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AGRICULTURE: OPPORTUNITY FOR DEVELOPMENT IN THE AMERICAS

PROPOSED 2014-2018 MEDIUM-TERM PLAN

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AGRICULTURE: OPPORTUNITY FOR DEVELOPMENT IN THE AMERICAS

PROPOSED 2014-2018 MEDIUM-TERM PLAN IICA

SECTION 0: FOREWORD BY THE DIRECTOR GENERAL

NOTE: This text will be prepared after the draft MTP has been authorized by the member countries. The draft begins with Section I: Introduction. This foreword, Section 0, will offer ideas on:

- a. The satisfaction of working for the 34 countries of the Americas, in an institution whose chief mandate is agricultural development and rural well-being
- b. Four years' experience
- c. Consistency with the Strategic Plan
- d. The process of developing and approving the MTP
- e. Summary of the MTP: opportunities in agriculture and "a Single results-oriented IICA"
- f. An outline of the new style of coordinated work (projects, networks and rapid-response actions) and the focus on results
- g. Acknowledgments
- h. DG's signature

This draft version retains the consecutive numbering to facilitate identification and suggestion of changes as well as specific comments on each paragraph.

SECTION I. INTRODUCTION

1. The First Regular Meeting of the Inter-American Board of Agriculture (IABA)¹ asked the Director General of the Inter-American Institute for Cooperation on Agriculture (IICA) to prepare a medium-term plan (MTP) clearly defining the Institute's duties and results and how it would use its budget, in keeping with the provisions of a then-new convention (1979) that transformed IICA into a cooperation agency for agriculture. That first MTP was approved on October 28, 1982, during the Second Special Meeting of the IABA.
2. The IABA has issued similar mandates every four years since that time so that the Institute would have an MTP running concurrently with the term of office of the Director General. This practice lays the foundation that guides IICA's technical cooperation, and the plan can therefore respond to new conditions in the member countries as experience accumulates.
3. Past MTPs have not only addressed matters of national scope, but have also served hemisphere-wide initiatives arising in the ministerial conferences on agriculture. Such initiatives cover matters of particular interest to agricultural sector leaders in the countries and are articulated as ministerial declarations and specific resolutions.
4. The Fifteenth Regular Meeting of the IABA, held in 2009, asked IICA to develop a strategic plan (SP) outlining a vision toward the year 2020, *“as part of a comprehensive strategy to enable the Institute to reposition itself and thereby address the technical cooperation needs of Member States and solve some of the structural problems that have accumulated.”*² The IABA gave specific instructions for the development of the plan: *“...the proposed Strategic Framework should take into account both the factors and emerging challenges that could affect agriculture and the rural milieu, the role of institutions and other groups of key players in emerging and future scenarios, and the Institute's role as an intergovernmental organization with a hemispheric mandate ...”*³
5. On that same occasion, the Board decided: *“To instruct the Director General to prepare the 2010-2014 Medium Term Plan of IICA in consultation with the Member States, considering as basic guidelines: (i) the mandates on agriculture and rural life of the Summit of the Americas Process; (ii) the mandates emanating from the Ministerial Meetings on Agriculture and Rural Life, in particular the AGRO 2003-2015 Plan, (iii) the resolutions in force of the IABA and of the Executive Committee, and (iv) the guidelines contained in the 2010-2020 Strategic Framework of IICA.”*⁴
6. This task concluded when the Director General submitted the two plans to the IICA Executive Committee, which approved both plans at its Thirtieth Regular Meeting (San Jose, Costa Rica, October 6, 2010).

¹ Held on August 12, 1981.

² IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2010. Report of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture. Montego Bay, JM. Resolution No. 444, approved October 30, 2009, pg. 51, whereas clause three.

³ IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2010. Report of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture. Montego Bay, JM. Resolution No. 444, approved October 30, 2009, pg. 51, whereas clause four.

⁴ IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2010. Report of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture. Montego Bay, JM. Resolution No. 446, approved October 30, 2009, pg. 56.

7. Two agricultural ministerial meetings took place during the term of implementation of the 2010-2014 MTP.⁵ Each of the events raised a specific topic for the national sectoral authorities to discuss: innovation (San Jose 2011) and integrated management of water resources for agriculture (Argentina 2013); on both occasions, the ministers adopted hemisphere-wide commitments and gave IICA specific mandates to help meet those commitments.
8. The IABA met in Buenos Aires, Argentina, in September 2013, and instructed the newly reelected Director General to prepare a new MTP for 2014-2018.
9. The MTP introduced herein follows the guidelines of the 2010-2020 SP as well as the various mandates and commitments from the last two meetings of ministers. Thus, it continues to strengthen the Institute as a forum for innovation, creativity and commitment to its responsibilities, competencies and faculties of technical cooperation in agriculture and in promoting rural well-being, all part of its rightful task as a specialized agency of the Inter-American System.
10. This document draws a clear link between the challenges facing agriculture in the Americas and the projects and actions that IICA plans to conduct by 2018. The content is organized around four strategic objectives set forth in the 2010-2020 SP, which served as a basis for identifying the main transformations expected to occur in agriculture in the countries of the hemisphere. The document also lays out IICA's commitments, classified according to the different functions, products and services it will contribute, and explains in detail the technical cooperation model that will be used for meeting, and even exceeding, the defined goals. This model, which includes the project instruments, rapid-response actions and pre-investment initiatives outlined in the IICA's strategy in the countries, also incorporates institutional networks, technical services, partnerships and corporate management.
11. The latter (corporate management) is a key component; its role is to keep the Institute economically and financially sound by following a resource management strategy bound to rigorous principles of austerity, fairness, discipline and transparency, and by striving at all times to improve processes that not only add value to the work, but also lend IICA's member countries and partners the assurance that it is sound, safe and trustworthy.
12. With this MTP, the Institute will reassert the leadership it has held for over 72 years of standing side by side with the agricultural authorities of its Member States, and will target its actions more intensely to achieve a competitive, sustainable agricultural sector with rural well-being and inclusiveness. The plan addresses today's challenges and opportunities, and those still to come, with an innovative vision intended to deepen a technical cooperation model that stands on firm foundations; thus, IICA will be consolidated as a relevant institution at the service of its countries even beyond 2018.

⁵ The ministerial meetings on agriculture take place every two years as part of the "Summits of the Americas" process coordinated by the Organization of American States (OAS). The agreements and recommendations of these meetings are then submitted to the presidents and heads of state of the Americas to be added to the hemisphere's agenda.

SECTION II. MAJOR CHALLENGES FACING AGRICULTURE IN THE HEMISPHERE OVER THE MEDIUM TERM

13. Recent joint reports by the Food and Agriculture Organization of the United Nations (FAO), the Economic Commission for Latin America and the Caribbean (ECLAC) and IICA repeatedly identify four challenges associated with agriculture; these challenges call for urgent attention and recognition of the role that this sector plays in the development and well-being of nations, in fighting poverty and inequality and in achieving environmental sustainability and food security.
14. IICA's frame of activity, set forth in the 2010-2020 SP, presents these challenges as four strategic objectives: productivity and competitiveness; rural inclusion; adaptation of agriculture to climate change and integrated natural resources management (sustainability); and food and nutritional security. Two other challenges not explicitly given in the SP, but pointedly discussed in the 2011 and 2013 ministerial meetings and therefore understood to be priorities for IICA's work, involve innovation and integrated management of water resources.
15. It is important to understand these challenges as opportunities to demonstrate agriculture's potential in the hemisphere and the sector's promising circumstances today. The countries will need modern, dynamic institutional frameworks to seize these opportunities. Farmers need to transform their organizational skills, the private sector needs to become involved, and local stakeholders need to be engaged. New technical and scientific know-how needs to be developed, adapted and put to use, and new leaders and a new brand of professionals need to be trained in order to build up a 21st-century agricultural sector.
16. Over the next four years, IICA will play a leading role in addressing these six challenges and thus help its member countries avail themselves of the opportunities and overcome the constraints such challenges may bring.

The challenge of productivity and competitiveness

17. The coming decades will be marked by greater demand for agricultural products, especially foodstuffs.⁶ Innovative alternatives to current production models will be needed to meet this challenge fully and sustainably.
18. The Americas are very well positioned to play a major role in providing the world with food; the truth, however, is that growth rates for agricultural productivity and yield in this hemisphere show clear signs of stagnation.
19. A number of variables come into play in addition to the pressures inherent in higher demand for agricultural products: price volatility, the presence of pests and diseases, climate change, natural disasters and the right to land and water. These and other factors have a combined impact on agricultural productivity in the hemisphere.
20. Not only do productivity levels need to improve, but the region's agriculture also faces a problem of competitiveness on increasingly dynamic markets, with rivals from other parts of the world, the advance of trade integration, changes in the structure and interworking of agricultural chains, more multinational investment in such

⁶ According to a variety of studies, the world's middle class will have grown by three billion people by the year 2050.

- production factors as land and water, and the emergence of new public regulations and “private standards” that condition trade in agricultural and agrifood products.
21. The challenge of boosting productivity and competitiveness calls for the generation, adaptation and validation of technologies, and the development of innovative processes to improve yields and make more efficient, sustainable use of natural resources, especially water and soil. Good practices should be adopted, such as making intelligent use of energy sources, using agricultural machinery and implements that are less contaminating, improving post-harvest management, using new inputs, including the so-called bio-inputs, making changes in organizational management and distributing the benefits of trade better.
 22. A significant factor for improving productivity and competitiveness is to raise the levels of public and private investment in the sector. This calls for stronger institutional frameworks and better governance by means of clear policies and rules of the game to safeguard investments and intellectual and industrial property rights and to foster public-private partnerships. At the same time, sound risk management programs and projects will provide a certain safety margin for this activity that is so heavily dependent on climatic and economic externalities.

The challenge of sustainability

23. There is clear awareness that most of the production models in use today exact high environmental costs. They have had serious impacts on soil erosion, rewarded inefficient use of water and energy, fostered loss of genetic resources and biodiversity and propelled large quantities of greenhouse gas emissions into the atmosphere.
24. Clearly, agriculture depends heavily on climate, which is expected to become more volatile in association with the general phenomenon known as climate change. This means that agricultural activities need innovation to adapt to new climatological conditions as quickly as possible.
25. One of the most serious circumstances facing farmers is the growing frequency of catastrophic climate events such as droughts, floods, frost, changes in rainfall patterns and new pests and diseases, all of which jeopardize productivity and call for integrated risk management as a tool for making agricultural activities less vulnerable.
26. Agriculture needs two essential processes for responding to these issues: mitigation and adaptation. One of the greatest areas of opportunity for IICA and for coordinated action by all the countries of the hemisphere is to help farmers and other stakeholders in agriculture recognize this dual need and implement innovations that respond to it.

