

Medium Term Plan 2006 - 2010

*PROMOTING RURAL PROSPERITY
IN THE AMERICAS*

San Jose, Costa Rica
December 2006

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WHAT IS IICA?

The Inter-American Institute for Cooperation on Agriculture (IICA) is a specialized agency of the Inter-American System, and its purposes are to encourage and support the efforts of its Member States to achieve agricultural development and well-being for rural populations.

With more than six decades of institutional life, the Institute is responding to new mandates issued by the Heads of State and Government of the Americas, the General Assembly of the Organization of American States (OAS) and the ministers of agriculture of the Americas, to reposition itself so that it can meet both the new challenges facing agriculture and the requests for support it receives from its member countries.

As it pursues its vision and carries out its mission, the Institute has competitive advantages it can draw on to carry out its new role. It has accumulated a wealth of knowledge regarding agriculture, rural territories, the diversity of peoples and cultures, and the agro-ecological diversity of the hemisphere, all of which are important for crafting creative solutions to a wide variety of problems and challenges.

Its presence in all of the Member States gives the Institute the flexibility it needs to move resources between countries and regions in order to promote and adapt cooperation initiatives intended to address national and regional priorities, facilitate the flow of information and improve the dissemination of best practices.

The Institute has its Headquarters in Costa Rica, and Offices in 34 countries of the Americas, an Office in Miami, which is responsible for the Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety, as well as an Office for Europe, located in Madrid, Spain. The Directorate for Strategic Partnerships works out of the IICA Office in Washington, D.C.

INTRODUCTION

The new 2006-2010 Medium-Term Plan (MTP) defines the guidelines and strategic course of action to be followed by the Inter-American Institute for Cooperation on Agriculture (IICA) during 2006-2010. This document is based on the 2002-2006 MTP, which proposed major reforms in the way IICA operates. Some of these reforms have already been implemented, and will be expanded and consolidated in 2006-2010.

The document reflects the new global and hemispheric mandates, including the concrete results of the first and second meetings of ministers of agriculture in the context of the Summit of the Americas process, as well as the Special Summit of the Americas, held in Monterrey in 2004. At that Summit, the Heads of State and Government included the AGRO 2003-2015 Plan in the Declaration of Nuevo Leon. It also reflects the proposed new technical cooperation agendas of IICA -national, regional and hemispheric- and takes into consideration the main challenges that agriculture and rural communities in the Americas will face.

The Plan is organized into five chapters and four annexes. Chapter I starts with a general description of the context in which agriculture and rural life are operating in the Americas, which has a direct bearing on the actions IICA carries out, and continues with an explanation of IICA's role and participation in efforts to achieve agricultural sustainable development, food security and rural prosperity in the Americas. Chapter I summarizes the main trends of the processes of globalization and trade liberalization and how they affect the performance of agriculture and rural life. Highlighted in this Chapter, also, are not only the prevailing economic conditions in the hemisphere, but also the main challenges facing the countries of the Americas as a result of the major social and technological inequities that exist as a byproduct of the implementation of economic models that have had the effect of excluding certain segments of society.

As a reaction to the major changes taking place in the world, the countries have been building a new supranational institutional framework, for example, the WTO, while at the same time adjusting their internal institutional framework. This process is, however, as yet, incomplete, and is in a transitional stage.

In response to these circumstances, the countries have agreed to promote a shared vision of agriculture and rural life through 2015. Accordingly, they approved a plan of action -the AGRO 2003-2015 Plan of Action. IICA, for its part, has prepared a response based on a proposal to promote a new way of viewing and working with agriculture, consider the heterogeneity of agriculture and the actors in agriculture, and propose a new organizational model for implementing the institutional response.

Chapter II lays the foundation for IICA support to Member States as they seek to achieve sustainable development in aid of the peoples of the Americas. Accordingly, the Institute redefines its Mission and Vision, placing greater emphasis on technical cooperation as the institutional instrument for contributing to the sustainable development of agriculture, food security and rural prosperity. Within this guiding framework, the Plan defines the principles and values that will guide the Institute as it pursues its vision and endeavors to deliver high-quality services to Member States.

Chapter III defines the priorities for strategic action and how IICA will provide its technical cooperation. It proposes to consolidate the technical cooperation model put in place during 2002-2006 and focuses IICA action by defining its priorities for strategic action, on which IICA will concentrate its resources in pursuit of its vision and mission.

The first strategic priority relates to efforts to help reposition agriculture and rural life and renew the corresponding institutional framework. Accordingly, the proposal is to create a platform for hemispheric cooperation, in support of the "working together" approach, with other international agencies in order to develop an inter-agency agenda. The idea is that such an agenda would make it possible to: a) develop a shared knowledge base; b) promote joint inter-agency technical cooperation activities; c) promote horizontal cooperation; and d) facilitate the continuation of the ministerial process "Agriculture and Rural Life in the Americas" and its linkage with the Summit of the Americas process

The MTP focuses IICA's direct technical cooperation efforts on the following strategic priorities: a) promotion of trade and competitiveness of agribusiness; b) strengthening of rural communities based on a territorial approach; c) promotion of agricultural health and food safety; d) promotion of the sustainable management of natural resources and the environment; and e) promotion of the introduction of technology and innovation for the modernization of agriculture and rural development. The Institute will carry out technical cooperation activities in each of these strategic priorities, the aim being to modernize public policies and institutions, encourage technological innovation, reinforce the capabilities of stakeholders, develop information systems and systems for disseminating knowledge, promote investments and facilitate access to accumulated

knowledge and successful experiences in other countries. Of major import also is the effort IICA will make to develop the human resources needed to address the strategic priorities mentioned.

The 2006-2010 MTP reinforces the model proposed during the first term of the current Administration in which technical cooperation activities are executed on the basis of national, regional and hemispheric agendas. These technical cooperation agendas, which are developed through a broad-based consultation process with key stakeholders and strategic partners, align IICA action more closely with the needs of stakeholders in the community of agriculture and rural life in the countries of the Americas.

Chapter IV defines the operating framework that will make it possible to fulfill the Institute's Mission. This relates to the internal and external guidelines for the Institute's strategy to improve its internal structure and the way in which technical cooperation activities are carried out. The MTP is also defined as being a dynamic instrument for which mechanisms for updating it are described.

Finally, Chapter V describes the financial plan for 2006-2010. It is based on the application of timely and effective measures to ensure financing of the basic structure and technical cooperation actions of the Institute. Accordingly, this Chapter proposes a financial strategy intended to counteract the continuous decline in the value of its resources in real terms.

The main document concludes with four Annexes, the first of which includes the conceptual framework of the AGRO 2003-2015 Plan, which was used as a reference in developing this proposed MTP. The second presents the institutional values that underlie the Institute's actions, and the third the IICA proposal for building a platform for hemispheric cooperation. Annex Four describes the essential actions carried out under the IICA-CATIE and IICA-CARDI partnerships.

CHAPTER I

THE GLOBAL CONTEXT: CHALLENGES AND OPPORTUNITIES

1.1 The Determining International Context

Agriculture and rural life in the Americas operate in an international context characterized by the process of globalization and trade liberalization. These processes, which are dynamic and gaining in momentum, give rise to major challenges and opportunities. In addition, a new supranational institutional architecture is currently evolving. It includes the WTO agreements, which have become the new rules of the game for agricultural and rural players and define frameworks that limit public policies and regulate trade flows.

The interaction among processes of globalization, trade opening and the new rules governing international trade has given rise to major concerns regarding many aspects of the costs and benefits of the processes, such as:

- Inequitable appropriation of the benefits of international trade, and increased poverty in most of the less developed countries.
- Increased incidence of disease, which spreads more rapidly as a result of the growth in trade, affecting consumer confidence and focusing greater attention on the role of agricultural health and food safety in international trade.
- A new technological paradigm that has an impact on agriculture and its ability to compete in markets, excludes some from the benefits of technological change and attaches greater importance to technological innovations and intellectual property rights.
- Increased use of the Internet and the information and communication technologies (ICTs), making more information available and facilitating its circulation. As a result, information is now a very important factor in production.
- Greater environmental instability and vulnerability due to changes in climate caused by the emission of greenhouse gases and other actions attributable to humans. The result has been more drought, more flooding, fluctuations in rainfall and the declining availability of water, all of which pose a threat to agriculture and rural life.

In a world where the global economy is expected to rebound and exhibit vigorous growth in the next decade, the following can be anticipated:

- Agriculture in the more developed countries will be affected by sweeping changes in their policies on agricultural and export subsidies.
- Notwithstanding the multilateral commitments they have assumed, however, the more developed countries continue to subsidize production and agrifood trade heavily, which will pose a challenge for the developing countries. The challenge becomes even greater for those countries that sign free trade agreements and must compete with subsidized imports. As a result, they will have to modify the instruments of their agricultural policies.
- The countries of Latin America and the Caribbean may see the competitiveness of their exports to principal markets threatened, in light of the announced suspension of preferential systems for them in the United States and Europe.
- The emergence of new economic actors on the world scene which have had an impact not only in economic, but also in political and cultural terms. Notable among these are China and India, economies which take investment away from the region and compete with its products, but, at the same time, constitute interesting potential markets for agrifood exports from the Americas.
- Increases in the price of fossil fuels, especially oil, which increases production costs.
- Increases in the frequency and severity of extreme climatic events due to global environmental changes, which affects production, trade and living conditions in rural areas. Some of these changes have an effect on agro-ecological conditions, which, in turn, are a determining factor with regard to the comparative advantages that their agricultural products enjoy.
- Increased demand for organic, ethnic and convenience foods, which will open up new market niches for the export of products from Latin America to high-income countries.

1.2 Agriculture and Rural Territories in the Americas: Where do We Start?

Serious inequalities persist in Latin America and the Caribbean (LAC). The most critical issue for the region continues to be the growing inequality in income distribution, with special emphasis on the problems of poverty and inequity that exist primarily in rural

areas. Inequality has worsened because, among other things, the countries tend to invest less in rural areas, which leads to a vicious cycle in which the vast majority of resources go to urban areas. This situation will continue unless corrective action is taken.

The economies of LAC have experienced limited growth, and the expectation for the period covered by the MTP is an average 4% growth per annum. This fact, added to the limitations of governmental support programs for the most vulnerable sectors, may make it impossible for most of the countries of LAC to meet the Millennium Development Goals. At the same time, trade liberalization and opening do not alone necessarily ensure food security.

Most of the countries of LAC do not invest enough in agricultural science and technology. This results in imbalances vis-à-vis competitor countries worldwide, in terms of levels of productivity and income for many agricultural products. Limited job opportunities, low wages, insufficient income from agricultural activities and inadequate access to infrastructure and services, such as health, education, roads, etc., perpetuate poverty and inequality. As a result, thousands of people from LAC have migrated in search of better living conditions. One result of the situation is the explosive growth of remittances from abroad, which has made LAC the region with the largest volume of remittances from abroad (US\$55 billion in 2005 according to the IDB).

In response to the challenges posed by trade opening and globalization, the countries of the Americas are pinning their hopes on hemispheric integration. However, since the FTAA is not taking off as quickly as hoped, efforts have been undertaken to promote regional integration agreements, some of which are at a critical phase at this time, as well as bilateral and multilateral free trade agreements among countries of the hemisphere. As a strategy for becoming more active on the world scene and guaranteeing market access, free trade agreements with countries outside the Americas are also being promoted. Such is the case of MERCOSUR with the European Union and some initiatives launched with Southeast Asia.

However, the countries of LAC must continue with their economic and institutional reforms in agriculture because the reforms undertaken in the 1980s, following the recommendations of the international financial organizations and the paradigms of the "Washington Consensus," have not had the desired impact on agriculture or the rural milieu and, in many cases, have yet to be fully implemented.

The fact that the rural areas of LAC continue to be impoverished, with almost 75 million rural poor (62% of the total number of poor), of which almost 46 million live in

extreme poverty; that such poverty has a significant territorial component since it is concentrated in certain geographic areas; and that such poverty is closely associated with traditional agriculture, point to the need to move forward with the reforms and rethink public policies.

It must also be recognized that the potential for agricultural and non-agricultural activities in rural territories depends on how natural resources are managed. Land degradation and desertification are occurring in the Americas, which is home to the largest reserve of arable land in the world. This gives cause for concern and must be addressed aggressively in new public policies, especially given the recent increased vulnerability to and frequency of natural disasters in rural areas.

1.3 Institutional Transition

An institutional transition process, still in the early stage, has been under way in agriculture for the last decade. Throughout the decade, different trends, approaches, ideologies and proposals have affected different processes, agents and methods for the formulation of public policies. These transformations have also affected the ministries of agriculture and of rural development in different ways. They have also had an impact on the role of the private sector and its organizations in the development process and in the performance of public functions.

Even though some countries have succeeded in establishing sound guidelines in their agricultural export subsector, most countries are still searching for the ideal formula (of institutions and policies) for a successful transition from a protected to an open development scheme that will promote a more equitable distribution of the benefits of development.

The institutional transition process is also the result of external pressures stemming from the processes of trade opening and regional integration; the existence of more competitive and less regulated markets; and the increasing trend to introduce ethical principles in markets, linked to social and environmental considerations. Indeed, the transition is beginning to yield new institutional mechanisms, functions, structures and mandates for the ministries of agriculture and of rural development.

In this context, it is important that the national agendas explicitly include the formulation of strategies for institutional transition, and guidelines for trade negotiations.

Lastly, there is full awareness of the vital role agriculture and the rural milieu continue to play in the development of most of the countries, in particular, the potential of intersectoral synergies that have not been exploited, in part, because of shortcomings in mechanisms for intersectoral linkage and in policies that deal with multisectoral phenomena (among trade, agricultural production, rural development and the environment).

