THE INSTITUTIONAL MODERNIZATION OF IICA

Meeting the Challenges of the 21st Century



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Introduction troduction



Chelston W. D.
Brathwaite
Director General

At the Third Summit of the Americas in 2001, the Heads of State and Government of the Americas recognized that agriculture and rural life have a key role to play in reducing poverty and fostering integral development in the countries. The fundamental importance of agriculture was reiterated within the Summit Plan of Action, along with specific priorities. These included: promoting dialogue among governments, parliamentarians, civil society, and the scientific and academic communities; strengthening the enabling environment for rural enterprises; developing markets in the Hemisphere for goods obtained through the sustainable use of natural resources; and facilitating access to markets. IICA was given a leadership role in this process and was made one of six institutions to follow up on the mandates of the Summit process.

Against this background, it was, therefore, agreed in IICA's Medium-Term Plan 2002-2006 that we should transform the

Institute into an institution that promotes the sustainable development of agriculture, food security and the prosperity of rural communities in the Americas.

When we assumed responsibility for the Institute in 2002, our major goal, therefore, was to contribute to a process of institutional reform so that we could convert IICA into a modern organization at the service of the Member States.

The reform process was led by a deep conviction that:

- the challenges which we face in the Twenty-first Century demand that either we reform existing institutions or we create new ones;
- our job in this administration is not only to manage the Institute but also to look into the future and see IICA not only for what it is today but to see the Institute for what it can become tomorrow;
- the Institute needs to maintain its place of technical excellence and technical leadership in the agricultural rural community of the Americas;
- technical cooperation in the 21st Century must be based on partnership and shared responsibility between the international institution and the recipient country;
- the application of local knowledge is a critical requirement for success in development projects; and,
- organizations of the 21st Century must move beyond the task of self-preservation, must be accountable and transparent, and must assume a higher responsibility of service to stakeholders and social responsibility to society.

This document is a summary of the efforts made during the past four years to modernize the Institute and make the Institute more relevant to the needs of the Member States. We hope the information presented is useful to the Member States, our strategic partners, civil society, academia and the agricultural communities of the Americas.

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Table of Contents on tents



l.	The New Mandates	7
II.	Institutional Modernization	13
III.	Regional and Hemispheric Initiatives	39
	 Andean Region Caribbean Region Central Region Northern Region Southern Region 	40 43 47 51 56
IV.	Recognition of the Reform Process	61
V.	IICA's Future Role	63
An	nex Publications	69



I. IICA in the 21st Century: The New Mandates

1. Mandates of the Third Summit of the Americas

Free and open economies, market access, sustained flows of investment, capital formation, financial stability, appropriate public policies, access to technology and human resources development and training are key to reducing poverty and inequalities, raising living standards and promoting sustainable development. We will work with all sectors of civil society and international organizations to ensure that economic activities contribute to the sustainable development of our societies.

Summit of the Americas, 2001 Final Declaration

The Third Summit of the Americas held in Quebec City, Canada, in April 2001, produced a Hemispheric Declaration and a Plan of Action which clearly define the strategies and programmes that will create greater economic prosperity, expand economic opportunity, and fashion international relations among the countries of the Americas in the foreseeable future.

The commitment to the formation of the Free Trade Agreement of the Americas (FTAA) by 2005 underscores the need for ongoing dialogue and cooperation within the Inter-American System.

In both the Declaration and the Plan of Action, the Heads of State and Government of the Americas emphasized the importance of agriculture and rural life in the strengthening of democracy, the creation of prosperity, and the realization of the human potential of their people.

The following sections of the Plan of Action are particularly relevant for IICA:

- Section 6 Trade, Investment and Financial Stability Great emphasis was placed on supporting increased trade integration in the region, particularly through the FTAA Agreement. In addition, activities supporting economic stability, as well as strong and sustainable growth, were encouraged to ensure that the benefits of globalization are broad and equitably distributed.
- Section 9 Environmental Foundation for Sustainable Development The protection of the environment and natural resources was considered essential to the prosperity and sustainability of the economies of the Americas. Accordingly, priority was placed on areas such as the conservation of plants, animals, and ecosystems through capacity building, expanding partnership networks, and information sharing.
- **Section 10** Agricultural Management and Rural Development The fundamental importance of agriculture was reiterated within the Plan of Action, along with specific priorities. These included: promoting dialogue among governments, parliamentarians, civil society, and the scientific and academic communities; strengthening the enabling environment for rural enterprises; developing markets in the Hemisphere for goods obtained through the sustainable use of natural resources; and facilitating access to markets.
- **Section 12** Growth with Equity In order to eradicate inequity and poverty, a number of areas were targeted for action. Included in these were programs supporting the promotion of information technology in rural areas and improved market access and support programs for women and youth.
- Section 13 Education Within education, the area of science and technology was seen to have particular significance. In this regard, emphasis was placed on the popularization of science and technology, stimulating the development of science and technology for regional connectivity through information and communication technology, and the exploitation of high-level human capital for the development of science and technology research and innovation.

Specific reference to IICA was included in the following paragraph:

We value the active support of the Organization of American States and its specialized organs, particularly the Pan American Health Organization, the Inter-American Institute for Cooperation on Agriculture, and the Inter-American Children's Institute, as well as the Inter-American Development Bank, the Economic Commission for Latin America and the Caribbean, and the World Bank. We call upon these institutions and other regional and international organizations to establish greater coordination for support to the implementation and follow-up to the Plan of Action of this Summit.

Summit of the Americas, 2001 Final Declaration

As an organization, IICA played an active role in the 2001 Summit. In fact, the Plan of Action made specific reference to the role it should play in the implementation and follow-up of that Plan. The inclusion of IICA as an active partner enhances the role it has played in the past and ensures a more prominent future role for the institution in promoting dialogue and better hemispheric integration.

The role spelled out in the Summit documentation potentially changes two aspects of IICA's current role as envisaged in IICA's Medium-Term Plan.

- The Summit Plan of Action extends IICA's traditional role of promoting inter-American dialogue exclusively through the Inter-American Board of Agriculture (IABA). While this major group will continue to be valuable to the process, IICA will be involved in other dialogues and coordinating groups, as called for in the Plan of Action.
- IICA is also being asked to move beyond being primarily a provider of technical cooperation for agriculture. It is now being asked to take on a broader and more proactive mandate and to table agricultural, environmental and rural development issues for an expanded discussion in the context of hemispheric integration and prosperity.

2. Mandates of the General Assembly of the Organization of American States (OAS)

At the Thirtieth Session of the OAS General Assembly, held in June 2000, the Ministers of Foreign Affairs of Member States resolved to:

- "Confer a new dimension on the Inter-American Board of Agriculture and recognize it as: "...the primary ministerial forum within the OAS for analyzing and building consensus on policies and strategic priorities for the improvement of agriculture and rural life in the Hemisphere."
- "Instruct IICA to develop and strengthen mechanisms of cooperation and exchange with other organs, agencies and entities of the Inter-American system for proposing, coordinating, and executing policies and programs relating to the improvement of agriculture and rural life in the context of the Inter-American system and the Summits of the Americas process."