The challenge of inclusion

27. Poverty continues to be a widespread social and economic problem. Data from ECLAC show that 164 million Latin Americans still live in poverty (27.9% of the population) and depend on agriculture as their primary economic activity. The great majority of these people live in rural areas and indigenous communities.

28. There is a clear correlation between rural well-being and agricultural development, so that this sector will always have a crucial role to play in fighting poverty. Indeed, one of the most effective poverty-reduction strategies is to invest in agriculture. Nevertheless, any comprehensive response to these problems clearly requires agriculture to rise above mere production concerns and address other issues including organization, exchange of knowledge, good governance of territories, and the like.
29. It is unrealistic in this day and age to conceive of agriculture independently from the rural environment where it is practiced. One of the greatest unmet challenges is to combine these two and draw in relevant stakeholders, improving the quality of life for those who work in agriculture and live in rural territories.
30. Agriculture in Latin America and the Caribbean (LAC) can be transformed into a sector that promotes economic growth and seeks rural well-being only if producers and other rural dwellers are included more fully in the benefits of development, diversification and added value. Equity needs to be promoted as well, using mechanisms that promote fair trade, social responsibility and efforts to raise the social value of farm work and keep value in rural areas.
31. Inclusion applies to all population groups. It implies positive actions to recognize the role of women, young people and the indigenous populations in agriculture and rural territories, and to strengthen their participation in the economy and development by means of interventions that will guarantee their rights and empower them. It will be critically important to raise the profile of agriculture and the important role played by producers, to make this activity attractive to young people. Moreover, the contribution of rural women to family farming and food security needs to be recognized more fully.
32. Rural women are one of the driving forces of the economy in the territories, holding equal responsibility for family development, stability and survival. Women, as producers of foodstuffs through family agriculture and critical participants in decisions on the use and distribution of family income, are key stakeholders for attaining food and nutritional security in the countryside. Despite their important contribution, rural women continue to experience discrimination and exclusion and, as a result, are still unable to exercise their rights fully and are not completely integrated into production systems.
33. One of the starkest realities facing agriculture is the extensive migration of farmers into other economic activities or non-agricultural regions. This is especially true of young people moving to the cities to explore greater opportunities than agriculture seems to hold, but at a high social and productive cost over the medium term, and with a devastating impact, unless measures are taken to bond young people to the land.
34. Indigenous peoples also need to be incorporated into development processes, including production. They need to assert their rights, enjoy access to production goods and be recognized as subjects of all rights and obligations, receiving the same development opportunities as other members of society. Their ancestral knowledge holds immeasurable value, especially involving methods that are consistent with protecting the environment and using natural resources and genetic diversity sustainably, as well as empirical knowledge associated with these uses.

35. It is essential to create conditions that will give people access to real development opportunities and finding mechanisms by which organized producers in rural territories can enter agricultural chains on an equal footing. Moreover, opportunities are needed for small- and medium-scale agriculture, especially family farming, to perform the strategic role of nurturing social inclusion in rural territories, while at the same time making an efficient contribution to the food supply and to achieving environmental sustainability in the poorest communities.

The challenge of food and nutritional security

36. Currently, some 842 million people in the world today are undernourished or suffer from chronic hunger; of these, approximately 47 million are in LAC.⁷ This region will need to be feeding a population of nearly 1.3 billion people by the year 2050.
37. Meeting the challenge of food and nutritional security depends on whether progress is made to overcome the three challenges discussed above; in short, food security exists “when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.”⁸
38. The countries of the hemisphere hold the shared aspiration of achieving food and nutritional security for all, and they reiterated this intention at the 32nd General Assembly of the OAS (Cochabamba, Bolivia 2012), broadly recognizing that agriculture plays a leading role.
39. Safeguarding everyone's right to food does not depend on actions by the agricultural sector alone. Admittedly, agriculture is a key activity in the productive phase; however, gaining physical and economic access to high-quality food and using it well depends on many factors that lie beyond the realm of the agrifood sector.
40. Over the past few years, two phenomena have had an especially significant impact on food security. One is the adverse international economic climate, which has brought greater market instability and more volatile prices for agricultural goods. Another is the effect of climate change, discussed above.
41. It should be emphasized that millions of people suffer from food insecurity because they live in poverty, and their limited income hampers their ability to acquire food. Paradoxically, this situation fact is especially visible in rural territories, where food is presumably produced.
42. Rural smallholders can be less vulnerable to poverty and, consequently, hunger, if small-scale and family agriculture receives support such as fostering better management and organization in rural territories, improving training activities, promoting participation and access by these farmers in agricultural chains and using the land efficiently for sustainable agriculture.
43. The Declaration of Cochabamba states that food security also depends on the nutritional quality of foods consumed; this is where agriculture has a powerful role to

⁷ FAO (Food and Agriculture Organization of the United Nations, IT). 2013. The State of Food Insecurity in the World, summary, 2013 . Rome, IT. Available at <http://www.fao.org/docrep/018/i3458e/i3458e.pdf>.

⁸ Taken from paragraph 1 of the World Food Summit Plan of Action from the Rome Declaration on World Food Security, November, 1996.

play and requires more emphasis on research and innovation in the region's native, traditional and high-potential crops.⁹ Respect for the customs and practices of agricultural and rural communities needs to appear on the agenda of the Member States in order to bring about an agricultural sector that is more competitive and sustainable and at the same time can guarantee well-being as well as food and nutritional security for rural dwellers.

44. One factor that can make a practical contribution to improving conditions of food security is to lessen post-harvest and post-processing losses, which are estimated to top 1.3 billion tons worldwide every year.¹⁰ The agricultural sector can help by practicing better post-harvest management and by strengthening linkages all along the agrifood chains.
45. The problems of food can be addressed successfully through consistent public policies and cooperation among everyone involved in bringing final solutions to the structural problems surrounding food and nutritional security. Moreover, the shared agenda of the countries needs to dovetail with action by international organizations concerned about eliminating hunger. Among other things, this means improving livelihoods for rural populations, making effective public and private investments in the agrifood sector, promoting an international agricultural and food trade system that is open, transparent, fair, equitable and based on clear rules, encouraging and financing scientific research, responding quickly to emergencies and preventing the disasters that jeopardize production, making intensive use of native knowledge, adopting good production practices, and more.

The challenge of innovation¹¹

46. We live in the “age of innovation” associated with such concepts as changing, exploring, salvaging, inventing, reinventing, creating, risking and managing opportunities. Innovation is a transformative process that broadens the horizon of possibilities for a company, productive sector or country. Innovations are the force that continually drives growth for countries, and one of the essential strategies for modern societies to maintain their competitive edge.
47. Agricultural innovation is a catalyst for growth and positive change. Promoting innovation is vitally important to increase and intensify production and to improve productivity, boost income, reduce poverty and inequality, lessen the environmental impact of the agricultural sector, respond to natural disasters, broaden access to new technologies, adapt to climate change and, consequently, achieve food security and the best possible quality of life for our peoples.

⁹ OAS General Assembly, Bolivia 2012: Food Security with Sovereignty in the Americas, 3-5 June.

¹⁰ FAO (United Nations Food and Agriculture Organization, IT). 2011. Global Food Losses and Food Waste. Rome, IT. Available at <http://www.fao.org/docrep/014/mb060e/mb060e00.pdf>

¹¹ Innovation, in general terms, is the implementation of something new or better (whether technology or otherwise) in products (goods or services), processes, marketing avenues or ways to organize. In other words, it is the application of ideas, knowledge and practices to create something new and useful, or to make someone or something better, so as to create positive changes that meet needs or attain the goals of institutions or groups of people. Such novelties and useful changes could be substantial (a large change or improvement) or cumulative (small improvements that together produce a significant improvement or change).

48. Agriculture needs a wide-ranging process of innovation that will develop new production, institutional, organizational and knowledge paradigms for meeting the challenges of competitiveness, inclusion and sustainability.
49. Countries hoping to induce processes of innovation in agriculture must provide a favorable environment that includes coordinated policies, rigorously applied by means of instruments to encourage production, develop a critical mass for research and development, strengthen innovation systems, attract investments and develop new business models in agriculture.
50. The potential to innovate can be put to use primarily in three areas: (a) technology, to boost productive capacity, (b) markets, to boost competitiveness, and (c) institutional, to improve governance.
51. The 2011 meeting of ministers of agriculture, held in San Jose, Costa Rica, stated that “innovation in the agrifood sector should include: better practices and new technologies, wholesome and safe products, better infrastructure to support production and marketing, technology transfer, sharing knowledge and building relationships through value chains, training and extension services, access to credit, and a science-based legal and policy framework.”¹²
52. Innovation in agriculture develops best through national agrifood innovation systems, especially if these systems work in coordination with one another through other regional or hemispheric platforms.¹³ Strengthening such systems, including technology transfer and agricultural extension mechanisms, should be a high-priority task for government and society.
53. Innovation in general, and the processes that trigger it, do not simply appear out of nowhere or spring from decisions based on goodwill; innovation takes place in a given socioeconomic context and reacts to the presence (or absence) of favorable conditions that allow it to prosper, including most particularly, sufficient domestic development, institutional and regulatory frameworks, a reservoir of knowledge and human skills, a society that is calling out for innovation, and a welcoming regional and global environment. The challenge for agriculture, therefore, is to unleash and strengthen intensive, lasting processes of innovation and virtuous circles of innovation with the participation of all stakeholders.

The challenge of integrated management of water resources

54. Achieving more productive and sustainable agriculture depends largely on the sector's ability to manage water resources well and thus efficiently transform water

¹² IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2011. Report of the Meeting of Ministers of Agriculture of the Americas 2011 and the Sixteenth Regular Meeting of the Inter-American Board of Agriculture. San Jose, CR. San Jose Declaration of Ministers of Agriculture 2011, pg. 79, paragraph 3.