1.4 The Response of the Countries: A Shared Vision of Agriculture and Rural Life Leading up to 2015

After being overlooked for a long time, the fundamental importance of agriculture as a way of life for millions of rural families in the hemisphere and its strategic role in creating prosperity and contributing to the sustainable development of the socioeconomic systems of the hemisphere, was recognized for the first time, at the highest political level, at the Third Summit of Heads of State and Government of the Americas, held in Quebec in 2001.

This recognition gave rise to a process which led to the execution of specific actions. The process began when the ministers of agriculture issued the Declaration of Bavaro in November 2001, and continued when they signed the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life in the Americas during the Second Ministerial Meeting, held in Panama in November 2003. The AGRO Plan establishes a Shared Vision for Agriculture and Rural Life in 2015 and defines strategic actions for improving agriculture and rural life and commitments for their implementation, including efforts to promote six biennial agendas that contain a set of strategic actions to be promoted by the governments.

As an important element in this process, IICA and the partner institutions that support the Summit of the Americas process pledged to coordinate their strategies for implementing and following up on the shared agenda of the AGRO 2003-2015 Plan.

1.5 IICA'S Proposal

Agriculture in the Americas will be increasingly affected by globalization and trade opening; by vulnerability and global environmental changes; by technological change; by consumer tastes, preferences, fears and demands; by pressures to achieve social, environmental and political balance; and by the need to restore governance.

If it is to respond to these challenges, IICA must: a) promote a new way of viewing and working with agriculture; b) consider the heterogeneous nature of the agricultural sectors and those involved in agriculture; and c) establish a new organizational model for implementing the institutional response.

a) Need to Review Approaches and New Dimensions of Agriculture and Rural Life

Given the new realities of the agricultural sector and the rural milieu, it has become necessary to propose a new vision of agriculture, one which departs from the traditional concept of primary agriculture (crops and livestock), is based on the systemic concept of agriculture and rural life espoused in the AGRO 2003-2015 Plan, and encompasses rural territories, agricultural production chains, and the national and international context. In this new concept, agriculture is viewed as a number of agrifood systems that are increasingly related to other sectors of the economy, society and natural resources. Annex I contains the conceptual framework of the AGRO 2003-2015 Plan.

IICA conducted pioneering studies aimed at quantifying the true contribution of agriculture to national economies and repositioning it in the public dialogue. Other international agencies have conducted similar studies that expand upon and reinforce the arguments put forward by the Institute.

The Institute applies the territorial approach in contributing to the development of rural communities. This approach proposes an integrated vision that recognizes the importance of the non-agricultural rural economy, the linkages between the non-agricultural rural economy and agriculture as well as the potential of agglomerate economies as instruments for linking medium- and small-scale and micro-enterprises. The territorial approach also strengthens linkages between rural and urban areas.

Given their complementary aspects, the agriculture-production-trade chains and the rural territories are the most appropriate spaces for the articulation of policies for rural prosperity. Within the framework of interaction among agriculture, rural territories and their natural resource base, several activities emerge that have great potential for boosting agriculture and the rural economy, generating income and creating jobs in rural territories, which are necessary for the success of efforts aimed at reducing poverty. Such activities include agro-tourism, rural tourism, agro-energy and the linkage between agriculture and the production of medications, functional foods and environmental services.

Fostering the aforementioned interactions will become a new and different way of bringing income to farmers and the rural population in the Americas, which can be a means of reactivating traditional agriculture and creating a new agriculture for the 21st century.

However, boosting agriculture's contribution to the development of the countries, promoting the development of rural communities and taking advantage of the complementary aspects of chains and territories also means taking into consideration what is happening in the international and national context, which impact the performance of agriculture and the development of rural territories.

b) Need to Consider Regional Differences

The diversity of the Americas, which consists of a mosaic of races, cultures, languages, and varying economic, social and political circumstances, is an important factor that needs to be taken into account. Agriculture and rural territories are not strangers to that diversity. Indeed they are part and parcel of the differences which they reinforce. The strategies and policies aimed at achieving the objectives of the 2006-2010 MTP cannot, therefore, be conceived in isolation from the many differences that are a feature of the countries, both within regions or integration schemes and within their own borders.

It is for this reason that, in addition to the common problems that characterize agriculture and rural life in the Member States and that give rise to their Hemispheric Agenda, the 2006-2010 MTP also takes into consideration regional priorities based on the particular situation with respect to agriculture and the rural territories in the different regions of the Americas, which are expressed in the Regional Agendas.

c) Consolidating the New Management Model for Implementation of the Institutional Response

In 2002, IICA undertook a change in its management model. Reforms were introduced aimed at transforming it into a modern development institution at the service of its Member States. These reforms included the adoption of a new style of technical cooperation which emphasizes operational efficiency, prudent financial management, improved use of human resources, expanded ties with international strategic partners and a new relationship with Member States based on participation, transparency, and accountability.

The results obtained over the last four years have been recognized as promising by the community of agriculture and rural life in the Americas, and indicate the path the Institute should follow for the next four years as it seeks to consolidate and deepen reforms that will enable IICA to become an institution of excellence in agricultural development in the Americas.

IICA must assume greater social responsibility in responding to the serious problems that prevail in most of the rural towns and areas of the Americas. It must also adopt a development agenda that will enable it to play a more dynamic and strategic role in promoting prosperity in rural communities.

The mandates ensuing from the Summits Process, ministerial resolutions and the new broader concept of agriculture underscore the need to deepen working relations with our strategic partners and Member States. The aim here is to act at the global, regional and national levels in an effort to: a) support the process of hemispheric and regional integration; b) support implementation of the AGRO 2003-2015 Plan; c) promote an inter-institutional agenda in support of sustainable rural development; d) monitor the state of and outlook for agriculture and rural life in the hemisphere; and e) promote the development of mechanisms to encourage the transfer of knowledge among the Member States, through horizontal cooperation.

CHAPTER II

AN IICA TO BUILD THE FUTURE: MISSION, VISION AND VALUES

In order to meet the challenges and take advantage of the opportunities that exist in the global context in which agriculture and rural life operate, IICA has redefined its vision and mission and established the institutional values that will guide its actions.

2.1 Mission

IICA is the specialized agency for agriculture and the rural milieu of the Inter-American System, whose purpose is to provide innovative technical cooperation to the Member States, with a view to achieving their sustainable development in aid of the peoples of the Americas.

2.2 Vision

To be the leading agricultural institution in the Americas and the partner of choice by virtue of the quality of the technical cooperation it provides in response to the needs of Member States, and its contributions to sustainable agricultural development, food security and rural prosperity.

Components of the Vision

a) Promotion of the Sustainable Development of Agriculture

The sustainable development of agriculture is a common goal of the member countries of IICA and an essential component in their development agendas. This requires having a vision of agriculture that is, among other things, productive, efficient, competitive, environmentally sensitive and capable of preserving the social fabric of rural communities for future generations.

The challenge of achieving the sustainable development of agriculture is, however, daunting and multidimensional. It also varies depending on the different types of agriculture that exist in the countries of the hemisphere. In some countries, certain components of agriculture are highly productive, but they also degrade and damage natural resources and the environment. At the same time, those components co-exist with vast

areas of subsistence and other types of agriculture in which low levels of technology are used.

A serious limitation in most of the countries has been the institutional and policy restrictions they face in supporting the sustainable development of agriculture. The lack of adequate policies and a coherent strategy, added to insufficient levels of investment in several areas of agriculture, and to limited institutional capabilities, seriously hinder progress in achieving sustainable development over time. The continued existence of rural poverty and growing pressures for agriculture to be more competitive in the global economy complicate the situation even further.

b) Promotion of Food Security

Food security is not necessarily viewed as national self-sufficiency, but rather as the existence of conditions that enable humans to have physical and economic access to a safe and nutritional diet that will enable them to meet their food needs and live productive and healthy lives. Overcoming food insecurity therefore means improving access to food, increasing the food supply and improving its distribution and safety.

Food security is a complex issue that requires dynamic effort on the part of a wide variety of actors working together. These include governments, national and international organizations and civil society. Limitations with regard to access to food can be overcome with coherent policies that cover different sectors of the economy and eliminate structural barriers faced by different groups, in particular, the rural poor. Public policies aimed at solving short-term problems must not lose sight of the longer-term objective of achieving food security.

The role of small-scale farmers and rural women in the production, distribution and use of food, for both consumption and income generation, is essential for the promotion of food security. In addition, problems related to the availability and distribution of food dictate the need for public policies and several forms of intervention intended, inter alia, to facilitate the adoption of modern production technologies and improve the efficiency of national markets so as to reduce the negative impacts of the liberalization of agricultural trade.

c) Promotion of Rural Prosperity

Economic growth and the improvement of markets should yield benefits for all strata of society, so that economic prosperity, human progress and sustainable development may

be achieved in a harmonious and balanced manner. However, today it is clear that economic growth and better functioning markets are not enough, and that corrective measures aimed at reducing poverty are essential. Achieving prosperity with equity requires renewed effort on the part of governments and civil society if the goal is for large segments of the rural economy to benefit from globalization and development. In this, policymakers have a large share of the responsibility.

The problems of exclusion and marginalization affect many people, but especially indigenous groups, women and youth in rural areas, due to their particular economic and social conditions. Subsistence agriculture, which is the predominant strategy for survival, is almost always characterized by extremely limited access to production assets and support services.

In the community of agriculture, the unequal and limited power of small- and medium-scale farmers to negotiate and defend their interests keeps them from having equitable access to the benefits of higher levels of production and trade. As a matter of fact, changes in policies usually increase the vulnerability of these groups and make their survival more precarious. This situation is further exacerbated by natural disasters and sudden and adverse changes in weather conditions.

If rural prosperity is to increase, sustained action will be needed in the following areas: a) the design of appropriate policies and strategies aimed at the most vulnerable groups of the rural economy; b) education and training aimed at improving the knowledge, skills and abilities vulnerable groups need to participate effectively in agricultural and rural markets; c) the strengthening of civil society organizations and the promotion of greater interaction among actors in the food chains in order to produce common agendas and improve their ability to negotiate and defend their interests; d) modernization and expansion of agricultural services to improve productivity; e) development of institutional capabilities in agricultural and rural organizations, with a view to making them more efficient and effective and enabling them to participate in joint public-private actions; and f) increased investment in the rural economy.

2.3 Institutional Values

In order to achieve its vision and provide quality services to its Member States, IICA will continue to guide its future actions in the hemisphere on the basis of its fundamental principles and values, which will be reflected in its internal policies and relations with the Member States and strategic partners. These are:

- i. **Social and environmental responsibility** Promoting greater social and environmental responsibility and the development of an agenda that recognizes that the Institute cannot dissociate itself from the problems of unemployment, marginalization, poverty and limited access to education and health services, etc.
- ii. **Respect for diversity.** Respecting cultural diversity and promoting tolerance of multi-ethnicity.
- iii. **Partnerships to enhance impact.** Promoting the concept of partnership and "working together" in cooperative relations with strategic partners at the national, regional and hemispheric levels, with a focus on networking.
- iv. **Leadership through excellence.** Promoting the concept of effective leadership and technical excellence in each of the strategic priorities, to ensure that IICA will be recognized by its clients and partners for the quality and timeliness of its contributions.
- v. **Adherence to rules and regulations.** Fostering ethical conduct among staff members based on the highest values¹: impartiality, integrity, professionalism, flexibility, discretion, loyalty, prudence and responsibility, and on respect for the rules and regulations of the Institute.
- vi. **Efficiency, transparency, financial prudence.** Promoting operational efficiency, transparency, accountability and prudent financial management at the national, regional and hemispheric levels.
- vii. **Interdisciplinary approaches.** Promoting the Institute as an interdisciplinary team focused on resolving some of the most critical problems of agriculture and rural development in the Americas.
- viii. **Teamwork.** Facilitating teamwork, decentralizing operations, promoting a results-based institution that links local demands to opportunities in the hemisphere.
- ix. **Excellence in performance.** Promoting excellence in performance and continuing to implement an incentive system that rewards superior performance, creativity and innovation.
- x. **Education as a basis for technical cooperation.** Adopting participatory processes and procedures that respect local realities and ensure that institutional partners can acquire information and knowledge.

1 In Annex II, each value set forth in IICA's Code of Ethics is defined.

CHAPTER III

PRIORITIES FOR STRATEGIC ACTION

3.1 Consolidating the New Model for Technical Cooperation

IICA proposes that the implementation of the MTP be based on the consolidation of the new model for technical cooperation, which is based on four components that are interrelated and complement one another. The first component is aimed at facilitating consensus on and the monitoring of strategies. It includes the AGRO 2003-2015 Plan and the national and regional development strategies.

The second component of the strategy refers to the commitment to promote the ongoing monitoring of agriculture and rural life in order to generate a common knowledge base on agriculture and rural life, with a view to updating the biennial hemispheric agendas of the AGRO 2003-2015 Plan, and helping to define national and regional strategies. It will also provide valuable input for decision-making by all the actors in the community of agriculture and rural life.

The third component covers actions aimed at promoting greater coordination between and among international organizations in order to enable them to provide more effective responses to the needs of the countries and articulate their actions. The inter-agency agendas based on the IICA proposal known as "working together" come under this component.

The fourth component comprises the direct technical cooperation IICA provides in response to the national and regional agendas. The technical cooperation agendas are the specific instruments the Institute uses to comply with its mandates and tackle challenges, so as to implement the general guidelines and the hemispheric strategy set forth in the MTP, based on the specific characteristics of the Member States and the different regions into which they are grouped. The aim is to harmonize IICA actions with regional and national needs and priorities, to the extent that this is possible for the Institute. Accordingly, direct technical cooperation priority actions and how they are to be managed are spelled out.

