacities of the governments to manage and respond to natural disasters and to strengthen regional disaster coordination mechanisms.

**Colombia:** The overall goal of CIDA's programming in Colombia is to improve human rights and reduce the inequality and poverty of the most vulnerable, with a specific focus on children and youth. By focusing on children and youth, CIDA hopes to break the cycle of violence that has plagued Colombia and to prepare future generations to better integrate into licit economic activity. Additionally, CIDA's work on economic development and food security will ensure that youth and campesinos, or farm workers, have sustainable productive options to illegal activities.

**Haiti:** To strengthen aid effectiveness and to make its overall international aid even more focused, the Government of Canada has established three priority themes for CIDA'S assistance efforts in Haiti: increasing food security, securing the future of children and youth, and stimulating sustainable economic growth. CIDA has reviewed its ongoing programming to ensure that it is fully in line with Haiti's priorities for rapid recovery, reconstruction, and development. The revised programming allows CIDA to continue to implement its current bilateral program and to respond more directly to the needs identified by the Government of Haiti.

**Honduras:** In Honduras CIDA is focusing on children and youth through child and maternal health and basic education and food security through supporting improved rural agricultural productivity, working with producers to move them from subsistence to market-ready production, providing support in regions experiencing extreme food insecurity, using sustainable natural resource management practices and promoting improved nutrition through support to the school meals program.

**Peru:** The overall goal of CIDA's program in Peru is to reduce inequality in educational by focusing on strengthening the quality and efficiency of basic education, including

intercultural education, for Peruvian girls and boys in rural areas and among indigenous populations. Additionally, CIDA is reducing inequality in economic opportunities for excluded populations in Peru by focusing on increasing the participation of vulnerable populations in economic development through market-driven skills for employment programs and effective corporate social responsibility initiatives and supporting the decentralization reform.

### *International Development Research Centre (IDRC)*

The International Development Research Centre is a Crown corporation created by the Canadian Parliament of Canada in 1970. It works in close collaboration with researchers from the developing world in their search for the means to build healthier, more equitable, and more prosperous societies.

The five core program areas of IDRC are:

**Agriculture and the Environment:** This program recognizes that the key to providing food, water, and a healthy environment are essential to human well-being. They are also building blocks for more sustainable and equitable development. But these resources are threatened around the world—more so in developing countries. This program is focused on increasing agricultural productivity and food and water security, while ensuring environmental sustainability.

**Information and Communication Technologies for Development :** This program focuses research to examine how modern information and communication technologies (ICTs) such as computers and mobile phones can transform emerging economies. Access to ICTs can make governments more accessible and accountable, improve health and safety, and create economic opportunities.

**Science, Technology and Innovation:** This program focuses on how to: identify and understand the roles of key players involved in science, technology, and innovation policy; develop inclusive science and technology strategies; identify the social and economic impact of new and emerging technologies on rural and urban communities; and, help marginalized groups participate in innovation, science, and technology policy debates.

**Social and Economic Policy:** This program focuses on how public policy can help reduce poverty and promote greater social equity in developing countries. Strong, informed policies can help establish more stable economies with decent work opportunities for the poor, build peaceful societies, and advance gender equity. Collaborations focus on research that will build a solid and self-sustaining research base; support research on issues of immediate policy concern; ensure public accountability by helping researchers and non-governmental organizations; and participate in local, national, and international policy debates.



**Health and Health Systems:** This program is driven by the ideal that fair access to health and health care is an essential component of a healthy society. This program supports research in developing countries that make practical, on-the-ground improvements in health systems; strengthen the capacity of governments to provide fair access to health care; and, add developing-country experience and perspectives to the wealth of policy knowledge at the global level.

**TABLE 6. POTENTIAL AREAS OF COLLABORATION BETWEEN IDRC AND IICA**

		IDRC Themes <sup>17</sup>				
		Agriculture and the Environment	Information and Communication Technologies	Science, Technology and Innovation	Social and Economic Policy <sup>1</sup>	Health and Health Systems
IICAs Core Areas for Cooperation	Productivity and Competitiveness, in Agriculture	Agro-enterprise Institutional Development Production Technology	Value Chains Market Access	Biotechnology Nanotechnology Institutional Frameworks Policy Development Innovation Systems	Private Sector Development	
	Agriculture, Territories and Rural Well-being <sup>2</sup>	Ecological Agriculture	-	-	Policy Development Gender Trade and Inclusive Development	
	Agriculture, Natural Resources and Climate Change <sup>2</sup>	Natural Resource Management (Water, Biodiversity, Land use, Forestry)	Natural Disaster Mitigation Remote Access Natural Resource Management	Adaptation to Climate Change	-	
	Agriculture and Food Security <sup>2</sup>	Income Generation	Knowledge Management	-	-	Improved Nutrition