¹³ These systems include “a wide range of actors, who guide, support, create, transfer or adopt innovation, and who advise and inform farmers and the public about innovations. Governments provide strategic guidance, financial support to researchers and advisors in public and private organisations, and research infrastructure such as databases, laboratories and information and communication technologies (ICT)...Researchers, private businesses and farmers create innovations...other intermediaries...help diffuse innovation...Charities and non-governmental organisations (NGOs) play a role in funding innovation, and providing information and advice....markets and consumers provide signals on demand for innovation... OECD (Organization for Economic Cooperation and Development, FR). 2013. Agricultural Innovation Systems: A Framework for Analysing the Role of the Government, Paris, FR.

into food; this, in turn, requires a new type of agriculture that uses water more responsibly.

55. The American hemisphere possesses relatively abundant water resources.¹⁴ The region is endowed with great environmental, social, economic and political wealth and diversity, equipping it to identify water management models that can be shared among the countries to improve their public policies and investment plans and to build up their systems for innovation in sustainable water management.
56. Water needs to be used much more productively in agriculture as a matter of urgency;¹⁵ technological, institutional and organizational innovations are therefore crucial. Data collection needs to improve as well. Meteorological and hydrological information systems need to function in the countries and be combined at the regional level and then coordinated in and with international networks so that decisions can be made expeditiously at the local level, based on collective experience.
57. The representatives of the countries at the 2013 Meeting of Ministers of Agriculture of the Americas, held in Argentina, committed to a number of issues involving integrated water management, from shaping and implementing public policies that ensure access to water supplies in the quantity and quality necessary for agriculture, to managing innovations that will help agricultural activities adapt to climate change.

SECTION III. IICA: MISSION, VISION AND FUNDAMENTAL VALUES

58. **IICA's mission** is to:

“encourage, promote and support the efforts of the Member States to achieve their agricultural development and rural welfare¹⁶ by means of international technical cooperation of excellence.”

59. **The Institute's vision** alongside its Member States is:

“to contribute to the development of an Inter-American agriculture that is competitive, inclusive and sustainable and that will feed the hemisphere and the world and, at the same time create opportunities to reduce hunger and poverty among producers and rural dwellers.”

¹⁴ IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2014. Water to feed the land, San Jose, CR.

¹⁵ According to Molden *et al.*, water productivity can be interpreted in several different ways: “For some, it means increased production per unit of water transpired; for others, it implies greater production per amount of water supplied, and for yet others, it means improvements in well-being per total amount of water used...” Quoted in: IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2014. Water to feed the land, San Jose, CR. It can also be understood as the amount of product (or product value) generated per unit of water used normally and measured in cubic meters.

¹⁶ Article 3 of the Convention on IICA.

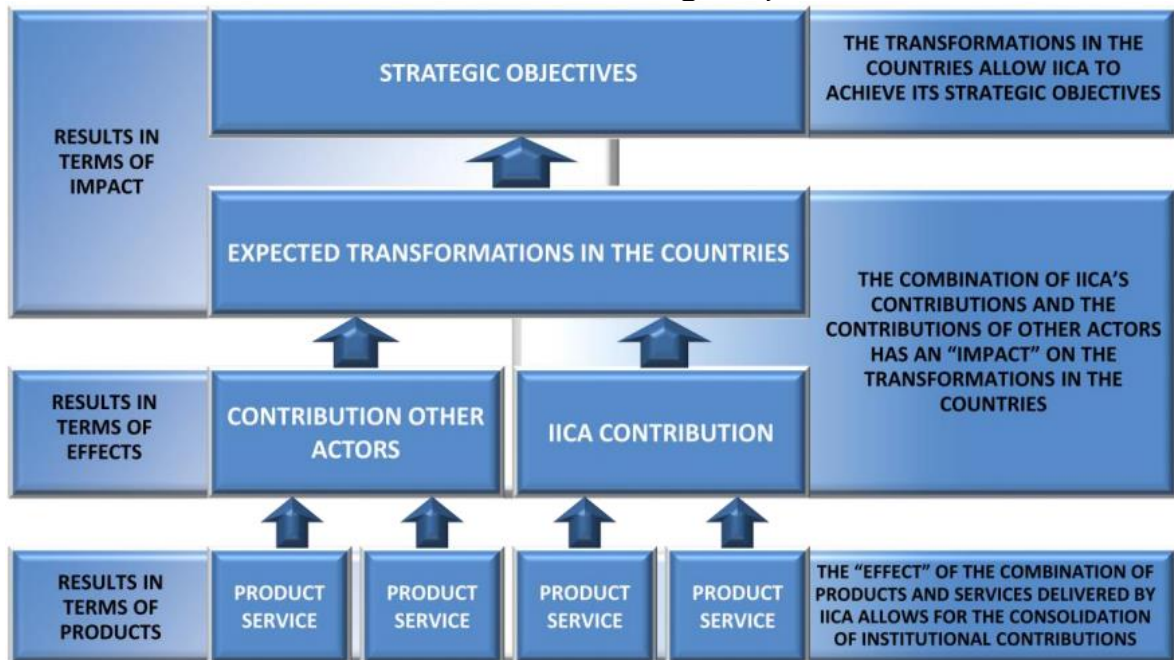
60. IICA has worked closely and continuously with the agricultural institutions, revealing a number of **values** already articulated in the Strategic Plan; those that best characterize IICA were selected for this MTP. Thus, IICA will be:
61. **Innovative:** This value is two-faceted. It can be seen on the outside in innovative cooperation activities, and on the inside, in modernization of processes, development of outputs and institutional transformations. IICA promotes a fluid exchange of ideas and creates opportunities for dialogue and mechanisms for visionary change to find the best solutions to developmental problems in its Member States and among the people involved in agriculture and in rural territories. Similarly, the Institute stands out for its dedication to the countries and its closeness to them, so it is clearly committed to creating innovative international public goods.
62. **Purposeful:** IICA, with its understanding of real conditions for agriculture and rural areas, takes the initiative to offer responsible solutions, whether hemisphere-wide, multinational or national, in a spirit of cooperation and based on scientific, social, political, cultural and economic knowledge. As an organization with open doors and technical authority, it is highly analytical, proactive, and critical of its own responses or action proposals. Its work displays the ability to be thoughtful, flexible and attentive to the specific needs (including urgent ones) of its Member States.
63. **Respectful:** In all its actions, IICA respects the principles of international law and the laws and customs of peoples. Because the hemisphere is home to such a diversity of conditions and is highly pluralistic, the Institute takes a neutral stance when it seeks to draw maximum value from the experiences and peculiarities of each Member State.
64. **Inclusive:** The Institute recognizes the basic rights of all human beings, making no distinction for race, gender, religion, culture or preferences. Therefore, its policies and processes are designed to support the development of fair and equal opportunities for all. By our very nature focused on development and inclusion, we are an institution that promotes fairness, and this is manifested in-house and in all our technical cooperation or institutional management actions.
65. **Transparent:** IICA bases its work on transparency and has adopted and promotes models for communication and information exchange designed to hold the trust and backing of its Member States and partners. The fact that IICA resources come from public coffers imposes the need for transparent management and for making all possible efforts to explain how resources are being invested appropriately.
66. **Committed to accountability:** The Institute's work is organized conceptually as a chain of outcomes achieved by means of cooperation projects and actions; with this structure, IICA can faithfully honor its commitment to accountability and to keeping our governing bodies informed of what has actually been achieved compared with what was planned initially.
67. **Environmentally responsible:** IICA promotes an institutional culture of environmental responsibility, both in its cooperation actions and in corporate management, which includes policies to save energy, conserve water and use it carefully, and recycle waste.

SECTION IV. A RESULTS-ORIENTED IICA

68. The Institute is an international organization with hemispheric mandates. It seeks to generate international public goods, innovative responses and synergies that draw on its own human, technological, financial and administrative capacities combined with those of the member countries, its strategic partners and the private sector. In this work, it recognizes the exceeding complexity of agricultural and rural development tasks as well as the shortage of financial resources available through the international community for this hemisphere, as well as the stiff competition for obtaining them.
69. This 2014-2018 MTP proposes a renewed vision for providing cooperation services at the hemispheric, regional, multinational and national levels, harnessing IICA's competitive and comparative advantages to attain greater outcomes for the benefit of all its Member States. The Institute's main strength lies in its technical capacities and its stable presence in the hemisphere, through both its Headquarters and its offices in the countries. As a result, its plans and its outcomes come together in the form of findings, public goods and practical, timely and high-quality responses at all four geographic levels, and above all in what could be called "on-the-ground solutions."
70. In program terms, the Institute rises to the great challenges posed in this MTP through a **projects** that will make intensive use of all its capacities, experience and international resources. At the same time, IICA's operational flexibility and its close work with institutions that request technical cooperation allow it to address unanticipated situations using the Institute's rapid-response mechanisms.
71. In order to maximize the efficiency and potential of its work, IICA will adopt a "**results-based management**" approach.¹⁷ The idea is for its technical cooperation to lead the hemisphere as a whole, and each of the member countries in particular, toward **the transformations** necessary for meeting the four strategic objectives defined in the SP. Furthermore, its contributions should help move the Member States closer to their own aspirations for sustainability, competitiveness, rural well-being and food security.
72. This approach, as proposed, will draw a direct relationship between the Institute's projects and actions and the **results** IICA is to achieve, thus facilitating the processes of planning, scheduling, monitoring, evaluation and accountability, and at the same time simplifying the identification of lessons learned and good practices. The **results** are understood as a measurable change that occurs in the situation of a country, society, organization, group or sector, in this case agriculture, achieved as the result of a planned intervention.
73. IICA's work will be based on a **causal chain of results related with the strategic objectives** in which each higher-order result is the consequence of the aggregate accomplishment of lower-level results. The Institute identifies three levels of results: "transformations" (higher-level, impact), "contributions" (intermediate level, outcomes) and "outputs" (lower level). The management strategy centers around achieving all three, as can be seen in the following illustration:

¹⁷ A management approach that seeks higher levels of responsibility for achieving specific results, identified in advance by the organization. Processes, resources, activities, monitoring, evaluation, accountability and incentives should be geared to achieving these outcomes. This calls for a system of indicators to measure and evaluate the Institute's operations.

Figure 1. IICA's Chain of results: outputs and services, contributions, transformations and strategic objectives.