The components described above, which are the basis for establishing the priorities for strategic action on the part of IICA, are illustrated in Figure 1.

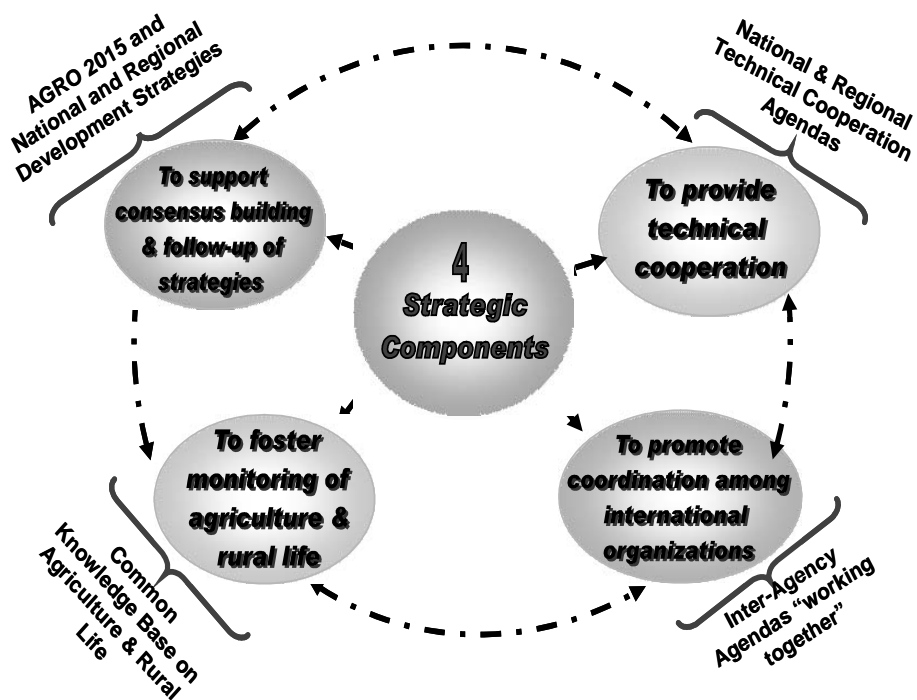


Figure 1. Four components of IICA's strategy

In pursuing its mission and vision, IICA takes into account the challenges and opportunities of the global context, defining its strategic priorities for technical cooperation (core business) on which it will focus its resources. Institutional actions will be established for each of these priorities and will define the Institute's sphere of action.

IICA will continue to provide technical cooperation services to the Member States, focusing its efforts on its strategic priorities which will orient its technical cooperation activities. The aim is to contribute to modernizing public policies and institutions, fostering technological innovation, reinforcing the capabilities of actors, developing information systems and systems for disseminating knowledge, promoting investments and facilitating access to existing knowledge and successful experiences in other countries.

The new strategic emphasis defined in the 2006-2010 MTP for achieving the objectives set forth in the Vision can be seen in Figure 2.

In order to address this strategic priority, IICA will carry out two types of actions. The first will seek to reposition agriculture and rural life on the development agendas of the countries. The second will support the building of a new institutional framework to help achieve the objectives contained in the Vision: sustainable agricultural development, rural prosperity and food security.

Overall Objective

To contribute to the repositioning of agriculture and rural life and to a new institutional framework.

AREAS OF CONCENTRATION: Technical cooperation will focus on:

1. The generation and dissemination of information for decision-making by public and private actors in agriculture and rural life; and
2. The promotion of a new institutional framework.

AREA OF CONCENTRATION I: The generation and dissemination of information for decision-making by public and private actors in agriculture and rural life

Specific Objective

To support public and private actors in the community of agriculture and rural life in the Americas in repositioning agriculture and rural life on the development agendas of the countries.

Lines of Action

- To support the countries of the hemisphere in monitoring the state of and outlook for agriculture and rural life;
- To continue to conduct studies that show the true contribution of agriculture and rural life to development;
- To promote forums for reflection and hemispheric dialogue on critical issues related to agriculture and rural life in the Americas.

Expected Results

- The Member States have more information on which to base their efforts to reposition agriculture and rural life on the development agendas of the countries. Furthermore, efforts have been made to promote and support the development, application and analysis of indicators that measure performance against objectives and targets for key, priority issues in the area of sustainable agricultural and rural development, at the country, regional and hemispheric levels.

Achievement Indicators

- Biennial reports on the state of and outlook for agriculture and rural life in the Americas have been prepared within the framework of inter-agency cooperation.
- Studies are available that show the true contribution of agriculture and rural life to development in most of the countries of the Americas.
- Forums for reflection and dialogue on critical issues related to agriculture and rural life in the Americas have been created.

AREA OF CONCENTRATION 2: The promotion of a new institutional framework

Specific Objective

To cooperate with the member countries in modernizing the institutional framework for agriculture and rural development in support of the new concept contained in the AGRO 2003-2015 Plan.

Lines of Action

To promote the creation of a **platform for hemispheric cooperation**,² through the following actions:

-
2. In Annex III, there is a detailed proposal on creating a platform for hemispheric cooperation, as support for building a new institutional framework for agriculture and rural development.

- To develop a common knowledge base on agriculture and rural life, taking full advantage of capabilities existing in the region, both in the countries and in partner organizations (e.g., ECLAC, FAO and IFPRI);
- To promote, in conjunction with other participating organizations, the creation of an inter-agency agenda for development, with a view to enhancing the "working together" approach;
- To promote horizontal cooperation among countries by creating opportunities for them not only to share their experiences effectively, but also to provide training in other countries in how to apply successful practices there;
- To facilitate the continuation of the ministerial process "Agriculture and Rural Life in the Americas," and its linkage to the Summit of the Americas process;
- To support reforms by the ministries of agriculture and the formulation of State policies on agriculture and rural development;
- To support the development and implementation of national and regional plans, as well as programs in support of the sustainable development of agriculture;
- To support hemispheric integration processes.

Expected Results

- The Member States have access to a platform for hemispheric cooperation, making it possible for them to share a common knowledge base on agriculture and rural life, set up a technical cooperation network for addressing critical hemispheric issues and promoting cooperation among countries, and provide agricultural leaders with support in complying with the ministerial agreements.

Achievement Indicators

- IICA, in conjunction with strategic partners, has developed a strategy for sharing information on agriculture and rural life.
- A technical cooperation network, involving partner international organizations, is operational and supporting the countries in the development of the capabilities needed to address the critical issues of agriculture and rural life, while at the same time promoting the exchange of experiences among countries.
- IICA continues to serve as the Secretariat of the Ministerial Meetings "Agriculture and Rural Life in the Americas," supporting the ministers of

agriculture, their ministerial delegates and other agricultural leaders in their efforts to comply with the ministerial agreements and presidential mandates.

- The Institute has supported hemispheric integration by cooperating with entities responsible for agriculture.

3.3 Direct Technical Cooperation

Direct technical cooperation will be provided by focusing actions on five strategic priorities. The objectives, principal lines of action, expected results and achievement indicators related to those priorities are described below:

3.3.1 Promoting Trade and the Competitiveness of Agribusinesses

Overall Objective

To support the efforts of the countries to take advantage of the benefits of trade opening and the establishment of free trade areas through the development of competitive agribusinesses and the promotion of trade.

AREAS OF CONCENTRATION: Technical cooperation will focus on:

1. Trade integration and trade agreements, and
2. The development of competitive agribusinesses

AREA OF CONCENTRATION I: Trade integration and trade agreements

Specific objective

To work with the member countries in establishing free trade areas and entering into bilateral, plurilateral and multilateral trade agreements.

Lines of Action

- To develop the capabilities needed to participate successfully in negotiations, in the effective implementation of trade agreements and in the monitoring and analysis of the impact of agricultural trade negotiations on competitiveness;

- To develop methodologies and generate information for measuring and assessing the actual or potential impact of new policy measures and of trade agreements on the competitiveness of the agrifood sector;
- To monitor progress in agricultural trade negotiations.

Expected Results

- The Member States have technical personnel trained to participate successfully in trade negotiations and to monitor and implement the trade agreements signed by each country;
- Instruments have been validated for assessing the impact of policy measures proposed by the Member States and for assessing the impact of trade agreements on the agricultural and rural sectors;
- The Member States have methodologies and instruments for assessing and monitoring the various trade negotiations in which they are engaged.

Achievement Indicators

- The number of countries in which the trade policy units of the ministries of agriculture are represented on the delegations the countries send to participate in trade negotiations;
- The ministries of agriculture have instruments for monitoring and assessing the impact of trade agreements on their economies;
- The countries have instruments for assessing the impact of policy measures and trade agreements;
- The number of countries in the hemisphere that have implemented a system for monitoring trade agreements;
- The countries have at least one instrument for monitoring and assessing progress in the various trade negotiations;
- The Infoagro/Comercio information system is working without interruption as an instrument for monitoring progress in different trade negotiations.

AREA OF CONCENTRATION 2: Development of competitive agribusinesses

Specific Objective

To improve the performance and competitiveness of agribusinesses by promoting capacity building, the introduction of technological innovations, business principles, the use of information systems and the development of linkages with other sectors of the economy.

Lines of Action

- To improve business management skills;
- To identify market opportunities and provide information for making trade-related decisions;
- To strengthen the public and private institutional framework associated with the development of agribusinesses;
- To strengthen IICA's technical capability to cooperate in the development of competitive agribusinesses.

Expected Results

- Agribusiness operators in IICA's member countries have instruments for improving their capabilities to participate in global markets;
- Agribusiness operators have mechanisms for identifying market opportunities, and information needed for decision-making;
- The public and private institutional framework associated with developing and promoting agribusiness has been strengthened;
- IICA has a team of professionals working on the development of agribusinesses who have adopted a comprehensive and multidisciplinary vision.

Achievement Indicators

- The "Export Platforms" program has been disseminated and supported as an instrument for improving business management skills;

- Instruments for gauging the preparedness of enterprises to export have been applied;
- Topics related to the subject of foreign trade (AHFS, biotechnology, intellectual property) have been addressed;
- Programs to ensure the safety of foods have been designed and then validated by operators of small- and medium-scale agribusinesses;
- Technical cooperation has been provided to help small- and medium-scale farmers participate in trade fairs, trade missions and other events;
- The Infoagro/Agronegocios information system and other platforms such as PRODAR are working without interruption;
- A number of market and financial institutions and farmer organizations have been strengthened with support from IICA;
- The Technical Secretariats of the Market Information Organization of the Americas (MIOA) and the Pan American Association of Agricultural Commodity Exchanges have been strengthened by IICA;
- A number of countries have received support in strengthening their institutional framework associated with the development of agribusinesses;
- A number of chains have been strengthened through the development of policies, rules, strategies, etc.

3.3.2 Promoting The Development Of Rural Communities Based On A Territorial Approach

Overall Objective

To support the countries in formulating development strategies which focus on rural territories and promote prosperity in rural communities by creating employment opportunities and income and reducing the gaps between rural and urban populations.

AREAS DE CONCENTRATION: Technical cooperation will focus on

1. the management of rural territories;
2. the consolidation of family agriculture;
3. the promotion of opportunities for rural women and youths to participate in development; and
4. knowledge management for rural development.

AREA OF CONCENTRATION I: The management of rural territories

Specific Objective

To formulate policies, institutional mechanisms and projects based on a territorial approach to rural development with a view to improving the management of rural development.

Lines of Action

- To establish programs for the development of technical capabilities and for the dissemination of innovations in order to increase the management capabilities of public and private actors;
- To generate and disseminate methodological and operating frameworks for use in designing and evaluating rural development policies and projects;
- To support the development of innovative mechanisms intended to foster collaboration, shared responsibility and urban-rural, national-local and public-private synergies;
- To encourage territorial planning processes in the rural milieu;
- To promote the integrated management of natural resources and the environment.

Expected Results

- Effective institutional mechanisms for managing rural territories at the national, regional and local levels have been established and are operational, with the benefit of ad-hoc development projects and properly trained human resources.

Achievement Indicators

- A number of countries have adopted the territorial approach in formulating their policies and institutional frameworks for rural development;
- A number of countries have established "reference territories," in which the Institute has advised on territorial management processes;
- A network for sharing knowledge on rural territories has been established;
- Ad-hoc teaching materials are available for the processes mentioned above;

- Capacity-building activities related to the management of rural territories have been carried out;
- A significant number of rural development projects with a territorial approach have been formulated and are under way;
- Projects that call for the integrated management of natural resources in rural territories have been formulated and are under way.

AREA OF CONCENTRATION 2: The consolidation of family agriculture

Specific Objective

To cooperate in the development of policies, institutional mechanisms and projects aimed at diversifying production and making family agriculture more competitive.

Lines of Action

- To develop institutional mechanisms aimed at promoting the linkage of micro- and small-scale rural enterprises to clusters and agricultural production chains;
- To foster the development of rural businesses based on the differentiation of products, linkages between the agricultural and natural resources sectors, the potential for tourism in rural territories and the provision of agricultural services;
- To promote the creation of programs aimed at developing the skills needed to run businesses and manage rural agro-industries;
- To promote the development of technological innovations applicable to family agriculture with a view to strengthening the linkage among agriculture, trade and the environment;
- To promote public policies and projects aimed at bringing the production patterns of small rural businesses in line with the demands of the market, taking advantage of the linkage among production, the environment and trade;
- To provide guidelines for the creation of institutional mechanisms that promote appropriate financial services.

Expected Results

- Family agriculture is in a better position to establish linkages with national and international agricultural production-trade chains and share in the benefits of trade opening and alternative marketing mechanisms.

