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2010 - 2014
MEDIUM TERM PLAN

Promoting competitive and sustainable agriculture in the Americas

2010 – 2014
Medium Term Plan

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2010-2014
MEDIUM-TERM PLAN

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FOREWORD

The spirit of collaboration that led to the creation of and continues to be a source of inspiration for our Institute is renewed at each meeting of the Inter-American Board of Agriculture (IABA). At its most recent meeting, held in Jamaica in October 2009, the IABA approved a strategic framework for IICA's actions, which states clearly what the ministers of agriculture see as the future of the Institute: "The IICA of the next decade must provide more support to its Member States and adapt its structure and operations to achieve that objective. This will require having general guidelines on how the Institute must meet hemispheric and country-level demands, and on possible approaches and potential areas for cooperation."

Each administration, under the leadership of its Director General, has four years to undertake and complete the tasks entrusted to it by the Member States. To do this, it must have a planning tool that will enable it to identify priorities, define the objectives and goals to be achieved and establish a strategy for achieving them. The Institute's 2010-2014 Medium-term Plan (MTP) performs precisely that function.

My administration took the need to develop such a tool very seriously. We prepared a draft of the MTP that was analyzed and discussed at length with the Member States to obtain their comments and suggestions, in order to ensure that it would reflect accurately not only their priorities, but also their shared vision of and hopes regarding what agriculture in the hemisphere should be and the role IICA should play in that vision. The process culminated at the Thirtieth Regular Meeting of the Executive Committee, with the approval of the 2010-2014 MTP presented herein.

The Plan takes into consideration the context in which agriculture in the Americas will operate over the next ten years, which can be summed up in a single term: instability. Therefore, the strategies to be implemented must create the conditions required to ensure that agriculture has the solid structural foundation needed to tackle successfully the challenges that inevitably will come up in the decade.

The 2010-2014 Medium-term Plan has been formulated based on the potential of agriculture in the Americas. Therefore, it places emphasis on the outlook and opportunities for agriculture and on the challenges that must be overcome if it is become

more sustainable and competitive and, at the same time, contribute to the development of rural territories, to food security and to the preservation of the quality of the environment and natural resources. The MTP also establishes guidelines for enhancing the Institute's technical capacity, in order live up to the expectations of the member countries.

I want to thank the IICA and external specialists who contributed to the development of the Plan, the government officials of the member countries who, with their timely and valuable comments, helped to fine tune the document, and the members of our Executive Committee, who approved it.

I sincerely hope that this Plan will serve as a compass for IICA's actions, as a guide in evaluating our completion of the tasks entrusted to us and as a point of reference for the countries of the Americas as they pursue the goal of agricultural development and rural well-being.

Sincerely,

Dr. Victor Villalobos Arambula
Director General

INTRODUCTION

The mandate of the Inter-American Institute for Cooperation on Agriculture (IICA), a specialized agency of the Inter-American System, is established in its Convention. This mandate defines, in general terms, its "permanent objectives," which are "to encourage, promote, and support the efforts of the Member States to achieve their agricultural development and rural welfare." The Institute's Medium-Term Plans (MTP) are the vehicle through which the guidelines for the actions of the Institute are proposed and its operating strategy is defined for a period of four years, with a view to responding effectively to changing circumstances in the Member States during that period.

The present document contains the proposed Medium-term Plan (MTP) for the period 2010-2014, which takes into consideration IICA's political mandates: resolutions adopted by the ministers of agriculture at their meetings held within the context of the Summit of the Americas process; the 2003-2015 AGRO Plan, signed by the ministers; the agreements and the concepts of the Agro-Matrix included in the Plan; the decisions regarding the Institute's actions adopted by the Inter-American Board of Agriculture (IABA) and Executive Committee (EC); the recommendations of the Special Advisory Committee on Administrative Issues (SACMI), especially those related to enhancing technical expertise at the Institute, and the 2010-2020 Strategic Framework; and lastly, the results of consultations with the Member States.

The planning process that led to the formulation of the 2010-2014 MTP began with the recognition and validation of the mandate, the Institute's experience and the progress made by the Institute in the past, which are included in its regulatory and planning framework and determine its areas of action and its areas of competence. Four documents approved by the IABA are fundamental for defining the Institute's regulatory framework: the Convention on IICA approved in 1979; the "Ministerial Declaration of Bávaro for the Improvement of Agriculture and Rural Life in the Americas," signed in 2001; the "AGRO 2003-2015 Plan for Agriculture and Rural Life in the Americas," adopted in 2003; and the "2010-2020 Strategic Framework of IICA," approved in 2009. The IABA, in its Resolution No. 444, urged that this latter document be used as the basis for the drafting of the 2010-2020 Strategic Plan (SP). The SP, in turn, was used as the base document for the preparation of this proposed MTP. The planning process, and its principal components, can be seen in Figure 1.

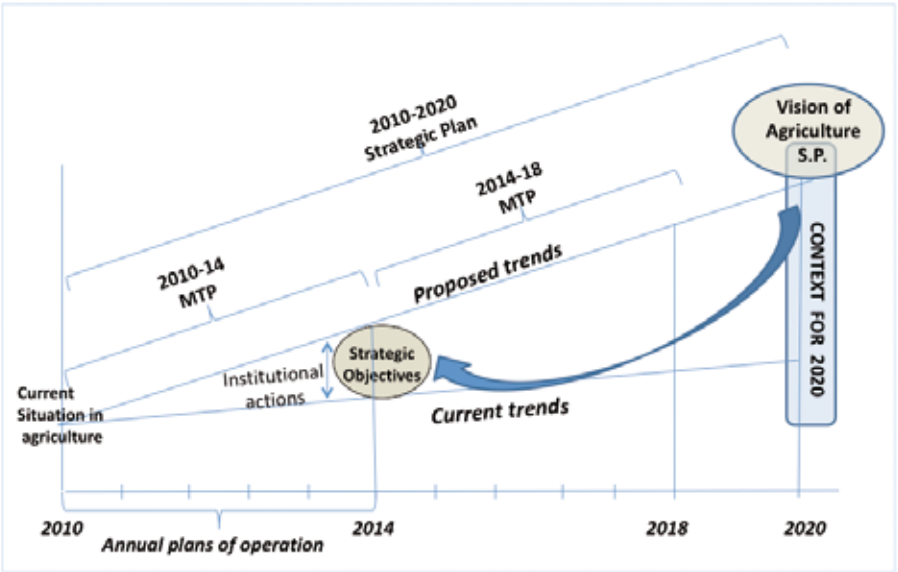

Figure 1. IICA: Relationship between SP and MTP

The figure shows that the SP is a ten-year plan. The SP presents the current situation of agriculture in the hemisphere (current trends) and the challenges (proposed trends) that must be overcome to advance towards the objective of making agriculture competitive and sustainable. It also contains a guiding framework for the modernization of IICA, which establishes the strategic objectives that must be achieved, based on which the institutional actions will be defined that IICA must undertake in the medium term, from 2010 to 2014.

The 2010-2014 MTP comprises four chapters. Chapter I "The Context" is a description of the most important trends in the context that affects agriculture and rural well-being and dictates what actions IICA can take, in order to identify the most important challenges the Institute must tackle.

Chapter II presents the Strategic Proposal, in which IICA defines its vision, mission and the principles that will underpin its actions as it pursues its objectives. Also presented are the strategic objectives that IICA will help achieve and on which the priority actions and the technical cooperation services of the Institute will be focused.

Chapter III presents the Institute's Operating Strategy, which is the model for technical cooperation to be adopted by IICA. It is based on the creation of technical teams who will work to meet the needs of the member countries. All Institute units will attach priority to and focus their efforts on technical cooperation: the raison d'être of IICA.

Chapter IV describes the principal corporate management strategies and, lastly, an annex is included that provides details of the lines of action, specific objectives, results and indicators of the Technical Areas.

I. THE CONTEXT

A. Introduction

The Inter-American Institute for Cooperation on Agriculture (IICA) has a specific mandate to work with agriculture in the Americas, viewed in a broad and systemic manner which takes into consideration activities associated with the provision of food, primary production, value added processing and linkages to economic, social and environmental activities all within a specific geographic area. Because the actions of the Institute are carried out within the framework of the realities facing agriculture in the hemisphere, it is important to refer to this context.

It should be pointed out that, even though it is clear that a number of factors have an impact on the performance of agriculture in the hemisphere, it is necessary to point out those that are a determining factor in deciding what actions the Institute can/should take. It is also very important to look ahead in an attempt to foresee the most important trends that will be observed during the next four years, the period covered by the present MTP.

The initial Chapter refers to the current complex global scenario and the opportunities it offers and the limitations it imposes, and then to trends in global demand for agricultural products and the capability of the countries of the Hemisphere to meet that demand.

Also addressed is what is defined as the great challenge facing agriculture in the hemisphere, in a context of growing instability: to be competitive and sustainable, in order to contribute more effectively to development, food security, rural well-being and the preservation of natural resources and the environment in general. The commitments IICA assumes in this MTP are precisely to meet this challenge.

B. The global scenario

The global economy has operated in recent years in a context characterized by crisis and highly dynamic changes that have had a significant impact on the performance of agriculture in the Member States of IICA, increasing levels of poverty and hunger, making markets volatile and exacerbating food security problems (IICA, ECLAC and FAO 2009).

Even though agricultural markets have always been subject to price variations, the speed and magnitude of changes in the rate of variation have been more pronounced in the last three years, which has led to instability. The factors that have contributed to this scenario of fluctuation include: rapid growth of demand for basic products from China and other emerging countries, at a time when worldwide reserves stood at historically low levels; the serious problems related to the fossil fuels market, creating the urgent need to develop alternative sources of and ways to save energy; and conditions affecting food production, including changes in climatic conditions and volatility in the prices of the inputs required for production such as fertilizer. As a result of such volatility, food prices are unpredictable.

There are other global factors at the regional and national levels that have affected, affect and will affect the performance of agriculture: public insecurity, social instability, political instability and migration, all of which are on the rise and are not likely to be solved in the short term.

Since late 2009, the global economy has been showing signs of recovery, with 4% growth being anticipated in 2010. However, the engines driving future growth worldwide will be found in the emerging countries, led by China, India and Brazil, while the more developed countries will experience a slower recovery (OECD and FAO 2010, USDA 2010).

The faster recovery in the emerging countries can be attributed basically to vigorous growth of domestic demand thanks to the adoption of anti-cyclical public policies. In the case of Latin America, the growth of China as a destination for exports from the region and rising prices for export commodities are the key reasons behind the recovery.

One clear message derived from the above is that it is necessary to look ahead and attempt to foresee future scenarios, in order to take the measures required in a context of instability, a complex task that requires the proper use of available information in order to determine the true behavior of markets.

C. The scenario for agricultural markets

The imbalances in agricultural markets will continue in the medium term due to pressures created by rapidly growing demand and slower growth in terms of supply, which will result in commodity prices recovering. This situation will continue as long as constraints for expanding supply, such as low levels of agricultural productivity in less developed

countries and flaws in the market, are not overcome and the conditions required for the population to gain access to such commodities do not improve, especially their incomes.

The demand for agricultural products is growing and becoming more diverse because:

a. The world population will grow and incomes are expected to rise worldwide as economies get back on the road to growth, estimated to reach 5.2%, which implies an increase of 3.7% in per capita GDP, creating greater demand for more and better quality food, and other non-food goods of agricultural origin.

b. The faster economic recovery taking place in the Asian countries, especially China, is compensating in part for slower growth in developed countries, and has led to a recovery in regional exports beginning in late 2009. China and other countries of Asia have grown in importance as destination markets for overall exports from the region.

c. The population is becoming more urban and consumption habits are changing. It is estimated that only 19% of the population in the region will be rural and 81% urban by 2015 (IICA 2009).

d. Consumers are demanding more products with value added and destined for niches with higher prices, rather than products that have undergone little processing (commodities).

e. There is a growing demand for agricultural products for uses other than as food for humans (agroenergy, industrial oils, medicine, textiles, etc.) or animal feed. This latter activity is where the greatest expansion in the medium term is expected; consumers are more demanding as regards nutrition and the quality and safety of food.

f. Countries are entering into and expanding existing integration and free trade agreements, which will lead to increased trade flows.

The demand for agricultural products is outpacing supply, mostly because:

a. The rate of growth in terms of yields and productivity has slowed.

b. It is estimated that more than 80% of farms measure less than 2 hectares, report low levels of productivity, grow food mostly for their own use and have little surplus to place on local markets.

c. There are growing restrictions on and competition for the use of natural resources, which are the life blood of agricultural production. It is estimated that less land will be available due to the expansion of urban areas and other economic activities and to soil degradation and desertification. To this it is necessary to add the growing unavailability of water, which agriculture consumes more of than any other sector. In addition, climate variability and change are having a growing impact (for example, droughts, floods, declining yields, emergence of pests and more virulent diseases).

d. Tariff and non-tariff barriers continue to discourage trade.

D. The most important challenges

It is estimated that by 2050 it will be necessary to produce twice as much food as is produced today, and that agriculture must also meet the demand for agricultural inputs for a growing number of non-food uses.

The Americas as a region is not only a net exporter of food, but also one of the few regions of the planet where there is still room to expand the agricultural frontier in some countries, even though there are factors that restrict the incorporation of new lands for agriculture. However, in order to contribute to global food security by 2020 and provide raw materials for the production of non-food goods, it must increase yields, which today are below the worldwide average.

Consequently, there is an important opportunity for the countries of the Hemisphere to adopt proactive policies aimed at tackling the principal challenge, which is "To make agriculture competitive and sustainable."

In pursuing this goal, fortunately, today the strategic importance of agriculture is recognized, and became evident during the 2008 crisis of high prices for commodities, which exacerbated problems related to food security and forced all countries to implement public policies aimed at counteracting the crisis and allocate more resources to agriculture and rural development, as was reaffirmed by the Presidents and Heads of State of the hemisphere at the Summit in Port of Spain (April 2009) and stated by the Heads of State in the Declaration of L'Aquila, adopted at the G-8 Meeting held in July 2009.

IICA must redirect its strategic actions to help the countries accomplish this goal, taking into consideration the heterogeneity that exists in terms of the endowment of natural resources, the size of the economies of the hemisphere, the relative importance of

agriculture, the political-institutional framework, and the level of development and the strategies for achieving it. Rural territories are also heterogeneous, with marked regional differences and gaps and different types of agriculture, ranging from those that use state-of-the-art technologies, are run as businesses and are involved in global markets and linked to transnational firms, to small-scale agriculture, with limited assets and outdated technology and mostly linked to local markets, which is incapable of competing on other markets given present conditions. This regional heterogeneity places differentiated demands on IICA that do not preclude joint efforts and give rise to variations in the challenges detailed in the following paragraphs for each country.

E. Competitive agriculture

In a globalized world, with increasingly integrated markets, the agricultural sector of countries must **be competitive** if they are to tap the opportunities presented by larger markets, contribute to food security, create jobs and generate income, so that those who live and work in rural territories can live their lives with dignity.