### *Trade Facilitation Office Canada (TFO Canada)*

The Trade Facilitation Office Canada (TFO Canada) was founded in 1980 by the Canadian International Development Agency following a decision of the Canadian

<sup>17</sup> Innovating for Development Strategic Framework 2010–2015. (2009). In International Development Research Centre. Retrieved from publicwebsite.idrc.ca/EN/AboutUs/Accountability/StrategicDocuments/IDRC's%20Strategic\_framework\_2010-2015.pdf.

government to establish an office “to assist developing countries to export to the Canadian market.” Operating as a not-for-profit corporation, TFO Canada, has become the primary provider of information on and linkages to the Canadian import market and a source of training for exporting and for investment attraction for developing and transition economy countries. TFO Canada services include Canadian market information, trade readiness capacity building, Canadian market access information as well as training and advice on trade policy development, trade opportunities processing systems, international business strategies and financing exports.

## 6.2 Other Canadian Partners

In recent years, IICA has increased the number of Canadian stakeholders interested in collaborating with the Latin American and Caribbean (LAC) countries. This extended base of stakeholders now includes important players in academia, the private sector, government and non-governmental organizations (NGOs) and other groups. This expansion has also increased the number of beneficiaries and experts from LAC. As a result of this strategy of diversification, IICA is better positioned institutionally to provide technical cooperation and respond to the demands and needs of its stakeholders in Canada and in other IICA Member Countries. In Table 7 some of IICA’s current and past Partners have been aligned with IICA’s priority themes according to the respective areas of expertise.

**Table 7. Canadian Organizations and their potential involvement with IICA-Canada**

	Academic	Private Sector	NGOs and Others
<b>Productivity and Competitiveness, in Agriculture</b>	UoG MU AACTI CFAVM	Pulse Canada DID AIA GMC CCAA CPC ASAC	FADQDI NAPPO CYFF FRAQ BIOTECanada CAHC NABI TFOC
<b>Agriculture, Territories and Rural Well-being</b>	UoG MU AACTI	AIA DID CCAA ASAC UPA	FADQDI UPA OQ
<b>Agriculture, Natural Resources and Climate Change</b>	UoG MU	AIA CCAA ASAC	
<b>Agriculture and Food Security</b>	UoG MU AACTI	AIA GMC DID	FADQDI OQ

IICA Canada has nurtured several solid partnerships over the years and is preparing to establish new and exciting alliances with private sector and academia during this term.

## 7. The Role of IICA Canada

The role of the IICA Canada in the enhancement of the IICA MTP and its Canada partnership strategy is to facilitate access and exchange of LAC countries and IICA Offices to the Canadian partners and development/aid institutions. This role is based on two strategic activities, building awareness with Canadian stakeholders through proactive networking activities and developing and building stronger relationships with Government agencies, academic institutions and private organizations. These two activities are closely linked, as the networking with new Canadian stakeholders will build knowledge and trust enhancing their relationship as partners, and the mutually committed partners' activities will facilitate the search for opportunities of common interest and the compliance with the requirements for joint proposals and projects in benefit of the other IICA member countries. There is a growing number of IICA Canada stakeholders and partners where mutually beneficial relationships exist, with working team activities and proposals and projects submitted to development agencies.

A favorable environment has emerged with major changes in the technical cooperation policies of the Canadian Government in the past years including an increased interest and involvement in LAC. Additionally, the international funding agencies, including the Canadian organizations, have recognized the key role of agriculture and rural development in the international goals of food security, poverty reduction and economic growth. This has been enhanced by the successful results in several countries in Latin America such as Brazil and Mexico which have reduced the poverty indicators securing food and economic growth. These improvements together with agricultural research in these countries have also increased the interest of the Canadian Government agencies involved in trade, agricultural research and rural development, as well as the Canadian academic institutions and private organizations. This opens a window of opportunity for IICA Canada to improve its role to facilitate access to knowledge between Canada and LAC and the access to Canadian funds in mutually beneficial partnerships.