These mandates required the institutional modernization of IICA.



II. Institutional Modernization A code of Zation



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

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

The reform process was designed to:

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

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

 Development of a common strategic framework for the promotion of agriculture and rural life in the hemisphere and definition of the real contribution of agriculture to development

Results Achieved

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

(i) The Agro 2003 - 2005 Plan

The Administration established a Directorate for Follow-Up of the Summit of the Americas process to provide appropriate follow-up to the mandates related to agriculture and rural life issued at the Quebec Summit, the OAS General Assembly and the ministerial meetings.

The Institute supported the Ministers and agricultural delegates in organizing the Second Ministerial Meeting on Agriculture and Rural Life, held from 11-12 November 2003 in Panama, and facilitated dialogue, consensus building and the adoption of commitments for joint action among the stakeholders of the agricultural sector. At the meeting, the Ministers of Agriculture



approved the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life, which charts a course for agriculture and rural life in the hemisphere to move toward the shared vision of 2015.

This Plan, which was endorsed by the Heads of State and Government at the Special Summit of the Americas in Mexico in January 2004, advances the process of implementing the mandates from the Third Summit in 2001, where the leaders of the hemisphere called on the Ministers of Agriculture to promote the development of agriculture and the improvement of rural life through joint actions involving the actors in agriculture and other organizations responsible for developing the sector.

As a result of the mandates given to IICA at the Summit of the Americas in Quebec in 2001 and reaffirmed at the IABA meeting in Bavaro, the Administration undertook to develop the new

technical model and to prepare, in conjunction with the countries, a national technical cooperation agenda, in keeping with IICA's strategic areas of action and its strengths.

Cognizant of the Member States' desire for transparency and accountability, the Administration initiated the practice of holding an annual national seminar and presenting a national annual report on the results of the implementation of the National Technical Cooperation Agendas.

(ii) The real contribution of agriculture to development

One of IICA's goals is to promote the strategic importance of agriculture based on its contribution to the economy in the expanded sense. Here, agriculture is seen not only as a primary sector but also in terms of its contribution to employment, exports, the stability of democratic governance and the balance between the urban and rural sectors, the aim being that decision makers not lose sight of the importance of agriculture and rural life in development.

While official statistics show agriculture as contributing single digit percentages to the Gross Domestic Product (GDP), IICA's research suggests that, when all the backward and forward linkages in the commodity chain are considered, agriculture's contribution to national development is three to seven times higher than the percentages reported in national statistics.

In Argentina, official statistics indicate that agriculture's contribution to GDP is 4.6%, but when all the backward and forward linkages are considered, this figure increases to 32.2%. In Brazil, the figure rises from 4.3% to 26.2%, in Chile from 5% to 32.1%, in Mexico from 4.6% to 24.5%, and in Costa Rica from 11.3% to 32.5%.

In addition, this analysis demonstrates that approximately 74% of the primary products from agricultural output are used as inputs by other sectors of the economy such as agro industry and manufacturing. These results are documented in IICA's report "More than food on the Table: Agriculture's true contribution to the Economy".

2. Promotion of a closer relationship between the Institute and its Member States through development of a new technical cooperation model

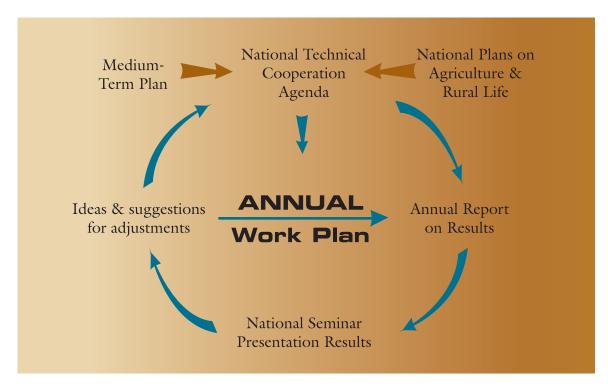
Results Achieved

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

(i) National Technical Cooperation Agendas

In response to new mandates received by the Institute, and considering the challenges that lie ahead for agriculture and rural life in the 21st century, this Administration adopted a new model for the provision of technical cooperation.

Participation, Accountability, Consultation & Transparency at the National Level



Through Offices in the Members States, IICA fostered an ongoing dialogue with national authorities and other key stakeholders in the agricultural sector (private and public organizations, the private sector, civil society, NGOs, academia, etc.) in order to bring IICA's actions in the countries in line with national priorities and development plans, taking into account the Institute's strategic areas of action and strengths.

(ii) Participation, accountability and partnerships at the country level

The first component of the new model is a process of consultation, dialogue and consensus building with national authorities, the private sector, academia and civil society, to draw up National Technical Cooperation Agendas and to spur a principle-centered process of institutional transformation. This process aims to meet the Members States' need for technical cooperation that responds to their demands and priorities. The products of this endeavour are the National Technical Cooperation Agendas through which the Institute implements its technical cooperation at the country level.

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

The National Agendas recognize the unique nature of each of the Institute's Members States, and the approach used in preparing them is holistic and inter-thematic. They afford an opportunity for the principal actors in agriculture and rural development to contribute significantly to developing IICA's technical cooperation programme, thus ensuring that it meets their needs. It is therefore "their" programme, implemented by IICA with mutually agreed upon human and financial resources.

3. Promotion of greater Inter-Agency Cooperation

Results Achieved

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

(i) Strengthening Strategic Partnerships

From the Administration's perspective, the strengthening of strategic partnerships is fundamental in promoting sustainable agricultural development, food security and prosperity in the rural

communities of the Americas. As a result, the Office in Washington was designated as a Directorate of Strategic Partnerships to strengthen the Institute's relationship with other international strategic partners.

The agreements signed with the Pan American Health Organization (PAHO), the Food and Agricultural Organization (FAO), the United Nations Commission for Latin America and the Caribbean (ECLAC) and the International Food Policy Research Institute (IFPRI), and their corresponding plans of action, are at the heart of a new and strengthened relationship based on joint actions. In addition, the Institute renewed its commitment to working with the Inter-Agency Group for Rural Development and has established appropriate linkages with international, regional and national agencies throughout the Hemisphere.

The reestablishment of the IICA office in Washington D.C. within the Organization of American States building is part of these strategic initiatives to work jointly with the OAS to promote sustainable agricultural development.

We have improved our relationship with CATIE as we seek to ensure greater complementarities in our actions in the areas of education, technology and innovation and rural development. We continue to pursue the ultimate goal of CATIE and IICA working together as a single institution.