Even though it is clear that many factors determine competitiveness, what is certain is the fact that if agriculture is to be competitive, the countryside must be more productive. Agriculture in the hemisphere has been changing. These changes vary from country to country, and within sectors in the countries. Furthermore, there are substantive differences within each sector in terms of scale, productivity and efficiency. For example, even though the Hemisphere is a net exporter of cereal grains, in some countries there are signs that productivity in cereal grains is on the rise, while others present serious declines. There is significant progress in the fruit and vegetable sectors and in diversifying the export basket, but there are more urgent challenges related to innovation in other important foods in the diets of some countries, such as potatoes, cassava, plantain, etc. In the livestock sector, poultry farming has been modernized in general, as has hog farming. Notable progress is also reported in the dairy sector, while in the beef cattle sector progress is slower and disparities in terms of competitiveness are increasing.

The model of the Green Revolution, which led to greater productivity especially in cereal grains, has just about run its course for two reasons: the rate of increase in yields is declining and because it created heavy dependence on agrochemicals, which not only have become a cost factor that threatens competitiveness and profits, but also are blamed for contributing greatly to environmental contamination and degradation. For these reasons, what is needed is **a new technological paradigm for agriculture**, one that will

increase yields, make efficient use natural resources without doing damage to the environment and will be within reach of all relevant actors.

To be competitive, agriculture must comply with quality and safety standards. It is to be expected that, as trade flows recover, the risk of the spread of transboundary diseases will also increase. This and the need to supply safe food to national markets make it necessary to **reinforce the national agricultural health and food safety systems** and move forward in recognizing national phytosanitary standards based on international standards.

The countries of LAC, in contrast with the United States and Canada, are faced with the challenge of adopting strategies intended to increase private investment in agricultural and rural development and its efficiency as the basis for fostering production and reducing poverty. In recent years, public and private investment in the agricultural sector has stalled in LAC, a situation made worse by the recent financial crisis and the recession, which hit the private sector and public sector budgets hard. Furthermore, investment in the renewal of the human capital working in agriculture is needed at every level (the scientific community, entrepreneurs and farmers).

It is also necessary to **develop competitive agribusinesses** individually and collectively in order to take advantage of opportunities created as a result of increased demand for agricultural products. However, it is also necessary to ensure a more efficient, transparent and competitive operation of the markets because of the concentration and transnationalization of agrifood trade, which has important repercussions for market structures, price formation and income distribution.

F. Sustainable and inclusive agriculture

Agriculture that is competitive and **sustainable** requires the sound use and conservation of natural resources and biodiversity. The new technological paradigm will better enable the countries of the Americas to make efficient use their natural resources, with a view to increasing food production without doing damage to the environment, and placing surpluses on markets.

The development of clean technologies and more environmentally friendly products, good agricultural practices and the agro-biotechnologies constitute an opportunity for agriculture in the region to meet the challenges of the near future more efficiently. However, the urgent need to implement technologies intended to help increase yields and the nutritional quality of agricultural products should not be an obstacle to the adoption of environmentally responsible agricultural practices such as: conservation farming,

agroforestry-livestock systems, use of efficient irrigation systems, integrated pest management (IPM) practices, genetic improvement using conventional and biotechnological methods, biological control, etc. Given the growing scarcity of water, productivity will have to be measured not in terms of tons per hectare, but rather tons per cubic meter of water.

There are enough technologies available in the world to increase production and productivity in agriculture. It is necessary to create incentives to transfer such technologies from the countries that have them to those that need them, while respecting intellectual property rights, because the problem is limited access to such knowledge on the part of the countries and sectors that require it.

Given the imminent threat posed by climate change and its impact on food production, the challenge is to develop new varieties that are resistant, for example, to water stress, salinity and acid soils. Genetic engineering could play a very important role once the corresponding biosafety measures have been established and access to genetic diversity can be assured.

Agriculture's relationship with natural resources and the environment is a two-way street. Agriculture depends on both natural resources and the environment, but also has an impact on the quality and availability of natural resources. Therefore, agriculture's contribution to conserving natural resources, improving environmental conditions and reducing the damage caused by climate is one of the most important challenges for the sector, taking into consideration the specific needs of each country.[1]
The prevailing production models must be left behind if agriculture is to stop having a negative impact on the environment. To accomplish this, producers must become more aware of clean technologies and use them responsibly. However, it is also necessary to prepare agriculture to cope with the impacts of climate change, not only through research aimed at adapting plants and species to changes in temperature and other conditions, but also with public policies intended to tap the potential of biological diversity, genetic resources and environmental services, as a means of mitigating the impacts of climate change.

It is expected that the impacts of climate change will vary by type of crop and geographic location. Some crops (especially in temperate climates) may become more productive

[1] It is necessary to consider the difference between implications of long-term processes such as climate change and those of short-term processes such as climate variability or instability (see 2010-2020 Strategic Plan, section 2.4).

and benefit from this window of opportunity. In tropical and subtropical climates and in lowland areas, however, the effects on yields and production are expected to be negative.

It is necessary to shift toward a type of agriculture that is less dependent on fossil fuels. As the economies of the countries begin to grow again, they will place increasing pressure on the energy market and fossil fuels alone will not be able to meet growing worldwide demand for energy. This will lead to higher production, transportation and marketing costs for agricultural products.

The growing demand for energy creates an opportunity to develop alternative technologies such as bioenergy, using the biomass available on farms, and other alternatives such as solar, wind, geothermal, which could have an impact on rural communities. Other important initiatives are those aimed at replacing agrochemicals, reducing distances travelled (at the same time reducing the carbon footprint) and using recyclable materials or methane gas, as well as other desirable measures.

Agriculture that is **inclusive** requires the inclusion of small agribusinesses and those involved in small-scale and family agriculture, the creation of employment and the multiplier effect they have in rural economies, and the reduction of rural poverty.[2] Also, there must be more equitable participation on the part of all those who make up the social fabric of the rural territories in the benefits of increased production and in decision making related to problems affecting them. This will make agriculture politically and socially viable and productive.

It is necessary for the governments to value and encourage recognition of **agriculture's contribution to the development of rural territories** in the Americas. Agriculture continues to be the most important activity in most of them and is the key to greater rural well-being.

Even though non-agricultural activities, which are crucial to agriculture itself, are growing in importance in rural territories, agriculture is a fundamental sector given the multiplier effect it creates through linkages with agroindustries and suppliers of inputs and services, the income it generates for rural dwellers and its importance in determining the spatial makeup of territories.

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[2] IICA's 2010-2020 Strategic Plan addresses the option of producing more staple foods in LAC, especially cereals, as a means of contributing to food security, even though in many cases such foods are not competitive on the international market and do not generate sufficient employment and income for poor farmers (See section 2.3 of the Strategic Plan).

The challenges posed by social factors continue to be a matter of great importance. In LAC, high levels of poverty and inequality persist, and have their most profound impact in rural areas. Poverty, unemployment and low levels of production are an ethical problem, threaten sociopolitical stability, force the displacement of populations and exacerbate problems related to security and governance, putting political governance at risk.

G. Agriculture and food security

As a result of the global crisis, food security again figures among the items on the political agenda. Given the prospect of economic recovery, with instability in the medium term, and the fact that food production is not increasing fast enough to keep up with the growth of the world population and incomes, food and nutritional security will continue to be the focus of attention of national and international policies in coming years, as evidenced by multilateral initiatives such as those undertaken by the United Nations and the World Bank, which have set up funds to deal with these problems; the creation of a food security fund within the framework of the G-8; and, governmental programs (such as the Feed the Future initiative of the Government of the United States of America).

Food security will also be a priority issue because widespread poverty limits access to food. It is estimated that, in developing countries, three of every four poor people live in rural areas; and of this number a large percentage depend on agriculture for their livelihoods. The lack of incentives and opportunities in rural areas results in migration to cities and other countries. All of this makes small-scale farmers one of the groups most vulnerable to and affected by food insecurity. According to the United Nations Food and Agriculture Organization (FAO), the 2008 crisis has led to an increase in overall undernutrition. In LAC alone, from 2008 to 2009, the number of people suffering from hunger increased to more than 50 million.

Volatility in commodity prices and the lack of income also affects food security because it exacerbates undernutrition, generates more poverty and social instability and affects political governance. According to many analyses, the principal causes of volatility in the prices of commodities will continue to exist in the medium term.

Agriculture's contribution to food security is not limited to the stable production of more safe and more nutritional foods. It also contributes through the generation of

employment and, as a result, better salaries and incomes for producers,[3] and more foreign exchange earnings.

The challenge of improving food security, especially in rural areas, also requires the involvement of a number of government entities to expand nutritional education programs, administer food aid programs, ensure the supply of potable water and improve services related to health, education and communications.

H. The current institutional framework and needed adjustments

In order to understand the trends and tackle the challenges described above, the institutional framework for agriculture and rural development must be modernized, with a view to giving the Ministries of Agriculture the capabilities, instruments and authority they need to coordinate intersectoral policies and reach agreements with different political and social actors, such as other ministries, local governments and producer organizations.

As pointed out in the 2010-2020 Strategic Plan (section 4.2), most of the current institutional framework for agriculture and rural development are not up to the demands of the current context and are out of line with more systemic visions in which the roles of the public and private sectors have changed. It is important to recognize that some advances can be attributed to the demands of new rules of the game instituted at the global or multilateral level, due to pressure from social actors for greater participation and the emergence of complex new issues, such as climate change.

The modernization of the entities of the public agricultural sector also requires the review and updating of functions, better preparation of personnel, innovative policy instruments, follow-up and evaluation systems, information systems, and the allocation of more resources. In particular, greater coherence between the specialized entities of the Ministries of Agriculture (national agricultural research institutes – NARIs – for example) is needed to carry out new functions and face the new challenges of public management and possible fiscal constraints.

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[3] Several studies show the growing attention being paid to wage labor as part of strategies for diversifying the sources of income for farmers and their families in Latin America and the Caribbean (IICA-ECLAC-FAO, 2010).

It is also necessary to modernize the organizations of civil society, especially agricultural associations, which must find new ways to finance their operations and develop a strategy for the delivery of services that complement those offered by the public sector.

I. An opportunity for agriculture in the hemisphere

The global scenario is without a doubt very important, and even more so for the countries of the hemisphere, especially those in LAC. The region finds itself in a position of advantage over the developed countries and those in extreme poverty, especially in Africa.

The high levels of per capita income in the developed countries constitute an opportunity for the countries of LAC to export food and other agricultural products to their markets. In addition, they are densely populated and, given their lifestyles, exert great pressure on the environment. Their ability to increase agricultural production is restricted because of the extensive use of chemical inputs, with the accompanying negative effects on the environment, and because they may find it necessary, as a result of the current fiscal crisis, to reduce their support of agriculture and resort to importing food.

The poorer countries, especially those in Africa, find it extremely difficult to produce staple foods and to acquire food on international markets. Added to this is the degradation of their natural resource base, although in relative terms the global environmental impact of such degradation is less significant. They need support in developing an agricultural sector whose foundation is less fragile and vulnerable than today. Nonetheless, despite the international cooperation being promoted by the members of the G-8, it will take a long time to overcome their major structural restrictions.

In the countries of Asia, the population is growing and the economies are getting stronger, resulting in greater purchasing power. Consequently, they are now paying more attention to agriculture to assure their own food security. As a result, they have adopted a new model in which they are participating as food exporters and importers in world trade.

In this scenario, LAC stands out because in the region there is greater balance in terms of population, less extreme poverty, abundant natural resources and biodiversity of reasonable quality, putting it in a better position attract private investment in agriculture and agroindustry. Therefore, the region is faced with the opportunity and challenge of making the changes needed to be able to participate in globalization from a position of advantage.

J. Agricultural policies and policies for agriculture

Policies for agriculture, under a systemic and expanded vision of agriculture, as well as those related to rural development and to food security, go beyond the normal domain of the ministries that, historically, have been responsible for the sector. Furthermore, the way policies for agriculture are formulated has changed, and it is necessary to seek the concurrence of a wider variety of actors.

There are also other policies (macroeconomic, energy, environmental, private investment promotion) that have a great impact on the performance of the agricultural sector and which must be taken into account when formulating and implementing policies for agriculture.

Consequently, and as pointed out in the Strategic Plan (section 4.1), it is necessary to develop state policies for agriculture that consider the sector's multiple linkages to society, the environment and natural resources, foster dialogue and consensus building, to successfully address the most important challenges describe in the preceding paragraphs and take advantage of opportunities derived from the context.

In order to support the countries in meeting this formidable challenge successfully, IICA must work within the framework of cooperation with other entities.

II. THE STRATEGIC PROPOSAL

A. Adapting IICA to the challenges

1. Current situation in the Institute

As a specialized agency of the Inter-American System, IICA has been given the mandate of meeting hemispheric demands, in order to address global, hemispheric or subregional problems its Member States face, in its areas of competence. To do this, it must:

a. Place emphasis on the provision of international public goods;

b. Recognize the differences derived from heterogeneity;

c. Have the technical capacity or expertise need to meet the demands of the countries, or the possibility of mobilizing same; and,

d. Be flexible enough to address emerging critical issues for agriculture.

An analysis of competencies, strengths and weaknesses conducted by the Institute to determine IICA's current capacity for providing the countries of the Americas with support in meeting challenges and tapping opportunities,[4] proposed the adjustments required to enable the Institute to pursue its mission from 2010 to 2014.

IICA possesses the following strengths:

a. It is a well-recognized organization that has a broad hemispheric mandate.

b. It has almost 70 years of experience in the provision of technical cooperation in the areas of technology and innovation for agriculture, agricultural health and food safety, agribusiness and agricultural trade, rural development and agricultural training.

c. More recently, it has become involved in the relationship between agriculture and the environment, natural resources and climate change. It has also helped the countries to meet new challenges in areas such as biotechnology and

[4] The Executive Committee requested that a study be conducted of IICA's technical capacity (SIDE, 2007). During the planning process, a SWOT analysis was conducted to determine strengths, weaknesses, opportunities and threats.

biosafety, agroenergy, agrotourism, organic agriculture, agricultural insurance, rural agroindustry, rural development from a territorial approach, combating desertification and the comprehensive management of water resources.

d. Its governing body is the Inter-American Board of Agriculture (IABA), comprising the Ministers of Agriculture of the Americas, as serves as the Secretariat of the Meeting of the Ministers of Agriculture in the context of Summit of the Americas process.

e. It has a wealth of knowledge and experience related to agriculture and rural development, valuable human capital, considerable physical infrastructure and essential financial resources.

f. It has developed working networks and systems to manage knowledge and information that enable it to meet the needs and demands of the Member States. IICA has forged solid relations and partnerships with strategic international and regional organizations that complement the Institute's areas of competence.

g. It has built strong relationships and partnerships with strategic international and regional organizations that complement the Institute's areas of competence.

h. The countries have a positive image of the Institute, to which all the above factors have contributed, in addition to the close relationship that IICA maintains with the ministries of agriculture and other clients in the hemisphere.