This new role of IICA Canada as a facilitator to access Canadian agencies and funds is based on a detailed knowledge of the priorities identified by these Canadian agencies to improve the alignment of the proposals, and of the requirements to ensure compliance. This knowledge will permit

the other member countries together with the IICA Offices to align their proposals and meet all the requirements.

Some of these agencies strongly support joint partnership agreements with Canadian institutions. IICA Canada can provide a key support to IICA member countries through its mutually beneficial partnerships with knowledgeable, trustworthy Canadian agencies or institutions interested in working with IICA in these countries.

Canada has a great potential in the development of these relationships as there are many institutions and agencies that have not been explored. Among these are those that belong to the provincial governments or in joint relationship with the private and academic sectors related to agriculture and rural development.

### 7.1 Assistance with Funding Proposal Preparation

When requesting assistance from a Canadian institution that provides funding, there is a general process that is typically required. Below is a basic overview with some suggestions that may assist in the process. It is important to note that most organizations will also have specific requirements. It is therefore advisable to prepare and use a checklist to ensure that all requirements are met, otherwise the application may not be considered.

Some funding opportunities are announced through “Calls for Proposals”. These calls are typically very specific in eligibility requirements of applicants and projects. There is also the opportunity to submit unsolicited proposals to request funding for a project that addresses an area of interest for the organisation. Unfortunately, there is no one location that all funding opportunities are listed. Both CIDA and IDRC advertise their Proposal calls on their websites. For unsolicited proposals, it is recommended that the organization be contacted directly for guidance regarding the project being considered.

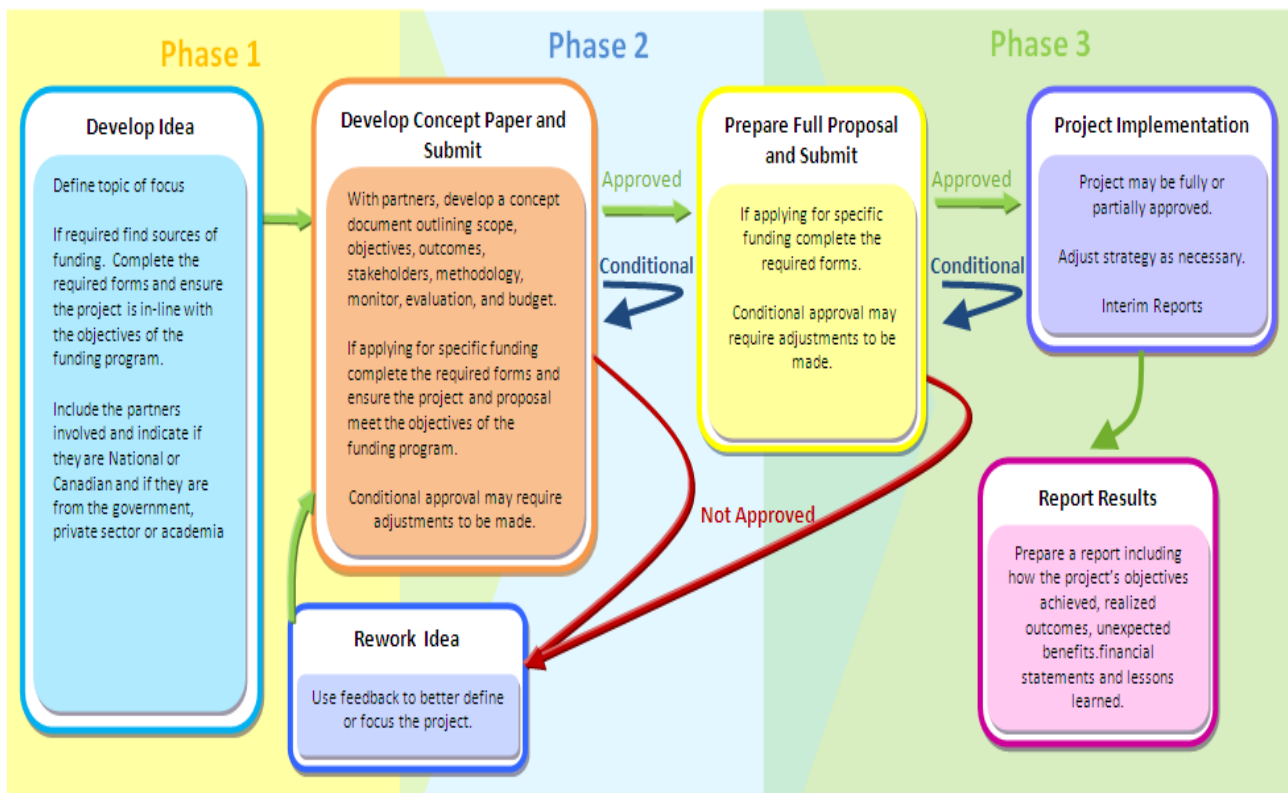
In most cases, a specified sequence of activities must be followed in order to engage partners and participate in the process of submitting proposals and projects. The first step often requires preparation of a concept document or a project profile to be submitted. This document will briefly describe the proposed objectives, goals and activities, as well as the involved partners. It is important to ensure the capacity of all the partners involved to develop the project document meet the demands of the funding institution and are able to provide the necessary information. Sometimes external expertise is required, such as the project specialists in IICA, Canada, or the countries. IICA Canada can provide guidance and support in the preparation of the initial document. And to further assist, IICA Canada will be strengthening its capability to share pertinent information regarding funding opportunities to IICA Member states.