(ii) Promotion of Agricultural Health and Food Safety

At its Eleventh Regular Meeting, the IABA instructed IICA to conduct an assessment of its Agricultural Health and Food Safety Program. This was carried out in 2003 and in the process, the Institute established a frame of reference for maximizing the impact of its technical cooperation efforts in this strategic area. Common needs were identified and are addressed through actions that have a multiplier effect.

The WTO Agreement on Sanitary and Phytosanitary Measures (SPS) is another major focus of IICA's work. In tandem with the United States Department of Agriculture (USDA), the



Institute implemented a program to facilitate the participation of national delegates in the meetings of the WTO/SPS Committee. This program has had a major impact, helping to strengthen the institutional framework in the countries and thereby ensuring that the WTO/SPS agreement is implemented and administered effectively.

It has also enabled IICA to strengthen its strategic partnerships with international organizations such as the WTO, the IPPC and the OIE. In fact, the Institute has been designated by the WTO as a regional support organization for its training courses.

4. Promotion of the Private-Sector/ Public-Sector Partnerships

Results Achieved

- ✓ Greater cooperation with the private sector promoted.
- ✓ New office for agribusiness development established in Miami.
- ✓ Trade Negotiations and Trade Policy Unit established.
- (i) Establishment of an office in Miami, United States, to promote agribusiness, trade and food safety and greater cooperation with the private sector

In this era of free trade negotiations and globalization, access to markets is fundamental to the economic development of the Member States and, consequently, in IICA's 2002-2006 Medium-Term Plan the development of agribusiness is defined as a priority. This orientation has given rise to closer cooperation between the Institute and the private sector for the implementation of actions that promote agribusiness development and competitiveness. In keeping with this initiative, the Administration established an office in Miami, U.S.A., to support the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety and to concentrate

on market development, strengthening of agribusiness capabilities, food safety and trade information. Partnerships were forged with firms that supply trade information, and a cooperation agreement was signed with the Market Organization of the Americas to carry out activities aimed at pooling the market information systems of its members.

(ii) Establishment of a new Unit for Policies and Trade Negotiations

With the establishment of the Office in Miami, the Directorate of Trade and Agribusiness Development was reorganized so that the Office in Miami would concentrate primarily on agribusiness development. On the other hand, a separate Trade Policies and Negotiations Unit was established at Headquarters. The new Unit, the Office in Miami and the Directorate of Agricultural Health and Food Safety are working closely to ensure implementation of the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety. The new Trade Policies and Negotiations Unit provide Member States with support vis-à-vis trade negotiations and the development of agricultural policies.

5. Promotion of Inter-Sectoral Linkages

Results Achieved

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

(i) Establishment of a centre to promote linkages between agriculture and tourism

IICA has been actively involved in the development of programmes that combine agriculture with tourism and this resulted in the creation of the Agro-tourism Linkages Centre in Barbados in 2002 to serve the Caribbean Region. This centre has facilitated mutually beneficial relations between the farming community and the hospitality industry in Barbados, Jamaica St. Kitts and Nevis, and St. Lucia.

The regional programme for agro-tourism, in cooperation with relevant tourism organizations, is exploring opportunities for effectively linking the tourism market of hotels, restaurants, and cruise liners with locally produced foods and promoting concepts of quality and reliability in local food production. In addition, the recreational and educational aspects of agro-tourism are explored in



a programme that emphasizes linkages among agriculture, tourism and the environment using a multi-sectoral approach to rural development.

(ii) Promotion of cooperation between Ministries of Agriculture and Ministries of Health

Based on an agreement with the Pan-American Health Organization (PAHO), the Institute has also been strengthening linkages between agriculture and health at the national level. The Institute participates in the RIMSA Meetings (biennial meetings of the Ministries of Agriculture and Health) and has fostered joint regional action in the control of Foot and Mouth and Mad Cow Disease in the Hemisphere.

6. Promotion of efficiency, financial prudence and accountability

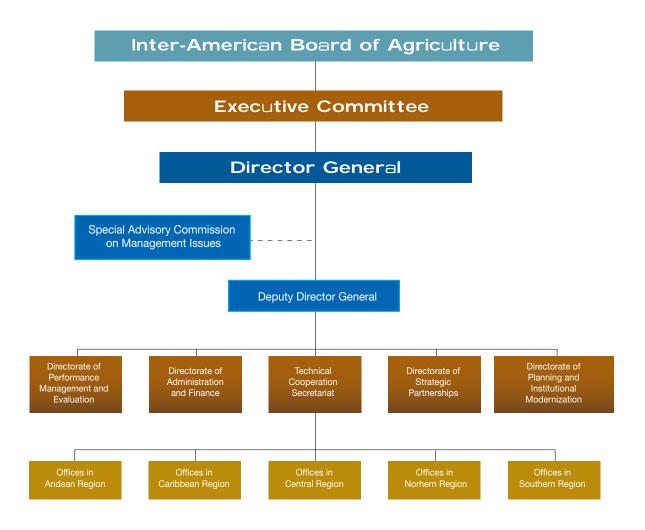
Results Achieved

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

(i) Establishment of a new institutional structure

The Administration eliminated the Regional Centres, reduced D-level management positions at Headquarters from 36 to 20, reduced Headquarters costs by 10% and consolidated units in a flatter

The New Structure of IICA



more efficient management framework. \$1.2 million in savings as a result of these measures were allocated to support technical cooperation activities in Members States in 2002, 2003 and 2004.

In addition, the Administration established an annual hemispheric forum called "Representatives' Week" to facilitate strategic planning, promote dialogue and facilitate hemispheric horizontal cooperation between and among countries. It also appointed Directors of Regional Operations at Headquarters for the management and coordination of the regional and national agendas.

(ii) Establishment of a Directorate for Performance Management and Evaluation

The Administration established a Directorate for Performance Management and Evaluation within the context of the integrated management framework. *Inter alia*, this unit conducts regular reviews, analyses and evaluations of the actions of the Offices in the countries and Units at Headquarters; it also provides the management of the Offices in the countries with appropriate orientation and inputs for achieving results and improving performance.

(iii) Development of an on-line system for meetings management

The Administration developed an on-line system for managing information and documents for official meetings of the Institute. This has resulted in greater efficiency in communication and cost savings in the organization and management of official meetings of the Institute.

(iv) The promotion of financial prudence and accountability

The Administration strengthened the Internal Audit Unit of the Institute and established a new unit for budget preparation and control. As a result, for the first time since 1995, in 2004, the

external auditors approved the financial statements of the Institute without qualification. This, in our view, indicates that the measures taken by the Administration to promote financial prudence and accountability have produced positive results.

(v) Payment of outstanding quotas

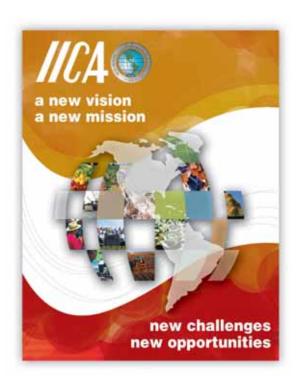
Several Member States have made major progress in paying outstanding quotas to the Institute. The Administration believes that this reflects confidence in the programs being implemented to reposition agriculture in the hemisphere. In spite of these payments, however, the financial

situation of the Institute is still critical and continued commitment to financial prudence in the use of financial resources is necessary.