However, IICA also has important limitations:

a. Although it has technical, administrative and support personnel and capabilities, they are insufficient to meet the growing demands of the member countries.

b. Some important emerging topics require technical personnel with knowledge and experience not currently available in the Institute.

c. It has essential economic resources, but these are limited, (see Chapter IV, point B) and competition for external resources is growing.

d. There is need for greater alignment between the Institute's declared priorities and objectives and the actions carried out at the hemispheric, regional and national levels.

These limitations make it necessary to engage in strategic reengineering exercises in order to carry out all desired actions and meet growing and varied demands that emerge from the complexity and multiple functions of agriculture.

Nonetheless, it is recognized that the programmatic framework of IICA is founded firmly on institutional processes legitimized, technically and legally, by its Governing Bodies, in particular by the IABA, and by the mandates issued within the framework of the Summit of the Americas process.

2. IICA in the immediate future

The Institute's mandates create a space for innovation, creativity and commitment vis-à-vis the topics for which it is responsible, its areas of competence, the powers and duties it has as a public international institution. The governments have agreed that IICA needs to be strengthened and upgraded in these areas, a mandate the Institute will fulfill via the present MTP.

Among the diversity of visions and expectations regarding IICA held by the Members States, its governing bodies, its strategic partners, the international community and its personnel, there are areas of convergence that make it possible to define the direction, character and strategy of IICA.

IICA must be an institution that provides ways to take advantage of opportunities and solve the common and individual problems of its member countries and to global problems that affect the competitiveness and sustainability of agriculture, focusing on joint action to achieve common objectives.

In addition, IICA's actions and proposals must:

a. Be implemented at the hemispheric, regional and national levels, where they must be appropriated by each of the member countries;

b. Help the member countries reduce existing gaps which limit their development;

c. Be intended to support primarily the less developed countries and seek balanced implementation between regions and countries; and

d. Respect the principles of autonomy and sovereignty of peoples and nations.

To accomplish this and fulfill the commitments assumed by the current Administration, the Institute must be:

Focused: To serve the member countries effectively and in a timely manner, IICA will focus its activities on a limited number of topics. It will focus its human, physical and

financial resources on areas where it has competitive and comparative advantages over other organizations of the international system, which will make it clear to the countries what they can expect from the Institute.

Visionary: IICA must be able to look ahead and analyze, in order to act in advance of events and chart the course for agriculture and rural life for the next 10 years, which is the period covered by its 2010-2020 Strategic Plan.

A leader: IICA must be recognized for its innovative results, its technical expertise and response capacity. The professional technical personnel who collaborate in its programs shall be of the highest caliber and with broad experience in the Institute's areas of competence. They will be responsible for leading, honestly and transparently, the cooperation actions carried out in their areas of experience. IICA will encourage its technical personnel at all levels to continually update their skills and abilities and pursue further training.

Innovative: It will meet the challenges of developing the agricultural and rural system by continually generating specialized services, knowledge, instruments and approaches. If IICA is to be innovative, its technical personnel at all levels must be committed to finding innovative solutions to challenges.

Knowledge-based: In order to support public policies for agriculture and rural well-being, IICA must not only promote the sharing of knowledge and experiences, but also serve as a technical and scientific intermediary with institutions that generate, share and transfer knowledge. In addition, the Institute must link the experience existing in its member countries and cooperation networks efficiently and effectively.

Focused on the provision of public goods: IICA must be able to identify, in its areas of competence, public goods (especially international or supranational goods) needed by the countries and which require the intervention of the State to provide them. To do this, the Institute will clearly define what it is trying to accomplish in its member countries (strategic initiatives), in such a way as not to compete with those goods generated by the market or the governments themselves.

Complementary: IICA will forge and reinforce partnerships with other international and regional cooperation and assistance organizations and with national institutions to complement its efforts and actions, in an effort to provide the countries with comprehensive solutions.

Integrated: The proposed actions will be carried out through institutional networks for regional and hemispheric collaboration. Advances in the communication sciences and their technology make it possible to develop a new system for integrated collaboration in IICA, which will favor action at the regional and national levels while maintaining hemispheric integration and vision. This process of integration is intended to ensure that all activities, work, products and initiatives have a common thread and are focused on finding coordinated solutions to priority challenges.

Structured to pursue its mission: A process will be undertaken to bring all human, physical and financial resources, the Institute's structure and planning processes into line with the Institute's objectives and strategies.

B. The Institute's vision, mission and principles[5]

IICA's personnel must be committed to making a decided contribution to this enterprise and focus their efforts on the following mission and vision, as established in the Institute's Strategic Plan:

1. Mission

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

2. Vision

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

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[5] Taken from the 2010-2020 Strategic Plan.

3. The Institute's principles

In order to achieve its mission, ensure the provision of quality services and be an innovative and knowledge-based institution, IICA will base its actions in the hemisphere and its relations with the Member States, strategic partners and the actors of the agricultural and rural sector on the following principles established in the 2010-2020 Strategic Plan:

a. Leadership through excellence
b. Innovation
c. Interdisciplinary approaches and teamwork
d. Excellence in performance
e. Partnerships to boost impact
f. Social responsibility
g. Environmental responsibility
h. Focus on results and accountability
i. Efficiency, transparency and financial prudence
j. Adherence to rules and regulations
k. Equality and equity
l. Respect for diversity

C. IICA's strategic objectives and priority actions

1. Strategic objectives

In its 2010-2020 Strategic Plan, IICA acknowledges the enormous complexity and scale of the opportunities and challenges with which agriculture will be faced in the years ahead with regard to productivity and competitiveness, rural territories, the effects of climate change, the management of natural resources and food security. Therefore, IICA believes that it needs to concentrate its limited resources and efforts on contributing to the attainment of the strategic objectives that concern areas in which the Institute possesses the greatest technical capabilities, experience and recognition, and, as a result, can have a bigger and better impact. As *the* leading agricultural organization in the

hemisphere, IICA has a responsibility to offer technical cooperation to help the countries meet the challenges posed and take advantage of the opportunities that exist to achieve the following strategic objectives established in its Strategic Plan:

Strategic Objective 1:

To improve the productivity and competitiveness of the agricultural sector

The Americas can take advantage of the opportunity offered by the fact that the world demand for agricultural products is growing faster than the supply, due to the region's potential and productive capacity. However, this a greater productive effort is required to overcome the restrictions imposed by the slowing rates of growth of the yields of the main crops farmed, the fact that less land will be available to expand the agricultural frontier,[6] the loss of natural resources, the emergence of new or more virulent pests and diseases and the anticipated impact of climate change.

The Americas not only face the challenge of increasing agricultural production to take advantage of the growth of global demand, but also of producing competitively within the framework of more globalized and integrated markets, and of increasing per hectare production to offset the decrease in the amount of land available for growing crops. Coupled with these factors, globalization and the integration of regions, borders, and markets, as well as the emergence of a mass of consumers who are more demanding and aware of both quality and how food is produced, pose new challenges and create opportunities in all the links in agrifood chains.

Accordingly, IICA intends to promote technological, organizational and human innovation to enhance competitiveness, increase production and help improve the operation of agricultural markets in a socially and environmentally sustainable way. These efforts will also have to include small and medium-scale agricultural producers, who have limited access modern markets. The Institute also intends to promote the development of the markets of traditional commodities in order to meet the needs of people in the lowest-income brackets.

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[6] In the Americas, only some countries have land to expand their agricultural frontier significantly. However, there are important factors that hinder the incorporate of additional land, such as land-use policies, conservation programs and problems related to deforestation and the growth of urban centers.

Strategic Objective 2:

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

For the most part, agricultural activities take place in rural territories, where people are the object and subject of development efforts and use natural resources. It is recognized that the role that agriculture plays in the economy and society in rural territories extends beyond purely production-related considerations to include the social dimensions that have to do with rural well-being (jobs, income, services, institutions, participation, etc.), since it has a direct bearing on nutrition and health, affects the environment, determines the dimensions and types of territorial occupation, supports economic and institutional networks in the spaces where it is carried out, has close links with the culture and the social fabric, shapes the landscape, establishes relationships and mechanisms for territorial integration and constructs the functional relationships between rural and urban spaces. Family agriculture and the role that women play in agriculture are two elements that require special consideration.

The many dimensions of territorial approaches for the development of agriculture and the attainment of rural well-being call for a new generation of consistent public policies in the territories, which must be articulated recognizing that development processes are intersectoral in nature. This has changed the traditional role of the ministries of agriculture, which no longer focus exclusively on production and have assumed responsibility for coordinating the responsibilities of other actors, particularly other ministries, territorial entities and civil society organizations.

IICA will support these national efforts to devise policies, strategies and institutional arrangements that help bring about greater articulation and coordination of the institutions that play a leading role in rural development and well-being to strengthen the two-way relationship between agriculture and the rural territories where it takes place.

Strategic Objective 3:

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

Agriculture has a dual relationship with the natural resource base of the ecosystems (soils, water, agro-biodiversity, forests and rain forests, and climate) located in the rural territories: the productive activities of the agricultural sector depend on those resources but also affect the condition and availability of those natural resources. Even more important is the role that modern agriculture plays in protecting and improving

environmental conditions; modern practices can restore the health of the environment. Climate change and its unpredictable effects, as well as extreme natural events, determine and condition productive activities and their competitiveness and sustainability, as well as the vulnerability of the population.

To achieve this objective, IICA will provide expertise and advisory services to strengthen the institutional and human capabilities of the member countries, in order to position the issue on their national agendas; to strike the right balance between environmental management and agricultural development policies (the ministries of agriculture need to work with the ministries of the environment on cross-cutting issues and create synergies with them); to consolidate and intensify their efforts to find new environmentally-friendly forms of production, with a view to reducing the negative impact of traditional agriculture on natural resources and ecosystem health; to devise policies, strategies and institutional frameworks that prepare the sector to adapt to climate change.

Strategic Objective 4:

To improve agriculture's contribution to food security

Agriculture plays a dual role in food security, providing an adequate supply of quality food (availability and utilization), and creating conditions that afford the rural population access to food (employment and income). One of the key aspects of this dual role is the participation of small-scale agriculture, which can make a bigger contribution to the supply of agricultural products than at present, provided its efforts are underpinned by effective public policies and efficient investment in public goods that improve its production and its integration into value chains. If markets provide a fair return, small farmers can also generate more employment and income. However, the structural conditions of small-scale agriculture mean that they are one of the most vulnerable groups and susceptible to food insecurity.

To achieve this strategic objective, IICA will support the development of policies, strategies and institutional frameworks aimed at increasing the contributions of small-scale and family agriculture to the countries' food security, both in terms of the supply of food and small farmers' access to it.

2. Objectives of technical cooperation

The commitment being assumed by the Institute's General Directorate is that of contributing to the overarching development goals of the countries linked to the strategic objectives identified. To that end, it intends to:

a. Concentrate and focus it actions in order to make more efficient use of its resources and capabilities

b. Give priority to joint, multidisciplinary institutional action

c. Gear its administrative, financial and support systems toward technical cooperation

d. Foster alliances with key strategic partners, to create complementary relationships and thus avoid duplication and wastage of resources and efforts

e. Work with emphasis on policies and institutions, networks and organizations (rather than with individual farmers) so that IICA's actions have greater multiplier effects.

Each of the following objectives of the Institute's technical cooperation addresses a different dimension of agriculture:

Technological innovation

One of the biggest issues derived from the analysis of the context, and which can be seen clearly in the challenges facing agriculture, is the need to innovate, in all aspects and at all levels of agriculture. This includes the need to develop new plant varieties and animal species adapted to growing, heterogeneous and variable demands; develop and disseminate innovative technologies geared to the needs of businesses; strengthen extension systems, to make them efficient and capable of carrying the new technologies and varieties to producers, small-scale farmers in particular; protect intellectual property; and develop policies, strategies and new business models.

With that purpose in mind, IICA intends to support the institutional efforts of its Member States to increase and extend innovation in agriculture, in order to improve productivity, competitiveness and trade, and thereby support food security and the development of the member countries.

Agricultural health and food safety

The countries increasingly regard animal and plant health as a key factor in determining whether producers can balance costs and quality. However, the issue has become very complex, given the variety of ways in which it affects agriculture and its implications vis-à-vis methods of control and their environmental impact. Food safety has also become a requirement for accessing markets, involving processes like traceability, to identify and establish quality control mechanisms from primary production through to the consumer. Climate change, on the other hand, is making it increasingly difficult to manage health and safety issues in agrifood chains. Specialized government agencies, private sector organizations, producers and agroindustries all have to shoulder growing responsibilities in this area.

IICA will continue to assist the countries in the field of agricultural health and food safety, particularly with the development of policy instruments and modern, harmonized standards; the modernization of national services; the implementation of hemispheric and regional mechanisms for cooperation and information on the subject; the adoption by the countries of international standards; and, the establishment of public-private collaboration mechanisms, as part of the collaboration with the specialized international agencies.

Agribusiness and commercialization

Agriculture is increasingly viewed as an economic activity, a business, which, regardless of its scale and social complexity, transcends primary production and is, therefore, a comprehensive system that responds to the demands of the markets and the requirements of consumers with a vision and strategies built around agrifood chains.

Moreover, local, national and international markets are a key element for the success of agriculture. In recent years, many countries have placed great emphasis on three aspects of markets: the development of freer trade, the promotion of international markets over local ones, and the promotion of efforts to add value in chains.

However, the recent food and financial crises have highlighted the need to promote more efficient and transparent local markets, as mechanisms for development, and to ensure that countries do not abandon efforts to incorporate value into agricultural production because of the high prices being paid for raw materials. The former will also make it possible to integrate large swathes of agricultural producers (and small-scale farmers in particular) who have not benefited from trade liberalization, while the latter will ensure

the continuation of efforts to foster agroindustry and reduce dependence on markets in which prices are extremely volatile at present. Therefore, the countries need to reactivate the mechanisms for multilateral dialogue; fulfill the commitments assumed under the various trade agreements; and develop policies that will increase international trade in agricultural products and ensure that all social groups benefit from it.

To that end, IICA will assist the countries in developing the policies, institutional frameworks and capabilities required to create enabling environments for agribusinesses, as well as a new mindset and capabilities in producers, by strengthening their individual and collective capacity to supply markets and compete successfully. The Institute will also help its Member States to develop public policies, strategies and institutions for the promotion and development of more transparent and efficient local markets, and to develop mechanisms and tools that will reduce risks and permit small-scale producers to establish more links with markets. Moreover, it will help to develop strategies and strengthen the institutional framework for promoting international agricultural trade as a factor in development; and assist its member countries in developing capabilities that will enable them to better administer the trade agreements they sign and take greater advantage of them.