Once the concept document has been submitted to the funding agency, IICA Canada is able to provide further support by following the process in the funding agency together with the Canadian partners. If the concept document is approved, the project document may require some adjustments and will be indicated as such by the funding agency.

IICA Canada may also be able assist in the preparation of the full proposal request. In the case that the projects are not approved, IICA Canada can assist as a facilitator by reviewing the response documents for lessons learned to be shared in future proposals to improve the alignment and compliance.

During the implementation of approved projects, IICA Canada will be able to assist in the exchange of information and dialogue with the funding agency. It can also provide assistance in the submission of advancement reports. During the operation of projects, IICA Canada will be able to support the execution by facilitating the work between the IICA and national parts with the Canadian partners by providing conditions for a permanent exchange of information and dialogue. It can also provide assistance in the submission of advancement reports.

**Figure 3. Basic Overview of Project Proposal Process**





### **III. ACCOUNTABILITY AND EVALUATION OF RESULTS**





## 8. IICA Canada's Communication Strategy

Effective communication is central to a successful organization. As such, to ensure meaningful delivery of the new country strategy, IICA Canada has developed a communication strategy for immediate implementation. This aims to strengthen IICA Canada's effectiveness by expanding the number of Canadian agencies that are aware of, in touch with and supportive of IICA Canada's mission and its new Country Strategy. Elements of the Communication Strategy will be used in the delivery and evaluation of IICA Canada's operational activities.

### Objectives, Activities, and Outputs

#### **Enhance outreach efforts in order to build understanding and support for IICA Canada**

- \* To heighten awareness of IICA Canada as a competent, reliable and worthy partner IICA Canada will participate in a minimum of 4 Agro/Food Expos, technical meetings, conferences, seminars etc. focusing on activities with strategic Agriculture sector groups in Industry, Agriculture Associations, Development Agencies. To verify achievement of this objective, there will be the generation of reports and associated requests for collaboration &/or assistance.

#### **Integration of communication and operation activities**

- To provide and disseminate information on current and upcoming activities IICA Canada will produce a Quarterly E-Newsletter that will be distributed to all interested stakeholders. IICA Canada will also maintain an updated (on a monthly basis) website indicating current opportunities and activities. Options for other communication materials, including publications will also be pursued.
- To ensure stakeholders are aware of progress on our performance and our activities IICA Canada will generate Annual Reports that will be shared with IABA, IICA Offices in 34 member States, Federal & Provincial Stakeholders as well as the agriculture and agri-food sector.
- To share progress on activities, justify quota contribution, and obtain feedback IICA Canada will hold an annual Accountability Seminar inviting officials from AAFC, DFAIT, CIDA, IDRC, CFIA, and individuals from Private Sector, Academia and NGO's. These sessions will generate evaluation reports that will assist in improving the effectiveness of future actions.
- IICA Canada will hold semi-annual consultations session with stakeholders from Government, Academia, Private Sector and NGOs. These meetings may be done face to face, through video conferencing or by other means. Feedback reports will be generated during these sessions to verify the activity and contribute to future work plans and activities.