Achievement Indicators

- In a number of countries, with support from IICA, institutional mechanisms have been created to meet the needs of family agriculture in terms of "technological innovation," credit, etc;
- Activities intended to link public and private agents have been planned and executed;
- Documents on the key role of family agriculture and agro-industry are available;
- Programs aimed at updating the management capabilities of those involved in family agriculture have been designed and are in operation.

AREA DE CONCENTRATION 3: Promotion of opportunities for rural women and youths to participate in development

Specific Objective

To foster the equitable participation of women and youths who operate rural businesses in the development of rural territories.

Lines of Action

- To support the creation or consolidation of networks of women and youths who operate rural micro-enterprises;
- To prepare and systematize materials on successful experiences in linking micro-enterprises run by rural women and youths with new markets;
- To support the development of innovative institutional mechanisms that promote entrepreneurship among rural women and youths;
- To establish guidelines for the formulation of ad hoc policies and ad hoc institutional mechanisms aimed at making rural enterprises managed by women and youths more competitive;
- To support the formulation of projects intended to upgrade the management capabilities of rural women and youths who run micro-enterprises.

Expected Results

- Mechanisms to promote opportunities for rural women and youths to participate in development have been developed in several countries.

Performance Indicators

- Networks of rural women and youths who operate micro-enterprises have been created or strengthened in several countries;
- Documents on successful experiences in the management of rural enterprises are available;
- Capacity-building programs for rural women and youths who run micro-enterprises have been developed and are in operation;
- A significant number of countries have formulated policies and established mechanisms aimed at making rural enterprises managed by women and youths more competitive.

AREA OF CONCENTRATION 4: Knowledge management for rural development***Specific Objective***

To develop and disseminate knowledge on and instruments for defining, implementing, monitoring and evaluating rural development policies, programs and projects based on a territorial approach.

Lines of Action

- To support institutional actions aimed at positioning the Institute technically in areas critical to the sustainable development of agriculture and rural communities (to prepare teaching and informational materials, conduct special studies);
- To develop instruments related to methodological and operational aspects of the management of the development of rural territories;
- To conduct comparative analyses of good practices in the areas of policies, strategies and projects, and disseminate their results;
- To systematize and disseminate comparative analyses of good practices in the local management of rural development;

- To consolidate the Rural Development with a Territorial Approach component of the IICA knowledge management system;
- To design programs aimed at developing the technical capabilities of the Institute and its stakeholders in areas of importance for the management of rural development.

Expected Results

- Knowledge on and instruments for the management of rural development policies, programs and projects have been developed and disseminated among Institute staff, decision makers, officials in public and private institutions, and others interested in the development of agriculture and the rural milieu.

Achievement Indicators

- "Pilot territories" have been established in several countries and rural development policies are being implemented with methodological and operational support from IICA;
- "Rural development observatories" exist in a significant number of countries;
- Informal networks for the exchange of knowledge among countries have been established;
- Instruments and guidelines are available for conducting comparative analyses of policies on rural development with a territorial approach;
- Countries are collaborating with one another on projects designed to formulate policies, methods and analytical and operational instruments that will guarantee the adoption of the territorial approach in the implementation of rural development actions;
- The IICA knowledge management system includes a component on rural development.

3.3.3 *Promoting Agricultural Health And Food Safety*

Overall Objective

To promote and support the development of capabilities in and the modernization of agricultural health and food safety (AHFS) services in an effort to improve the sanitary and phytosanitary status of member countries and thus enable them to compete more successfully in agrifood trade.

AREAS OF CONCENTRATION: Technical cooperation will focus on

1. the modernization of public AHFS services;
2. the development of capabilities for the implementation and administration of sanitary and phytosanitary measures (SPS);
3. emerging and emergency issues; and
4. food safety.

AREAS OF CONCENTRATION 1: The modernization of public agricultural health and food safety services

Specific Objective

To support the generation and promotion of actions, tools, strategies and policies aimed at institutional modernization and capacity building in the area of sanitary and phytosanitary measures.

Lines of Action

- To generate methodologies and tools designed to help the different actors in AHFS establish common agendas, and encourage their application;
- To promote the design of programs and projects for institutional strengthening and capacity building in AHFS;
- To promote inter-institutional efforts with a view to making optimum use of the efforts and resources available in the international cooperation community.

Expected Results

- It has been possible to improve public-private coordination in order to establish a shared agenda for strengthening public AHFS services, at the overall (all AHFS services), sectoral (animal, plant and food safety) and agricultural chain levels;
- An expanded vision of AHFS has been adopted by the different actors in the public AHFS services;
- A shared vision on the establishment of agendas for the ongoing modernization of AHFS services has been promoted at the national level.

Achievement Indicators

- The public and private sectors have reached agreement in order to develop policies and strategies for strengthening public services;
- Methodological tools and policy guidelines for strengthening public services are available;
- Strategic partnerships have been established and actions carried out with regional or international organizations;
- Specific programs, projects and actions aimed at strengthening institutional, sectoral or agrifood chain aspects of AHFS have been carried out;
- Efforts have been made to provide updated information on and encourage the management of knowledge in subject areas related to AHFS.

AREAS OF CONCENTRATION 2: The development of capabilities in the area of sanitary and phytosanitary measures

Specific Objective

To support the development of capabilities needed to promote the effective implementation and administration of the agreements and commitments issued by international organizations involved in AHFS, based on scientific principles, in order to promote a balance between trade and agricultural health.

Lines of Action

- To promote the sharing of successful experiences as a key element in the adoption of new procedures that facilitate the effective implementation of international AHFS agreements;
- To promote the active participation of the member countries in international standard-setting bodies;
- To support the formulation of policies that will make it possible to adapt public and private institutions to the international regulatory frameworks;
- To promote inter-institutional and inter-sectoral strategic partnerships with a view to developing capabilities in the member countries that will ensure that sanitary and phytosanitary measures are used correctly and on the basis of scientific principles;

- To promote the design of actions or projects intended to improve the development of institutional capabilities in the area of sanitary and phytosanitary measures.

Expected Results

- The countries have improved their institutions associated with sanitary and phytosanitary measures, enabling them to bring their AHFS services more in line with international standards;
- Inter-agency and inter-sectoral coordination has been strengthened, making it possible to take advantage of opportunities opened up by the multilateral trade system.

Achievement Indicators

- Strategic partnerships have been established with international and regional organizations in order to improve the application of sanitary and phytosanitary measures in the member countries;
- Projects and initiatives have been implemented to improve the application of sanitary and phytosanitary measures;
- Efforts have been made to provide updated information on and encourage the management of knowledge in subject areas related to AHFS.

AREAS OF CONCENTRATION 3: Emerging and emergency issues

Specific Objective

To promote capacity building so that the member countries may prevent, forestall and respond effectively to emerging situations in the sanitary and phytosanitary field.

Lines of Action

- To support and implement programs, plans and projects designed to develop capabilities for the prevention, control and eradication of the main pests and diseases that pose a threat to the sanitary and phytosanitary status of the member countries and to trade and agri-food products.

Expected Results

- The countries have improved their institutional, technical and human capabilities to face emerging situations and handle emergencies related to AHFS.

Achievement Indicators

- Projects, programs or actions have been carried out to strengthen capabilities to prevent, control and eradicate pests and diseases of biological and economic importance;
- Efforts have been made to provide updated information on and encourage the management of knowledge in subject areas related to AHFS.

AREAS OF CONCENTRATION 4: Food safety

Specific Objective

To promote the transformation of individuals and institutions by strengthening and promoting leadership and the development of capabilities.

Lines of Action

- To develop programs and projects aimed at promoting leadership as a key element for change, considering the different fields of action that exist in the area of food safety;
- To support specific programs on different aspects of improving food safety.

Expected Results

- Individual and institutional capabilities in the area of food safety have been improved from the technical, human and institutional point of view. The countries are better prepared to take advantage and make better use of international forums thanks to adjustments made in their national regulatory frameworks. Human resources in the countries have been strengthened both in technical terms and in terms of their capacity to provide leadership in conducting transformation processes in the field of food safety.

Achievement Indicators

- Plans, programs and projects have been carried out to develop capabilities in the area of food safety;
- Individual and institutional capabilities in the area of food safety have been improved;
- Efforts have been made to provide updated information on and encourage the management of knowledge in subject areas related to AHFS.

3.3.4 Promoting the sustainable management of natural resources and the environment**Overall Objective**

To support the efforts of the member countries to transform their institutions with a view to ensuring that the environment and natural resources are managed in such a way that the sustainable development of agriculture and the rural milieu will be possible.

AREAS OF CONCENTRATION : Technical cooperation will focus on

1. Linking agriculture, trade and the environment;
2. The integrated management of natural resources for agricultural and rural development;
3. The impact of global environmental changes on agrifood systems;
4. The promotion of good environmental management practices in agricultural and rural production.

AREAS OF CONCENTRATION 1: Linking agriculture, trade and the environment

Specific Objective

To foster the consolidation of policies, projects and institutional mechanisms that can take advantage of the development opportunities generated by the interaction among agriculture, the environment and trade.

Lines of Action

- To develop guidelines for making environmental and natural resource management an integral component of agriculture and rural development policies;
- To promote the development of institutional mechanisms for coordinating the work of the ministries of trade, agriculture and the environment;
- To support agro-environmental policies and their respective institutional mechanisms in order to strengthen the linkage between trade and the sustainable management of agricultural and rural production systems.

Expected Results

- The institutions of the sector are better able to consider the development opportunities generated by the interaction among agriculture, the environment and trade in their policies and projects.

Achievement Indicators

- Several countries have incorporated the management of the environment and natural resources into their agricultural and rural development policies;
- The ministries of trade, agriculture and the environment engage in dialogue and participate in joint cooperation initiatives;
- A number of projects and activities take environmental considerations into account in the distribution and marketing of agricultural products.

AREAS OF CONCENTRATION 2: The integrated management of natural resources for rural development

Specific Objective

To strengthen capacity building in the integrated management of natural resources for rural development.

Lines of Action

- To generate and disseminate knowledge aimed at bringing about changes in attitude and actions with a view to promoting the incorporation of integrated management of natural resources into rural development projects and activities;

- To support the articulation of working agendas for trade, agriculture and natural resources in selected territories;
- To develop and disseminate working methods and strengthen capabilities for natural resource management in watersheds shared by two or more countries;
- To promote the development of networks of specialized knowledge in the integrated management of natural resources;
- To support and direct the formulation of projects that will incorporate both integrated management of natural resources and the territorial approach to development;
- To foster a better understanding of the management of water and of the conflicts between sectors competing for its use.

Expected Results

- The Institute and member countries are more capable of incorporating integrated resource management into agricultural and rural development initiatives.

Achievement Indicators

- A number of countries have incorporated the integrated management of natural resources into agricultural and rural development initiatives;
- Working agendas that articulate trade-related, agricultural and environmental considerations have been promoted in a number of "reference territories;"
- The IICA knowledge management system has a component dealing with the integrated management of natural resources;
- In several countries, support has been provided for projects that link the integrated management of natural resources with territorial management initiatives;
- Programs aimed at developing capabilities in the integrated management of natural resources for rural development have been promoted and are in operation.

AREAS OF CONCENTRATION 3: The impact of global environmental changes on agrifood systems

Specific Objective

To promote the adoption of national policies for the development of agriculture and the rural milieu that take into consideration the impact of global environmental changes on agrifood systems.

Lines of Action

- To identify and encourage activities intended to adapt agrifood systems and rural life and mitigate the impact of global environmental changes;
- To encourage dialogue among the scientific, technical and political communities regarding global environmental changes and their impact on agrifood systems;
- To stimulate analyses of topics related to agriculture and the rural milieu within the framework of environmental agreements, and encourage the application of the results as a means of promoting agricultural and rural development; for example, interaction among the environment, agriculture and rural life, and among water, desertification and global environmental changes;
- To provide guidance in the formulation of innovative projects that can foresee scenarios of change and/or adaptation in production patterns and social relations, as well as provide support for rapid assessment after a natural disaster.

Expected Results

- Institutions responsible for formulating agricultural and rural development policies have internalized the importance of global environmental changes and their impact.

Achievement Indicators

- Several events have been held on global environmental changes and their impact on agriculture and rural well-being;
- Workshops and forums have been held to encourage dialogue on how to ensure that proper consideration is given to scientific knowledge of global environmental changes in the formulation of policies and strategies for agricultural and rural development;
- Documents have been prepared and distributed on how to strengthen interaction among the environment, agriculture and rural life, and among water, desertification and global environmental changes, within the framework of environmental agreements;
- An informal network of external experts has been established to provide input for dialogue and the formulation of proposals for the countries;
- The formulation of projects that incorporate the new "adaptive" dimension made necessary by global environmental changes has begun.

AREAS OF CONCENTRATION 4: The promotion of good environmental management practices in agricultural and rural production

Specific Objective

To promote the adoption of, and disseminate information on, good environmental management practices in agricultural and non-agricultural rural production processes.

Lines of Action

- To promote the adaptation of appropriate technological innovation to environmental conditions and the characteristics of production systems;
- To promote the development of mechanisms and incentives for fostering the adoption of clean technologies in agricultural and rural production;
- To systematize and disseminate the experiences of rural businesses which add value through clean production, agro-biodiversity, ecotourism, environmental services and other intangible assets;
- To systematize and disseminate good environmental management practices in rural production.

Expected Results

- Rural producers have access to information that will enable them to make their production processes more environmentally friendly.