Management in territories, agriculture and rural well-being

Agriculture determines what territories are used for and has an impact on the economic, social and cultural relationships of their inhabitants, thereby determining the contribution it can make to rural well-being and the sustainability of territories. Nevertheless, it is clear that improving living conditions in rural territories is beyond the capabilities of the agricultural and agroindustrial sectors alone. Hence, the well-being of rural territories today calls for consistent, coordinated, multisectoral policies to promote the synergy and articulation of productive and social investments. Those coordinated policies must aim to create an enabling environment that facilitates access to the productive assets, inputs, technologies and knowledge needed to promote innovation processes in rural territories and the strengthening of family and small-scale agriculture and agribusinesses linked to local markets.

To address these needs, IICA will help to develop tools for assessing the true contribution that agriculture makes to rural territories, and to establish the intersectoral relationships among the public policies and tools that have an impact on territories, with a view to optimizing agriculture's contribution to the development of rural territories and thereby maximizing the social returns generated by agricultural activities. The Institute will also help the governments execute projects in rural territories and encourage the use

of good social responsability practices, fair trade and other elements that foster harmony between production and rural communities.

Food security

The countries are implementing a wide range of actions to consolidate their food security, such as mechanisms that encourage food production, the generation of income and foreign exchange and the efficiency of markets. However, from a strictly agricultural standpoint - the importance of large-scale agricultural production notwithstanding - the countries also need to step up their efforts to develop and implement policies and strategies to boost small-scale agriculture's contribution to food security. The performance of this subsector must be improved to increase the supply of agricultural goods (availability of food). Small farmers also have to be integrated into value chains, so they have better access to food (by increasing their income and producing more food).

It will be of particular importance to recognize that it is possible to contribute food security in different ways: by increasing and stabilizing the production of more quality food; by generating better-paying jobs; by generating foreign exchange resources to purchase food that cannot be produced; and by developing and affording access to markets that operate without distortion, especially to eliminate the damage they do to the most needy. In other words, a contribution from agriculture to food security with a broad vision.

Based on the above, IICA will support the efforts of its Member States to develop policies, strategies and institutional frameworks that will increase the contributions that agriculture - and especially the small-scale variety - makes to the food security of the countries, in terms of both the national vision and the access of small-scale producers to the income they need to purchase foodstuffs and produce staple foods. IICA intends to contribute to the development of policies, strategies and capabilities designed to improve the production, productivity, value-added processes and market access of small farmers. It will do this by facilitating access to productive assets, risk mitigation instruments and forms of organization that allow them to enhance their negotiating capabilities in input and product markets, and to financing and agricultural insurance.

Natural resources and climate change

Agriculture is regarded as an activity that is especially sensitive because of the many and diverse risks to which it is exposed. IICA's member countries have stated in many forums and in a variety of circumstances that they need strategies and tools to manage

those risks, so their farmers can take the best possible decisions related to their production with some degree of confidence. Risk management in agriculture must focus on the different types of risk that producers or farmers face: natural risks, the risks inherent in product markets, financial risks, etc. Furthermore, the number of natural disasters around the world has increased in recent years and that trend is expected to continue in the future. There has also been an increase in the incidence and severity of diseases and epidemics that spread rapidly across the globe and cause serious human and economic losses.

To address this situation, IICA will assist the institutions of the countries, especially the ministries of agriculture, with the development of public policies, the design and implementation of sectoral strategies, the use of policy tools and the provision of timely information, in order to reduce the uncertainties that producers face in their agricultural activities and to help them improve their productivity and competitiveness.

In its Medium-Term Plans, IICA will establish mechanisms that will permit complementarity and synergy in the execution of its programs, based on the definition of the guidelines for its core areas for cooperation. In doing so, the Institute must take very much into account that this Strategic Plan stresses that technical cooperation and synergy are strategically important tools for contributing to the attainment of the objectives of development.

It is important to note that IICA must implement programs in thematic areas in which it is properly equipped to provide cooperation. This is undoubtedly one of the keys ways in which IICA must change. The experience of recent years has shown clearly that the Institute's tendency to provide support to the countries in too many areas is one of the reasons why it has not been able to develop excellence in any of them. Moreover, in several of those areas IICA not only did not possess the necessary capabilities but also failed to help other entities develop programs on those topics from which the countries could have benefited.

3. The areas in which IICA will contribute

IICA's 2010-2020 Strategic Plan (SP) specifies five areas for technical cooperation, to ensure that the Institute's activities focus on those fields in which they will have a greater impact in helping the member countries to achieve the objectives identified in the preceding section. The areas defined in the Strategic Plan and incorporated into this MTP, are as follows:

Design, analysis and evaluation of public policies and strategies

IICA's cooperation will focus on support for the processes involved in devising, analyzing and evaluating public policies, strategies, approaches and intervention tools. This Institute action is carried out primarily via the countries' public institutions.

Strengthening and modernization of institutions

IICA will support the member countries as they endeavor to develop a systemic, modern and articulated institutional architecture for agriculture and the management of territories. In addition, the Institute recognizes that this effort affords an opportunity for joint efforts with other international organizations.

Creation and development of capabilities

IICA will contribute to the development of expertise, technical capabilities and leadership in topics pertinent to the strategic objectives and technical cooperation in which it is best equipped to do so, to promote innovation in the agricultural sector and rural territories where those capabilities and expertise have an impact.

Knowledge management for agriculture and rural well-being

IICA will endeavor to generate and identify new knowledge, innovations, experiences and better practices that are public goods and make them available to the countries, with a view to enhancing the sector's competitiveness and sustainability, and contributing to rural well-being.

In doing so, mechanisms will be created to systematize and manage knowledge and facilitate its exchange, transfer, dissemination and application, and to learn from the experiences of both the Institute and others. IICA will also assist the countries with the creation of mechanisms for managing information and knowledge and making them available to sector stakeholders, so they can make institutions in the sector more transparent and efficient.

Support for the countries on specific issues and investment projects

IICA will assist the countries with the development and management of investment projects designed to promote institutional modernization. It will also facilitate horizontal

cooperation between countries to address issues regarding which some Member States have capabilities and expertise that they are willing to share with others.

III. OPERATING STRATEGY

This chapter establishes how the Institute will implement the 2010-2014 MTP and how it intends to adapt its structure and activities to do so. The objective of the proposed operating strategy is to focus, align and coordinate the Institute's technical cooperation actions, in order to fulfill its responsibilities at the inter-American level and meet the specific needs of its Member States.

The core elements of the operating strategy were identified bearing in mind the following factors:

a. As an inter-American cooperation agency, IICA has a responsibility to help its member countries achieve their overarching development objectives.

b. The national governments, through their own institutions and entities, are responsible for implementing agricultural and rural development measures in their respective countries.

c. IICA's principal clients are the ministries of agriculture.

d. The problems faced by farmers and agribusinesses, including agroindustries, are numerous and complex. In order to solve them, the governments must applying increasingly complex public policies and policy instruments.

e. Organizations and forums have been created, and are developing, in the regions of the hemisphere that are important partners for the Institute's activities.

f. Given the complexity of the sector, IICA needs to expand its services and its interaction with other ministries, private sector and civil society actors and other strategic partners, such as other international organizations and agencies, the international centers and higher education institutions.

Mindful of the complexity of the issues involved, IICA will focus its cooperation on **four technical concentration programs** and **two programs for cross-cutting coordination**. The programs selected reflect the overriding concerns of most of the Member States with respect to agriculture, food, rural development and environmental sustainability.

Consequently, they are the chief strategic issues on which most of the hemisphere's ministries of agriculture are focusing in regard to which IICA possesses most capabilities and experience. The Institute is well equipped to support the processes of institution building, the design of policies and strategies, skills development and knowledge management.

The core elements included in this proposed operating strategy are the setting of priorities for the four technical concentration programs and the two programs for cross-cutting coordination, and their articulation, details of which are provided below:

A. Technical concentration programs

The Technical concentration programs identified for IICA's activities during the period 2010-2014 are the priority topics for the Institute - established in its Convention and confirmed in subsequent intergovernmental and interministerial decisions - that must be taken into account to ensure a competitive and sustainable agricultural sector and rural well-being. These programs are:

a. Innovation for productivity and competitiveness

b. Agricultural health and food safety

c. Agribusiness and commercialization

d. Agriculture, territories and rural well-being

The objectives of the Technical concentration programs will be as follows:[7]

a. To provide hemispheric leadership in their areas of competence.

b. To offer guidance and advice for the implementation of institutional projects related to their areas of competence.

c. To furnish technical cooperation and support to IICA's Offices for the execution of IICA's Technical Cooperation Strategies in the countries ("IICA Country Strategy").

[7] The specific objectives, lines of action, expected results and achievement indicators of each technical concentration program are available in Annex 1.

d. To conduct prospective and strategic analyses of issues related to their areas of competence.

e. To develop innovative tools and models to meet the needs of the countries and regions.

f. To manage knowledge in their areas of competence.

g. To articulate the "Institutional Thematic Networks" in their areas of competence.

h. To promote IICA's participation in global and hemispheric cooperation and knowledge networks.

i. To oversee the correct implementation of technical cooperation projects at the hemispheric, regional and national levels.

j. To execute technical cooperation projects in coordination with IICA's Offices and other units.

k. To support the execution of national policies, or policies established under regional agreements, germane to their areas of competence.

l. To incorporate into their operating strategies and projects the guidelines and recommendations of the programs for cross-cutting coordination.

The activities of the technical concentration programs will be defined in accordance with the strategic objectives established in the following matrix:

Strategic objectives[8]	Technical concentration programs and programs for cross-cutting coordination	Objectives of the technical concentration programs and programs for cross-cutting coordination
SO 1: To improve the productivity and competitiveness of the agricultural sector	Innovation for productivity and competitiveness	1. To improve research, innovation and technology transfer/extension for competitive and sustainable agriculture
	Agricultural health and food safety	2. To improve the conditions for fostering international agricultural trade as a factor in development, taking into account plant and animal health measures
	Agribusiness and commercialization	3. To develop competitive and inclusive agribusinesses by enhancing entrepreneurial and organizational capabilities and thereby improving producers' management skills
SO 2: To strengthen agriculture's contribution to the development of territories and to rural well-being	Agriculture, territories and rural well-being	4. To improve agriculture's contribution to the well-being and sustainable development of rural territories and the conditions of small-scale and family farmers, to increase their well-being and contribution to development
SO 3: To improve the adaptation of agriculture to climate change, and the use of natural resources	Agriculture, natural resource management and climate change	5. To improve management, risk management and the response to emergencies, to reduce the vulnerability of agriculture, including plant and animal health risks; and to promote the adaptation of agriculture to the effects climate variability and mitigate the impact of productive activities on the environment and natural resources
SO 4. To improve agriculture's contribution to food security	Agriculture and food security	6. To improve the quality and availability of, and access to, safe, nourishing food, and promote the modernization and strengthening of domestic agricultural markets, so they operate more efficiently, transparently and inclusively, to contribute to the food security of the countries

[8] Established in IICA's 2010-2020 Strategic Plan.

B. Programs for cross-cutting coordination

In addition to the technical concentration programs, two **programs for cross-cutting coordination** have been established for the execution of the 2010-2014 MTP, through which the priority topics of the Institute will be addressed. Their activities and proposals will take into consideration the dimensions related to the four objectives of the Institute's cooperation. The two programs are:

a. Agriculture, natural resource management and climate change
b. Agriculture and food security

The programs for cross-cutting coordination are responsible for ensuring that the IICA's technical cooperation actions help the member countries achieve their overarching development objectives, and to help the ministers of agriculture to take political measures required to enable agriculture to contribute effectively to achieving the national development goals. The purposes of the programs for cross-cutting coordination will be:[9]

a. To provide hemispheric technical leadership in their respective areas of competence.
b. To ensure that the technical concentration programs incorporate the development objectives related to food security and sustainable development, the sound management of natural resources and adaptation to climate change.
c. To conduct prospective and strategic analyses related to their respective areas of competence.
d. To participate in the development and implementation of the cooperation projects of the technical concentration programs and countries, and suggest technical modifications to projects to ensure the correct inclusion of the topics related to their respective areas of competence.
e. To manage knowledge in their respective fields of action.
f. To coordinate the "Institutional Thematic Networks" related to their respective areas of competence.
g. To promote IICA's participation in global and hemispheric cooperation and knowledge networks.

[9] The specific objectives, lines of action, expected results and achievement indicators of each program for cross-cutting coordination are available in Annex 1.

h. To work with IICA's technical concentration programs in support of national policies, regional agreements and hemispheric action their areas of competence.

i. To foster the development of strategic partnerships with global organizations, to enrich IICA's contribution in their respective areas of competence.

j. To ensure and evaluate the correct inclusion of strategic objectives 3 and 4 in the management of IICA's technical cooperation.

k. To direct and support the inclusion of the programs for cross-cutting coordination in the thematic networks of the technical concentration programs.

The programs for cross-cutting coordination will carry out their activities within the framework of lines of action that will be defined in strict adherence to all the strategic objectives established in this MTP, but will give priority to the objectives linked most closely to their respective areas of competence.

C. Strategic analysis for agriculture

In order to meet the countries' need for timely strategic analyses of agricultural issues that would permit the ministries of agriculture and governments of IICA's Member States to anticipate developments, deal with emergencies and develop long-term state visions, IICA has a **Center for Strategic Analysis for Agriculture**.

The Center's main functions are as follows:[10]

a. To conduct prospective and strategic analyses of those agricultural issues and public policies that have the biggest impact on activities in the sector.

b. To support IICA's General Directorate, highest-level governing bodies and the Institute as a whole by providing data and analyses of data and information about agriculture at the global and hemispheric levels.

c. To develop, validate and make available to IICA's member countries methodologies and tools for the timely analysis of agriculture's contribution and trends in the sector.

[10] The specific objectives, lines of action, expected results and achievement indicators of the Center for Strategic Analysis for Agriculture are available in Annex 1.

d. To provide follow-up to developments in the trade negotiations, particularly those that take place within the framework of the World Trade Organization (WTO). Therefore, the coordinator of the center will serve as IICA's representative to that forum.

e. To coordinate IICA's technical forums and ensure that they meet the established parameters of excellence and quality

Part of the Center's operating strategy will be to work with the leaders of IICA's technical concentration programs and the programs for cross-cutting coordination, with a technical support group with experience in economic, trade, political and social analyses, and high-level professionals hired on an *ad hoc* basis for specific tasks and projects.

The Center's operating policies will be developed in accordance with IICA's operating guidelines and attach special importance to the use of the new information and communication technologies.

D. Articulation of technical cooperation

1. IICA's technical cooperation

The operating strategy is based on the key decision to make technical cooperation the hub of the Institute's activities, focusing and strengthening the institutional capacity to support the member countries by means of innovation, quality and effectiveness designed to promote productivity, competitiveness, sustainability and equity in the agricultural sector, strengthening the public policies of the Member States and the capabilities of their institutions and leaders for the development of the sector.