74. **“Transformations”** are those results that have a direct impact on achieving strategic or development objectives. These transformations are substantial changes that occur as a consequence of the intervention of many stakeholders, including IICA. They are accomplished as a consequence of national decisions, and they are the responsibility of the country; therefore, the Institute can only offer specific **“contributions.”**
75. Thus, a **“contribution”** allows for a change to be made in some issue or situation, and as explained above, it occurs thanks to direct intervention by IICA. Contributions support the achievement of “transformations” taking place in the member countries, and consequently are the best example of technical cooperation. Because they are defined with a high degree of specificity, they give a clear reflection of transparency in Institute activities, and this facilitates accountability.
76. **“Contributions”** are built on and understood through the generation of tangible and intangible products and services (deliverables) that IICA provides directly to its Member States as international public goods, and through concrete solutions “on the ground.” Every **institutional contribution** is related directly to at least one of the four strategic objectives of the 2010-2020 SP, depending on the specific issues addressed by the technical cooperation.
77. Finally, IICA's **products or services** are the “deliverables” or tangible goods that emerge from the accumulation of a body of activities carried out. In the past, the Institute's work was measured primarily at the “product” level, but this is no longer enough to gauge and analyze institutional performance and the real contribution expressed as outcomes perceivable by final beneficiaries. The production of tangibles is thus only a small part of what the Institute desires to achieve, especially because, as explained above, IICA now holds more ambitious expectations for final results and intends them to target hoped-for transformations in the countries.

SECTION V. STRATEGIC OBJECTIVES, FOCUS, TRANSFORMATIONS, CONTRIBUTIONS, PRODUCTS AND SERVICES OF IICA
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Strategic objectives of the 2010-2020 Strategic Plan

78. Achieving significant results is the main goal of IICA's strategic actions until 2020. In order to accomplish that goal IICA must support and work closely with its member countries, not only in the design and application of methodologies and instruments based on agreed strategies, but also in the formulation and management of major development projects and the comprehensive articulation of cooperation efforts, taking full advantage of their knowledge and shared experiences.
79. During the 2014-2018 period, the Institute will continue to tackle the major challenges facing agriculture defined in the 2010-2020 SP, and will continue to address emerging issues, such as innovation and water in agriculture. Accordingly, the Institute will focus its technical cooperation efforts on achieving the following four major strategic objectives, which are complementary and interrelated:

Strategic objective 1: To improve the productivity and competitiveness of the agricultural sector.

80. The Institute will support its Member States in: a) building, strengthening and managing agricultural innovation systems, including the development of productive, organizational and business solutions; b) strengthening agricultural health and food safety services; c) developing trade and agribusiness; d) establishing regulatory frameworks and positions based on consensus in international forums, and e) designing innovative systems of incentives.

Strategic objective 2: To strengthen agriculture's contribution to the development of territories and the well-being of the rural population.

81. Using a holistic approach, IICA proposes to support its member countries in the task of effectively integrating the agricultural sector into the rural milieu, as the best pathway to promoting equity and inclusion. This implies at least: a) implementing public policies that promote investment in rural areas, the aggregation of value and retaining value in the production areas, as well as social inclusion plans and land planning and management processes; b) strengthening agricultural extension and advisory services; c) developing models, methodologies and instruments to strengthen small and medium-scale agriculture, as well as family agriculture; d) linking agricultural producers to value chains and markets; and e) improving access to production resources, information, training, technology and markets.

Strategic objective 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.

82. In order to develop a sustainable agriculture, IICA will support its member countries in:

- a) developing and implementing harmonized policies and programs to promote planning processes to adapt agriculture to climate change, effective soil management and the efficient use of water resources;
- b) increasing and improving the capacity of innovation systems to develop practices and materials that facilitate the efficient adaptation of agriculture to climate change and the development and application of technologies and processes to reduce the impacts of agriculture on the climate and on natural resources;
- c) increasing farmers' knowledge so that they can apply "environment-friendly" practices; and
- d) strengthening integrated risk management programs.

Strategic objective 4: To improve agriculture's contribution to food security.

83. In order to add value to the different initiatives aimed at resolving the problem of food and nutritional insecurity, IICA is committed to:

- a) implementing public policy options aimed at ensuring availability of and access to quality foods in vulnerable rural areas and populations;
- b) promoting innovation as a means to boost productivity and competitiveness as central elements of food and nutritional security;
- c) promoting competitive, sustainable and inclusive business models, particularly in family agriculture, to guarantee a supply of good quality food and better incomes;
- d) providing support to reduce losses of raw materials and food in the processing stage;
- e) promoting family agriculture's contribution to the food supply; and
- f) increasing institutional competencies in the area of food and nutritional security.

Institutional areas of focus 2014-2018

84. In relation to these four strategic objectives, the Institute will use an integrated approach in the implementation of all its actions and contributions, recognizing the importance of women, youth and family agriculture for the future of agriculture and bearing in mind the mandates received by IICA at the last two ministerial meetings with respect to the topics of innovation and management of water resources. The issues of institutional interest are:

- a. **Agricultural innovation:** IICA will promote and facilitate processes that lead to a systemic culture of innovation in agriculture. Therefore, its efforts will focus on ensuring that its member countries and producers have access to data, information, knowledge (scientific and empirical), good practices and innovations that can be used to transform their productive and business processes, or those of any other nature, such as biotechnology, nanotechnology, precision agriculture, geomatics and informatics, among others. Similarly, IICA will work to develop capabilities and create scenarios for innovation, facilitating

- and promoting coordination processes between producers and research centers that generate knowledge and technologies, including those of the private sector.
- b. **Efficient use of water resources:** The general consensus that water is a complex, multidisciplinary issue, affecting all links of the agricultural production chains and rural territories, has prompted IICA to incorporate this issue into its agenda in a specific and measurable manner. Its actions will be aimed at improving the use of water, both in irrigated and rain-fed agriculture, reducing pollution, improving water recycling and efficiency, promoting agricultural systems that use water more efficiently and supporting the integrated management of water in all its uses, both in rural territories and in agricultural production chains.
 - c. **Family agriculture:** IICA will include indicators related to its proposed contributions to strengthen the links between small-scale and family farmers with value chains, and for assessing and measuring changes in productivity and in the contribution of smallholder agriculture to the economic development of rural territories, food security and well-being in general.
 - d. The participation of **women in agriculture** and generational replacement or inclusion of **youth in agriculture:** In all projects, be they financed with IICA's own resources or with those of donors or government agencies, the Institute will promote gender equality, the increased participation of women and young people in decision-making processes, and efforts to tap the potential of both groups to act as promoters of change, and particularly as promoters of innovation.
85. In its efforts to attain these objectives and address issues of interest (focus), IICA seeks to achieve an intelligent, innovative, flexible and consistent balance between the creation of public goods and the implementation – in partnership with national or international institutions- of interventions that allow it to work closely with farmers and their organizations, in other words to operate “at ground level.”
 86. IICA will promote open dialogue, a systemic and integrating vision, knowledge based on solid scientific principles and a flexible and responsible attitude, without overstepping the boundaries defined in this MTP and without being diluted by the abstracts of the “general” picture or lost in “specific” details. The concentration of work will be a fundamental pillar, without losing sight of the strategic objectives that provide a framework and which, in concrete terms, will be expressed in the following transformations, contributions, products and services.

Transformations, contributions and technical cooperation products 2014-2018

87. The Institute will promote the following **transformations** in its member countries:
88. Enhanced **governability and governance of agricultural and agrifood systems**, led by the Ministries of Agriculture as the institutions responsible for sectoral policies and actions. This will be expressed in the improved performance of sanitary and phytosanitary services, agricultural innovation systems, agricultural extension

services and agricultural, trade and marketing bodies, and other incentives or transfer systems. Similarly, the Member States will design and implement new policies and strategies for agriculture and rural well-being and will **harmonize them to ensure agriculture's adaptation to climate change** and to reduce its impact on the environment.

89. Increased **inter-sectoral coordination and action** by the ministries and other public institutions present in rural territories, in order to improve processes of associativity, aggregation of value, advisory services, investment, social inclusion and sustainability. This implies working at different levels of government: federal, state (provincial, departmental) and local.
90. **Building international consensus** in global and regional forums, exchange of knowledge and constructive dialogue to reach agreements of interest to agriculture and rural areas.
91. Increased **dynamism, efficiency and transparency in agricultural markets**, including efforts to strengthen agricultural production chains and link small and medium-scale farmers to markets and of the joint and responsible action by civil society, producers, the business sector and academia, promoting the **inclusive and equitable participation of women, young people and ethnic communities (indigenous and Afro-descendent)** in markets and in the development processes of their territories.
92. **Reduced socioeconomic vulnerability among rural inhabitants** and small and medium-scale farmers, including those engaged in family agriculture.
93. **Increase in the quality and quantity of agricultural products** and improved access to markets for the products of agrifood chains and family agriculture, thereby increasing their income levels.
94. Improved **performance of small and medium-scale agriculture in terms of production and business** in rural territories, which will be reflected in greater access to production and business resources, information, training and technology etc.
95. Increased level of **adoption and dissemination of innovative practices**, as well as sustainable processes and technologies that optimize the productivity of agricultural and agrifood systems.
96. Incorporation of the **principles and practices of sustainable production** throughout the value chains, with special emphasis on integrated management of water and sustainable use of soil for agriculture.
97. Adoption of a **strong culture of risk prevention** in agricultural and food systems and **reduced levels of vulnerability** in those systems, with better programs or actions for integrated risk management.
98. Improvements in the **nutritional quality of agricultural products, reduction of pre and post-harvest losses of food** and raw materials, and **increased use of native species** and promising crops, promoting their consumption among vulnerable populations.

99. To facilitate these transformations, the Institute will focus its efforts on **11 contributions related to the four strategic objectives of the 2010-2020 SP (See Annex 1)**, which are set forth in the following box:

- A. Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.
- B. Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- C. Increasing the capabilities of the public and private sector to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
- D. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- E. Increasing the capacity for area-based social management¹⁸ among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
- F. Enhancing the capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.
- G. Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.
- H. Improving the efficacy and efficiency of food and nutritional security programs in the Member States
- I. Ensuring that producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.
- J. Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.
- K. Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for inter-American agriculture.

100. These institutional contributions will be based on at least the following outputs or deliverables:

101. **Policy proposals and strategies** aimed at improving the governance and management of agricultural and agrifood systems; harmonizing plans among public and private environmental and agricultural institutions to improve agriculture's

¹⁷ This includes planning processes, leadership, associativity, social cohesion, access to goods and services, promotion of dialogue, formulation of proposals, capacity building, partnerships, etc.

adaptation to climate change and integrated risk management, promoting agricultural innovation and strengthening food and nutritional security programs.