**Table 8. Summary of Communication Plan**

<b>Objective</b>	<b>Activity</b>	<b>Frequency</b>	<b>Target Group</b>	<b>Output/Verifier</b>
To report on year's past activities and new workplan	Accountability Seminar	Annual	Minister of Agriculture, AAFC, DFAIT, CIDA, IDRC, TFO, Private Sector Leaders	Evaluation report
To share information on activities and obtain feedback	Consultations (Including video-conference)	½ yearly	Private Sector, Government, Academia, NGOs	Feedback report
To share information on current & upcoming activities, plans	E-Newsletter	Quarterly	All stakeholders	Newsletters
To share information on IICA-Canada programs, opportunities and activities	Website	Updated Monthly	All stakeholders	Activity Report (# of hits etc.)
To heighten awareness of IICA-Canada as a competent, reliable and worthy partner	Participation in Agro/Food Expos, Conferences, Seminars etc.	4 per year	Embassies, Strategic Groups- Industry, Agriculture Associations, Development Agencies	Registration Book, Reports, Requests for collaboration &/or assistance

## 9. Monitoring and Evaluation Strategy

A good monitoring and evaluation system is essential for an organization to thrive and reach its potential. The process of monitoring and evaluation involves developing a system, gathering and managing information, using this information to effectively improve future actions and communicating and reporting the results. In order to ensure that the Country Strategy is being effectively executed, a system of accountability will be adopted by IICA Canada.

### Objectives, Activities and Outputs

The overall goal of the Monitoring and Evaluation Strategy is to contribute to improving the impact of IICA Canada activities emphasizing the value of stakeholder participation in a process of learning how to improve projects on a continual basis. Mindful of the importance of visibility and communication, IICA Canada's Communication Strategy will be a useful tool in this regard. In addition, specific tasks have been included with each of the strategic objectives to better deliver the various activities.

#### **Improving the impact of activities through a regular review process**

- To ensure effective delivery of planned activities IICA Canada will monitor the Performance Targets set out in each Strategic Objective on a monthly basis. A summary of accomplishments and targets will be generated at the end of each month.
- To evaluate the impact and effectiveness of activities IICA Canada will conduct an internal review quarterly of the monthly reports. In addition, as indicated in the communication strategy, there will be an annual stakeholder consultation to assess whether the activities are addressing the needs of the recipients and partners.
- \* It should be noted also that IICA Canada will maintain some in-built flexibility and latitude to be responsive to emergencies and/or urgent calls for assistance in the Americas. These activities will also be regularly assessed through a generalized evaluation process that will be developed.

#### **Engaging Stakeholders in the review process**

- To facilitate stakeholder feedback, IICA Canada will conduct cluster meetings where possible, targeting the private sector and academia in particular. IICA Canada will also provide stakeholders the opportunity to give feedback on achievements and work plans through annual targeted surveys.