To ensure the institutional alignment, articulation, quality, excellence and relevance of the Institute's technical cooperation, a **Technical Cooperation Management Committee** will serve as the chief management mechanism. It will comprise the individuals responsible for the technical concentration programs, the programs for cross-cutting coordination, management of cooperation in the regions and countries, programming and evaluation, and administrative and financial management.
The **technical cooperation projects** will be the core element used to channel and articulate technical cooperation actions by means of products and services aimed at achieving strategic objectives and results. A project is a set of technical cooperation actions or activities, conceived and implemented to solve a problem or improve a specific

situation. Carried out within a fixed timeframe, a project has real, direct results and impacts that are foreseen and clearly identified in the project document as "end products," with a specific objective. It is executed using the resources allocated, following a specific methodology and under the direction and responsibility of a professional or team of professionals.

The technical cooperation projects will help to:

a. Achieve the objectives for cooperation included in the 2010-2014 MTP and the guidelines of the General Directorate.

b. Implement the concepts, methodologies and tools of the technical concentration programs and programs for cross-cutting coordination established in the MTP.

c. Articulate the actions of the units responsible for technical cooperation within IICA.

d. Provide leadership and guide the Institute's technical teams, comprised of specialists in all the technical areas that fall within the institution's remit.

e. Design and support the implementation of international public goods.

f. Increase technical cooperation actions and improve the management of technical cooperation.

g. Identify, develop and promote the strategic projects carried out jointly with the countries and the units responsible for technical cooperation.

2. Technical cooperation tools

IICA uses technical cooperation tools to implement its technical cooperation actions. To meet the expectations and the demands of the countries in the context of scenarios of uncertainty, the ability of the Institute to be flexible in the use of such tools takes on particular importance. Therefore, IICA must improve upon these tools if it is to be able to provide services that will enable them to achieve the expected results. The most important tools are:

Prospective analyses, studies and situation analyses, and impact assessments

IICA will use these tools to anticipate events and support its Member States by furnishing them with specialized knowledge and information, to enable them to take

sound, timely decisions with regard to unexpected processes or events, and design policies and strategies based on that knowledge.

Training in subjects related to IICA's areas of competence

These activities may be of various kinds, such as workshops, courses, distance training or internships. IICA will endeavor to enhance the capabilities of the technical personnel and officials of the different spheres of agriculture, to improve their management skills and actions in priority areas and prepare themselves to take advantage of opportunities and face challenges in the immediate future.

New conceptual frameworks, methodologies, models and tools

One of IICA's main responsibilities will be to provide the ministries of agriculture with proposed innovative solutions to the problems of the sector. In doing so, IICA will develop new models and tools to help devise and implement national development strategies to be replicated in different member countries.

Knowledge management tools

If it is to become the hemisphere's foremost source of expertise with regard to strategically important agricultural issues, IICA must strengthen the Member States' capabilities for generating, gathering and sharing knowledge and experiences and applying them to the critical issues of agriculture. Consequently, knowledge management at IICA will focus on comprehensive processes of transferring knowledge and experiences to improve technical cooperation services and solve problems related to the Institute's areas of competence.

Technical intermediation and the mobilization of cooperation

The current challenges facing agriculture cannot be met by any single institution and call for the joint, coordinated action of the best international and national talents. IICA has experience and competitive and comparative advantages in creating networks of specialists and facilitating the sharing of knowledge, experiences and technical personnel, both among its member countries and regions, and to and from other regions of the world.

Information and communication technologies (ICT)

ICT, which already underpin all of IICA's activities, offer huge opportunities for building the agriculture of the future and disseminating information and knowledge, creating capabilities and mobilizing cooperation. Therefore, all IICA's programs will give priority to the use and incorporation of such technologies and support the member countries' efforts to incorporate them into their development processes.

Specialized technical services

The countries, and the ministers of agriculture in particular, are very appreciative of the Institute's ability to respond to unforeseen developments and emergencies. Specialized technical services will be provided in response to concrete requests from the ministries of agriculture, provided they are related to one of the Institute's four strategic functions or entail a response to an emergency caused by natural events of an unpredictable nature.

Direct technical cooperation

IICA will continue to provide *in situ* and virtual advisory services and support, by means of specialists and teams, in topics related to the Institute's areas of competence and in response to the technical cooperation needs of the member countries, or in a proactive manner. The aim will be to contribute to the development of institutional and human capabilities and help its clients better understand, address and deal with critical issues and specific situations affecting agriculture.

Development and administration of projects

IICA will assist its member countries with the preparation of feasibility and pre-investment studies and investment projects, undertaken in response to specific requests and following an internal assessment to ensure they pertain to one of the four strategic objectives and are linked with the technical concentration programs. This activity will be financed in each case with resources allocated for the process to be supported. IICA will also administer projects. This is not a core Institute activity but a number of member countries, on different occasions and in different ways, have stated their wish that IICA continue to provide such a service. The Institute will do so provided that that the projects in question are related to one of the four strategic objectives and technical concentration programs. In response to specific requests, IICA will offer project administration and implementation services, subject to clear, precise rules and provided the projects concerned include a technical component closely related to strategic topics within the Institute's areas of competence.

In addition to these tried and tested tools, innovative tools will have to be devised for turning knowledge into concrete actions designed to take advantage of the opportunities available to IICA for addressing the current problems, provided they are related to one of the four strategic objectives and technical concentration programs.

3. Technical cooperation geared to the needs and requests of the countries, articulated with the strategic objectives

Given current constraints in terms of resources, especially financial and human, the Institute will execute cooperation at three levels - national, regional and hemispheric- in order to meet the needs of the member countries effectively and make maximum use of such resources.

All technical cooperation will be geared toward supporting the countries. The cooperation will be executed at three levels mentioned in the preceding paragraph. The implementation of technical cooperation at the national level will be based on the IICA Technical Cooperation Strategy drawn up for each country ("IICA Country Strategy").

The technical cooperation at the regional and hemispheric levels will focus on the development of international public goods to support the countries, targeting topics of interest to several or all of them. The approaches adopted at each level will be as follows:

Hemispheric Level

The technical cooperation will be geared to the development of hemispheric public goods related to the priority topics established by IICA. These goods will make it possible to: share knowledge among countries in the region; strengthen the countries' capabilities with regard to important topics of interest to all of them; enable the countries to participate together in the development of important international standards; conduct studies of the current situation and outlook for agriculture, to engage in prospective analyses; and develop and distribute publications on priority topics.
In particular, the Institute will support the countries in their efforts to adopt joint positions on highly important hemispheric issues, including the channeling of international financial resources to support agriculture and the implementation of hemispheric programs for the management of knowledge related to agriculture and hemispheric programs for the control and/or elimination of pests and diseases that constitute a public problem throughout the hemisphere.

These hemispheric public goods will also be developed based on the relationship between IICA and the ministries of agriculture. Furthermore, they will be linked directly with the strategic objectives and will be specified and articulated in the technical concentration programs and programs for cross-cutting coordination. In this way, the Institute will again be able to fulfill its mandate of being of greater use to agriculture in the hemisphere by means of a set of actions that will place it above the organizations whose actions provide support only at the national and local levels.

Regional Level

IICA recognizes a number of aspects or characteristics that are specific to particular regions of the Americas. Political and technical forums exist in several regions, comprised of the respective countries (Caribbean, Central, Andean, Southern and Northern regions). The countries also differ in terms of size and the socioeconomic and political conditions; this applies both to entire regions and to the countries within them. Furthermore, some countries have common problems, constraints, challenges and opportunities, even though they do not form part of the same region.

Therefore, IICA's operating strategy with respect to the regions will include the following components:

a. An IICA strategy will be developed for each region that identifies the strategic objectives and priority technical concentration programs, targeting the development of international public goods related to topics of interest to the region as a whole, carried out through into regional projects.

b. The Institute will continue to support the regional political forums established by the ministers of agriculture and establish links with other political forums in fields such as trade and environment, to bring about the adoption of measures that benefit agriculture in the hemisphere. One special type of support will be the preparation of externally funded projects to be carried out by IICA in its capacity as the secretariat of the respective forum.

Differentiated actions will be carried out in each region under the old and new economic and political arrangements that exist in the hemisphere, by means of specific projects under each Technical Concentration Program. However, IICA will not only implement projects limited to the traditional geographical regions but will consider implementing projects for groups of countries that share an interest in a given topic, even if they belong to different regions (clusters of countries). For example, in the case of the Caribbean region the strategy recognizes the need for such an approach given the special

characteristics of the region and its agricultural sector, and taking into account the special challenges posed by the size of the countries and their ability to participate in the global economy, as well as the region's environmental fragility and vulnerability, due to climatic factors. These and other factors will be taken into account in the case of the other regions.

National level

An IICA technical cooperation strategy will be developed in each country **("IICA country strategy")** to guide and channel the cooperation that IICA provides to the member countries.

Adopting a broad vision, an "IICA country strategy," will be developed for each of IICA's Offices in the member countries. It will be prepared in consultation with the authorities responsible for the sector in each country, based on the national priorities that are related to, and dovetail with, the objectives for cooperation included in the 2010-2020 Strategic Plan. Therefore, it will be geared to the attainment of those strategic objectives and articulated with the technical concentration programs.

Each "IICA country strategy" will contain a concise analysis of the situation and challenges facing agriculture; identify the national priorities (critical issues) related to the sector on which IICA's cooperation will focus; and specify the main objectives, the projects to be implemented and the intervention mechanisms to be used to carry out the strategy. It will include the ministry of agriculture as the principal client, other clients and domestic actors, and the external partners who will be collaborating in the execution and financing of the strategy, where applicable.

The priority technical cooperation topics adopted in the "IICA country strategy," on which the Institute's support for each Member State will focus, will be addressed by means of technical cooperation projects at the country level. To that end, the resources available for the project will be established, along with the project's links with the technical concentration programs. The technical teams will oversee and guide the execution of the technical cooperation actions, under the leadership and overall responsibility of the IICA Representative in each country.

The projects contained in the "IICA country strategy" will be the basic unit used for programming, the articulation with the technical concentration programs, the programs for cross-cutting coordination, the allocation of the budget, the evaluation of the Offices, and the process of accountability in the countries.

4. Institutional thematic networks for technical cooperation

As part of IICA's new vision, efforts will be made to strengthen the Institute's technical capabilities and focus them on the specific issues that are the highest priority for the countries, so the actions help create public goods and solve key problems in agriculture. To achieve this and to contribute to the practical execution of the technical cooperation, the technical specialists will form part of **institutional thematic networks for technical cooperation** that will be IICA's own technical teams articulated around the technical concentration programs.

The thematic networks will be overseen by the leaders of the technical concentration programs that are being established. Each network will comprise the specialists at Headquarters, the international specialists stationed in the regions (formerly known as "regional" specialists because they were assigned to a specific region) and local specialists. The Representatives in the countries will also form part of the thematic networks and perform a dual function: first, as specialists in a specific field, based on their training, expertise and field of specialization; and, secondly, as the leaders of the projects implemented in their particular country. In the latter case, the Representatives will be members of every "Institutional Thematic Network" defined as a priority in the respective IICA Country Strategy. The following figure shows how IICA's technical teams will network with each other.

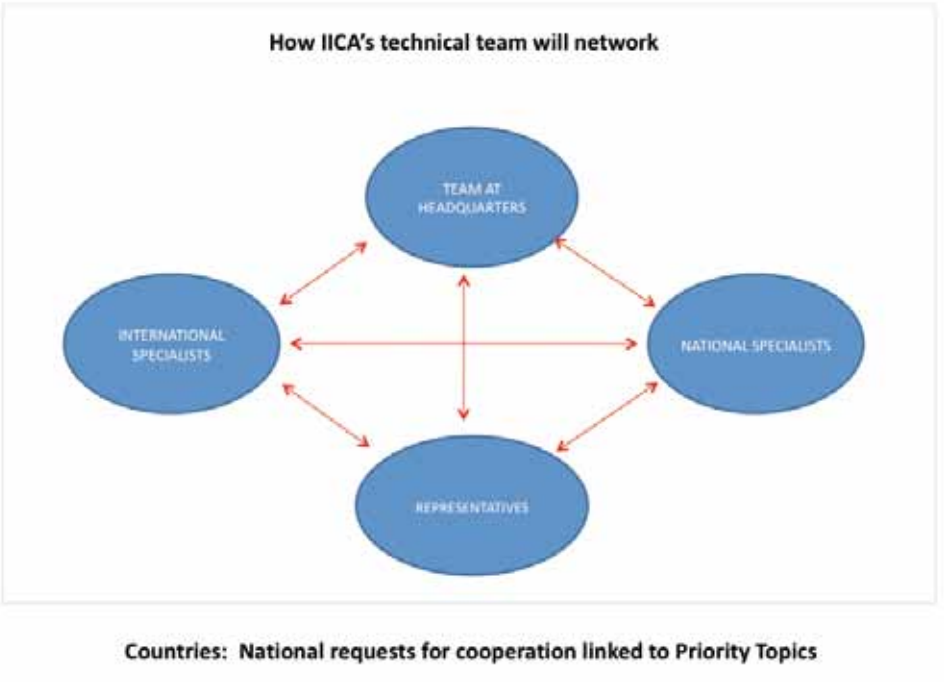

Figure 2. Networking among IICA's technical teams

In this holistic, inclusive vision, technical cooperation is considered to be dynamic, and the technical teams embody all the institutional knowledge and experience related to a given topic. The specialists who make up the networks, and their resources, can be mobilized to any country where they are required, to help develop activities and apply the tools defined in the projects. The teams in charge of the projects will thus be able to draw on the support and services of any specialist who is a member of the network, including Representatives, even if they are stationed in another country. These networks will benefit from the participation of specialists from the member countries via horizontal cooperation.

To provide technical cooperation and to develop and implement the tools for cooperation, knowledge, experiences and contributions must flow among the team, in order to prepare the best response and strategy and guarantee quality.

Teams will be set up and networking will be undertaken with an institutional vision encompassing all of IICA's spheres and levels of activity. Each team manager will be responsible for overseeing the technical aspects of his team's work, but the leadership and responsibility for the management of a given project or specific cooperation action will depend on the level at which it is carried out (national, regional or hemispheric); will be aligned with the institutional strategies for each area; and will rest with the specialist with the greatest knowledge and experience in relation to the topic concerned. The administrative structure of the Institute will provide support for the implementation of these projects and actions and to contribute to the attainment of their objectives.

The responsibilities of the Institutional Thematic Networks for Technical Cooperation will be as follows:

a. To support the execution of technical cooperation projects,

b. To manage knowledge related to their areas of competence,

c. To create innovative models and tools for technical cooperation,

d. To assist governments with the implementation of public policies,

e. To contribute to the creation of international public goods,

f. To provide assistance with follow-up and the evaluation of the results of technical cooperation,

g. To design and implement processes for sharing experiences and promoting the mobilization of capabilities and resources between countries and regions,

h. To work together to enhance the efficiency of technical cooperation and make the participation of Institute personnel more effective,

i. To incorporate external specialists selected on the basis of their knowledge and experience in the respective areas, and

j. To engage with external networks creates by institutions similar to IICA.