102. **Specialized methodologies and instruments** for the agricultural sector, including those that:

- i. Improve public administration in aspects such as area-based management, agricultural health, innovation, agribusiness and adaptation to climate change.
- ii. Promote increased trade in agricultural production chains and family agriculture.
- iii. Boost the levels of productivity and competitiveness in agriculture and improve the distribution of incomes in rural areas.
- iv. Strengthen governance and management in rural areas.
- v. Increase investment in rural territories and improve access to information and resources, including systems of local incentives, information and communication technologies and social media, etc.
- vi. Improve land use planning and management agro-ecological zoning.
- vii. Increase the levels of participation of the member countries in international forums, the consolidation of positions and the monitoring of agreements and commitments related to agriculture and the environment.
- viii. Determine more precisely agriculture's contribution to food security and identify the causes and risk factors of food insecurity (e.g. observatories, information systems, courses, etc.).
- ix. Promote effective policies and actions in programs to reduce hunger and increase production and incomes in rural areas.
- x. Promote the participation of private sector and its coordination with the public sector.

103. **Capacity-building processes** with public and private stakeholders to improve:

- i. The performance of the Ministries of Agriculture, the national agricultural innovation systems, advisory/extension services and agricultural health and food safety services, as well as the operation of markets, etc.
- ii. The associativity of producers, their links to markets, diversification of production, aggregation of value, access to resources, innovation and risk management, as elements to improve their incomes, particularly those of small and medium-scale farmers, including family agriculture.
- iii. The participation of member countries in international forums and the implementation and monitoring of the commitments made in those forums.
- iv. Participatory management, area-based development, public policymaking and dialogue on rural life.
- v. Training programs for trainers in rural leadership, area-based social management, associativity and other topics that strengthen links between agriculture and rural development.
- vi. The adoption of sustainable agriculture, integrated use of natural resources (particularly water and soil) integrated risk management in agriculture.
- vii. The use of knowledge management and communication to achieve food and nutritional security.

104. **Risk management plans**, plans for responding to sanitary and phytosanitary emergencies, disaster prevention plans and proposals for the reactivation of agricultural production.
105. **Development cooperation and investment programs and projects**, designed to:
 - i. Improve the performance of technological innovation systems, extension/advisory systems and programs that promote synergy between agriculture-environment, area-based management, food and nutritional security, agricultural marketing and commercialization.
 - ii. Strengthen small and medium-scale agriculture and improve its productive and commercial performance in rural areas of the member countries.
 - iii. Link family agriculture to value chains and these to the rural territories.
 - iv. Improve the use of water in agriculture, taking into account aspects such as governability, governance, innovation, productivity, the use of information systems, training of human resources and investment, etc.
 - v. Reduce post-harvest losses and waste throughout the production and consumption chains and improve the nutritional quality of traditional agricultural crops and promising products.
106. **Management of development and investment projects aimed at:**
 - i. Improving the sustainable productivity and competitiveness of agriculture in IICA's member countries.
 - ii. Ensuring the sustainability of agriculture, its adaptation to climate change and the management of associated risks.
107. **Opportunities for cooperation** between countries and between national inter-sectoral platforms to guide efforts to adapt regional agriculture to climate change.
108. **Consensus-building mechanisms** for the articulation of the public-private sectors aimed at reducing the impacts of agriculture on the environment and natural resources, as well as the impacts of climate change on agriculture, with the support of scientific and technological institutions.
109. **Coordination mechanisms** to improve the private sector's participation in initiatives for linking producers to value chains, developing and adopting innovations, reducing pre- and post-harvest losses and increasing the supply of agricultural products in the basic food basket.
110. **Exchange of experiences among member countries**, horizontal cooperation and knowledge management in order to strengthen the institutional framework and promote agricultural innovation, trade and the linking of producers to value chains.
111. **Creation of information and knowledge networks** with public and private stakeholders to achieve a competitive, sustainable and inclusive agriculture.
112. **Innovations in processes and products** (species, crops, genetic resources, etc.) aimed at strengthening agricultural production chains and rural territories.
113. **Sustainable technological innovations** and good agricultural and livestock practices, accompanied by technical assistance and management, including regulatory frameworks for biosafety.
114. **Studies and research** related to:
 - i. Agricultural pests and diseases.
 - ii. Native or endemic species, promising crops and genetic resources with food and economic potential in centers of genetic diversity.

- iii. Innovative initiatives for the development of rural areas and linking those initiatives with agriculture in those territories.
- iv. Adapting agriculture to climate change, sustainable production, integrated management of natural resources and integrated risk management.

SECTION VI: THE TECHNICAL COOPERATION MODEL

Foundations of IICA's technical cooperation

115. IICA's technical cooperation is based on the mandates revised in the 1980 Convention,¹⁹ which establish the role of the Institute. These mandates include: a) to promote the strengthening of national teaching, research and rural development institutions, in order to promote the progress and dissemination of science and technology applied to agricultural and rural development; b) to formulate and execute plans, programs, projects and activities in accordance with the requirements of the governments of the Member States, so as to contribute to achieving the objectives of their policies and programs for agricultural development and rural well-being; c) to establish and maintain relations of cooperation and coordination with the Organization of American States (OAS) and with other States, organizations or programs, and with governmental and non-governmental institutions that pursue similar objectives; and d) to act as a body of consultation, technical execution and administration of programs and projects in the agricultural sector, through agreements with the OAS.
116. For more than 30 years, IICA has implemented a cooperation model in line with those mandates. However, given the changes that are taking place in the agricultural sector and in rural development, this model needs to be adjusted in order to adapt it to the challenges associated with the hemispheric political-institutional arrangements and the challenges of a globalized agriculture.
117. One of the commitments assumed by the Administration for the 2010-2014 period was to target and strengthen the Institute's technical capacity. This commitment involved making major changes to its model of cooperation, with the aim of positioning the Institute technically and improving its support to countries in their pursuit of competitiveness, sustainability, well-being and social inclusion.
118. From that perspective, IICA continues to renew itself and reaffirm its commitment to be more responsive as a promoter of development and provider of international technical cooperation, adding value to the agricultural and rural dynamics of its Member States and being their best partner in institutional strengthening, capacity building and innovation.
119. Based on this MTP, the Institute's administration plans to further develop its cooperation model, focusing all its efforts on the following major goals: the search for comprehensive solutions through the implementation of a set of institutional

¹⁹ It was the result of the gradual evolution of the Institute and a review of the Convention signed in 1944. The new convention became open for signature by the Member States of the OAS in 1979 and entered into force following its ratification by two thirds of the States Party.

projects, applying a systemic approach, a renewed vision of regional development and the design of differentiated strategies for each country, and well-coordinated internationally.

120. The technical cooperation model will have the following features:
- a) a clear definition of the Institute's key functions and of its institutional capabilities and experiences;
 - b) an overarching focus on the provision of technical cooperation, coordinating efforts at the hemispheric, regional, multinational and national levels, with IICA's differentiated country strategies, which take into account national priorities in the context of the institutional mandates;
 - c) programmatic execution for the achievement of results through projects, as an instrument for coordinating technical cooperation, differentiated in "Flagship Projects" of an inter-thematic and multi-level nature; pre-investment initiatives through the Technical Cooperation Fund (FonCT), used as seed capital to mobilize funds from other sources; and in projects financed with external resources;
 - d) addressing countries' specific or short-term needs and emerging issues through institutional rapid response actions;
 - e) the use of IICA's network of offices in the countries and of the Institute's technical personnel and that of its partners and allies;
 - f) the active incorporation of technical services and institutional management activities as an integral part of technical cooperation ;
 - g) priority allocation of institutional resources to the flagship projects, the FonCT initiatives and the Rapid Response Actions (RRA) based on their expected contributions and results in the four levels of work and expressed operationally in IICA's Country Strategies;
 - h) a rigorous system for the monitoring and evaluation of results aimed at promoting, directly and permanently, the continuous improvement of the organization, its actions and accountability; and
 - i) intense efforts to communicate and inform about results, sharing and providing feedback on experiences and good practices and facilitating access to knowledge throughout the hemisphere.
121. The model envisaged for the period covered by this MTP seeks to encourage the active participation of beneficiaries, both in the design and execution of technical cooperation actions, in order to guarantee that these are implemented according to the priorities established by the countries, without seeking to replace the role of the national institutions which it supports, whether these are public or private.
122. This cooperation model is based on its past experience, but it also builds on and adds its strengths, values and strategies and promotes a better use of its technical capabilities, while at the same time laying the foundations for a new way of allocating and administering the Institute's financial resources. This model also gives priority to joint work with other national and international technical or financial cooperation institutions, both of a public and a private nature, based on an understanding that pooling efforts is the best way to meet the challenges facing the agricultural sector.
123. In order to achieve these goals, the Institute will continue to modernize and adapt its structure, its technical support units and services, its capacities and cooperation and

its management tools. All of the Institute's technical cooperation actions will be carried out in strict compliance with its internal regulations and its fundamental values, particularly those of transparency and accountability.

Key functions of IICA

124. In order to make a greater impact on the development of agriculture and rural well-being, the Institute will focus its technical cooperation on the following functions²⁰ and services:²¹
125. **Institutional strengthening:** IICA supports its Member States in their efforts to strengthen their public institutional framework and to improve their capacity to respond to the needs of the agricultural and productive sectors and rural territories. The aim is to create a balance between those challenges and governmental responses in terms of designing courses of action aimed at resolving problems and improving services of public interest (whether by way of official policies, plans, strategies and instruments at the sectoral, multisectoral, local and national levels). Similarly, IICA seeks to reinforce the private institutional framework, promoting closer links with the public sector and with other actors of civil society.
126. **Capacity-building:** The Institute leads and contributes to capacity-building processes in organizations and to the development of human talent, both in the public and private sectors, in order to help identify, address and achieve long-term development objectives in a sustainable manner, thereby contributing to resolve strategic and specific problems in the Member States.
127. **Creation and application of methodologies and instruments:** IICA develops, applies and validates methodologies and instruments in its areas of competence, placing these at the disposal of its member countries and partners, in order to strengthen the institutional framework and public policies, develop new knowledge and innovations related to social inclusion, competitiveness, food security and rural area-based development.
128. **Management and use of knowledge:** The Institute promotes knowledge management, defined as a set of processes of information, communication and systematization of knowledge, which is used for innovation, problem solving and timely decision-making in the Member States. This function enables IICA to support efforts by member countries and their institutions to address agricultural and rural issues, and to create environments that foster creativity, strategic and prospective analysis, technological monitoring and innovation and add value to agriculture based on a strict use of technical and scientific knowledge.
129. **Project management:** IICA supports its member countries and strategic partners at each stage of the project cycle, namely: identification, design, implementation and evaluation.
130. **Consensus-building and coordination of stakeholders:** resolving the problems of agriculture and rural well-being increasingly requires an integrated and collaborative approach to work by the numerous public and private actors involved. The Institute,

²⁰ Specific and distinctive activities of IICA to fulfill its mandates.