Achievement Indicators

- Technological innovations have been adopted for production systems, taking into account possible changes in climate;
- Efforts have been made to promote the development of mechanisms and incentives for adopting clean technologies for agricultural and rural production;
- Rural businesses based on clean production, agro-biodiversity, ecotourism, environmental services and other intangible assets are operational;
- The IICA knowledge management system includes a data bank containing systematized experiences.

3.3.5 Promoting the Introduction of Technology and Innovation for the Modernization of Agriculture and Rural Development

Overall Objective

To support the efforts of the member countries to modernize agriculture and enhance its contribution to economic, social and environmental development by promoting technological and institutional innovation policies and processes that will promote and facilitate the incorporation of new knowledge and technologies into agricultural production chains.

AREAS OF CONCENTRATION: Technical cooperation will focus on:

1. A prospective vision of technology and innovation as they apply to agriculture;
2. Support for institutional modernization and the design of technology policies for the development and incorporation of technological innovations;
3. Strengthening of the hemispheric system for cooperation among countries in technological innovation for agriculture, and of its linkage to the international research system;
4. Promotion of the management of information in support of technological innovation processes;
5. Biotechnology and biosafety;
6. Promotion of horizontal cooperation in agro-energy and bio-fuels.

AREAS OF CONCENTRATION 1: A prospective vision of technology and innovation as they apply to agriculture

Specific Objective

To promote the development of a global and regional vision of the state of technology and innovation with a view to assisting the countries in developing new products and markets, increasing the productivity and competitiveness of agriculture and reducing rural poverty.

Lines of Action

- To create an observatory of the main scientific advances and new technologies that are applicable to agriculture in the Americas;

- To monitor periodically the performance of agriculture from the perspective of technological innovation;
- To establish a system of indicators for measuring the performance and the impact of agricultural science and technology with strategic partners;
- To assess the impact of science and technology on the reduction of rural poverty in the region.

Expected Results

- The countries have strategic information on advances in technology and innovation, in support of the design of policies and decision-making intended to promote change in agricultural technology.

Achievement Indicators

- An observatory exists on scientific advances and new technologies that can be used for innovation and research in agriculture in the Americas;
- An updated report on the performance of agriculture from the perspective of technological innovation is available;
- A system of indicators for measuring the performance and impact of agricultural science and technology has been designed;
- The impact of agricultural science and technology on rural poverty has been assessed.

AREAS OF CONCENTRATION 2: Support institutional modernization and the design of technology policies for the development and incorporation of technological innovations

Specific Objective

To support the design of policies and the transformation of institutions involved in research, extension and technology innovation, from the perspective of the national innovation systems and their member organizations.

Lines of Action

- To develop a hemispheric program to assist the countries in strengthening institutional innovations for technological research and innovation, based on an exchange of experiences among countries and regions;

- To support the design of technology innovation policies, with an emphasis on those that will promote the diversification of small-scale agriculture and its integration into markets;
- To develop guidelines for designing policies and managing intellectual property for innovation in agriculture, and for providing training in this area.

Expected Results

- The member countries have been provided with guidelines for their institutional innovation processes and for the design of their technological policies, based on their needs;
- A hemispheric program for institutional innovation is available through reciprocal cooperation among regions and countries.

Achievement indicators

- An externally-funded hemispheric program for institutional innovation through reciprocal cooperation is in operation;
- Elements for the design of policies on technological innovation, with an emphasis on small-scale agriculture, are available to the countries;
- Guidelines for designing policies and managing intellectual property for innovation in agriculture are available and have been incorporated into training processes.

AREAS OF CONCENTRATION 3: Strengthening of the hemispheric system for cooperation among countries in agricultural technological innovation, and of links with the international research system

Specific Objective

To strengthen reciprocal cooperation in technological innovation among the countries of the hemisphere, and links with the global research system, to contribute to agricultural production, productivity and competitiveness.

Lines of Action

- To consolidate FORAGRO as a mechanism for hemispheric dialogue among public and private actors and as a forum for analyzing and seeking common solutions to problems facing agriculture and agribusinesses in the region, from

the perspective of research and technology innovation, and as a means of facilitating the linkage of the region and the international research system (CGIAR, GFAR);

- To provide technical support for the consolidation of FONTAGRO as a mechanism for financing regional research and technological innovation projects, by encouraging other countries to join, disseminating the results of the projects and assessing their economic, environmental and institutional impact;
- To promote the transformation of the subregional programs for reciprocal cooperation among countries (PROCI) and equivalent mechanisms, with an emphasis on the relatively lesser developed countries, refocusing them on the search for solutions to priority problems shared by the countries, incorporating new actors and promoting new means of managing knowledge.

Expected Results

- The hemispheric technological innovation system has been consolidated and its regional and subregional mechanisms participate in the analysis of and discussions on agriculture from the perspective of technology, the funding and execution of regional research and technology innovation projects, including training in priority areas, etc.

Achievement Indicators

- FORAGRO has been consolidated. It holds biennial international meetings, engages in dialogue through different means and fosters partnerships and linkages between regional research centers and mechanisms (CATIE and CARDI) and with the global research system (CGIAR and GFAR);
- LAC is represented, through FORAGRO, in decision-making events of the global research system (CGIAR and GFAR);
- The results and impact of regional research and technological innovation projects funded by FONTAGRO and executed by regional consortia have been disseminated;
- The PROCIs have developed agendas for cooperation in research and innovation among countries and are operating in the regions of the Americas, including the tropical regions of Amazonia.

AREAS OF CONCENTRATION 4: Promotion of the management of information in support of technological innovation processes

Specific Objective

To increase awareness of the need for sharing, circulating and using technological information as part of the management of knowledge on agricultural technologies, provide training in this area and develop options.

Lines of Action

- To characterize the management of information on agricultural technologies in institutions involved in research and technology innovation in the countries, to support the design of policies and decision-making on this topic;
- To support the organization of national and regional technological information systems by providing training and developing conceptual frameworks and methodological options for gathering, harnessing and disseminating knowledge;
- To foster the circulation of technological information in the region, and the linkage of the region to the global research system, by promoting the Scientific and Technological Information System for the Agricultural Sector in the Americas (INFOTEC) as a strategic reference source for technology innovation.

Expected Results

- The management of technological information has been incorporated into the design of policies and institutional transformation efforts for the processes of research and innovation;
- The countries of the region have access to the scientific and technological information system in operation, which is linked to the global research system.

Achievement Indicators

- Assessments of the agricultural and technological information systems of the countries have been prepared and disseminated;
- Cases that have had a positive impact through the management of information and/or the use of information and communications technologies for innovation have been selected and published;
- Training events have been organized on information management strategies for technological innovation and on methodological options for gathering, systematizing and disseminating knowledge;

- INFOTEC is in operation and steadily growing, supports research, extension and technological innovation in the Americas, and is connected to the global research system (RAIS program of GFAR).

AREAS OF CONCENTRATION 5: Biotechnology and biosafety

Specific Objective

To support the efforts of the member countries to develop and incorporate agro-biotechnologies that will make the agricultural sector more competitive, and facilitate an exchange of information related to compliance with international agreements.

Lines of Action

- To support the development of a system of objective and scientific information on biotechnology and biosafety, to facilitate the design of policies and decision-making at the national level;
- To support member countries in identifying needs at the national and regional levels, for the development and appropriate use of agro-biotechnologies, the development and implementation of policies and regulatory frameworks and the development of technical-scientific capabilities within the framework of the regional strategies;
- To promote transparent communication regarding the risks and benefits of agro-biotechnologies; and to suggest that the pertinent authorities make the topic of public perception an important component of national agro-biotechnology programs and policies;
- To encourage studies, discussions and analyses of the implications of national and international norms and regulations, as well as international negotiations and agreements, on topics related to agro-biotechnology and biosafety, with an emphasis on their impact on trade.

Expected Results

- A system with objective and scientific information on biotechnology and biosafety has been developed and is updated on a regular basis; knowledge in the field is analyzed; and annual informational bulletins are distributed;

- Regional needs have been identified, strategic projects developed and funded and regional initiatives implemented. Regional networks have been developed to give direction to, coordinate and monitor regional strategies;
- Regulatory frameworks and policies that take into account both existing models and international agreements and negotiations have been identified and developed; and a system for follow-up of meetings to assess the level of compliance (such as CPB) has been created;
- Documentary studies on the risks and benefits of agro-biotechnology have been prepared, and communication strategies developed and implemented to educate the public;
- Human and institutional capabilities identified during the assessment of regional needs, and the transfer of technology in intellectual property rights, have been improved;
- A strategy for knowledge management has been developed, including studies, strategic forums and technical meetings on product safety and quality vis-à-vis trade and on overall aspects related to biotechnology and biosafety.

Achievement Indicators

- Regional needs in terms of biotechnology and biosafety have been identified and analyzed, and as a result, regional strategies for the development and use of biotechnology, including the identification of strategic projects, have been formulated;
- A document containing annual reports on the status of biotechnology in the hemisphere is distributed annually to the principal users in the member countries;
- The specialized information system has been distributed to member countries and the delivery of current information on biotechnology and biosafety to all countries has been intensified;
- An annual regional or global forum on biotechnology and biosafety has been held for decision makers and opinion makers and the academic sector in the countries;
- Guidelines for and key elements of the formulation of national policies on biotechnology have been identified, with an emphasis on those countries that do not have such policies. Along the same lines, strategic studies on the benefits and risks of agro-biotechnology have been prepared and distributed to the countries, as support for the development of national policies on agro-biotechnology and biosafety;

- IICA has promoted strategic meetings for an exchange of information and experiences among countries regarding compliance with international agreements on the products of agro-biotechnology and world trade;
- Technical-scientific capabilities have been improved in the entities responsible for biotechnology and biosafety in the countries as a result of the identification of needs, and the exchange of experiences between regions with more capacity in this field and those with less capacity.

AREAS OF CONCENTRATION 6: Promotion of horizontal cooperation in agro-energy and bio-fuels

Specific Objective

To design a strategy and a hemispheric program for horizontal technical cooperation in agro-energy and bio-fuels that will make it possible to help the countries seize the new opportunities offered by agriculture as an alternative source of energy.

Lines of Action

- To formulate and implement a hemispheric program for horizontal technical cooperation in agro-energy and bio-fuels;
- To collaborate with the OAS, IDB and other international and regional organizations in the development of a hemispheric cooperation platform.

Expected Results

- The Member States have a hemispheric program for horizontal technical cooperation in agro-energy and bio-fuels;
- Countries in the region are tapping the knowledge and experiences of other countries to develop their own strategies for developing alternative sources of energy based on agriculture.

Achievement Indicators

- The hemispheric program for horizontal technical cooperation in agro-energy and bio-fuels is operational;

- Cooperation actions are being promoted and coordinated with international and regional organizations that participate in the hemispheric platform for cooperation in this field;
- Meetings have been held to discuss the importance of agro-energy and bio-fuels, and their potential beneficial impact on the development of agriculture and the economies of the Member States.

3.4 Regional and National Technical Cooperation

3.4.1 Regional Technical Cooperation Agendas

The regional agendas support and add value to the actions of the national agendas, and at the same time, include activities for regional coverage. These agendas analyze the problems and challenges common to a group of countries, the aim being that the Institute continue to support integration processes in the various regions of the Americas.

In building its regional technical cooperation agendas, the Institute commits itself to the regional needs and priorities established by the regional councils of ministers of agriculture in the hemisphere, such as the Alliance for Sustainable Development in the Caribbean, the Council of Ministers of Agriculture of the Andean Community of Nations, the Council of Ministers of Agriculture of Central America (CAC-CORECA), the Southern Agricultural Council (CAS) and the Tri-national Council of the Northern Region.

It is within the framework of these regional agendas that IICA will continue to support integration processes throughout the hemisphere. As in the case of the national agendas, the Institute will develop a mechanism for updating the regional agendas, incorporating any new demands that may arise during the execution of the MTP.

IICA prioritized its activities for 2006-2010 in each region of the Americas through the regional cooperation agendas.

Northern Region

Promote trade and the competitiveness of agribusiness

- i) Promote agribusiness and trade in the hemisphere through continued support for IICA/Mexico, so that it can continue its capacity-building efforts. These efforts

include sharing with the Central American and Caribbean members of IICA the experience of NAFTA and the knowledge acquired in negotiating and administering trade treaties focused on agriculture.

Promote the introduction of technology and innovation in agriculture

- i) Move forward with the issue of technology and innovation, mainly biotechnology, by defining the Institute's biotechnology and biosafety strategy, and continuing to help fund PROCINORTE.

Strengthen agricultural health and food safety

- i) Support the initiative that promotes the implementation and administration of the WTO/SPS Agreement and other international agreements related to AHFS.
- ii) Build up and consolidate IICA's role in addressing the problem of the threat of Avian Influenza (AI).
- iii) Strengthen coordination with international and regional AHFS organizations such as FAO, OIE, and OIRSA, and promote private-sector participation in cooperation initiatives.

Central Region

Promote trade and the competitiveness of agribusinesses

- i) Strengthen and develop agricultural insurance markets;
- ii) Strengthen human resource capabilities and public and private institutions in the region through information, training and technical assistance to enable the countries of the region to reap the benefits of trade opening and the negotiation and implementation of multilateral and regional agreements;
- iii) Strengthen and build business and institutional know-how in specific agri-food chains and selected territories;
- iv) Support the preparation and implementation of the Central American agricultural policy;
- v) Support development of and innovation in fruit agribusinesses;

- vi) Promote partnerships and technical cooperation agreements with regional organizations in the private agricultural sector;
- vii) Support the establishment of the Central American Customs Union;
- viii) Provide technical support for the design of tools and the coordination of measures to enhance competitiveness of and access for quality coffee on international markets;
- ix) Develop strategic partnerships with cooperation agencies that support the legal registration of Protected Geographical Indications (PGI) and Protected Denominations of Origin (PDO) in the member countries.