(vi) A new institutional image

As part of the efforts to position the Institute as an international development organization that is recognized and respected as a reliable strategic partner, a new information and communication policy was developed to facilitate dialogue with the agricultural community and the Member States and keep them informed of the activities and results of the Institute's work.

The publication of the national, regional and hemispheric technical cooperation agendas, IICA's Annual Reports, IICA News and IICA Connection, an electronic bulletin, and the new institutional website are examples of this policy.





7. Promotion of administrative reform and better management of human resources

Results Achieved

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



The policy on human resources

Another important internal factor in support of the new IICA model is the policy on human resources. It is based on the principle that the Institute must be able to maintain and enhance its capacity and competitiveness, and attract and retain outstanding professionals. As an institution promoting the development, transformation and transmission of knowledge, IICA has initiated the development of a Human Resource Management System (HRM) that offers the opportunity to attract qualified staff in an evolving environment, retain the most qualified in line with institutional requirements, create an environment for growth and personal fulfillment, and pay employees equitably and fairly while being financially responsible.

To modernize the HRM System, the Institute developed a three-year plan. This plan started with a review of the classification and compensation system, recruitment practices, developing a language training program to strengthen the linguistic capacities of staff and included an orientation program for new employees, the introduction of a new performance evaluation system linked to performance incentives and bonuses, and organizational awards for excellence.

Classification and compensation

In line with the rules of the Institute, IICA has reviewed its level of delegation as a first step in the process to renew the classification and compensation structure. It has done so in order to enhance its capacity for change and to adapt more rapidly to fluctuating labour markets. The criteria and methodology of the classification process have been redesigned to ensure clearer relativity between the level of positions and the level of authority and responsibility assigned to the various positions within the organization. Classification factors have also been modified to de-emphasize seniority and reinforce experience as a criterion, as is the case in most organizations today.

A clear compensation philosophy has been developed for the Institute after a thorough evaluation of both internal and external factors. Internally, importance is placed on equity in relation to others in similar jobs, as well as on individual performance. Externally, the relevant international and country labour market are monitored to determine market movement, keeping in mind its effect on employees and their respective pay.

Recruitment practices

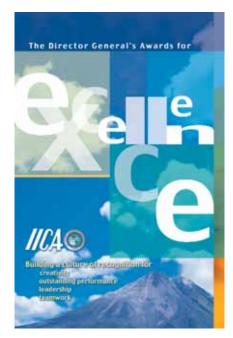
In terms of recruitment practices, the Institute has modified the profiles for key positions using a generic work description approach, particularly for the positions of representative in the countries, administrators or office managers in country offices and regional experts. Qualifications such as team work, service orientation, leadership and communication skills combined with technical expertise are now part of the renewed profile of the ideal candidate suitable for the Institute.

Performance Evaluation System

A new Individual Performance Evaluation System (PES) has been put in place. Its objectives are to promote excellence and productivity in a systematic and sustainable manner.

Language training

A new language enhancement program has been developed to improve employees' language capabilities, particularly English. The program takes into account position requirements and encourages the acquisition of other language skills by employees for career purposes.



Code of Ethics

A new Code of Ethics has been developed, taking into account the standards of the Institute, as set out in the Rules of Procedure of the General Directorate, the Staff Rules and the Financial Rules.

The purpose of the Code is to build an ethical system that recognizes the value of the individual and of diversity, and to foster an environment characterized by high moral integrity and that enables staff members to realize the full range of their potential.

The Code of Ethics highlights IICA's values, which govern the work of staff members at the Institute. All staff members must therefore observe the highest norms of ethical behaviour, such as impartiality, integrity, professionalism, flexibility, discretion, loyalty, prudence and responsibility.

The Code also sets standards for the conduct of staff members within and outside the Institute. These standards include the acceptance of the loyalty oath as regards work relations, personal business and moral issues, as well as the use and disclosure of information, conflict of interest, and establish rules governing political activity outside the Institute.

Culture of excellence

One of the basic pillars of the new IICA model is the search for excellence at all levels. IICA's model takes into account the fact that recognition is an instrument to strengthen motivation and contribute to attaining the Institute's strategic goals. The Institute aims to be recognized as an institute of excellence, where the quality of the work performed and delivered by all professionals and staff members must be at the highest standards of international technical cooperation.

The objective is to create an organizational environment that motivates staff members to work with wholehearted, disinterested commitment. It fosters respect for diversity and promotes mutual cooperation, positive relationships, solidarity, equity and flexibility.

In this regard, the Institute has created the Director General's Award for Excellence program aimed at developing an internal culture of recognition of creativity, outstanding performance, leadership and teamwork.

The following awards have been created in the new program:

- The Director General's Award for Excellence in the offices in the countries;
- The Director General's Award for Excellence at Headquarters;
- The Director General's Award for Professional Excellence;
- The Director General's Award for Excellence in Teamwork.



Regional and III. Regional and Hemispheric Initiatives Hemispheric Initiatives

1. Principal achievements of IICA in the Andean Region: 2002-2004

During the period 2002-2004, IICA conducted a series of activities in the Andean Region following projected programming for implementation of the National and Regional Technical Cooperation Agendas. Many of these activities have achieved an impact in all five Andean countries. A regional Memorandum of Understanding was signed with the General Secretariat of the Andean Community (CAN) to reinforce actions of benefit to the community. Its objective was to contribute to improving competitiveness in the agricultural and agro-industrial sectors and to the prosperity of rural communities in the countries of the Andean community. Further to this memorandum, a work plan was devised with the Secretariat to combine efforts in support of the agricultural and rural sectors of the region. Joint activities were also launched with the Andean Development Corporation through its Office of the Vice Chair for Social Development and the Directorate for Cultural and Community Development.

In conjunction with the General Secretariat of the CAN, IICA lent assistance to four countries of the region in the analysis and dissemination of experiences in international agricultural negotiation with specific regard to the definition of strategies for negotiating trade treaties in the pipeline for the FTAA with the United States. As a result, a "Model for the Analysis of the Economic Impact of the FTAA on Sensitive Agricultural Products" was designed. The IICA Office in Peru was the first to apply this model. The CADIAC methodology was disseminated in productive chains in all countries at the regional level and led to the establishment of chains of main agricultural products in the region. In cooperation with the SG-CAN, a regional Andean video conference on agro-production chains and competitiveness was organized from the General Secretariat headquarters with leaders in this topic in the five countries of the region. Units from the

Ministries of Agriculture in charge of the management of production chains and the private production sectors participated in this video conference.