²¹ Set of institutional activities to meet the needs of its Members States.

as an international organization recognized for its technical capacity and convening power, will act as a facilitator to ensure greater levels of cooperation among those stakeholders. To this end, it will establish innovative mechanisms for the coordination and articulation of policies, strategies, plans, programs and projects, and will promote informed participation in regional and global forums.

131. **Horizontal cooperation:** IICA's permanent presence in 34 countries of the Americas makes it a useful vehicle for providing prompt responses and for identifying and exchanging human and financial resources with its Member States and among these. The Institute facilitates the mobilization of resources and the dissemination of experiences of countries with similar realities through horizontal cooperation, not only within the hemisphere but also in other continents.
132. **Institutional management:** IICA applies a rigorous administrative, financial and programmatic-budgetary system to its technical cooperation efforts, managing its resources in a clean, efficient and transparent manner, in line with international standards. The integration of its cooperation and institutional management services will add value and reliability to its member countries, strategic partners and donors. The Institute's generation of institutional information, monitoring, evaluation and timely communication of results will provide continuous feedback on its technical cooperation and institutional management actions.

From the hemispheric level to the countries: "IICA's strategy in the countries"

133. As a specialized agency of the Inter-American System the Institute has a clear mandate to ensure that its international actions benefit the hemisphere as a whole. However, its actions also respond to particular regional or national requests from its member countries. During the period covered by this MTP, IICA will continue working in a coordinated manner in the following geographic spheres: hemispheric, regional, multinational and national.
134. At the hemispheric level, the Institute will work to maintain the Meetings of Ministers of Agriculture, which are held simultaneously within the context of the IABA, ensuring that agricultural issues receive due attention at high-level meetings, such as the Summits of the Americas. It will also promote the participation of the countries of the Americas in global forums with positions and proposals that safeguard the interests and the integrity of the countries and their agriculture. In the context of this MTP, IICA will articulate its actions through projects coordinated and led by hemispheric and multidisciplinary technical teams, which will implement the different components in their countries or regions in an articulated manner.
135. The Institute will pay particular attention to building a renewed vision of "regional" cooperation which, based on the current structures, will help it move toward more dynamic models of multinational cooperation that respond to common problems requiring the joint and coordinated participation of more than one country in the hemisphere. IICA's multinational action and coordination, primarily with the regional integration mechanisms, will take into account the political, economic and social changes that have occurred in recent years, the important role played by the traditional regional architecture and the fact that at present even groups of countries

that do not have geographic proximity maintain cooperation agendas. Securing special resources for multinational initiatives will be key to implementing this area of institutional action. IICA therefore recognizes the need to reinforce the mechanisms of coordination among the Institute's different units and the development of strategies and projects aimed at responding to this changing reality.

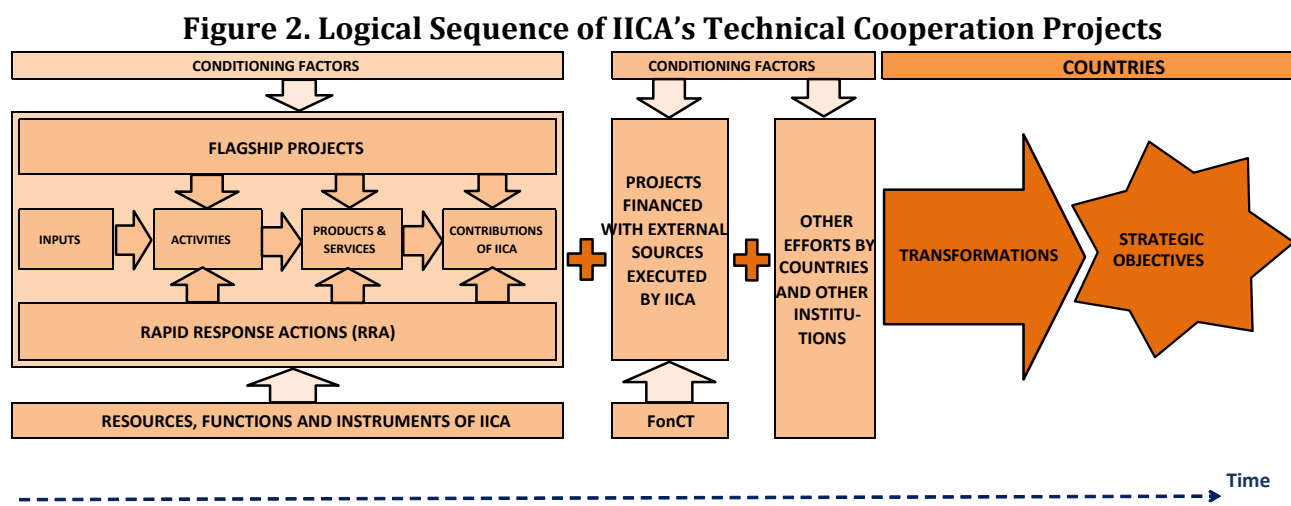
136. At the country level, the Institute will continue to support the construction of medium and long-term visions, enabling each country to achieve its development goals, while respecting its decisions and political, ideological and cultural positions. By adopting this approach, the Institute recognizes the diversity of its member countries and promotes differentiated cooperation that responds to the guiding principles, standards and needs of each one, ensuring consistency within diversity.
137. The overall organization of the hemispheric, regional, multinational and national work will be fully reflected in a technical cooperation strategy for each country, hereinafter referred to as the "**IICA country strategy.**" Based on the strategic objectives and institutional functions and contributions of this MTP, this will be the precise or specific expression of the Institute's inter-thematic and multi-level work in each of its member countries. IICA's country strategies will contribute to a better coordination with the stakeholders of agricultural production chains and rural territories, and to building consensus regarding IICA's technical cooperation delivered through projects and rapid response actions, including the goals related to obtaining external resources.
138. Thus, **IICA's country strategies** encompass all the Institute's planning and actions at the different levels, mainly in the form of projects. These strategies will not only reflect the global or hemispheric visions and trends related to agriculture and rural life, but also the baseline studies of the countries and the results of national discussions to identify cooperation needs at all levels of work.

Projects: the articulating unit of IICA's cooperation

139. In order to promote its innovative capacity, the effective and transparent use of its resources and the delivery of concrete results to its member countries, the Institute will use **projects** as the units for integrating its actions, programming, allocating resources, generating results and monitoring and evaluating institutional contributions.
140. A project is understood as a set of activities designed to provide a creative solution to resolve a problem, take advantage of an opportunity, create knowledge, innovate, generate tools and methodologies, provide services to countries and promote organizational and process changes that serve to improve agriculture and increase its contribution and role in the development of rural territories.
141. As the linchpin for coordinating institutional work, the project-based approach seeks to organize most of IICA's actions and activities, making the best possible use of its human and financial resources and its infrastructure, and to mobilize more efficiently the capabilities and financial resources of its partners.
142. The Institute will provide its technical cooperation, carry out its functions and deliver its products and services using four instruments of action:

- i. **“Flagship Projects”**: these will serve as the “backbone” for delivering IICA’s technical cooperation, and will aim to achieve the 11 institutional contributions proposed for the 2014-2018 period related to competitiveness, sustainability and inclusion;
- ii. **“Projects financed with external resources”**: these instruments will be financed entirely with external funds and designed or implemented to complement and expand IICA’s actions under this MTP ;
- iii. **“Rapid Response Actions (RRA)”**: these are designed to respond to specific requests and opportunities that arise in a country or in a group of countries prompted by political, social or economic changes, environmental emergencies or other emerging issues;
- iv. The **“Technical Cooperation Fund” (FonCT)**: this mechanism will be used to finance pre-investment initiatives, formulate projects aimed at securing external resources and to mobilize new financial resources complementary to the Regular Fund.

143. **Figure 2** shows the chain of results of the Institute’s projects and RRA and how these instruments coordinate and guide activities and resources toward achieving the strategic objectives.



144. Although the flagship projects and the initiatives of the FonCT (pre-investment) may be financed with Regular Fund resources (annual quotas of the Member States and miscellaneous income), this financing may be complemented with external sources (obtained through partnerships or special contributions from the Member States and Associates, formalized through agreements).

- **Flagship projects**

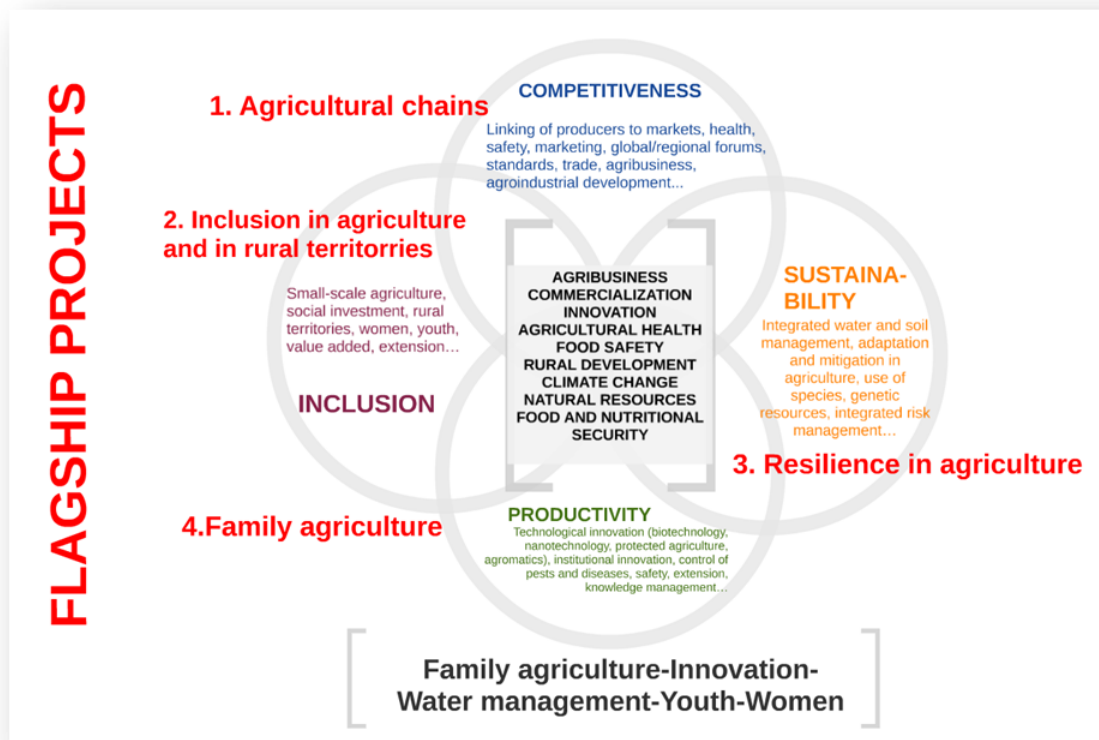
145. The purpose of the “flagship project” is to highlight and make operational the excellence of the Institute’s technical cooperation. As the main instrument for delivering the 11 contributions, the flagship project is designed and managed as a set

of interrelated and coordinated technical cooperation actions, implemented over a four-year period, of hemispheric scope and with concrete regional, multinational and national results. It is geared to the provision of public goods, designed and managed by IICA to comprehensively address complex problems of agriculture. The success of the flagship projects will be the distinctive hallmark of the Institute at the end of the period covered by this MTP.