5. Management of external relations for technical cooperation

To construct an enabling environment that will help improve IICA's cooperation to its Member States, it is necessary to consolidate a new institutional platform and image, particularly for the Institute's dealings with the Associate Countries, Observer Countries and other donors, as well as nongovernmental organizations and financial entities. The programs and projects must be innovative and present a convincing argument as far as IICA's importance as a counterpart of international cooperation is concerned. In other words, they must highlight clearly the advantages that IICA offers as an executor of programs and projects on behalf of the Member States.

IICA must place emphasis on the creation and management of partnerships among the Member States to foster horizontal cooperation (not only north-south but also south-south cooperation, recognizing the latter's importance) and the sharing of experiences, which may also be of interest to the international cooperation agencies. It is also vital to strengthen links between IICA and universities, research and technological centers and other civil society organizations.

It is essential to spur the development of relations with multilateral and bilateral international cooperation agencies, as well as international financial institutions associated with the priority topics set out in the present MTP. Relations with organizations that work in other areas will also be strengthened, endeavoring to establish a wide-ranging agenda for agriculture.

IV. MANAGEMENT OF CORPORATE SERVICES

The economic conditions that have existed from 2007 to 2010 have affected both international financial markets, leading to, among other things, limited access to credit, and trade markets. However, globalization and technological advances have created enormous advantages that constitute great opportunities for creating new management models designed to make the processes in the production chain more competitive, based on the generation of knowledge, innovation and the efficient management of the limited resources available.

IICA is not immune to these trends and urgently needs to adapt its organizational processes and anticipate, as far as possible, situations that could have a major impact on the technical cooperation activities planned for the period 2010-2014.

Therefore, IICA has to manage its corporate activities in such a way as to integrate and coordinate efforts with its substantive areas and strive for continuous improvement.

In an innovative model, the administration must become a unit that provides comprehensive corporate services that facilitate and support the technical cooperation activities and their contributions, adhering strictly to the Institute's policies and rules and making rational use of it resources, thereby achieving more and better results.

To achieve this, the processes involved in managing the Institute's human talent, financial and programming-budgetary matters and corporate services must be conducted in a coordinated, pertinent and committed way, to ensure that technical cooperation activities receive timely support of a high quality.

To implement this strategy of improvement successfully, it is essential to analyze the structure of the institution's resources and design a comprehensive model for its management adjusted to the new conditions. The new model must anticipate and foresee, as far as possible, the distortions in the economic and political conditions of the countries and regions, with a view to reducing or preventing their impact on the institution.

Strict adherence to established policies and rules provides an institutional safeguard that avoids costly complications and contributes high quality, lasting results that benefit all

the parties involved. Therefore, support, advice and systematic legal assistance are one of the key elements in each phase or stage of the different institutional processes.

To ensure pertinent, quality implementation in support of the technical cooperation programs and projects and their institutional management, and of the processes of planning, evaluation and external relations, it is essential that the following institutional management objective be borne in mind: Facilitate and strengthen the provision of technical cooperation services in an opportune, effective and integrated manner, pursuant to the Institute's rules and adopting an approach based on continuous improvement, rationality, accountability and transparency.

A. Management of human talent

Since the Institute is an organization of knowledge, its human talent is the most important strategic factor in its activities. Therefore, it has a responsibility to invest in the development of its personnel in order to respond to the increasing number of requests for highly specialized technical assistance from the Member States, providing timely assistance of the highest quality.

Over the next four years, the area of Corporate Services will focus on the redesign of existing human resources programs, such as the Performance Evaluation System and the Incentives Program, with a view to making them more relevant, objective and efficient, and geared to promoting a philosophy of continuous improvement among the staff, to support the delivery of technical cooperation services to the member countries.

The Institute will continue to modernize the framework of human resources management, introducing further changes to the personnel rules and regulations and simplifying the policies related to the management of human talent.

Based on that same philosophy of continuous improvement, and with a view to maximizing the allocation of resources to technical cooperation, the Institute will also focus on streamlining its structures and redesigning processes and procedures to achieve savings.

Technological tools such as the Database of Technical Capabilities and the Database of Consultants will be developed to support the mobility of human talent within the Institute, responding efficiently and effectively to the constantly changing technical cooperation needs of the countries in the hemisphere.

One strategic factor will be the design of a Corporate Development Program to increase the technical capabilities of the Institute's personnel, aligned with the priorities of the 2010-2014 MTP. The program will be based on extensive use of distance technology to afford the personnel access to centers of excellence in agricultural research, training and development around the world. This will make it possible to achieve excellent results at low cost.

The current Professional Development Program will be strengthened with the promotion of exchanges involving IICA officials and those of the centers of excellence.

Furthermore, as a means of increasing its technical capabilities IICA will endeavor to attract high-level specialists from the centers of excellence who are interested in participating directly in Institute projects for short, intensive periods. Their involvement would take the form of sabbaticals authorized by their respective organizations that would permit them to gain practical experience in their fields of specialization in return for only a small investment.

B. Financial management

In recent years, it has been possible to collect quota arrearages. However, the loss of purchasing power suffered by the Institute as a result of inflation over the last 15 years has reduced its ability to compete in its sphere of activity, making it difficult to incorporate specialized personnel who would enhance its technical capabilities. For that reason, the organization needs to prioritize those activities it can carry out with the economic resources and human talent it has, focusing its technical efforts and the use of its resources on achieving more and better results.

The current financial situation (2010), while permitting IICA to continue to meet its commitments, makes it difficult to undertake new projects in a satisfactory manner. The situation is further complicated by the growing needs and increasing number of requests for cooperation, which oblige the Institute to adopt a strategy to strengthen its finances.

The freezing of the quota budget in nominal terms since 1995 has resulted in a 27.5% loss of the purchasing power of quota contributions - around US$8 million in absolute terms. As has already been mentioned, this affects the Institute's ability to deliver more cooperation to its Member States.

To address this situation, IICA has made adjustments at the internal level, reducing the number of staff financed with its own resources, the funds earmarked for the development of new capabilities and the budgets for preinvestment, technical cooperation activities and the investment need to update and strengthen the Institute's infrastructure.

On the other hand, miscellaneous income and the income generated by administering external resources have taken on greater importance, offsetting the loss of purchasing power of quota contributions to some extent, and are essential in covering incremental costs and implementing the Institute's plans of action. This situation constitutes a risk that must be reversed.

Until additional financing becomes available, the cooperation activities that IICA carries out with quota funds must be directly linked to the priorities established in this MTP. The cost of specialized technical services and the administration of projects must be met exclusively with external resources.[11]

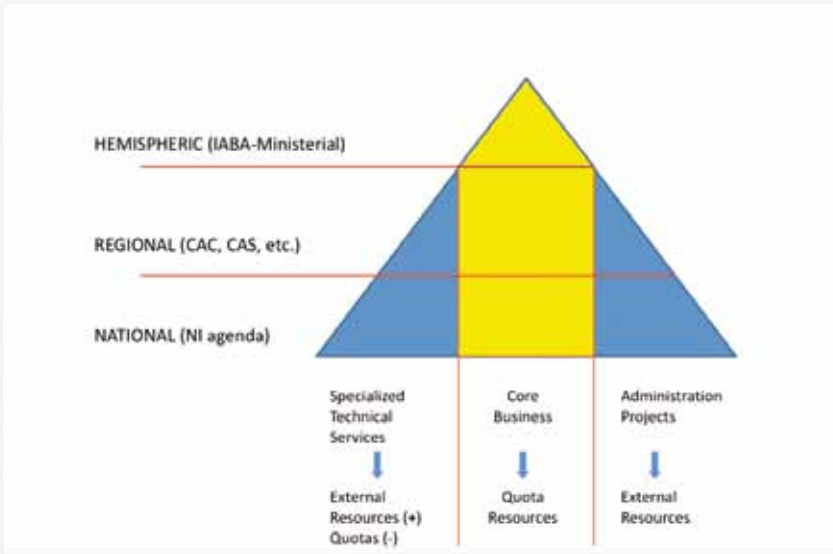

Figure 3. Priorities and needs in the execution of the budget.

[11] The highest-ranking priorities are established by the IABA-Ministerial Meeting at the hemispheric level and determine the thematic fields that IICA makes a priority for its work, both at that level and the regional and national levels.

The strategy for financing IICA will adhere to the following guidelines:

a. To protect purchasing power and the financial base required to ensure the coverage and quality of the technical cooperation that the institute provides, bearing in mind the impact of the continuous decline in the real value of its resources on its capacity to respond to the new challenges and needs of the Member States, which the 2010-2014 MTP seeks to address.

b. To update periodically the amounts of the quotas contributed by the member countries, to ensure that the Institute enjoys financial sustainability and can maintain a basic technical and management structure capable of fulfilling IICA's cooperation mandates with quality, timely and relevant actions.

c. To allocate on a timely basis sufficient financial, material and human resources, with a clear focus on technical cooperation activities.

d. To maintain the basic institutional structure, financed with the annual quota contributions of the Member States. This includes sufficient qualified personnel, as well as the operating capacity required to carry out the priority mandates of the Member States, meet their needs and ensure the continuity of the Institute's activities.

e. To make efforts to secure additional resources from the Member States or financial institutions for new technical cooperation mandates, promoting the approval of the governing bodies to use them for work on emerging issues not foreseen in the MTP.

f. To develop partnerships with bilateral and multilateral funding agencies and other potential allies to ensure that the Institute becomes a partner of choice for technical issues related to agriculture and rural life in the hemisphere, and to obtain complementary financing.

g. To mobilize external resources, including special contributions from the Member States and other organizations, to finance technical cooperation activities that meet the specific needs of the countries at the national, regional and hemispheric levels, within the framework of the strategic objectives established in this Medium-Term Plan. It is important that these projects cover the costs of quality technical cooperation. The income earned

from the administration of such projects will be reviewed and adjusted to the reality.

Over the four-year period covered by the present MTP, investments will need to be made to keep the technological platform, physical facilities and equipment up to date, and salaries reviewed so that the Institute maintains, strengthens and modernizes its technical and operating capacity with high standards of quality.

C. Programming and budgeting resources and managing their use

The programming and budgeting of resources, and control of their use, will contribute to the process of generating and delivering technical cooperation services, becoming a core element that adds value, allows greater flexibility in responding to the needs of the personnel responsible for technical cooperation, guarantees solid financial conditions for the Institute's activities, underpins internal and external articulation and contributes to the committed action of the institutional strategy.

To provide effective tools for guiding the Institute's efforts to achieve outputs and results, the basic programming unit will be technical cooperation projects, grouped under strategic programs that dovetail with the technical cooperation priorities of the MTP. Thus, the allocation of resources will be based on a budget linked to the strategic programs established in the MTP, which, in turn, will comprise projects carried out at the three levels on which the Institute operates (the hemispheric, regional and country levels). Each program will have objectives, outputs, results and achievement indicators to guide its execution and facilitate follow-up and evaluation, and the Institute's accountability process.

Projects will be implemented pursuant to the Institute's policies and rules, updated and authorized by the governing bodies and the Director General, to ensure that financial and material resources are used properly, based on the principles of austerity, transparency and accountability.

The purpose of the activities implemented to control the use of resources will be to ensure disciplined spending and the best possible execution of resources to achieve the outputs and results expected for the programs and projects and the technical support and management units.

In this way, the programming and control of the use of resources will lead to timely, quality, low-cost products that contribute to institutional articulation, the generation and

delivery of technical cooperation services, follow-up and evaluation, and the process of accountability to the governing bodies and the counterparts and beneficiaries of externally funded projects.

D. Management of services and administrative support

The timeliness and quality of the services and administrative support provided to the different units will be an important contribution to the optimal execution of technical cooperation projects.

The activities involved in providing goods and services, and in purchasing and furnishing materials, equipment and other supplies, form part of the value chain of technical cooperation projects and management activities, as part of the same processes.

Administrative services that facilitate transportation, correspondence, travel, facilities, janitorial work, materials, security, conservation, etc. also contributes to technical cooperation activities, adding value as part of the Institute's systemic work.

E. Evaluation of the quality of technical cooperation

IICA takes very seriously its responsibility to monitor and evaluate the effectiveness of the 2010-2014 MTP, in order to provide timely feedback to the General Directorate about the execution of technical cooperation actions and the quality of the services and products that the Institute delivers at its three levels of intervention (national, regional and hemispheric), providing information and recommendations to enable management to take effective decisions that will improve performance.

Therefore, evaluation of technical performance will be a systematic activity and the principal tool used to review and verify the attainment of the Institute's strategic objectives at the internal level. This responsibility will be assumed in a coordinated and continuous manner with the technical areas, so that the evaluation of the Institute's technical performance makes it possible to guide the institutional initiatives aimed at increasing the efficiency and quality of IICA's technical cooperation services.

The system put in place must guarantee a consistent, periodic, systemic and comprehensive process of planning, monitoring and evaluation of the projects, the

technical concentration programs and MTP, to ensure that IICA achieves its strategic objectives at each level. Therefore, internal coordination with other Institute units is important to avoid duplication of efforts and make the best possible use of the results of the information generated by the monitoring and evaluation processes.

In order to ensure the comprehensive monitoring and evaluation of IICA actions, in terms of both technical cooperation and the management of corporate services, and how they interact, an Integrated Management System (IMS) will be established. The IMS will promote medium-term planning; simplify the annual planning and individual evaluation processes; bring the work of staff members into line with the Institute's objectives; strengthen the culture of evaluation to ensure continual improvement; and encourage feedback.