In partnership with BIOTRADE of UNCTAD and the GTZ, IICA provided support to the countries in the areas of bio-trade and organic products. As a result produce from rural and indigenous small-scale producers was marketed in the demanding markets of North



America and Europe. The subject of differentiation seals for products that hold a special appeal for consumers in those markets has also been promoted at the regional level.

In the area of technological innovation, the Andean Agricultural Innovation Observatory was created as an instrument for ascertaining on an ongoing basis changes in the institutional framework and leadership of the National Agricultural Research Institutes (NARI) and the national agricultural innovation systems in the region through the compilation, analysis, interpretation and systematization of data. Performance indicators were generated for decision-making and for the definition of international policies and strategies. In addition, a cooperative research system for networks and projects has been established through six networks and 15 regional innovation projects and consortiums. More than 1,500 professionals, producers, and directors of NARIs have participated in 52 events, which has resulted in the production of ten technical publications.

Support has been provided to consolidate the Center for Phytosanitary Excellence, which conducted twelve risk analyses of pests for fruit exports. Also, support was provided to strengthen the risk analysis and geographic information systems of the country. Support was provided to the countries to enable them to participate actively in the meetings of the WTO on sanitary and phytosanitary measures.

The Andean Rural Development Plan was prepared on the basis of proposals from the five workshops held under the Integrated Social Development Program (Programa Integrado de Desarrollo Social - PIDS) organized by the General Secretariat of the CAN which was approved by the Andean presidents at the Meeting of the Andean Presidential Council, held in July 2004 in Quito, Ecuador.

Two projects were submitted for consideration by the foreign ministers of the Andean countries through the high-level working group for border integration and development. These are the project for the Development of Territorial Competitiveness in Border Areas of the Andean Countries and the project on Strengthening of Rural Agro-Industrial Conglomerates in Border Areas of Andean Countries: field analysis and work in the case of Peru-Bolivia.

Through an agreement with the IICA offices in Colombia and Peru, the Andean Development Corporation supported activities carried out by those offices in the Department of Cundinamarca and in the area of Huaura, specifically in the social area known as "Red de Pueblos." This made it possible to incorporate non-production related activities in projects carried out in these territories.

During this period, the process of Forums for Dialogue and the Integration of Agricultural and Rural Education was consolidated at both the country and regional level. Five regional forums were held, the last of which was held in 2004 at the *Escuela Superior Politécnica del Ejército* in five countries. At those forums, representatives of countries have committed themselves to exchange experiences in evaluation, accreditation, quality of education, curricular and post-graduate development.

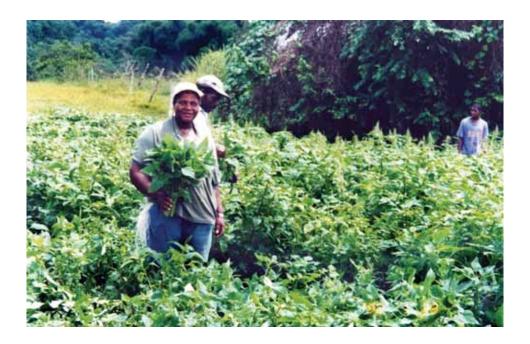
The Hemispheric Training System for Agricultural Development - SIHCA, initiated in the Andean region, today covers all of Latin America and the Caribbean. Network groups of 350 training institutions are dedicated to the training of human potential. Since 2004, it has been headquartered at the School of Agronomy at the *Universidad Central de Venezuela* in Maracay, Aragua State and maintains a virtual training market through its portal, <u>www.sihca.org</u>, available in Spanish, English and Portuguese.

2. Principal achievements of IICA in the Caribbean Region: 2002-2004

IICA has played a lead role in the Caribbean in supporting the region to reposition its agriculture and enhance the quality of rural life through the fostering of an improved enabling environment. As a result, it has facilitated intra- and inter-sectoral dialogue; competitiveness and global trade; and it has raised public awareness of the requirements of agriculture and rural development.

With respect to the enabling environment, IICA signed an Agreement with the CARICOM Secretariat to support the Alliance for Sustainable Development of Agriculture and the Rural Milieu (the Alliance) and obtained agreement for the Food and Agriculture Organization (FAO) to join its Secretariat. It co-hosted all of its meetings, including the meeting scheduled for January 2005, and promoted the inclusion, as observers, of the majority of the key institutions involved in regional agriculture, including nutrition, food safety and food security. The Institute also continued its strong support to the constituent members of the Alliance, which include the Forum of Ministers of Agriculture, the Caribbean Agribusiness Association (CABA), the Caribbean Council for Higher Education in Agriculture (CACHE), the Caribbean Network of Rural Women Producers (CNRWP), the Caribbean Forum for Youth in Agriculture and PROCICARIBE. It was also a key participant in the work leading up to the formation of the Caribbean Herbal Business Association (CHBA), the Caribbean Pork Association (CPA), the Caribbean Small Ruminant Association and Caribbean Farmers and NGO Network (CaFANN), potential CABA affiliates.

To facilitate consensus through dialogue, IICA spearheaded the preparation of the report "Situation and Outlook for Agriculture and Rural Life in the Caribbean" which was approved by the Forum of Ministers of Agriculture of the Caribbean and the Alliance in June 2004. This document served as



the basis for the presentation of "A Framework for the Repositioning of Caribbean Agriculture" to the Conference of Heads of Government in July, 2004, by the President of Guyana, Bharrat Jagdeo, in his role as Lead CARICOM Head for Agriculture, and in response to the leaders' request for a Plan for their approval for the effective operationalisation of the Regional Transformation Programme for Agriculture. IICA, along with the CARICOM and OECS Secretariats and FAO, led the process and negotiated funding from the Technical Centre for Agriculture and Rural Cooperation (CTA), to host a Regional Facilitators Briefing Meeting and a Workshop to determine the key binding constraints (along with solutions) to the repositioning of agriculture in the Region.

IICA facilitated the region's efforts to achieve competitiveness and participate in global trade with a number of interventions. For example, it entered into an Agreement with the Caribbean

Regional Negotiating Machinery (CRNM) to assist in preparing the Region for Trade Negotiations at the WTO, FTAA and EU Arenas. With the CTA, the Institute promoted the establishment of a Regional Agricultural Policy Network.

In conjunction with the OECS Secretariat, IICA piloted the development and approval of a Strategic Plan for the Development of Agriculture in the Sub-region and signed an Agreement with CARDI to assist in the generation of appropriate technology. In this regard, IICA led the process for the development of a Biotechnology Strategy for the Caribbean and the evaluation of the operation of PROCICARIBE. These actions aim to improve the utilisation by commercial enterprises of technology developed and/or adapted by the Caribbean.

The frequency of natural disasters in the Caribbean has become a major limiting factor to agriculture in the region delivering sustainability. Consequently, IICA has initiated the preparation of a plan for a regional response to address the mitigation and relief of natural disasters in the Caribbean.

