IICA in Canada
Towards a Strategic Partnership

Executive-Summary

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Towards a Strategic Partnership

- *In a tight international fiscal climate, no institution will be immune to pressures to demonstrate the value that it adds to the affairs of its members.*
  - Canada in the World
  - Department of Foreign Affairs and International Trade

Historical Background

- During consultations for the MTP preparations, the Canadians indicated that they wanted a new relationship with IICA, based on partnership
- Two factors generated renewed interest in IICA
  - » LAC had become an increasing focus of Canada in trade and investment promotion and policy development
  - » increasing fiscal pressure at the federal level made the Government more conscious of budgetary problem, and outlined the need to become more strategic on its support to international organizations
- IICA quota fund came into question
- Canada saw the development of the MTP as an opportunity to reorient its relations with IICA, making IICA a part of the process of change within Canada, and Canada a greater player in the Americas

Consultative Process Methodology Adopted

- The process of building a strategy for IICA within Canada consisted in two key stages:
  - » review of documentation outlining Canada's policies, future priorities, and focus in LAC, as well as IICA's programming documents
  - » extensive consultative process consisting of both formal interviews (>40) with representatives of key stakeholders and informal discussions with distinguished Canadians
- It was decided that the consultative process would be extensive and cover traditional, non-traditional and potential future partners. Four groups were targeted:
  - » Government
  - » Private sector
  - » NGO and Universities
  - » Embassies
- It was decided to contract a private consultant
  - » Transparency and unbias

Principles Guiding the Consultations

- The strategy needed to be built on the interests within Canada
- It needed to take into account the mandate of IICA and internal constraints and meld this with Canadian priorities
- The process of building a strategy had to be based on consultation and participation by partners
- The strategy had to define areas of overlap where both interest and potential funds are available
- The strategic planning process proposed should be dynamic and continuos.
- This should be the first stage of a process aiming at expanding the notion of the importance of IICA as a reliable partners to Canada

Issues in Building a Strategic Partnership

- Assessing the External Environment of TCA in Canada
  - » Extensive review of Canada foreign policy objectives and approaches, International Trade Business Plan, and Interdepartmental Review of the participation of Canadians in International Financial Institutions
- Conclusions fall into three basic categories:
  - » increasing emphasis is being placed on promoting trade, competitiveness and results
  - » declining resources of the Government are forcing it to change both its internal operations and its external relations. IICA funding is coming into question
  - » agriculture now competes with other global development issues as a priority
- Priorities expressed have placed pressure on IICA to quickly build a partnership approach which provides value added to Canada

Issues in Building a Strategic Partnership

- Assessing the Internal Environment of TCA in Canada
  - » The role of the ACT as a diplomatic and liaison post is decreasing in relevance to Canada and Canadian authorities
- Main weaknesses identified by Canadians as detrimental to future relations with Canada
  - » IICA is not perceived as a partner which is trying to support Canadian objectives but as an agency which is trying to raise additional funds
  - » IICA network in Canada is seen as narrowly focused on certain groups within Canada while having little contacts with a wide range of others
  - » The promotion of IICA's programs within Canada and the desire to find Canadian partners has been narrowly defined to date
  - » The limited efforts to publicize IICA's activities in English is becoming an increasing priority for Canadians as they assess whether they are receiving value for money from their contributions
- These weaknesses are seen as opportunities for change

Conclusions of the Consultative Process

- Need to build a closer partnership between IICA and Canada
- Need to restructure existing relationship away from donor towards active participant
- Need to support Canadian initiatives to build closer ties with the Americas

Trade-offs Necessary

- IICA's Mandate
  - » the overriding guidelines must be the IICA's mandate as defined in the MTP. Interests outside of the mandate or current programs should not be pursued
- Partnership versus Bias
  - » TCA must shift its operation more towards the model followed by the other TCAs
  - » TCA must be the entry point for IICA's network into Canada and Canadian interests and mustl be a window for opportunities into the Americas
  - » TCA must expand its search for collaboration with the private sector while ensuring that the exchanges remain within the bounds of IICA's mandate
  - » Agrifuture Foundation will play a leading role with the Canadian private sector. Donations could be exchanged for services rendered without compromising IICA's official non-partisan position
- Proactive versus Reactive

Vision

- Innovative
- Articulated
- Strategic
- Facilitator

Goals

- To more fully integrate Canada and Canadians into IICA programs and network
- To strengthen relations between Canada and the Americas
- To strengthen relations between the Americas and Canada