Strengthen rural communities based on a territorial approach

- i) Strengthen capabilities for devising and implementing territorial development policies, strategies, programs and projects;
- ii) Strengthen the institutional framework and promote cross-border cooperation in the Trifinio region and selected shared watersheds;
- iii) Systematize, disseminate and implement good practices in territorial development and the participatory management of ecosystems;
- iv) Promote a network of selected territories whose vision and management is based on a territorial and ecosystem approach.

Promote agricultural health and food safety

- i) Support regional efforts to modernize quarantine control posts in customhouses in outlying areas;
- ii) Support the intergovernmental process aimed at ensuring the equivalence or harmonization of the various sanitary standards and procedures;
- iii) Support the efforts of the countries to tackle emerging sanitary problems such as avian influenza;
- iv) Develop and strengthen capabilities for facilitating the application of good practices in primary production, good manufacturing practices and quality management systems in priority agri-food chains;
- v) Disseminate information to and provide training for the staff of the coffee institutes in the region that belong to PROMECAFE on how to ensure the safety

of coffee during the production process, to complement efforts to improve the overall quality of the product.

Promote the sustainable management of natural resources and the environment

- i) Support the development of an inter-sectoral agenda involving the ministers of agriculture and environment of Central America;
- ii) Promote and support the regional agro-biodiversity strategy by consolidating the REMERFI network and the national plant genetic resource committees;
- iii) Generate scientific knowledge regarding the performance of various agro-forestry models for the development of production technologies that are profitable at the farm level, and implement proposals for payment for environmental services (PES) to coffee growers;
- iv) Promote integrated water resource management and the development of irrigation and drainage systems for agriculture.

Promote the introduction of technology and innovation for the modernization of agriculture and rural development

- i) Develop a regional agro-biotechnology and agro-biodiversity strategy;
- ii) Support horizontal cooperation on biosafety;
- iii) Support the development of bio-energy;
- iv) Support the regional agenda and strengthen the operation of the Central American System for Agricultural Technology Integration (SICTA);
- v) Design tools, coordinate measures and develop technological strategies to enhance the competitiveness of the region's coffee sector;
- vi) Provide coffee-growers' organizations and partners in PROMECAFE with technical support in creating tools for the release of breeding materials to producers, in registering breeding material for commercial purposes and in protecting breeders' rights in the corresponding international bodies.

Caribbean Region

Repositioning agriculture and rural life

- i) Strengthen the organization and consolidation of the Alliance for the Sustainable Development of Agriculture and Rural Life (The Alliance) and its regional

mechanisms: the Forum of Ministers of Agriculture, the Caribbean Agri-Business Association, the Caribbean Council for Higher Education in Agriculture, the Caribbean Agricultural Forum for Youth, the Caribbean Network of Rural Women Producers and PROCICARIBE;

- ii) Support actions for the implementation of the "Jagdeo Initiative" under the Caribbean Regional Transformation Programme (CRTP) and serve as co-chair of the Alliance Secretariat and Secretariat of the Technical Group responsible for supervising its implementation;
- iii) Support the work of the secretariats of CARICOM, CARIFORUM and the OECS and consolidate the Caribbean Agricultural Policy Network as a forum for political dialogue and support for integration processes.

Promote trade and the competitiveness of agribusiness

- i) Support the design of policies and strategies for agricultural trade negotiations;
- ii) Promote agribusiness with leading organizations (CABA, CAFY and CANROP) and improve the organization of the private agribusiness sector to raise financing and promote its participation in research.

Strengthen rural communities

- i) Promote the territorial approach for the decision-making process to include all sectors of the community;
- ii) Promote training to improve human resources, focusing primarily on young people, women and indigenous peoples.

Promoting agricultural health and food safety

- i) Promote and support participation by the countries of the region in WTO trade negotiations and committees;
- ii) Incorporate the Performance, Vision and Strategy (PVS) instrument to improve national and regional agricultural health and safety systems;
- iii) Promote the control of pests and diseases, especially of invasive species, in the countries of the region.

Promote the sustainable management of natural resources and the environment

- i) Promote the sustainable management of biodiversity through the development production of herbarium, handicrafts and the promotion and protection of traditional knowledge;

- ii) Work with agencies in coordinating and managing actions intended to reduce risks and mitigate the impact of global environmental changes.

Promote the introduction of technology and innovation in modernizing agriculture and rural development

- i) Develop a coordinated research and innovation system between the public and private sectors, revitalizing PROCICARIBE and incorporating the analysis of product chains;
- ii) Strengthen relations among CARDI, CATIE and IICA as a network of research institutions;
- iii) Develop "new" technologies to promote the introduction of agricultural alternatives such as agro-energy, agro-biotechnology, organic agriculture and agrotourism.

Andean Region

Repositioning agriculture and rural life

- i) Support the institutional framework, based on clearly defined state policies of the member countries in the Andean Region, to provide a regional platform for the discussion and analysis of regional policies for agriculture and rural development;
- ii) Forge and develop strategic partnerships in the Andean area, strengthening their ties with the Andean Community of Nations and the Andean Development Corporation;
- iii) Promote the organization of forums to study and discuss agricultural development proposals at the regional level.

Promote trade and the competitiveness of agribusiness

- i) Promote the sharing of know-how and methodologies within the region to provide the Andean Region with opportunities to discuss the promotion of trade and the competitiveness of agribusiness through horizontal cooperation and information sharing;
- ii) Support the creation of agribusiness networks with the region's private sector.

Strengthen rural communities

- i) Support the definition of the practical scenarios for rural development, based on new policies and differentiated rural development models within the region.

Promote agricultural health and food safety

- i) Strengthen forums for analysis and discussion to contribute to decision-making at the regional level with respect to the prevention of sanitary problems in the region;
- ii) Assist in organizing shared work through alliances with regional and international organizations, with a view to implementing sanitary measures whose results will benefit the entire region;
- iii) Strengthen regional-level commitments and commitments among countries in order to develop cross-border measures that will benefit the entire region;
- iv) Support regional efforts to eradicate diseases and sanitary problems, such as foot-and-mouth disease and the fruit fly.

Promote the sustainable management of natural resources and the environment

- i) Analyze the situation in the region vis-à-vis the management of renewable natural resources, in order to identify the Institute's priorities in this area, bearing in mind the participation of regional and international organizations in the region;
- ii) Work with the countries in the region to use current forums for analysis and proposals for addressing this issue at the regional level.

Promote the introduction of technology and innovation for the modernization of agriculture and rural development

- i) Support the region's regional technological innovation forums, together with the CAN;
- ii) Promote the harmonization of biotechnology, biosafety, agro-biodiversity and bio-energy policies in the region;
- iii) Redesign the existing mechanism for cooperation in technological innovation (PROCIANDINO) in line with the regional priorities of the Region's public, private and academic sectors.

Southern Region

Repositioning agriculture and rural life

- i) Strengthen the organization of the CAS and its regional integration mechanisms;
- ii) Facilitate the operation of the regional agricultural integration bodies;
- iii) Compile and disseminate information on policy instruments.

Promote trade and the competitiveness of agribusiness

- i) Design a regional agribusiness cooperation mechanism based on previous experience in this field, and a plan based on the regional study;
- ii) Provide training in trade policies and negotiations;
- iii) Strengthen the REDPA, placing emphasis on IICA's technical support and capitalizing on the results it has achieved.

Strengthen rural communities

- i) Promote the systematization and dissemination of previous efforts to integrate family agriculture into markets, and the preparation of proposals for the creation of economic-financial mechanisms to support different crops produced by family agriculture;
- ii) Support the institutions responsible for training small-scale producers.

Promote agricultural health and food safety

- i) Provide technical support in strengthening COSAVE and the CVP;
- ii) Support the participation of the countries in the region in the different negotiations (WTO/SPS, CODEX, IPPC);
- iii) Contribute to the standardization of national AHFS systems.

Promote the sustainable management of natural resources and the environment

- i) Promote discussions on and the systematization and sharing of experiences in the management of natural resources and the environment, taking advantage of the

new ways of promoting and disseminating IICA's knowledge and experiences, related to:

- Technological change
- Global environmental changes
- The energy crisis

Promote the introduction of technology and innovation for the modernization of agriculture and rural development

- i) Support the interlinking of the national technological innovation and horizontal cooperation systems, through the PROCIs (PROCISUR, PROCITROPICOS);
- ii) Serve as the Executive Secretariat of PROCISUR and coordinate actions with the CAS Secretariat and the respective support groups;
- iii) Systematize and disseminate new technologies and information about successful efforts to enhance the competitiveness of agriculture in new areas such as biotechnology, biosafety, etc.

3.4.2 National Technical Cooperation Agendas

In order to align the Institute's actions more effectively with the needs of the actors in the community of agriculture and rural life in the countries of the Americas, IICA will promote the updating and implementation of the national technical cooperation agendas, with the full participation of national authorities, academia, civil society and the private sectors. These agendas constitute the basis for defining the activities that the Institute will implement at the national level.

The funds provided at the national level for these activities will be considered "seed capital," to be used in securing additional human and financial resources, both national and international.

The national agendas will focus on both the strategic priorities defined in the previous chapter and the expanded vision of agriculture. In so doing, they will seek to identify areas in which IICA could intervene in the sector in a way that would complement and add value to national development initiatives.

The Institute will develop a mechanism for updating the national agendas and incorporating into them any new demands that may arise during the execution of the 2006-2010 MTP.

3.5 Development of Human Resources

In order to implement its strategic priorities, IICA is in the process of determining the areas of specialization on which it will focus its capabilities. Although IICA does not have sufficient resources to address each of the areas of specialization in depth, it will promote the generation, sharing and management of knowledge through inter-agency cooperation, partnerships between the public and private sectors and inter-sectoral cooperation. In this way, IICA will make knowledge available on each of these subjects, regardless of where it is located.

One of the key areas of specialization for implementing the strategic priorities is the development of human resources. The development of human resources was one of the main achievements in the first term of the current Administration. Therefore, the 2006-2010 MTP aims to consolidate efforts already made by implementing a project that will contribute to human resource development in the member countries as a cross-cutting element of each of the Institute's strategic priorities. The Education and Training Unit will support the technical cooperation team in two areas: developing leaders and providing training.

3.5.1 *Forming Leaders*

IICA will help qualify key individuals for the task of promoting, spearheading and introducing the improvements and changes required in the strategic areas of the agricultural sector in the Americas. Programs will be created to develop leaders capable of promoting new ideas, innovations, ways of thinking, methodologies, technologies and information, in order to help community leaders, scientists, educators, policymakers, businesspeople, the heads of organizations and institutions, and others, to create new knowledge and ideas.

Forming leaders means that those people who are in a position to exert an active influence over the processes of change not only within the member countries, but also at the regional level, must acquire the necessary knowledge, skills and attitudes. The process

of acquiring these skills, the knowledge and attitudes will enable leaders to more effectively provide strategic direction and help their institutions to meet their respective goals and objectives. IICA must facilitate the development of key leaders if the strategic areas of technical cooperation are to be successful in their efforts.

3.5.2 Training

The Institute will promote training as a means of improving the performance of beneficiaries, so that programs developed and specific areas of emphasis can respond more efficiently and effectively to the demands and needs of the countries. As part of these efforts, IICA will help define and design self-learning programs, and look for and disseminate complementary training materials and programs developed by strategic partners that meet identified needs. In most cases, to meet specific needs, training will be developed and offered at the country level.

CHAPTER IV
OPERATING FRAMEWORK

The operating framework defines not only the Institute's structure, but also the interaction among its parts, which will ensure that it accomplishes its mission, vision and strategic objectives. The following guidelines refer to internal and external operational actions that will be implemented to improve the internal structure, the way in which technical cooperation activities are executed and the process involved in updating the MTP.

4.1 Guidelines for Action

These guidelines will make it possible to consolidate the accomplishments of the previous Administration and forge ahead with the modernization process proposed for the period covered by this new MTP.

Internally

- Adjust the institutional structure in order to:
 - Promote the consolidation of the existing horizontal institutional arrangement;
 - Establish better coordination among national, regional and hemispheric initiatives;
 - Simplify functions;
 - Redistribute responsibilities under a more flexible organizational arrangement;
 - Strengthen teamwork within units and networks to generate the expected results and accomplish the Institute's mission;
 - Strengthen technical coordination for strategic thinking and action.
- Strengthen the performance management and evaluation systems;
- Use an integrated information management system within the Institute, introducing the new information and communication technologies (ICTs) into all operational aspects of the Institute in order to increase efficiency and reduce costs;

- Make knowledge management a part of IICA's institutional culture in order to promote IICA as a knowledge-based and capacity-building institution;
- Promote greater transparency and accountability in the Institute's operations at the national, regional and hemispheric levels;
- Consolidate the IICA Offices in the countries as information, technology and training centers;
- Train and develop the Institute's human resources to meet the new challenges of the 21st century.

Externally

- Respond to regional priorities while the Institution continues to be a hemispheric entity;
- Continue to strengthen relations with the Member States by developing new national and regional agendas keyed to their priorities;
- Strengthen relations with strategic partners at the national, regional and hemispheric levels;
- Promote horizontal technical cooperation and the sharing of experiences among the countries;
- Promote the development of a mechanism to enable IICA to benefit from the experience and advice of leading professionals in the hemisphere who can provide technical guidance and assist in the analysis of the Institute's programs and activities.