Of immediate relevance was its rapid response to islands most affected by the Hurricanes during 2004. It assisted in the assessment of the damage, and in the preparation of restructuring/modernisation plans for the sector and provided financial support to enable immediate food production through the cultivation of short-term crops and the production of small ruminants and poultry.

Below are specific activities:

- **a.** The "Banco de la Leche" project in the Dominican Republic has resulted in the aggressive planting of trees to facilitate the reforestation of the frontier area of the Dominican Republic and to improve community organization in two selected provinces;
- **b.** In Haiti, the Office conceptualised and promoted the project for rural women, KREDIFANM, through a very successful revolving credit fund that has significantly improved the social and economic quality of life of women. Similar projects are proposed for other countries in the Caribbean;

- c. With the CARICOM Secretariat, FAO and PAHO, IICA undertook the feasibility and operational mode of a Caribbean Agricultural Health and Food Safety Agency;
- **d.** Financially and logistically, the Institute supported the attendance of two nationals of each Caribbean country at the SPS sub-committee meeting in Geneva;
- **e.** IICA provided support to exporters through the recently-opened Miami Office, and the conduct of workshops on the USA Bioterrorism Act;
- f. As mentioned earlier, the Institute established an Agro-tourism Linkages Centre in Barbados to promote agro/eco-tourism as a mechanism for adding value to agriculture and optimizing the benefits of rural biodiversity. It has successfully promoted hotel/farmer programmes to feed tourists in Jamaica and Saint Lucia. To institutionalise the linkage between agriculture and tourism, and by extension, the hospitality industry, the Agro-Tourism Linkages Centre has become a member of the Caribbean Tourism Organisation and has been requested to become a member of the Caribbean Hotel Association;
- **g.** IICA supported the implementation of the USAID funded projects to control Swine Fever in Pigs in the Dominican Republic and Haiti.

IICA co-hosted the Fourth Caribbean Week of Agriculture (CWA) in Guyana, in October, 2003, to raise awareness with regard to the opportunities and challenges facing agriculture. There were approximately 100 overseas participants in 11 events, which included a Regional Agricultural Trade Show and three workshops as the highlights. In addition, IICA published a number of bulletins and newsletters, including the Tropical Fruit Newsletter, CARAPHIN News, In A Nutshell and AgriView. With the assistance of the CRNM, the Institute initiated the publication of regular articles on the agricultural aspects of the trade negotiations in the major newspapers of most countries of the region. The presentation and discussion of the National Annual Report in each country has provided a major opportunity for the major stakeholders to understand the implications of the changing environment for the development of agriculture and rural life in the Caribbean and to assist in the development of the Institute's Annual Work Program.

3. Principal Achievements of the Central Region: 2002-2004

Technical cooperation provided by IICA in the Central Region has been instrumental in the movement towards opening up and integrating the economies of the Central American Isthmus. Cooperation efforts, which have been based on regional mandates and demands, have focused on the high-priority topics included in the regional technical cooperation agenda, consistent with the common priorities of the seven countries of the central region.

IICA contributed to shaping a regional position and to gaining consensus on trade policies, especially as regards the Free Trade Agreement between the United States and Central America. The Institute provided support in the analysis and systematization of information and provided training for trade negotiations and for the administration of international trade agreements.

IICA promoted the growth of agricultural exports through the Platforms for Export program in four countries of the region. This has improved access for small- and medium-sized businesses to markets in Canada and the United States.

Moreover, through IICA's alliance with GTZ, AGRONATURA, PROCOMER and AGEXPRONT, it supported the participation of entrepreneurs from Central America in the organic products fair, BIOFACH, 2004. The stand, which was called "Central American Alliance", showed the variety of products from the region and offered opportunities to increase exports.



IICA has also been applying the performance evaluation instrument of the AHFS systems developed by the Institute in the seven countries of the region. It assisted in identifying the components of health services that need to be strengthened with public- and private-sector participation within the framework of international policy and guidelines of the WTO, the IPPC, OIE and Codex Alimentarius.

With support from USDA, IICA facilitated the participation of officials in the follow-up of negotiations of the SPS of the WTO in Geneva, thereby contributing to strengthening the capability of the countries and the region in this critical area. Through the project Quality Improvement and Beef Safety (ILRI, IICA, SIDE), which is being carried out in four countries

of the region, strategic actions have been defined and support provided to enable governments to improve their official veterinary services.

In El Salvador, the Office organized two international forums on fruit agribusiness in 2003 and 2004. Participants came from Germany, France, the United States, Israel, Mexico, Ecuador, Peru, Colombia, Chile and Guatemala, Belize, Costa Rica, El Salvador, Guatemala, Honduras and Panama were also represented. At both events there was a discussion about trade opportunities and requirements as well as technological innovation for the fruit markets. Participants from the countries of the region discussed the situation with regard to fruit growing, conditions for production, exports and imports, as well as the experiences of each individual country. IICA prepared a proposal for the Meso-American Tropical Fruit Program which has been introduced by Ministers as one of the priority activities of the Puebla Panama Plan.

With the signing of the SICTA-IICA-CATIE cooperation agreement, IICA promoted a strategic mechanism to increase technological competitiveness in the region by coordinating the efforts of public, private and international stakeholders and mobilizing cooperation between countries.

Technical support has been provided for the formulation of rural development strategies and programs with a territorial approach. IICA provided technical assistance and training to Honduras, Costa Rica and Nicaragua and, in cooperation with the IDB, the Offices developed instruments to improve capability and introduce the gender approach in topics related to microbusiness and credit in rural communities. They also provided training to extension agents for the application of a self-management model for the development of entrepreneurial capacity.

In the area of desertification and drought, the Offices managed multinational projects in El Salvador, Nicaragua and Honduras. In Costa Rica, with support from the CABEI, the Office also assisted with the formulation of the program for the conservation and sustainable management and integrated use of water resources.

With the conclusion of the cooperation agreement with COSUDE for the execution of the project "Agricultural Innovation Network (Red-SICTA)", the Institute is giving continuity to

activities under the cooperative corn, beans and potatoes programs which have been operating in Central America.

Through PROMECAFE, IICA supported the creation of technologies to control coffee diseases and pests and, with support from CIRAD, progress was made in developing new high-quality and high-yield Arabic coffee hybrids that are disease-resistant. The Institute has also moved ahead with the classification of agro-forest systems and their conservation to promote environmental services as well as with the exchange of technologies on the economic use of fertilizers. The CIRAD-IICA-CATIE cooperation agreement, which gives continuity to this major program, was also signed.

IICA joined the technical subcommittee for the Puebla Panama Plan, along with FAO, INCAE, ECLAC, CABEI, and the IDB. It also participated in defining the strategies and identifying agricultural and rural development projects. In conjunction with the World Bank, IDB, IFAD, DFID, IFPRI and FAO, IICA prepared the technical project document for the fifth phase of RUTA which commenced activities in October this year.