Target Areas

- Facilitating trade and agri-business linkages
- Facilitating networks and strategic alliances
- Supporting science and technology development
- Supporting agricultural health
- Linking information sources
- Facilitating and developing technical cooperation projects

Trade and Agri-business Linkages Priorities for Canada

- Providing an entry point within Canada for IICA's network to become familiar with Canadian expertise, market conditions and players
- Acting as a bridge to information regarding opportunities, regulations, market conditions, contacts and approaches to particular markets
- Expanding IICA's network in Canada to a broader range of private sector support groups including sectoral associations
- Identifying areas where IICA can play a role in facilitating the development of trade and agri-business, such as
  - » harmonization of regulations and sharing of information on policies and practices between countries,
  - » development of trade policies related to agri-food products,
  - » assessment of the impact of integration on various groups
- Facilitating the participation of Canadians and Latin Americans in seminars and workshops which provide exposure to opportunities and potential links.

Networks and Strategic Alliances Priorities for Canada

- Working with each of the IICA regional offices to identify interests within the region and opportunities for linkages to Canada and Canadian organizations
- Developing a strategy with each region for linking groups within the region to Canadian counterparts
- Expanding the network of organizations in Canada with which IICA has contact and determining the priorities for activities within the Americas
- Providing intelligence to Canadian organizations on appropriate partners and approaches within the region and facilitating contacts
- Obtaining wider exposure for Canadian groups at international meetings to allow an expansion of contacts and awareness of possible linkages within the Americas
- Providing information to Canadians for use in internal publications to promote involvements in the Americas and awareness of opportunities

Science and Technology Development Priorities for Canada

- Identifying areas where Canadians could make a contribution or benefit from involvement
- Reviewing the needs and interests in the Americas with the IICA regional offices and identifying potential areas for linkages with Canadian groups
- Identifying groups within Canada interested in and capable of participating in collaborative efforts
- Facilitating the matching of Canadian and Americas groups including centers of excellence, which could foster longer term relationships.

Agricultural Health Priorities for Canada

- Harmonization of international sanitary and phyto-sanitary norms and procedures
- Transfer and adptation of metodologies
- Facilitating the testing of new technologies of economic importance to the countries in the Americas and Canada
- Pest and disease management
- Facilitating the timely exchange of information between Canada and the Americas on occurrences of animal diseases of economic and quarantine importance
- Assisting in arranging field preparedness and other training opportunities particularly in areas of exotic diseases and emergency measures

Information Sources Priorities for Canada

- Marketing the information systems available through IICA and the possibility of being integrated into similar efforts within Canada
- Assisting with the integration of IICA information bases with Canadian systems like Agri-Food Trade Services (ATS/ATN), and Canadian data and information into IICA's network
- Identifying Canadian groups that would benefit from access to on-going IICA information sources and facilitate the access
- Facilitating the development and exchange of trade information between countries

Technical Cooperation Projects Priorities for Canada

- Working with Canadian groups and IICA offices to generate ideas regarding new initiatives to undertake
- Ensuring that IICA offices administering multi-lateral projects are aware of Canadian expertise and provide opportunities for Canadians to bid on project components
- Fostering joint submissions between Canadian groups and IICA offices for multi or bilateral projects
- Providing advice on approaches to project development and potential partners within the region
- Promoting the involvement of the Canadian private sector with the Agrifuture Foundation

Changing the System of Governance

- Changing IICA's Role in Canada
- Expanding Canadian Partners
- Managing for Results
- Regional Focus
- Working with the IICA Network
- Improving the Finances of the TCA in Canada

Changing IICA's Role in Canada

- From diplomatic and liaison post to be a representative of Canadian interest within IICA and a clearinghouse for information in Canada on agri-food in the Americas
- From reactive to proactive advocate of Canada within IICA
- TCA focus in Canada will be more strategic
- Ensuring that Canadians gain influence and profile within the IICA network

Expanding Canadian Partners

- The Canadian partners network will be expanded to include groups with interests in private sector linkages, agri-food issues and research (Table with examples)
- Given finite resources available and unlimited possibilities for linkages, a concerted effort to target strategic partners will be vital to maximizing IICA's impact on the Americas through Canadian interests
- Not be limited to developing linkages between individual organizations, but with groups within Canada to maximize benefits