4.2 Dynamics of the Process of Updating the MTP

In the second half of the first decade of the 21st century, the international, regional and national contexts are undergoing sweeping, dynamic changes, all of which affects the conditions in which agriculture and rural life operate and develop, creating uncertainty and making it difficult to foresee the precise changes that will occur in the countries in the areas of production and trade, ecology and environment, socio-cultural and human affairs, and the political-institutional framework.

Because of this, and in order for the MTP to be a genuine tool for guiding technical cooperation, IICA cannot depend on static guidelines that may become obsolete, or that do

not reflect changes in national policies. The MTP guidelines must therefore be dynamic and the Plan must be constantly updated to incorporate the changing priorities of the member countries.

Building the MTP and determining the priorities of the member countries is a bottom-up process that begins at the national level and ends at the hemispheric level. The national and regional agendas are updated and the hemispheric agenda revamped at the biennial ministerial forum (the Ministerial Meeting on Agriculture and Rural Life in the Americas). This provides feedback for the Institute's strategies, which are adjusted accordingly.

Thus, the MTP is updated through a dynamic process that enables IICA to foresee the problems likely to develop in the scenario and constantly respond to the needs of the Member States.

CHAPTER V

THE FINANCING OF THE INSTITUTE'S ACTIVITIES

If the Institute is to implement the technical cooperation activities planned for 2006-2010, it needs to offset the impact of the continual decline in the real value of its resources. It needs to protect its purchasing power and the financial base required to ensure the coverage and quality of its technical cooperation, and thus continue to meet the new challenges and needs of the Member States on which the 2006-2010 MTP is based.

5.1 Characterization of the Financial Situation of IICA

The serious financial crisis the Institute has been facing in recent years eased somewhat in 2005 thanks to the increase in the amount of quota arrearages collected. Some of the factors that have contributed to this situation are as follows:

1. Member State quotas were frozen in 1995, triggering a steady decline in the purchasing power of the Institute's regular resources;
2. The amount of external resources executed by the Institute has not increased significantly since 1998 and some Member States have placed restrictions on the administration of such resources. As a result, the amount of miscellaneous income and institutional net rate (INR) resources generated has fallen significantly;
3. The failure of several Member States to pay their quotas on time has left the Institute with less cash and limited its ability to execute the programs and budgets approved by the governing bodies. The uncertainty surrounding the annual payment of quotas compounds the problem;
4. Rising prices in the marketplace, resulting not only in increases in the basic operating costs associated with the execution of technical cooperation activities but also in the need to adjust staff salaries. Price increases also reduce the Institute's capacity to finance its operations due to the steady decline in the purchasing power of its total income;
5. Some countries have revalued their currencies against the US dollar, which is the currency that Member States use to pay their quotas.

The combined effect of these factors has obliged the Institute to make adjustments in the institutional infrastructure, such as a reduction in the number of staff financed with the Institute's own resources and cutbacks in funding for the development of new capabilities,

in pre-investment resources for technical cooperation activities and investments in Institute assets.

5.2 Financial Strategy

The Institute will implement a financial strategy based on:

1. The allocation of resources primarily to finance technical cooperation activities, with special emphasis on strengthening the institutional capabilities of the Offices in the Member States;
2. The definition of a constant basic institutional structure, financed with the annual quotas contributed by the Member States, which includes sufficient personnel and operating capacity to carry out the priority mandates of the Member States and respond to their needs, and to permit the continuity of the Institute's activities;
3. Efforts to seek the support and commitment of the Member States to:
 - a. Define the financing of the basic structure in approving the corresponding biennial Program Budgets;
 - b. Pay their quota contributions on time;
 - c. Contribute physical facilities and personnel, in addition to their quota contributions.
4. The development of partnerships, with support from the Member States, with multilateral and bilateral funding agencies, with a view to making the Institute the technical arm of those organizations in the area of agriculture and rural life. This positioning strategy with potential strategic partners should be based mainly on:
 - a. The assurance of the products that the Institute offers, which should be based on the management of knowledge generated by its professionals or by its partners;
 - b. The search for strategic partners that cooperate in fulfilling IICA's vision and mission;
 - c. The identification and promotion of strategic projects that would make it possible to focus activities and resources and thus enhance the impact of the activities in the countries;
 - d. The identification and design of projects with technical excellence in which the countries, entities and organizations that are the "owners" of each project are fully involved, satisfying both the donors and the beneficiaries;

- e. The execution of projects that place emphasis on efficiency and transparency, and which, in addition to generating value added, foster the creation of capabilities in the rural territories concerned;
 - f. Feedback on technical cooperation processes, to permit the Institute to improve its performance, internalize the lessons learned and replicate successful experiences.
5. The mobilization of external resources, including special contributions from the Member States and other international organizations, to finance technical cooperation activities that will meet the specific needs of the Member States at the national, regional and hemispheric levels, within the framework of the Institute's strategic objectives defined in the MTP and in the national and regional technical cooperation agendas. The activities to be financed will involve two main types of cooperation:
- a. The direct delivery of technical cooperation services, either working alone or through partnerships. This type of cooperation helps achieve results that produce improved capabilities in the public and private organizations of the Member States, or positive changes in their situation or conditions of development;
 - b. The delivery of technical services for the management of priority projects that form part of the national and regional technical cooperation agendas. These technical services include: a) commissioning and supervising studies and consultancies, b) preparing invitations for bids, and c) facilitating joint activities involving different actors in the expanded agricultural sector, and, given the Institute's presence throughout the hemisphere, facilitating international activities.
6. Efficient use of financial resources through the strengthening of mechanisms already in place, based on the following principles:
- a. Financial prudence in the management of the resources of the Member States;
 - b. Transparency in the allocation and use of resources;
 - c. Accountability;
 - d. Computerization of processes;
 - e. Maintenance of a proper balance between personnel and operating costs.

5.3 Financial Resources Required

5.3.1 *Resources of the Regular Fund*

The successful implementation of the 2006-2010 MTP will be subject to the approval of the financing required for the 2008-2009 and 2010-2011 Program Budgets by the governing bodies.

Based on the financial strategy, the Institute's goal is to maintain the basic structure of personnel and operating costs at the levels approved by the IABA for 2006, details of which are provided in the table below. The specific funding proposals for the period 2007-2010 will be set forth in the respective Program Budgets.

5.3.2 *Strategic Investments for 2006-2011*

If the Institute is to maintain a modern operating capacity, it must make investments during this period to upgrade or replace the technological platform, the physical facilities, office equipment and vehicles.

For the period 2006-2007, the IABA approved a Special Budget of US\$2,109,000 for the technological infrastructure, management information systems and equipment. The General Directorate will present the investments required for the periods 2008-2009 and 2010-2011, and details of how they are to be funded, in the corresponding biennial proposed Program Budgets.

5.3.3 *External Resources*

Efforts will be made to consolidate the strategy for securing external resources with which to increase the cooperation the Institute provides to its Member States, executing priority projects financed with funds from the Member States and multilateral and bilateral funding and cooperation institutions. The Institute will also continue to recover indirect costs incurred in administering externally-funded projects by charging the institutional net rate (INR).

ANNUAL BUDGET FOR 2006
US\$ x 000

BASIC STRUCTURE
REGULAR FUND

ITEM	MEMBER STATE QUOTAS		MISCELLANEOUS		TOTAL REGULAR FUND	
	No.	COSTS	No.	COSTS	No.	COSTS
CH. I TECHNICAL COOPERATION		24,497.7		2,789.6		27,287.4
PERSONNEL	393	15,979.9	22	370.6	415	16,350.5
International Professional	87	9,408.9	0	0	87	9,408.9
Local Professional	118	4,165.4	6	134.1	124	4,299.6
General Services	188	2,405.5	16	236.5	204	2,642.0
OPERATING COSTS		7,517.9		2,419.0		9,936.9
CONTRIBUTION TO CATIE		1,000.0		0		1,000.0
CH. II: MANAGEMENT COSTS		1,574.3		42.8		1,617.1
PERSONNEL	46	1,332.8	0	0	46	1,332.8
International Professionals	7	874.6	0	0	7	874.6
Local Professionals	7	155.4	0	0	7	155.4
General Services	32	302.8	0	0	32	302.8
OPERATING COSTS		241.5		42.8		284.3
CH. III: GEN. COSTS AND PROVISIONS		1,095.5		0		1,095.5
PERSONNEL	1	259.2	0	0	1	259.2
International Professionals	0	250.0	0	0	0	250.0
Local Professionals	0	0	0	0	0	0
General Services	1	9.2	0	0	1	9.2
OPERATING COSTS		836.3		0		836.3
TOTAL	440	27,167.6	22	2,832.4	462	30,000.0

ANNEXES

ANNEX I

A New Way of Understanding Agriculture and Rural Life: The Conceptual Framework of the AGRO 2003-2015 Plan

The mandates emanating from the Summit of the Americas in Quebec in 2001, in Monterrey in 2004 and in Mar del Plata in 2005 established a new political frame of reference which transcends - goes beyond - the traditional concept of agriculture as a primary production sector of the economy.

Faced with the task of shaping a shared vision of agriculture and rural life for 2015, within the framework of the goals defined at the Millennium Summit and taking into account the mandates referred to above, the ministerial delegates of agriculture adopted a new concept of agriculture and rural life. That concept was endorsed by the ministers of agriculture at their last two ministerial meetings, in Panama in 2003, and in Guayaquil, in 2005. The definition of that concept is set forth in the second paragraph of the AGRO 2003-2015 Plan of Action.

The concept adopted by the ministers of agriculture goes beyond measures intended to improve the productive and trade-related aspects of agriculture. It considers the rural territories where productive activities takes place; the agricultural production-trade chains, which add value to primary production; and it extends to the national and international contexts that are a conditioning factor. Also considered are, however, other dimensions of sustainable development, such as the social, environmental and institutional aspects of those territories, chains and the national and international context.

This framework for analysis and action aimed at improving agriculture and rural life call for action on the part of a broad range of public and private stakeholders responsible for those sectors.

Essentially, the conceptual-thematic framework for analyzing and defining the strategic actions that underpin the AGRO 2003-2015 Plan includes two complementary aspects to characterize agriculture and rural life:

- The systemic concept of agriculture and rural life, which defines three categories: rural territories, agricultural production-trade chains and the national and

international context. The first two include all stakeholders in agriculture and rural life, whereas the third category considers a the critical issues that affect the development and operation of the territories and chains;

- The sustainable development approach, which identifies the four dimensions of development, namely: the production-trade dimension, the ecological-environmental dimension, the socio-cultural-human dimension and the political-institutional dimension.

When the interactions between these two aspects are visualized, they provide us with the conceptual-thematic space identified as the Matrix of the AGRO-System. The 12 boxes of this Matrix help us to understand the thinking behind the 12 sections into which the Hemispheric Ministerial Agenda of the AGRO 2003-2015 Plan is organized.

The renewed concept of agriculture and rural life is also important because of its direct link with the strategic objectives of the AGRO 2003-2015 Plan. These objectives are based on the decisions adopted by the ministers of agriculture in their Ministerial Declaration of Bavaro (MDB).

The four dimensions of the sustainable development approach (rows in the Matrix of the AGRO-System) make it possible to identify the current state of and outlook for agriculture and rural life in terms of the four sustainable development objectives established in paragraph 7 of the MDB, namely, competitiveness; the sustainability of natural resources; equity; and democratic governance.

The three categories of the systemic concept of agriculture and rural life (columns in the Matrix of the AGRO System) also help us define the state of and outlook for agriculture and rural life in terms of the sustainable development of agriculture and rural life, in this case in relation to the other three objectives set out in the MDB and expanded upon in the AGRO 2003-2015 Plan: rural prosperity, food security and the international integration or positioning of agriculture.

Below is a table in which the use of the Matrix of the AGRO-System is visualized as a frame of reference for the follow-up and evaluation of the Plan and the updating of its Hemispheric Ministerial Agenda. This table shows the relationship among the three main components of the AGRO 2003 Plan: (i) the Hemispheric Ministerial Agenda (which includes the objectives of each of its 12 sections); (ii) the Strategic Objectives; and (iii) the Shared Vision - 2015. (The definitions of its 11 elements gave rise to the objectives of the Ministerial Hemispheric Agenda).

Purposes for the 12 Sections of the Hemispheric Agenda and Their Linkage with the Strategic Objectives of the Agro 2003-2015 Plan of Action Set Out in the Matrix of the Agro-System

CATEGORIES DIMENSIONS	Rural territories	Agricultural Production- Trade Chains	National and International Context	STRATEGIC OBJECTIVES
Production-Trade	I. Promoting competitive rural enterprises	II. Integrating chains and strengthening their competitiveness	III. Promoting an environment conducive to competitive agriculture	→ Competitiveness
Ecological-Environmental	IV. Being environmentally responsible in the rural areas	V. From farm to table: promoting integrated environmental management	VI. Participating in building an institutional environmental framework	→ Sustainability
Sociocultural-Human	VII. Quality of life in rural communities: creating know-how and opportunity	VIII. Advancing learning and expertise in the chain	IX. Promoting policies to create capabilities and opportunities for the rural communities	→ Equity
Political-Institutional	X. Strengthening public- and private-sector participation and coordinated action between them in the territories	XI. Strengthening dialogue and commitments among actors in the chain	XII. Promoting State policies and regional and hemispheric cooperation for agriculture and rural life	→ Governance
STRATEGIC OBJECTIVES	↓	↓	↓	SUSTAINABLE DEVELOPMENT OF AGRICULTURE AND RURAL MILIEU
		Rural Prosperity	Food Security	
		International Positioning		

ANNEX II

Institutional Values

Impartiality

We shall be careful that expressions of our points of view or convictions do not compromise, or appear to compromise, the performance of our official duties, or the interests of the Institute. Our official conduct shall be characterized by objectivity and professionalism. We shall not allow personal relationships or considerations, including prejudice or favoritism, to affect the performance of our official duties and create conflicts of interest.