In the area of education and training, the Institute is contributing to the strengthening of training centers for agri-business operators and to the training of tutors for the development of distance education programs in Costa Rica and Guatemala. It also lent support in launching programs to improve the quality of agricultural education in universities in the central region.

The renewal of the technical cooperation agreement between the ministries and secretariats of agriculture of Central America, Mexico and the Dominican Republic and IICA warrants special mention. This agreement is intended to upgrade the functioning of the regional agricultural cooperation Council, CORECA, and the Central American Agricultural Council, CAC, whose technical secretariat is operating within IICA to the satisfaction of the ministers of the region.

In October of 2004, IICA presented to the ministers of Agriculture of the CAC the annual report on the results of the regional technical cooperation agenda. In this way, the Institute was accountable, and consistent with the principles of participation and transparency. The report contains information on commitments, progress and achievements, future activities and budgets.

4. Principal achievements of IICA in the Northern Region: 2004

IICA supported market integration initiatives aimed at strengthening the regional integration process through active participation in the Informal Group on Market Integration established within the framework of NAFTA.

Also, the activitiess of PROCINORTE, a regional mechanism aimed at improving the competitiveness of agriculture through technological innovation, were upgraded as a result of the various meetings of task forces. The Executive Secretariat of PROCINORTE was established in Mexico, thanks to support from SAGARPA. Also, the Umbrella Task Force recently revised its research objectives for 2005. This task force coordinates the four specialized task forces: the Library and Information Services Initiative, Genetic Resources, Animal and Plant Health, and Tropical and Subtropical Issues.

Specific activities were undertaken to improve regional coordination in the area of agricultural health and food safety. IICA supported the design and establishment of the Food Safety Institute of the Americas; cooperated with its Member States in the prevention and management of emerging issues and emergencies; and improved channels for collaboration and coordination with governments and hemispheric or regional organizations associated with agricultural health and food safety. Also, regional activities were launched to examine bovine spongiform encephalopathy, avian influenza and foot and mouth disease.



A series of efforts were made to develop new linkages between those offering and those in need of technical cooperation, especially mechanisms related to the implementation of standards and norms. One example was the technical cooperation provided to develop the capabilities required to implement an international standard for wood packaging.

IICA conducted an initial review of the state of agriculture and rural life from the perspective of the NAFTA countries. Production, distribution and consumption of food are expanding, becoming more sophisticated and subject to rapid change. The survey focused on those broader issues that are particularly relevant to the three NAFTA countries and to their relations within the trade bloc and with the other counries of the hemisphere.

Lastly, the Trinational Council, comrpising representatives of the governments of Canada, the United States and Mexico, met in September 2004 to review activities carried out in that year and

approve the Plan of Action for 2005. The new Plan will continue to prioritize activites related to agricultural trade, food security and the development of agricultural technology.

Actions undertaken in 2004

The actions undertaken by the Northern Region build on the regional agenda prepared in 2003. Following is a description of the key actions conducted within the framework of the Tri-national Council for 2004 and the results achieved. The regional plan for 2005 was approved by the Trinational Council.

The key immediate actions detailed below are:

Result 1: NAFTA market integration initiatives supported to strengthen the process of regional integration.

Activities: IICA was positioned as a participant in the Informal Group on Market Integration headed by the Undersecretary of FAS and other key partners. IICA participated in the May meeting in Cancún and conducted some preliminary work to prepare for the meeting, including briefings with key players.

Results:

- IICA actively engaged in and informed on strategic initiatives for market integration in the northern region.
- IICA provided value-added support to the Informal Group and addressed their demands for technical cooperation.
- New avenues of cooperation have been identified through the development of new relationships with Group members.

Result 2: The operations of PROCINORTE have improved as an effective regional mechanism to enhance competitiveness in agriculture.

Activities: IICA focused on the design and implementation of PROCINORTE, especially the consolidation of the technical secretariat, with the kind contribution of the Mexican Government. Particular attention was given to exploring how FONTAGRO might serve as a framework for funding northern regional activities in technology and innovation. Ongoing activities in the Task Forces were conducted according to the demands of the members of these groups.

The Executive Secretary of PROCINORTE in Mexico took the lead on this initiative. The Executive Secretary provided support to the five different ongoing task forces. The Coordinating Office monitored activities and supported the planning meeting held in September for each of the approved task forces:

- **a.** *PROCINORTE Umbrella Task Force:* Its goals are to define priority actions common to the three countries in the area of research, in order to identify the key players and issues, assist in the development of a proper mechanism to deal with the issue and integrate PROCINORTE with the hemispheric research networks and FORAGRO.
- **b.** *Library and Information Services Initiative Task Force:* Its goal is to improve access to relevant information in support of the agricultural sector.
- **c.** Genetic Resources Task Force: Its goals are to strengthen the communication linkages among the countries, provide a forum to deal with emerging issues and facilitate the relationship with other regional networks.
- **d.** Animal and Plant Health Task Force: Its goals are to address research priorities in Animal and Plant Health in the region and develop a coordinated approach to address the most economically pressing issues that could help foster cooperation and networks among North American governments, industry and universities.

e. Tropical and Sub-Tropical Fruits Task Force: Its goals are to facilitate a better understanding among countries and predict the shelf life of fresh foods of subtropical origin and provide and exchange more data on species, growing regions and capability for processing and preservation.

Results:

- Meetings of the Task Forces were held and action plans were developed and approved by the Tri-National Council.
- New mechanisms to fund activities are being identified.
- Activities have been identified for further integration of PROCINORTE with other regional research mechanisms and hemispheric networks.
- Further integration of the Northern Regional Libraries into SIDALC.
- Integration into other regional and hemispheric genetic resources networks has been initiated.

Result 3: Regional coordination of agricultural health and food safety has been enhanced.

Activities: IICA provided timely support in the design and implementation of the Food Safety Institute of the Americas. All three member countries in the region are keen to see the continuation and expansion of the SPS training initiative.

Results:

- The Steering Committee for the AgHealth/Food Safety Forum met and developed its 2004-2005 action plan.
- Food safety activities were monitored and information disseminated as appropriate.
- Two conferences were held and led by IICA to address issues related to bovine spongiform encephalopathy.

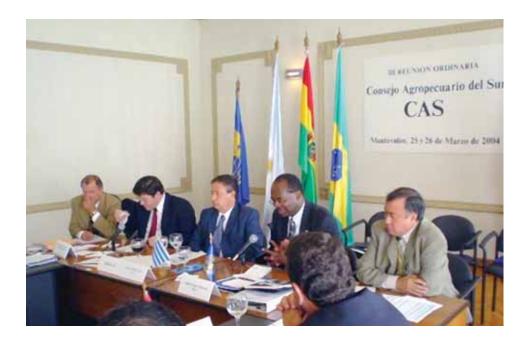
5. Principal achievements of the Southern Region

In the Southern region, IICA played a part in the creation of the Agricultural Council of the South (CAS), a political forum made up of Ministers of Agriculture from the region, including Bolivia. From the outset, IICA assisted with the preparation of the Articles of Agreement and in paving the way for and organizing the first meeting of the CAS forum. It was also instrumental in setting up a series of agreements that shaped the regional system for coordinating the agricultural sector.