Examples of Potential New Canadian Partners	Canadian Priorities in the Americas					
	Trade & Agribusiness	Networks & Strategic Alliances	Science and Technology Development	Agricultural Health	Information Systems	Technical Cooperation Initiatives
Private Sector Groups						
Canadian Council for the Americas	◆	◆				
Canadian Exporters Association	◆	◆				
Canadian Manufacturers Association	◆	◆				
Canadian Chamber of Commerce	◆	◆				
Sectoral Associations (i.e. Canadian Beef Exporters Association)	◆			◆	◆	
Provincial Trade Associations (i.e. British Columbia Trade)	◆		◆			
Specialized institutes (i.e. Canadian Institute of Biotechnology, or Food Institute of Canada)	◆		◆	◆	◆	
Private firms						◆

Examples of Potential New Canadian Partners	Canadian Priorities in the Americas					
	Trade & Agribusiness	Networks & Strategic Alliances	Science and Technology Development	Agricultural Health	Information Systems	Technical Cooperation Initiatives
Non-Governmental Organizations						
Canadian Federation of Agriculture		♦				♦
Agricultural Institute of Canada		♦				♦
IDRC		♦				♦
FOCAL		♦				
Association of Community Colleges of Canada		♦				♦
Association of Universities and Colleges of Canada		♦				♦
Canadian Cooperative Association						♦
Canadian Council for Animal Care				♦		♦
Canadian Executive Services Overseas						♦
Canadian Environment Industry Association			♦			♦

Examples of Potential New Canadian Partners	Canadian Priorities in the Americas					
	Trade & Agribusiness	Networks & Strategic Alliances	Science and Technology Development	Agricultural Health	Information Systems	Technical Cooperation Initiatives
Universities and Centres						
University faculties including agriculture, veterinary science and forestry		♦	♦	♦		♦
Specialized centres on Latin America (i.e., Centre for Research on Latin America & the Caribbean - York University)		♦				♦
Other specialized centres	♦	♦	♦	♦		♦

Managing for Results

- Focus on results and monitoring initiatives are the key to successfully changing TCA relation within Canada
  - » TCA must not try to be all thinks to all groups, but allows the gradual development of ties
  - » TCA will develop a hierarchy of primary and secondary partners
- Priorities will likely shift to reflect new opportunities. It will require the development of methodologies to evaluate progress made

Regional Focus

Regions	Primary Focus for Activities with Canada
1. Northern	• to be determined in 1996
2. Central	• network and strategic alliances • technical coperation projects
3. Caribbean	• networks and strategic alliances • technical cooperation projects
4. Andean	• networks and strategic alliances
5. Southern	• trade & egri-business development • science and technology linkages • networks and strategic alliances • agricultural health
6. Headquarters	• inter-country information and databases

Working with the IICA Network

- The effectiveness of the proposed strategy will rely on enlisting the support of IICA headquarters, regional and country offices
- Without full support of IICA network Canada and Canadian capabilities will remain relatively unknown within Americas
- Without commitment on both IICA and the Canadians this strategy will not be effective
- The key will be establishing effective working relations to identify priorities for actions and pursue these on both sides

Improving the Finance of the TCA

- It will require a shift in perception of the TCA in Canada from a fund raising organization to the Southern Hemisphere to an organization which serves Canadian interests
- It will require a demonstration by IICA to Canada that it can work in partnership in the design and execution of projects of mutual interest
- As a result of the expanded role anticipated for the TCA in Canada, the allocation of funding will have to be reassessed
- Innovative procedures, through pre-investment funding will be essential for the initiation of activities leading to the joint design and execution of projects

Next Stages

- To expand this process to new partners across Canada
- To develop a national partnership base
- To further IICA's profile in Canada.

Recommendations

- From Headquarters
  - » to approve the proposed strategic framework
  - » to approve the next stages of the TCA strategic planning process
  - » to discuss and approve innovative funding procedures - pre-investment funds
- From the Regional Centres
  - » to build-up regional plans with Canada
- From the TCAs
  - » to provide local information and alternatives to their respective regional centres
  - » to participate in the implementation of this strategic framework

Future Challenges

- The consultative process undertake within Canada has gained momentum
- The effectiveness of the proposed strategy will rely on enlisting the support of IICA Headquarters, Regional and Country offices
- Without full support of IICA network Canada and Canadian capabilities will remain relatively unknown within Americas
- Without commitment on both IICA and the Canadians this strategy will not be effective
- Opportunities exist in Canada. It is time to be innovative!

Questions to Share with the Audience

- How to get commitment from IICA Headquarters, Regional Offices and TCA to implement the proposed strategy?
- How to implement this strategy regarding IICA decentralization process underway?