146. The Regular Fund resources will be allocated primarily to the **flagship projects**. These instruments allow for the vertical integration of all levels of the Institute's action (hemispheric, multinational, regional and national) and the horizontal integration of all IICA's operational units, offices and technical and institutional management services, and are therefore the primary mechanism for allocating budget resources. They also ensure consistency in the chain of expected results, which are clearly expressed in the **IICA's strategy in the countries**, so that the Member States can achieve the desired changes, in accordance with the strategic objectives of this MTP.
147. The flagship projects will have "national components" in the countries as well as "multinational components" with the aim of delivering the contributions pledged by IICA and ensuring a clear alignment with the strategic objectives.
148. The flagship projects financed with the Regular Fund, will have the following features:
 - i. They are medium term initiatives.
 - ii. They integrate different areas; i.e. they adopt an interdisciplinary approach to the solution of complex problems and challenges associated with the strategic objectives.
 - iii. They are mainly geared to the provision of public goods, and therefore contribute to universal knowledge and include general components for conceptual and methodological development, as well as the development of models and mechanisms for incorporation into the national context.
 - iv. Their objectives are within the framework of the contributions that IICA is committed to achieving, and which are defined in this MTP.
 - v. They are designed and organized in a logical, coherent and systemic manner, so that the products and services generated can accomplish their objectives.
 - vi. They are institutional projects, managed by competent technical bodies and involve the full participation of the units at IICA Headquarters, the IICA Offices and other relevant internal bodies, both in their design and their execution, to guarantee the achievement of results.
 - vii. They are organized in components, in accordance with the different levels of institutional action: hemispheric, multinational, regional and national. The design and approval of all their components and their integration in a programmatic unit is the outcome of a process of internal consensus among different operational units of the Institute and of external consensus with key players in the countries and in regional and hemispheric organizations.
 - viii. Their activities are closely linked to institutional functions, which will include the use of properly validated institutional instruments.
 - ix. They include actions on the "institutional focus" indicated in this MTP, particularly gender and youth.

- x. They define in a precise manner the activities to be implemented and the products, services and contributions to be delivered, with a set of indicators that will be used to measure the proposed changes, based on a precise knowledge of the initial situation, measured by means of critical variables and baselines. This information will be crucial for the processes of follow-up, monitoring, evaluation and accountability.
 - xi. They must demonstrate *ex ante* their feasibility and include evaluation systems (reliable and credible measurements); they must also produce results and generate good practices or lessons learned.
 - xii. They have a clearly justified budget allocated for their operation. The annual budget allocation will be strictly related to meeting established targets, based on the principle of “a single results-based IICA.”
 - xiii. Their financing may be complemented with special contributions from the Member States and Associates, as well as from other financial sources or mechanisms from partners and allies.
149. Over the next four years, the Institute will focus its efforts on implementing “flagship projects”, which will integrate all the functions, instruments and resources in order to address the challenges, as shown below:

Figure 3. Flagship projects and their links



150. The **four flagship projects** will be:
- Competitiveness and sustainability of **agricultural chains** for food security
 - **Inclusion in agriculture and rural territories**

- **Resilience** and comprehensive risk management in agriculture
 - Productivity and sustainability of **family agriculture** for food security and the rural economy.
151. The success of these **flagship projects** will lie in their real capacity to articulate hemispheric visions with regional, multinational and national actions (expressed in the **IICA's strategy in the countries**); to generate and apply methodologies and instruments that respond in an innovative way to specific needs and that can also be scaled up to the hemispheric level; in a renewed commitment and approach to work of the IICA team, with the aim of obtaining tangible results; and in the horizontal and vertical articulation that will exponentially improve the quality of IICA's technical cooperation.
152. A key aspect of the flagship projects and their medium-term vision has to do with their collective development. These will form the basis of institutional work, aimed at achieving the 11 contributions and implemented through a renewed technical cooperation model, which will produce the desired impacts in the Member States, during the four-year implementation period.
153. The allocation of Regular Fund resources to all units of the Institute, including the IICA Offices in the countries and the technical units at IICA Headquarters, will be based on delivering the contributions and ensuring the relevance, coverage, cost-benefit ratio, internal and external articulation and participation in the flagship projects.

- ***Externally funded projects***

154. The Institute will continue to promote and implement technical cooperation projects financed with **external resources**, which must serve to achieve the contributions proposed by IICA to enable its member countries attain the transformations proposed in this MTP. The external resources needed to finance technical cooperation projects may come from the following sources:
- i. Central, state (provincial, departmental), regional or local governments.
 - ii. Bilateral or multilateral cooperation agencies, research and financial organizations.
 - iii. Institutions of non-governmental sectors, such as producers' associations, non-governmental organizations (NGOs), associations, foundations, universities and research centers.
 - iv. The private sector, in any of its forms.
155. IICA will perform the following tasks under externally funded projects, whether at the national, multinational, regional or hemispheric level:
- i. Comprehensive project management: IICA will assume technical and administrative responsibility and, therefore, responsibility for achieving results.
 - ii. Administrative management: IICA will assume responsibility for delivering efficient administrative, financial and accounting services for the project, ensuring that it provides the necessary human, technological and material resources, in a timely manner and according to the project's requirements, as

well as accounting and financial information for accountability and decision-making purposes, and will ensure that expenditures are consistent with the project's objectives, results, outputs and activities.

- iii. Provision of specific technical cooperation, according to the terms of reference defined by the project, in which case the Institute will be responsible for providing total or partial cooperation.
 - iv. A combination of administrative management and the partial provision of specific technical cooperation.
156. In projects financed with external resources, IICA will not do the following:
- i. Assume or substitute functions that correspond to bodies or institutions of the Member States.
 - ii. Make decisions on the provision of subsidies, financing or any other types of contributions to producers, rural dwellers or direct beneficiaries of the projects.
 - iii. Provide cooperation in aspects that are not within its areas of competence.
 - iv. Contract regular personnel for governmental institutions.
 - v. Administer operational resources of public or private institutions not associated with technical cooperation projects.
157. All projects implemented by the Institute must be based on a causal chain of results in a context of conditioning factors (a set of variables outside the control of the project), in which the provision of a series of **inputs** (human and financial resources, methods, instruments, physical and technological infrastructure, knowledge, capacities, experience, organization) allows for the implementation of a set of programmed **activities**, for the purpose of delivering **products and services** to the project's beneficiaries. A specific combination of products and services guarantees the delivery of IICA's contributions to the countries, in other words, the achievement of the project's objective.

- ***Rapid response actions***

158. Although most of the Institute's work is undertaken through a system of carefully planned projects, it is important to emphasize that one of the features most appreciated by the member countries is IICA's capacity to respond promptly to specific requests, opportunities or emergencies that arise.
159. Accordingly, and convinced that this is one of its most important comparative and competitive advantages, IICA will continue to carry out its technical cooperation role by mobilizing its own technical capabilities or harnessing those of other organizations within and outside the hemisphere, thereby ensuring a prompt, efficient and effective response to the specific requests received.
160. Specific requests for support and opportunities that arise in a country or in a group of countries, prompted by political or economic changes, emergencies and emerging issues will be addressed through a mechanism termed "**Rapid Response Actions (RRA)**".
161. Depending on the nature and complexity of the matter to be addressed, "technical response teams" could be formed with professionals of the Institute or of partner organizations and allies who will act for the time required for a particular task. These

activities may be financed with IICA's own resources, with external resources or with a combination of both, depending on their nature and complexity.

- ***Technical Cooperation Fund***

162. In order to mobilize external resources effectively, the **Technical Cooperation Fund (FonCT)** will serve as an internal competitive mechanism, for the purpose of providing seed capital for pre-investment activities, whether partially or totally, that are likely to generate project proposals, mobilize external resources and dovetail with the strategic objectives and institutional contributions of this MTP.
163. The FonCT, established during the 2010-2014 period, has proven to be an effective tool for promoting the integration of institutional efforts and finding innovative solutions to the problems of agriculture. For this reason, IICA intends to strengthen it so that it can play a key role over the next four years in mobilizing external resources to complement the financing of the Flagship Projects and the RRA.

Collaborative work via networks

164. In a world that operates under new dynamics, it is not possible to take full advantage of the major opportunities afforded by agriculture through individual actions - by either people, organizations or States. Providing comprehensive solutions to current problems requires intense work in generating and managing knowledge and human talent, without absolute answers and promoting innovation through collective action and coordinated work by all the stakeholders of the agricultural production chains and rural territories.
165. To maintain its leadership at the hemispheric level, IICA will continue working as an articulated international entity that operates at all levels, both horizontally and vertically. Similarly, it will give priority to collaborative, interdisciplinary and multi-institutional work, mainly through the formation and coordination of cooperation networks, both within and outside the Institute. These networks will be made up of individuals, organizations, public and private institutions and civil society.
166. It is hoped that all the Institute's professionals - regardless of their position within the institutional structure or their specific functions - will participate in networks and lead, where necessary, work systems that prioritize synergy and cooperation in a flexible, dynamic and horizontal manner, according to their areas of expertise. This will add value to the efforts carried out through the projects and rapid response actions, promote increased development, encourage the appropriation of knowledge and will ensure greater transparency in the Institute's cooperation.
167. IICA's actions begin and end in the countries, to which it offers cooperation and support in a coordinated and articulated manner through a platform constituted by its "network of offices" and "technical networks." The convergence of these networks will create a single work team, prepared to meet the needs and to act with a strategic and inter-thematic approach to institutional projects.