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ANNEX 1: Objectives, Lines of Action, Results and Indicators of the Technical Areas

Technical Concentration Program: *Innovation for Productivity and Competitiveness*			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: National innovation systems	To promote the strengthening of national agricultural innovation systems, by promoting improved management of the system as a whole and of everyone who participates in it, and by promoting the provision of relevant and efficient technological services.	ER 1.1: The countries have conceptual and methodological frameworks for the design, implementation and evaluation of their national agricultural innovation systems. ER 1.2: The countries have guidelines and other support for improving the management and impact of technology transfer and extension.	IER 1.1.1: Guidelines for analyzing and implementing national technology innovation systems. IER 1.1.2: A given number of analyses and proposals for developing institutional innovations for research, extension and innovation. IER 1.2.1: Guidelines for defining policies, for setting up institutional schemes and for implementing "rural extension" programs and mechanisms, as well as innovation in technical advisory services aimed at small- and medium-scale producers. IER 1.2.2: Documentation and dissemination of successful experiences and good practices in programs/projects for managing technology innovation, technology transfer and/or assistance and/or rural extension.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 1.3: The countries have baseline practices to use as references as they overcome restrictions in the area of financing and management for innovation; and they have support for managing intellectual property. ER 1.4: The Member States of IICA have strategic and forward-looking analyses to underpin and support their decisions and policies for strengthening technology innovation in agriculture.	IER 1.3.1: Conceptual frameworks and guidelines for designing technology policies on financing for innovation, management of intellectual property, and public/private linkages. IER 1.4.1: Up-to-date reports on the performance of the agricultural sector, from a technological perspective. IER 1.4.2: A given number of studies on scientific advances and new technologies useful for innovation processes in the Americas. IER 1.4.3: Report on the state of the art in nano-technology in LAC.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 2: Agro-biotechnology and biosafety	To strengthen the development and safe use of agro-biotechnologies as a key tool for improving the productivity and competitiveness of the agricultural sector and the sustainable use of genetic resources for agriculture and food security.	ER 2.1: The member countries have clear, transparent and objective information on the benefits and risks of biotechnology, and civil society is better informed on this technology.	IER 2.1.1: A given number of annual publications. IER 2.1.2: A given number of subscribers to the electronic newsletter on biotechnology and biosafety. IER 2.1.3: A given number of reports on the latest developments in biotechnology and biosafety distributed to the countries on an annual basis. IER 2.1.4: A given number of participants in the IICA/ISAAA discussion forum on agro-biotechnology. IER 2.1.5: A given number of news items published on the activities of the Biotechnology and Biosafety Office

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 2.2: The governments of the member countries of IICA have received guidance in creating institutional frameworks and formulating policies and strategies for biotechnology and biosafety to support decision making and the responsible use of agro-biotechnologies ER 2.3: Support has been provided for building technical-scientific capacities in the area of biotechnology and biosafety in IICA's member countries, to ensure that they have professionals qualified to make decisions regarding this technology.	IER 2.2.1: A given number of countries have a biosafety framework. IER 2.2.2: A given number of activities to provide decision makers with advisory services on biotechnology and biosafety IER 2.3.1: A given number of training activities in biotechnology and biosafety organized or supported by IICA.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 2.4: The member countries of IICA are organized and prepared to participate in international negotiations on biotechnology and biosafety.	IER 2.4.1: A given number of delegates from the governments of the IICA member countries attending meetings of the Cartagena Protocol, having received preparation by IICA IER 2.4.2: A given number of delegates from the governments of the IICA member countries attending biotechnology meetings of Codex, having received preparation by IICA. IER 2.4.3: A given number of training activities for the countries, on topics addressed in the Cartagena Protocol
Line 3: New uses of agriculture	To promote new uses of agricultural products, compatible with food security and environmentally sustainable agriculture.	ER 3.1: The development of organic agriculture in the Americas has been strengthened	IER 3.1.1: A given number of standards to regulate and control organic agriculture. IER 3.1.2: Hemispheric web portal on organic agriculture, with important information for stakeholders in the sector. IER 3.1.3: A given number of training activities centered on the priorities of the organic agricultural sector. IER 3.1.4: A given number of technical publications and documents on topics of interest to the organic agricultural sector.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 3.2: Information from around the world on potential new uses for agricultural products has been compiled, analyzed and shared.	IER 3.2.1: A report on the state of the art for new uses of agricultural products.
Line 4: Clean energy	To promote new uses of clean energy compatible with food security and environmentally sustainable agriculture, respecting the pertinent national policies and legislation.	ER 4.1: Contributions have been made to consolidating the institutional framework on agroenergy and biofuels among the Member States ER 4.2: Exchanges have been promoted to share experiences and alternatives for incorporating agroenergy and biofuels into the power grid of the Member States. ER 4.3: Contributions have been made toward consolidating renewable energies in agribusinesses and small rural enterprises by building and strengthening capacities.	IRE 4.1.1: A given number of national or regional workshops held to promote the strengthening of the Member States for managing agroenergy and biofuels. IER 4.2.1: Interaction on best practices and experiences for improving energy efficiency, diversifying energy sources and minimizing environmental impact. IER 4.3.1: Improved dialogue among the government, agroindustry, rural communities and academia, to help all stakeholders understand, get involved and benefit further from activities in the energy sector. IER 4.3.2: Support given for diversification of power grids, increasing the contribution of renewable energy sources as appropriate.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 5: Regional and international cooperation for technology innovation	To improve the effectiveness and efficiency of agricultural research, extension and innovation based on the system of hemispheric cooperation among countries and its relationship with international institutions of technical and scientific excellence.	ER 5.1: FORAGRO is consolidated as a mechanism for fostering dialogue within the regional system of research and innovation and for enabling LAC to participate and position itself in such global entities as GFAR and GCARD.	IER 5.1.1: FORAGRO triennial international meetings held. IER 5.1.2: FORAGRO plans of action accepted and carried out. IER 5.1.3: Studies on specific items of interest to the region. IER 5.1.4: Organized participation by LAC in 100% of the meetings of GCARD and GFAR. IER 5.1.5: Agreement reached on regional research program with international centers headquartered in the region.
		ER 5.2: The regional programs for horizontal cooperation in research have been strengthened and coordinated with one another: the PROCI's, SICTA, PROMECAFE and similar networks.	IER 5.2.1: Cooperative programs for innovation (the PROCI's, SICTA, PROMECAFE) operating with cooperation agendas that have been agreed to among countries and carried out. IER 5.2.2: Executive secretaries of the PROCI's and similar mechanisms joined into the institutional network of innovation. IER 5.2.3: A given number of joint activities among the PROCI's.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 5.3: FONTAGRO, as a regional mechanism for funding research and innovation projects, is receiving technical support from IICA to help it consolidate.	IER 5.3.1: A given number of publications on the results and impact of regional projects funded by FONTAGRO. IER 5.3.2: A given number of training activities on items of strategic interest to the regional consortia (such as management of intellectual property, multidimensional impact assessment, etc.).
Line 6: Knowledge management and ICT for innovation	To promote and strengthen knowledge management, improving and developing processes and capacities for the management, sharing and improvement of access to information for innovation, emphasizing the use of ICT tools.	ER 6.1: National and regional innovation organizations and technical advisory services have the tools to design strategies and are better equipped for managing technical knowledge and using ICT.	IER 6.1.1: Guidelines for the design of knowledge management strategies in support of innovation. IER 6.1.2: A given number of training activities on knowledge management for innovation. IER 6.1.3: A functioning community of practice within the CIARD-LAC initiative. IER 6.1.4: Forums to discuss and compile options for making better use of ICT in technical advisory services.
		ER 6.2: The countries of the region have a system up and running to share scientific and technological information, linked to the global research system.	IER 6.2.1: INFOTEC system running full-time on the Infoagro.net platform, and regular subscriber newsletters on the latest developments. IER 6.2.2: INFOTEC system connected to the global research system through the RAIS program of GFAR.

Technical Concentration Program: ***Innovation for Productivity and Competitiveness***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 6.3: IICA specialists and representatives associated with program issues have joined the Institutional Thematic Network for Technical Cooperation in Innovation.	IER 6.3.1: A given percentage of staff members interested in innovation who have joined the Institutional Thematic Network for Technical Cooperation in Innovation. IER 6.3.2: Tools for communication and participatory learning are available to members of the Network through its virtual facility.

Technical Concentration Program: ***Agribusiness and Commercialization***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: Linking producers to markets, including small-scale producers	To tap the full potential of agricultural and rural producers and entrepreneurs in the IICA member countries, particularly those at the small and medium scale, enabling them to penetrate local, regional and international markets on a profitable, sustainable and competitive footing, and helping to improve incomes for rural families and food security for the member countries of IICA.	ER 1.1 The countries are developing and implementing policies, strategies and instruments to modernize and upgrade the institutional frameworks they will need if they are to ease the entry of producers into local, regional and international markets. ER 1.2: Agricultural entrepreneurs and producer organizations (especially small-scale) have stronger management skills for developing competitive agribusinesses and penetrating local and international markets.	IER 1.1.1. A given number of countries that have received support for adopting and adapting institutional arrangements and public policies that facilitate the entry of producers into markets. IER 1.1.2. Review of policies, public and private interventions and institutional arrangements, identified, documented and disseminated, to facilitate the entry of producers into markets. IER 1.2.1: Innovative interventions and good practices identified, disseminated and replicated, for linking producers to markets. IER 1.2.2: Mechanisms for dialogue and action developed and consolidated, enabling producers to join agrifood chains and value chains. IER 1.2.3: New and innovative public-private partnerships and business models developed, validated and disseminated. IER 1.2.4: Methodologies and instruments for cooperation designed, validated and

Technical Concentration Program: ***Agribusiness and Commercialization***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
			disseminated to improve producer penetration of markets. IER 1.2.5: Policies, strategies and instruments identified and disseminated to facilitate access of companies and producer organizations to export markets and agrifood export promotions. IER 1.2.6: Systems up and running to disseminate successful experiences and tools for competing on international markets: Infoagro/Agronegocios and the publication series Export Handbooks.
Line 2: Adding value to agricultural production and keeping value in production zones	To support the competitive and sustainable development of agriculture and rural territories by adding and retaining value for the products and services of agriculture, particularly in the case of family agriculture, with the intention of improving income, creating jobs and fueling investment.	ER 2.1: The countries are building capacity and have policies, strategies and institutional arrangements that facilitate adding value to agricultural products and services and retaining it locally, particularly for small-scale producers.	IER 2.1.1: Methodologies and cooperation instruments developed, validated and disseminated to improve the adding of value to products and services of agriculture and to retain value. IER 2.1.2: Strategies identified, developed and disseminated to facilitate technology innovation in processes for adding value and for product differentiation. IER 2.1.3: Programs developed, validated and disseminated for training human resources and capacity building.

Technical Concentration Program: ***Agribusiness and Commercialization***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
			IER 2.1.4: Successful experiences identified, documented and disseminated for adding value and retaining it locally. IER 2.1.5: Methodologies and strategies identified, validated and disseminated for setting up institutional arrangements and public-private coordination that encourage adding of value and differentiation of agricultural products and services. IER 2.1.6: Capacities developed and strengthened to identify, profile and increase the value of rural agriculture-related businesses; promote innovation, adding of value, and local retention of value; and redeem cultural wealth and traditional knowledge. IER 2.1.7: Methodologies and tools developed, validated and disseminated to carry out collective activities in agribusiness groupings.
Line 3: Modernization of markets and	To support the development and modernization of agricultural markets and marketing systems that promise efficiency and transparency.	ER 3.1: The member countries have modern institutional frameworks appropriate for developing and strengthening local markets and for effective, transparent marketing systems that encourage the participation of agricultural producers,	IER 3.1.1: Methodologies and instruments developed and validated for analysis and evaluation of agricultural markets, providing support for them to be applied. IER 3.1.2: Technical proposals developed and placed in the hands of the countries to build up and modernize agricultural markets and marketing systems.

Technical Concentration Program: ***Agribusiness and Commercialization***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
marketing systems		especially in the case of small-scale and family farming.	IER 3.1.3: Marketing tools identified, validated and disseminated to facilitate the participation of small-scale agriculture in market transactions.
Line 4: Risk management and reduction	To support the member countries of IICA in developing and implementing institutional frameworks, public policies and public-private arrangements for managing and counteracting risks in agriculture and agribusiness.	ER 4.1: The member countries have capacities, policies and institutional frameworks suitable for managing and counteracting risks and that facilitate the sustainability of agriculture, especially family and small-scale agriculture.	IER 4.1.1: Methodologies and cooperation instruments developed, validated and disseminated to minimize the risks inherent in agricultural production and marketing. IER 4.1.2: Programs developed and disseminated to build skills for working with risk management and prevention tools in agricultural production and marketing. IER 4.1.3: Proposals developed and shared with interested countries on creating institutional frameworks and arrangements for agricultural risk management.
Line 5: Prospection and management of innovation for agribusiness	To foster the development of new business models and help existing agribusinesses become more efficient, sustainable and profitable, by managing innovation and establishing sustainable practices.	ER 5.1: The countries have built capacity to identify needs for innovation in production, trade and management, as well as market opportunities for agribusiness and family agriculture, which make them more competitive and sustainable.	IER 5.1.1: Mechanisms and processes developed and disseminated to manage knowledge and improve access to information. IER 5.1.2: Proposals developed, validated and shared with the countries for agricultural entrepreneurs, small-scale producers and family farms to make better use of ICT tools. IER 5.1.3: Methodologies and tools for cooperation that improve innovation in agribusiness.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: Sanitary and phytosanitary measures	Promote capacity building for the effective implementation of the WTO-SPS Agreement and the active participation of member countries in international forums on sanitary and phytosanitary measures for their benefit.	ER 1.1: The member countries participate actively and effectively in international AHFS meetings and influence the development of national and international AHFS regulations.	IER 1.1.1: National AHFS regulations updated and harmonized regionally and internationally. IER 1.1.2: Member countries participate actively and effectively in international meetings on sanitary and phytosanitary measures and take advantage of these forums. IER. 1.1.3: Delegates of the member countries improve their performance and negotiating capacity in international meetings, presenting their national positions and establishing cooperation links.
		ER 1.2: The countries' official AHFS services have strengthened their capacity in the implementation of the WTO-SPS Agreement.	IER 1.2.1: The countries' public and private sectors have received training on the issues covered by the WTO-SPS Agreement and on international sanitary and phytosanitary regulations. IER 1.2.2: Information management systems on topics related to sanitary/phytosanitary measures (SPS) (for example, Codex Alimentarius, Notifications to the WTO-SPS Committee) adapted and in operation.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 2: Modernization of the national sanitary and phytosanitary services	Support governments in their efforts to modernize their AHFS services, so that they develop the necessary capacity to respond to market demand, to the needs of consumers, and to the need to adequately protect human, animal and plant health and effectively and efficiently address emerging AHFS issues and emergencies, in accordance with national and international regulations.	ER 2.1: Member countries apply methodologies and tools to evaluate their performance and promote a common vision for the development of the official services.	IER 2.1.1: National AHFS policies and modern legislation and regulations on AHFS are developed and adopted, and are harmonized regionally and internationally. IER 2.1.2: Methodologies for assessing the performance of AHFS services updated. IER 2.1.3: Methodologies for evaluation and technical assessment (diagnostic laboratories, national emergency response systems, risk assessment, inspection systems, etc.) implemented.
		ER 2.2: National agricultural health and food safety (AHFS) services strengthened and modernized.	IER 2.2.1: Support for the assessment of the performance of AHFS services in the countries, through the "Performance, Vision and Strategy" (PVS) tool and other methodologies. IER 2.2.2: Regional and national programs and work plans to support the strengthening of the AHFS services implemented. IER 2.2.3: Official AHFS services trained to carry out appropriate risk analysis (evaluation, management and communication), as the internationally accepted scientific basis for all sanitary and phytosanitary measures.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
			IER 2.2.4: Projects in specific aspects of AHFS (control of fruit fly, modernization of AHFS services, adoption of maximum limits for pesticide residues in crops, control and eradication of bovine tuberculosis and brucellosis, participation in programs for the eradication of foot-and-mouth disease, etc.) developed and under implementation.
		ER 2.3: Regional AHFS entities supported in regional processes for the harmonization of methodologies and regulations.	IER 2.3.1: Action plans in AHFS with regional organizations such as CVP, COSAVE, CaribVet, CAHFSA, CAN and OIRSA, agreed and under implementation.
Line 3: Food safety	Support member countries in their efforts to develop technical capacities and leadership in food safety.	ER 3.1: Cooperation offered to member countries in the development of technical-scientific capacity and leadership in food safety.	IER 3.1.1: Number of Leadership in Food Safety publications produced. IER 3.1.2: State policies on AHFS developed and adopted, with particular emphasis on food safety and modern and harmonized regulations in AHFS.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER3.2: The concept of farm-to-table food safety is disseminated and promoted.	IER 3.2.1: Training in good agricultural practices, good manufacturing practices and good livestock management practices implemented and harmonized institutionally. IER 3.2.2: Training in good agricultural practices, good manufacturing practices and good livestock management practices implemented. IER 3.2.3: Training in food inspection based on risk promoted and implemented. IER 3.2.4: Educational materials on food safety disseminated in primary schools.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 4: Emerging issues and emergencies in AHFS	Support effective actions to address emerging AHFS issues and emergencies.	ER 4.1: Official technical personnel, producers and processors of food and other agricultural products trained in the application of modern animal/plant health and food safety techniques.	IER 4.1.1: Studies carried out on the possible impacts of various factors (climate change, private standards, certification of origin, costs of food-borne diseases– FBDs, etc.) on agricultural health and food safety in the member countries. IER 4.1.2: Technical forums organized on AHFS issues (for example, the impact of climate change on AHFS). IER 4.1.3: Observatory implemented to monitor emerging issues and emergencies.
		ER 4.2: Specific AHFS emergencies appropriately addressed in the member countries, with the support of IICA.	IER 4.2.1: Specific actions implemented to strengthen capacities in the prevention, control and eradication of emerging and re-emerging pests and diseases of biological and economic importance. IER 4.2.2: The concept of early warning and response to emergencies promoted at community level. IER 4.2.3: The concept of "One world: one health" promoted.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Technical Concentration Program: *Agriculture, Territories and Rural Well-being*			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: Integrated and sustainable management of rural territories	Expand, strengthen or innovate the institutional capacity of public and private organizations in the member countries for formulate and execute policies, strategies and investments in agriculture and sustainable rural development in the territories.	ER 1.1: Organizations responsible for agricultural development, rural well-being and rural development in the countries implement territorial management models that facilitate institutional development and innovation, the articulation of sectoral competencies and capacities and the inclusion of small-scale agricultural production systems in sustainable territorial development.	IER 1.1.1: Number of rural territorial development policies or strategies formulated in the countries. IER 1.1.2: Number of rural territorial development plans in execution in selected territories of national interest.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
		ER 1.2: Public and private institutions equipped with practical tools to organize, in a democratic, decentralized and interdisciplinary manner, the processes of inter-sectoral planning and management of sustainable development in rural territories, particularly in areas where small-scale family agriculture predominates.	IER 1.2.1: Number of capacity building programs for rural territorial development formulated and under execution. IER 1.2.2: Toolbox for comprehensive planning and management in rural territories made available to public and private institutional actors.
		ER 1.3: Creation of an IICA knowledge network for integrated management of rural territories, based on relevant experiences and systematized good practices in sustainable territorial rural development, with the aim of generating new knowledge, learning and innovative practices based on teamwork.	IER 1.3.1: Multidisciplinary technical teams established with partner institutions to provide technical support for territorial development processes in the countries. IER 1.3.2: Number of experiences and good practices systematized in partner countries.