## 10. Benefits of a Partnership between Canada and IICA

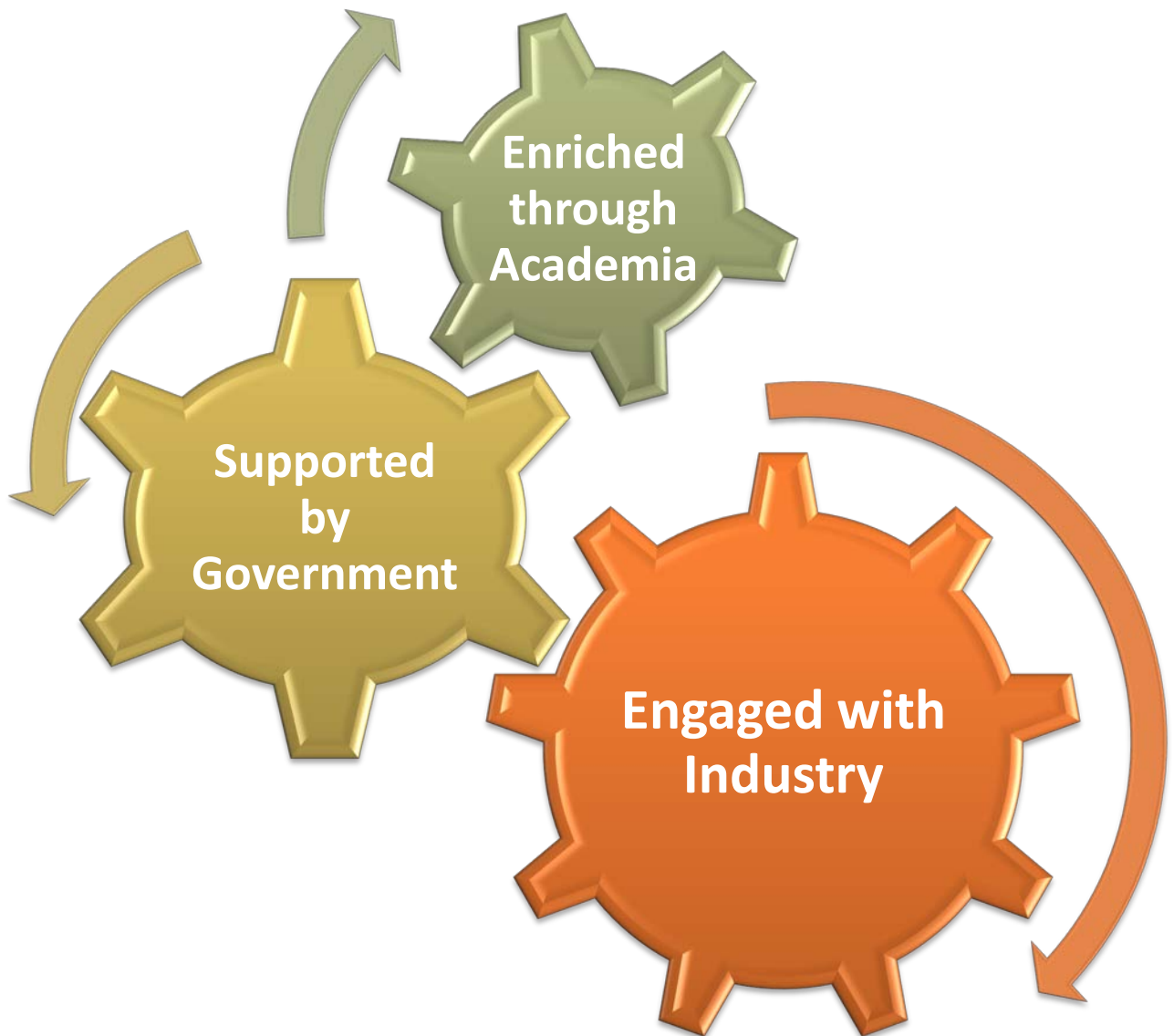
The execution of its proactive, dynamic and results-oriented Country Strategy will see IICA Canada effecting greater interaction and exchange between Canada and other IICA Member Countries of the Americas in the areas of agriculture and rural well-being. IICA Canada will add value to Canadian organisations' initiatives in the Americas which in turn will:

- ❖ Promote Canada's image as a committed partner in international development and agriculture. The multiplier effect can result in increasing its influence in relevant issues in agriculture and rural development, sharing Canada's advanced knowledge in agricultural science, technology and innovation ; enhancing its influence on hemispheric Agricultural Health and Food Safety issues; particularly in technologies such as agro-biotechnology, organic agriculture, the harmonisation of sanitary and phytosanitary measures in the Americas;
- ❖ Further strengthening Canada's excellent reputation for safe and high quality agricultural products and building consumer confidence in markets importing Canadian goods;
- ❖ Promote Canada as a committed partner in environmentally sustainable rural development;
- ❖ Improve information sharing which can impact hemispheric trade in agricultural products and inputs; and,
- ❖ Integrate Canada into a hemispheric network of agricultural and environmental professionals so Canadians will be able to acquire real-time information and first-hand knowledge of their counterparts in LAC regarding agricultural research projects, policy formulation, education, risk assessments, harmonization, trade and agribusiness.

In a nutshell, partnering with IICA Canada presents enviable advantages for Canadian stakeholders:

- Confidence in a strong governance structure of transparency and accountability set by the over-arching body comprising Ministers of Agriculture in the hemisphere
- Access to a hemispheric machinery and network in Agriculture through which a "finger on the pulse" can be obtained as well as coordinated and timely responses effected.
- Access to a cadre of technical experts and expertise with track records in key areas important to achieving sustainable agriculture, Food Security and Safety.
- A credible and trusted partner for driving rural development in the Americas.
- A conduit for facilitating joint projects, intra-and inter-regional trade, as well as for sharing information.

# Working with Canadians









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