Integrity

We shall be upright, honest and transparent in our actions, seeking the general good rather than personal gain or advantage, obtained personally or through others. Also, we shall conduct ourselves in an honest manner. We shall act with integrity in our official activities; also, we shall report, as soon as possible, changes in our personal circumstances that may affect our legitimacy at the Institute.

Professionalism

We shall show pride in our work and in our achievements, demonstrating professional competence and skill in our field. We shall be careful and efficient in fulfilling our commitments, meeting deadlines and achieving results. We shall persevere in the face of problems and difficult challenges and maintain a calm demeanor in stressful situations.

Flexibility

We shall accept changes that the Institute must make, and shall not cling to paradigms or dogmas.

Discretion

We shall respect and protect the confidential information to which we have access, or come in contact with, in the performance of our official duties. We shall refrain from participating in activities that run contrary to the interests of the Institute or may tarnish its reputation.

Loyalty

We shall develop feelings of commitment, optimism and ongoing support toward our work, to make the Institute an institution of excellence that supports its Member States in their efforts to liberate talent, energy and creativity.

In the performance of our duties, our loyalty shall lie exclusively with the Institute, its objectives, purposes and principles.

Prudence

We shall carry out our duties with respect and seriousness, using the privileges inherent to our positions and the means at our disposal only for the performance of our duties and obligations.

Responsibility

We shall make a sincere effort to fulfill our obligations. Regardless of our position, we are all responsible for enforcing the rules of the Institute.

ANNEX III

A Platform for Hemispheric Cooperation

Building a new institutional framework that will enable agriculture to be better positioned in the priorities of the hemisphere, and promoting the sustainable development of agriculture and the prosperity of rural communities, are tasks that exceed the capabilities of the Institute and will, therefore, require the coordinated mobilization of the capabilities of other development agencies and of public and private actors in the countries themselves, at both the national and international levels.

As a first step in achieving this mission, IICA, together with other participating organizations, is promoting the creation of an inter-agency agenda for development, which will bolster the "working together" approach, based on the relations that have been established with strategic partners³.

IICA's proposal is to continue supporting an agenda within the Inter-Agency Group on Rural Development that is aimed at promoting dialogue, building consensus, developing strategic partnerships and promoting investments. Within this shared agenda, the Institute will promote the establishment of **a platform for hemispheric cooperation** where actors in agriculture benefit from hemispheric and global knowledge and, in turn, help shape hemispheric and global trends in those areas which are critical to the sustainable development of agriculture and the rural community.

Through this platform, the Institute seeks to link the flow of knowledge and resources from the local and national levels to the regional and hemispheric levels. Thus, the coordination of national experiences and supranational visions will make it possible to cover the different levels of action, affording an opportunity to meet challenges with new

3. The first example of such efforts was when the Ministers of Agriculture decided to set up the Inter-Agency Group for Rural Development during the Ministerial Meeting in Bavaro (2001). The Group, which currently comprises development agencies such as IDB, IFAD, WORLD BANK, FAO, IICA, ECLAC, GTZ, USAID and AECI, has as its mission to coordinate and carry out joint actions at the hemispheric level in support of the Hemispheric Ministerial Agreements.

styles of cooperation that call for the participation of different organizations interested in the prosperity of rural communities and actors in agriculture themselves.

With this in mind, the Institute will redouble its efforts to support the countries with the development of a renewed leadership and institutional framework, based on the promotion of national, regional and inter-American dialogue on agriculture and rural life, and on the development of cooperative relations with international and national strategic partners. Those efforts will be carried out under four lines of action:

Developing the bases for shared knowledge: The proposal is to develop a common base of shared information on agriculture and rural life that takes full advantage of existing capabilities in the region. This effort is aimed at moving toward an inter-American information network.

In addition to the local and national organizations that have detailed knowledge of existing problems in agriculture and possible solutions, an inter-American network of knowledge must include organizations that work in this field at the hemispheric and global levels, such as ECLAC, FAO, IFPRI, and IICA, to name only a few. The objective of the Institute is to make maximum use of the sources of information available in these institutions and create a space where information on the realities and challenges of agriculture and rural life and on proposed action for the sector may be complemented and shared. The aim here will therefore be to pool the capabilities of these organizations and generate greater inter-institutional interaction through a strategy of shared information.

IICA has already taken the initiative of proposing to the leaders of several of those organizations certain formulas for renewing linkages and promoting greater access to and the use of information on the state of and outlook for agriculture on the strength of the conviction that this common knowledge will serve as input in developing a shared strategic and forward-looking concept to support the actions of the ministers of agriculture and other public and private leaders of the community of agriculture and rural life of the Americas.

Promoting joint inter-agency technical cooperation actions: The second component of the hemispheric platform refers to the development of alliances with strategic partners, to promote joint technical cooperation actions in aid of Member States. This effort is aimed at moving toward a technical cooperation network that will link the efforts of international organizations, thereby facilitating the development of capabilities the countries need to address emerging issues or solve endemic problems.

In this regard, the goal is to expand, institutionalize and systematize joint actions already under way with ECLAC, in information and specific studies; PAHO, in animal health, food safety, prosperity of rural communities and information; FAO, in trade, agricultural health and food safety, agricultural information and rural development; IDB, in technological innovation and rural development; UNESCO, in information on rural education; and ILO, in information on rural labor.

In addition to the continued effort to deepen partnerships with the WTO and the OIE, IICA will continue to participate in the Inter-Agency Group on Rural Development in Latin America and the Caribbean, and to support the establishment of similar groups at the national level.

Special mention must be made of CARDI and CATIE, organizations with which IICA has a long-standing relationship of cooperation and support in the fields of technology development, natural resources and human resource training. Annex IV details the essential actions of the IICA partnership with both organizations.

Promoting horizontal cooperation: The third component of the hemispheric cooperation platform refers to the promotion of joint direct cooperation between and among countries. This effort is aimed at making it easier for the countries to share their experiences effectively and provide training for others in how to apply the most successful practices.

With this in mind, IICA will promote the creation of spaces for dialogue and the direct transmission of such experiences among those responsible for them. It will further encourage countries with more experience to make their knowledge available for adaptation and implementation in other countries with similar needs. The preparation of reports on strategic actions, the updating of electronic data bases, the identification of experiences of interest, and the provision of direct contacts in the IICA Offices will be some of the actions the Institute will undertake in this area.

Facilitating the continuation of the ministerial process "Agriculture and rural life in the Americas" and its linkage to the Summit of the Americas process: The fourth component of the platform incorporates and complements the proposals in the other three components, linking them for the purpose of developing leadership and a renewed institutional framework in the Americas. In this regard, it links the results of the other components with the hemispheric ministerial agreements and with the presidential mandates and commitments defined at the Summits of the Americas. In other words, it supports the efforts of ministers of agriculture, their ministerial delegates and other

agricultural leaders to comply with the ministerial agreements and presidential mandates through the shared knowledge base, the development of partnerships with strategic partners and the promotion of horizontal cooperation among countries.

IICA will continue to serve as Secretariat of the Ministerial Meetings "Agriculture and Rural Life in the America," not only supporting the ministers of agriculture in their ministerial meetings, but also endeavoring to incorporate all leaders of agriculture into the process of complying with the mandates of the Summits. In this role, IICA will continue to participate in the Joint Summit Working Group (JSWG), and as an invited guest in the meetings of the Summit Implementation and Review Group (SIRG), comprising the 34 ministers of foreign affairs of the hemisphere, while maintaining close communication with the OAS Summits of the Americas Secretariat.

ANNEX IV

Core actions under the IICA-CATIE and IICA-CARDI partnerships

a) IICA-CATIE Partnership

For three decades, relations between the two institutions have been based on their involvement in agricultural and rural development. They have supported each other in a variety of technical, financial and administrative activities. Their joint undertakings have been carried out within the established legal framework, according to the clearly differentiated spheres of action and the purposes for which they were created, specified in the Contract between the Government of Costa Rica and IICA.

IICA and CATIE have implemented their joint efforts under various types of arrangements, such as participation in projects at the country level and in complementary regional and hemispheric activities, in the areas of education, training, technology development and natural resource management.

In light of the new challenges, it is essential that cooperation between the two organizations increase, based on their respective institutional strengths, to meet national and regional needs and maximize resources. Therefore, the aim is to design a strategy and shared guidelines that will generate a greater impact. Progress also needs to be made in consolidating operating mechanisms that will help increase cooperation activities and capabilities for meeting the needs of Member States.

Both organizations intend to continue promoting the development of this strategic partnership in areas with potential for joint work, which would be prioritized based on the value they would add to the efforts of Member States. The following areas have been identified in which the activities of the two institutions could complement each another:

- Biotechnology, Biosafety, Bio-energy, Plant Genetic Resources and Strengthening of National Science and Technology Institutions;
- Promotion of Trade, Agricultural Health and Food Safety and Agribusinesses;

- Environmental Programs, Natural Resource Management;
- Modernization of the Orton Library.

The General Directorates of IICA and CATIE are responsible for relations between the two institutions, their main task being to define and implement the policies and strategies for joint work. An operating mechanism is needed to coordinate efforts to reach agreement on joint activities. Under this component, the aim will also be to generate mechanisms whereby the knowledge generated under the previous platform can be shared and used by the member countries systemically.

b) IICA-CARDI Partnership

The agreement between IICA and the CARDI was modified in 1996 to incorporate a joint programming plan for the financing and management of projects. Under this arrangement, a finite budget was allocated for a four-year period, during which a series of projects agreed on by the two organizations would be implemented. A joint committee was to monitor and review the implementation of these activities.

Between 1996 and 2002, eight programs were supported under the IICA/CARDI agreement, with emphasis on training and institutional support; marketing and agribusinesses; the establishment of PROCICARIBE; small ruminants; and, hot peppers and organic agriculture. During the three following years (2002-2005), the joint work focused on the implementation of seven programs that included some 24 projects. The most important of these were crop production (mainly herbs and spices - including hot peppers - and vegetables), organic agriculture and training.

In 2004, CARDI and IICA began to address other issues related to administration and support services for the development of agriculture. Working with the CARICOM Secretariat (CCS) and FAO, the two organizations became members of the Secretariat of the Alliance for the Sustainable Development of Agriculture and the Rural Milieu (The Alliance). Currently, both organizations are members of the core group (of which the CCS and IICA are co-chairs) appointed by the Conference of Heads of State of CARICOM to supervise the implementation of the Jagdeo Initiative.

In negotiating the new CARDI/IICA agreement for 2006-2008, IICA expects to be granted observer status at the meetings of CARDI's Board of Governors. Under the agreement, resources will also be allocated for the development of a tripartite relationship involving CARDI, CATIE and IICA, as a first step toward providing the agricultural sector of the Caribbean with access to research, innovations and products from Latin America.

ACRONYMS

AHFS	Agricultural Health and Food Safety
AICD	Inter-American Agency for Cooperation and Development
CABA	Caribbean Agribusiness Association
CAC	Central American Agricultural Council
CAFY	Caribbean Agricultural Forum for Youth
CAN	Andean Community
CANROP	Caribbean Network of Rural Women Producers
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CAS	Southern Agricultural Council
CATIE	Tropical Agriculture Research and Higher Education Center
CCS	CARICOM Secretariat
CGIAR	Consultative Group on International Agricultural Research
CODEX	CODEX Alimentarius
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic
COSAVE	Plant Protection Committee for the Southern Area
CPB	Cartagena Protocol on Biosafety
CRTP	Caribbean Regional Transformation Programme for Agriculture
CVP	Standing Veterinary Committee Council
EC	Executive Committee (IICA)
ECLAC	Economic Commission for Latin America and the Caribbean
ERS	Economic Research Service (USDA)
FAO	United Nations Food and Agriculture Organization
FONTAGRO	Regional Fund for Agricultural Technology

FORAGRO	Regional Forum on Agricultural Research and Technology Development
FTAA	Free Trade Area of the Americas
GFAR	Global Forum on Agricultural Research
IABA	Inter-American Board of Agriculture
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IICA	Inter-American Institute for Cooperation on Agriculture
ILO	International Labour Organization
INFOTEC	Scientific and Technological Information System for the Agricultural Sector in the Americas
INR	Institutional Net Rate (IICA)
IPPC	International Plant Protection Convention
JSWG	Joint Summit Working Group
LAC	Latin America and the Caribbean
MDB	Ministerial Declaration of Bavaro
MERCOSUR	Southern Common Market
MIOA	Market Information Organization of the Americas
MTP	Medium Term Plan
NAFTA	North American Free Trade Agreement
NGO	Non-Governmental Organizations
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OIE	World Organization for Animal Health
OIRSA	International Regional Organization for Plant and Animal Health
PAHO	Pan American Health Organization
PDO	Protected Denominations of Origin
PES	Payment for Environmental Services
PGI	Protected Geographical Indications

PROCI	Cooperative Agricultural Research and Technology Transfer Program
PRODAR	Program to Develop Rural Agroindustry in Latin America and the Caribbean
PROMECAFE	Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation in Central America, Panama, the Dominican Republic and Jamaica
PVS	Performance, Vision and Strategy
RAIS	Regional Agricultural Information System
REDPA	Agricultural Policies Coordination Network
REMERFI	Mesoamerican Network for Plant Genetic Resources
SACMI	Special Advisory Commission on Management Issues
SICTA	Central American System for Agricultural Technology Integration
SIRG	Summit Implementation Review Group
SPS	Sanitary and Phytosanitary Measures
SRD	Sustainable Rural Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
USDA	United States Department of Agriculture
WTO	World Trade Organization

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