Technical Concentration Program: ***Agricultural Health and Food Safety***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 2: Contribution of family agriculture to the rural economy	Strengthen the institutional and innovation capacity of public and private entities linked to agriculture and food security, at national and local levels, placing emphasis on territories where multi-functional family-based agricultural economies and cultures predominate.	ER 2.1: Member States design and implement public policies to strengthen family agriculture, develop local markets, support the management of territories and create jobs and sources of income.	IER 2.1.1: Strategies established for inter-sectoral cooperation in support of family agriculture in the member countries. IER 2.1.2: Number of programs/projects established or consolidated in the member countries, aimed at promoting family-based agriculture and/or the competitive and sustainable management of rural territories.
		ER 2.2: Member States have access to up-to-date knowledge and information, systematized experiences and differentiated tools that revalue and contribute to the strengthening of family agriculture and social management in the territories.	IER 2.2.1: Number of regional and national forums organized, with up-to-date technical information that proactively responds to the need for innovation in family agriculture. IER 2.2.2: Number of experiences and good practices systematized in partner countries.

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: Institutional innovation for a new paradigm of technological change for food production and diversification	Increase the availability of food produced by small-scale agriculture, in order to contribute to food security.	ER 1.1: Member States adopt institutional innovations to strengthen the national research, innovation and extension/transfer systems, in order to improve productivity and diversify the production of small-scale agriculture.	IER 1.1.1: Guide for the assessment of national technology innovation systems validated. IER 1.1.2: Methodological framework for the design and implementation of national technological innovation systems implemented. IER 1.1.3: Number of successful experiences of programs or projects in technology transfer / assistance /extension documented and disseminated. IER 1.1.4: Hemispheric dialogue facilitated among public and private actors on the situation and outlook for agricultural transfer / assistance / extension efforts in the Americas and cooperation strategies among countries. IER 1.1.5: Guidelines developed for the definition of policies, institutional arrangements and mechanisms for the organization and implementation of transfer / assistance / extension programs and projects, in support of small and medium-scale farmers. IER 1.1.6: Hemispheric technical cooperation project implemented to strengthen extension services in the countries.

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
			IER 1.1.7: Technologies and technical assistance services documented and made available to small-scale producers.
		ER 1.2: Member countries have facilities to access and exchange information on technological innovations for food production and diversification.	IER 1.2.1: Implementation of an information system to provide up-to-date and pertinent information on technological innovation for food production. IER 1.2.2: Participatory capacity building efforts and mechanisms for sharing relevant information and knowledge on science and technology to improve the availability of foodstuffs and ensure regular access to these products.
Line 2: Institutional framework and services to support market access for small-scale producers	Improve the incomes of small-scale farmers so that they have regular access to food, in accordance with their culture, and in sufficient quantity and quality to lead a healthy and productive life.	ER 2.1: Improved the productive and business management capacities of small and medium-scale farmers of basic grains or traditional products in marginal and very poor territories within IICA's member countries.	IER 2.1.1: Number of training programs in business administration designed, validated and implemented. IER 2.1.2: Improved cooperative/ organizational practices developed and promoted among small-scale producers. IER 2.1.3: Marketing tools developed to add value to local production and to promote rural agroindustry. IER 2.1.4: Methodological proposal designed to support small and medium-scale producers and agricultural businesses in implementing GAP and GMP.

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
			IER 2.1.5: Number of successful experiences of linking small and medium-scale producers to agrifood chains documented and disseminated.
		ER 2.2: The public and private institutional framework has been improved, creating a favorable environment for the inclusion of small and medium-sized producers in agrifood chains.	IER 2.2.1: Number of countries with strategies, policies and proposals for improving the public and private institutional framework, which create a favorable context for the market insertion of small and medium-scale producers. IER 2.2.2: Programs and proposals to improve negotiating and consensus-building capacities among the actors of the agrifood chains, which favor the market insertion of small and medium-scale producers.
		ER 2.3: Improved operation of agricultural markets and marketing systems in the member countries, in order to encourage the market insertion of small and medium-scale producers, raise their incomes and improve the supply of basic foodstuffs.	IER 2.3.1: Number of successful experiences and instruments for reducing risks and improving market access documented and disseminated. IER 2.3.2: Number of proposals formulated for the modernization of agricultural marketing systems in selected countries. IER 2.3.3: Number of agreed mechanisms to enable small and medium-scale producers to take advantage of the governmental supply mechanisms established in IICA's member countries.

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 3: Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security	Provide the countries with timely, pertinent and comprehensive analysis and information on the situation and outlook for food security, both in the hemisphere and in the world, which will serve as input for decision-making.	ER 3.1: The member countries' knowledge of the situation and outlook for food security is improved, thereby contributing to a better adoption of policies. ER 3.2: The countries have improved their capacity to evaluate the impacts of food security policies. ER 3.3: The countries have access to information on successful experiences, policies, programs and institutional arrangements to meet the challenges of food security.	IER 3.1.1: Implementation of an observatory on the status of food security and related policies. IER 3.1.2: Number of prospective analyses of the situation of food security prepared and disseminated. IER 3.2.1: Methodologies designed to analyze the impacts and implications of policies related to food security. IER 3.2.2: Number of comparative studies of policies and analysis of their impacts in various LAC countries. IER 3.3.1: Number of case studies implemented and disseminated. IER 3.3.2: Number of compilations of good practices and successful experiences, policies, programs and institutional arrangements aimed at improving food security.

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Program for Cross-cutting Coordination: *Agriculture, Natural Resource Management and Climate Change*			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: Adapting agriculture to climate change	Prepare countries' institutional framework to adapt agriculture to climate change and mitigate its effects.	ER 1.1: The countries' public and private institutional framework contemplates and incorporates climate change and its impacts on agriculture in the formulation and implementation of agricultural policies and strategies.	IER 1.1.1: Number of countries that address climate change in agriculture, with efforts to mitigate its impacts, in their agricultural policies and planning processes for agricultural development. IER 1.1.2: Number of countries that have adapted or developed specific institutions to address climate change and its effects on agriculture. IER 1.1.3: Methodologies and tools for analysis / evaluation of the impact of climate change on agriculture, developed, validated and disseminated. IER 1.1.4: Up-to-date, pertinent information on the production processes most vulnerable to climate change and possible countermeasures prepared and disseminated in a timely manner.

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 2: Agricultural production with environmental responsibility	Support countries in their efforts to develop a type of agriculture that reduces or eliminates the negative impacts of its activities on the environment.	ER 2.1: The member countries' have designed and implemented strategies, policies and actions aimed at mitigating or eliminating the negative impacts of agriculture on the environment.	IER 2.1.1: Number of public and private institutions in the countries that have incorporated efforts to mitigate or eliminate the negative impacts of agriculture on the environment (including ecological footprint) in their strategies, policies and planning processes for national development. IER 2.1.2: Tools and instruments aimed at reducing the impact of agriculture on the environment identified, implemented and disseminated. IER 2.1.3: Number of new technologies capable of reducing the negative impact of agriculture identified, systematized and disseminated. IER 2.1.4: Institutional framework for promoting the identification of new market opportunities related to reducing the negative impacts of agriculture on the environment identified, systematized and disseminated. IER 2.1.5: Up-to-date and pertinent information on advances in environmentally

Program for Cross-cutting Coordination: ***Agriculture and Food Security***			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
			responsible production processes generated and disseminated in timely fashion.
Line 3: Efficient and integrated management of natural resources	Support countries in their efforts to improve the management of natural resources (water, soil and biodiversity), in order to ensure their availability for present and future generations.	ER 3.1: Member countries incorporate natural resource management into their development strategies, public policies and institutional arrangements.	IER 3.1.1: Number of Member States with leadership capacity, instruments and information to incorporate natural resource management into their national and regional development initiatives. IER 3.1.2: Number of countries with mechanisms and tools for the design and implementation of integrated management processes for water and soil resources. IER 3.1.3: Number of countries that have incorporated management of biodiversity and phytogenetic resources into their strategic policies and projects for sustainable agricultural development. IER 3.1.4: Manuals, guides and other tools to enable farmers to improve the environmentally sustainable management of their production processes (including good environmental practices) designed, validated and applied. IER 3.1.5: Up-to-date and pertinent information on advances and experiences in natural resource management generated and disseminated in timely fashion.

Center for Strategic Analysis for Agriculture (CAESPA)			
Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 1: Prospective and strategic analyses for agriculture	Provide information and knowledge to support decision-making by the public and private stakeholders of agriculture and rural life in the Americas.	ER 1.1: Member States have access to prospective analyses on agricultural issues and public policies that have the greatest impact on activities in the sector. ER 1.2: The General Directorate of IICA, its highest governing bodies, its staff and its Member States have access to data and analyses of data, information and knowledge on agriculture in the world and in the Americas. ER 1.3: Technicians of IICA and of its Member States have spaces for analysis, discussion and dissemination of knowledge on critical issues for agriculture, which improve their technical knowledge and skills.	IER 1.1.1: Studies on critical issues with a prospective vision prepared and disseminated, in line with the annual plan approved by the Technical Committee of IICA. IER 1.1.2: Joint annual reports (IICA-ECLAC-FAO) "The Outlook for Agriculture and Rural Development in the Americas: a Perspective on LAC" prepared and disseminated. IER 1.2.1: The Institute's system of statistics and indicators on agriculture, food safety and rural well-being is continuously updated and disseminated. • www.agriruralc.org • Production-trade statistics of the institutional Intranet IER 1.3.1: The annual cycle of technical meetings to promote hemispheric dialogue and update knowledge on topics critical for agriculture and rural well-being is institutionalized.

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		ER 1.4: IICA's technical units have a mechanism for cooperation and coordination in the performance of their tasks.	IER 1.4.1: Virtual space with technical information, studies and events on issues of interest to CAESPA.
Line 2: Public policies for agriculture	Promote and support the design and implementation of public policies for agriculture, taking into account the different scenarios and adaptation to international standards.	ER 2.1: IICA's Member States have access to methodologies and tools for timely analysis of policies and their impacts, of agriculture's contribution to development and of trends in the sector.	IER 2.1.1: Creation and launch of the prototype of the Observatory on Policies for Agriculture and Rural Development, to provide continuous monitoring of public policies for agriculture and rural well-being in the hemisphere. IER 2.1.2: Various methodologies for assessing the impacts of policies on agriculture and its real contribution to development developed and/or adapted. • Modules for analyzing the impact of policies on agriculture (indicators, methodologies, GAMS, GTAP, etc.). • Methodology for estimating the agrifood system's real contribution to economic development. IER 2.1.3: Technicians of IICA and its member countries with capacity to apply methodologies for assessing the impacts of policies on agriculture and agriculture's real contribution to development.

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Line of Action	**Specific Objective**	**Expected Results**	**Indicators**
Line 3: International trade regulations and their implications for agriculture	Support efforts by countries to take advantage of the benefits and address the challenges of trade negotiations related to agriculture and the resulting agreements.	ER 3.1: The Member States are enhancing their capabilities with regard to the international trade regulations established under the agricultural trade agreements. ER 3.2: The Member States have access to analyses on the status and progress of negotiations related to agriculture and the resulting agreements.	IER 3.1.1: Work plan designed and implemented to accompany countries in activities of the WTO Agriculture Committee and to assist Member States in complying with trade regulations stemming from the multilateral, sub-regional and bilateral agreements. IER 3.2.1: Technical documents on the progress and implications of the trade negotiations, the integration processes and analyses of the development of agrifood trade flows, produced and disseminated. IER 3.2.2: Electronic newsletters (Infoagro/trade etc.) periodically produced and disseminated containing the most important information on these issues.
Line 4: Institutional framework for agriculture and investment in its modernization	Promote and support processes of institutional modernization in agriculture and draft recommendations for investment in these processes.	ER 4.1: Member States have access to diagnostic tools for drafting recommendations for investment in the institutional modernization of agriculture.	IER 4.1.1: A prototype of a methodology for assessing and generating recommendations for reform (PVS) and investment for the institutional modernization of agriculture designed, validated and disseminated.