At the request of the Ministers, the Institute contributed and put into operation the Technical Administrative Secretariat, and regular and special meetings of the CAS were organized. IICA further engaged in coordination efforts with the various support groups (COSAVE, GINA Sur, CVP, PROCISUR, etc.), and lent its technical cooperation in following up on compliance with ministerial agreements. It also provided institutional support upon request from the CAS.

Among other achievements was the establishment of a web page for the CAS. A forum for communication among Ministers was established and a coordination mechanism between the ministerial forum and its regional implementing and policy design bodies was also created.

Additionally, the regional forum on policies, making up the Regional Agricultural Policy Coordination Network (REDPA), was designed and developed. This body became the advisory organ of CAS. At the request of the members of REDPA, IICA assumed the role of Secretariat for the Network. This is the body charged with identifying agricultural policy priorities for the



CAS. It also channels the cooperation provided by the international organizations. It represents a new approach to meeting the demand for regional cooperation and in relation to IICA, it is being implemented as a pioneering experience.

The Informal Consultative Group of the Agricultural Negotiators of the Americas (GINA-Sur) was formed thanks to assistance from IICA. It is made up of trade negotiation directors from the Ministries of Agriculture that are members of CAS. GINA Sur is the support group of CAS in trade matters and is engaged in the analysis and coordination of regional approaches to international trade negotiations.

Regional high-level seminars have been held on international trade negotiations for the sector and the regional IICA program has also raised external resources to hold these regional meetings.

IICA has gone beyond the role of observer to the Latin American Integration Association (ALADI) and has become a strategic partner in preparing analytical documents and spearheading high-level international technical events on international negotiations.

IICA has supported the courses of ALADI-WTO-IDB/INTAL-Government of Spain for officials from the ministries of foreign affairs, assuming the modules on agricultural negotiations at courses for agricultural negotiators, government officials and businessmen in an effort to work alongside the international organizations in the region.

WTO specialists have participated in regional events organized by IICA, in the module on negotiations on agriculture, in regional trade policy courses as a means of strengthening the rapport between the WTO and the region and support from the WTO.

Two regional seminars on dairy policy and WTO negotiations were held with FEPALE for the Southern Cone in support of the private sector. These seminars targeted the private dairy sector in the hemisphere and the region. These two seminars, which were highly successful, gained recognition for IICA from the private sector.

In conjunction with the OIE'S office for the Americas, IICA contributed to the formation of the Standing Bovine Spongiform Encephalopathy Committee of the Americas. The purpose of this Committee is to create a common front in the Americas in relation to this topic. The Institute jointly sponsored with the Canadian Food Inspection Agency (CFIA) and the OIE an international seminar on lessons learnt with the emergence of a case of BSE, or Mad Cow Disease, in Canada, which was aired on webcast to enable LAC countries to share this experience and publicize progress made in this area.

With support from the USDA, IICA built up participation by national delegates in the Committee on Sanitary and Phytosanitary Measures. As members of the Steering Committee appointed by IICA, Argentina, Brazil and Chile have played a prominent role in this initiative by supporting

other countries participating in seminars prior to the meeting. At the same time, through its offices, the Institute has supported the establishment of National SPS Committees that make it possible to give more effective follow-up to the health needs of the countries.

In the area of education, IICA enhanced the performance of the Forum of Schools of Agronomy of MERCOSUR, Bolivia and Chile, a horizontal cooperation mechanism for academic integration, created and supported technically by IICA within the region. The external evaluation and agricultural career program has been one of the greatest successes of the agronomy schools forum, thanks to support from IICA, and has facilitated educational MERCOSUR facilities with the design and preparation of external evaluation instruments. At present, there are 25 Schools of Agronomy in the six countries of CAS which are in the process of the external evaluation and regional accreditation.

The IICA/PROCISUR program has promoted modern forms of cooperation in agricultural technology to strengthen international competitiveness in the region. Among the most significant results has been the establishment of a regional technological innovation system to support the development of cooperative multi-disciplinary and inter-institutional projects. These involve various actors in search of economies of scale and an expanded scope for regional technological platforms, and public- and private-sector participation. Accordingly, a public and private participatory management and implementation model has been consolidated and financed through 30 institutions in the region that are committed to achieving an impact on the main problems affecting competitiveness in the sector.

IICA has contributed to rural development with a territorial approach by systematizing experiences that enable the countries to improve the formulation and design of rural development projects and policies. This strategy has been supported with human resource training processes with more than 400 specialists participating in sustainable local development and using the conceptual and methodological approach developed by IICA.



R ecognition of the

IV. Recognition of the Reform Process by the Inter-American Community Reform Process

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

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

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

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



V. IICA's Future Role Future Role

Given the mandates which IICA has received in Quebec, Bavaro, Panama and Monterrey, the Administration sees IICA's future in the context of a development agenda that recognises that:

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

Consequently, in the future, the Institute will embrace greater social responsibility and a development agenda that allows it to play a more dynamic and strategic role in the promotion of prosperity in the rural communities of the Americas. That role takes IICA beyond traditional support to agricultural production and makes it a partner in the development process dedicated to increasing the competitiveness of the entire agri-food chain and fostering linkages between the chain and other sectors of the economy, such as tourism, health, nutrition, infrastructure, education and the environment.

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

Given this expanded mandate, a close relationship with strategic development partners, at the national, regional as well as global levels, becomes very important for the Institute's work and, consequently, IICA must actively seek to promote strategic partnerships as part of this change. The agreements signed with FAO, PAHO and ECLAC are all part of this strategy.

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

- **a.** Support the countries of the hemisphere in their efforts at integration, cooperation and participation in the global economy;
- **b.** Support the Member States in ensuring the safety of food supplies and removing sanitary and phytosanitary barriers to trade;
- c. Support agro-industrial and agri-business development of the sector by promoting the incorporation of new technology and business principles into the enterprises of the sector in order to promote competitiveness and the development of a global agribusiness environment;
- **d.** Promote sustainable rural development and sustainable use of natural resources for present and future generations;
- **e.** Support the Ministries of Agriculture in the process of transforming their role, structure, and functions in order to face the new realities of globalization and modernization of the State:

f. Support the process of agricultural educational transformation, so as to produce scientists, technicians and entrepreneurs that can effectively develop/reposition agriculture.

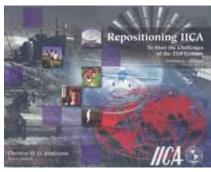
In addition, IICA must also support Member States in actions that:

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

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

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



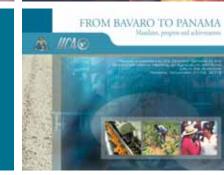
















Publications 1005



Document	ISBN
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