Technical services to support cooperation

168. IICA's infrastructure, capabilities and instruments have existed for a long time, some of them dating back to the founding of the Institute. These enable the Institute to fulfill its mandates, perform numerous functions and achieve institutional results. During the period covered by this MTP, the services related to prospective analysis, information, training, communication and project design and management will be updated throughout the Institute to ensure that they better respond to the needs created by an evolving cooperation model.
169. In the case of projects and rapid response actions, these technical support services must perform the following tasks:
- i. Provide public and private organizations with knowledge regarding agriculture, its prospects and contributions to rural well-being and food security, via prospective analyses, sectoral research, the generation of baseline information, the provision of support for decision making and the development of new paradigms.
 - ii. Meet the need for access to and use of technical-scientific information for the construction of knowledge by operating effective information and reference centers, publishing materials, documenting and systematizing experiences and creating agricultural information networks throughout the hemisphere. All this will call for increased use of information and communication technologies (ICT), the consolidation of the digital knowledge society and a transition to open data systems in support of the Member States.
 - iii. Improve the use of virtual (online) and blended learning tools and strengthen relations with science and technology councils, universities and research centers, continuing to implement internship and scholarship programs, academic exchanges and joint research projects with these institutions for the purpose of promoting innovation. For decades, education and training have been the clearest expressions of IICA's products and services and, during the period covered by this MTP, the Institute will continue to use this strategy to deliver technical cooperation, within a framework of certified processes and high standards of quality in its training programs.
 - iv. Coordinate the preparation and formulation of projects, and take the lead in assessing and improving the Institute's ability to identify opportunities and design, manage and evaluate projects. Given that projects are the basic instrument through which the Institute carries out most of its work and mobilizes external resources, they play a vital role in achieving the results of this MTP. This enables IICA to position itself as an effective partner for donors and national and supranational public and private cooperation and funding agencies when negotiating, formulating, implementing and evaluating projects that will benefit its member countries.
 - v. Bring IICA's contributions to the attention of government authorities and promote dialogue with civil society in general, and with the key stakeholders of agriculture in the member countries in particular. The press and the media will be key allies in highlighting IICA's work. As part of these strategies, the

Institute will strengthen its communication policies and processes and will promote the intensive use of “social media”, in recognition of the fact that these constitute a powerful tool for accessing and exchanging information at the global level with an impact at the local level.

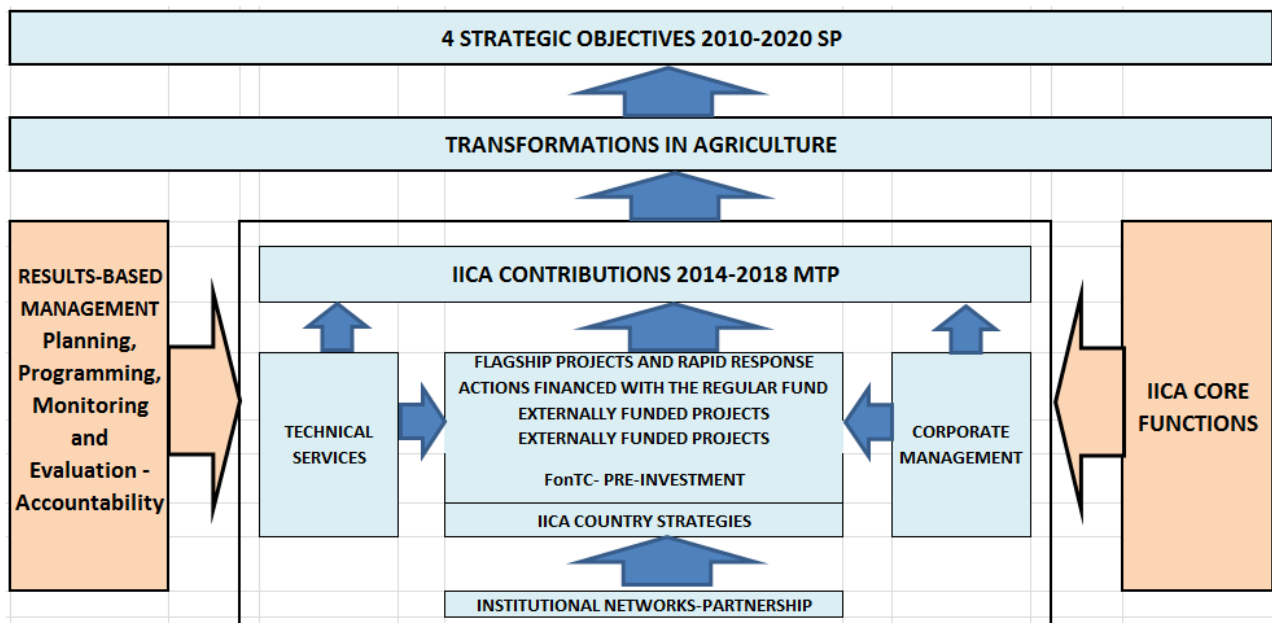
170. In addition, during the period covered by this MTP, the Institute’s public relations strategies will be strengthened and will focus not only on maintaining close relations with the ministries of agriculture, foreign relations, finance and other related entities at the national or multinational level, but also with industry, academia, the scientific community, civil society and private-sector entities that are active in rural territories and agricultural production chains. The goal is to ensure an ongoing constructive dialogue, showcase the Institute’s contributions more effectively and find new ways to jointly address priority issues that impact agriculture throughout the hemisphere.

Evolution of the technical cooperation model

171. The development of a more robust cooperation model in line with the needs of the member countries, in which IICA’s cooperation actions are clearly aimed at achieving tangible, measurable and evaluable contributions, requires changes in the existing organizational structures and internal processes, so that technical cooperation services can be delivered through projects with a systemic vision of the problems of agriculture and the opportunities it offers. These changes must be made gradually during the period covered by this plan.

172. Figure 4 illustrates the main elements of the Institute’s technical cooperation model

Figure 4. IICA’s Technical Cooperation Model



173. To summarize, the main features of the changes required in IICA's organizational structures and internal processes during the next four years are the following:
- a) to shift from projects based on geographic and thematic areas to multi-area and inter-thematic institutional projects, which will lead to natural coordination and intensive collaborative knowledge-building work and produce measurable results;
 - b) to complement institutional project budgets with external resources, focusing on the Institute's 11 contributions and on the expected transformations in the countries;
 - c) to focus and target IICA's work on clearly defined functions determined in the institutional framework for action;
 - d) to promote results-based management, in a context of severe financial constraints, adopting an organizational structure that will facilitate action and implementing modern and efficient processes and procedures; and
 - e) to allocate resources to programmed projects and short-term actions aimed at yielding measurable results, while ensuring the level of accountability that has always characterized the Institute
174. The overhauling of the **IICA's country strategies** will make it possible to reach agreement with the authorities of the Member States regarding the priorities to be addressed by IICA through its four instruments for action: the flagship projects, which will be based on the realities and needs of each country and implemented in those areas in which IICA has the necessary expertise; externally funded projects, which will be designed or implemented to complement or expand IICA action in connection with the 11 contributions; rapid response actions, which will respond to specific requests and opportunities that emerge in a country or group of countries; and pre-investment initiatives, funded by the Technical Cooperation Fund, which involve the formulation of projects of interest to the countries that can attract fresh financial resources to complement those of the Regular Fund. Thus, the IICA country strategy will serve to coordinate inter-thematic and inter-scope technical cooperation at the national level in each of the Member States.
175. In order to accomplish these commitments, IICA will modify and simplify its organizational structure so as to focus on producing results, with greater emphasis on horizontal rather than hierarchical arrangements. It will be made up of strategic and operational management units, with support from specialized services in the areas of knowledge, information, communication, training, formulation of and support for project management, evaluation and corporate management. In order to achieve the goals related to the chain of results of technical cooperation, institutional management and the coordination of work plans, it will also be necessary to consolidate the culture of evaluation, which has already been adopted by IICA, along with important advances in the area of generation of public goods, systematization of experiences, publication, monitoring and accountability related to implementing the MTP.
176. The results-based management of technical cooperation, the incorporation of technical support services and improvements in corporate management, all aimed at achieving the objectives, transformations and contributions defined in the MTP, will serve to enhance the Institute's image and consolidate its leadership role among

external audiences, distinguishing it from other actors that promote development and instilling a greater degree of confidence among its member countries. The dissemination of information regarding IICA's work in traditional media and in social networks will also be a clear indicator of the Institute's standing as an authority in matters related to agriculture and rural well-being in the Americas.

SECTION VI: CORPORATE MANAGEMENT FOR TECHNICAL COOPERATION

177. During the period covered by this MTP, IICA will continue to strive to achieve corporate management that is dynamic, efficient and modern and contributes to the strategic and operational management of technical cooperation, ensures economic viability and creates the internal conditions needed to establish partnerships aimed at continuous improvement. The administration is underpinned by a culture of innovation, comprehensive vision and flexibility of operations.
178. Given the difficult situation caused by the global economic-financial crisis and the freezing of Member State quotas, the Institute must continue strengthening the policy of strict, rational, austere, equitable and transparent use of available resources. IICA will strive, to the extent possible, to allocate even more funds to technical cooperation, and to do so will rethink the criteria for allocating resources and improve operating efficiency for the management of technical cooperation.
179. The management of the Institute is based on the following core principles and areas of action:
 - a. Planning, programming, monitoring, evaluation and accountability
 - b. Financial architecture for economic viability
 - c. Excellence in human talent for technical cooperation
 - d. Intensive use of information and communication technologies (ICT)

Planning, programming, monitoring and evaluation

180. As stated in the present MTP, during the 2014-2018 period, IICA will adopt a results-oriented management approach in which it will be necessary to have a well-conceived, efficient and transparent planning, programming, monitoring and evaluation system.

Figure 5. The Institute’s planning, programming, monitoring and evaluation system



- **Planning**

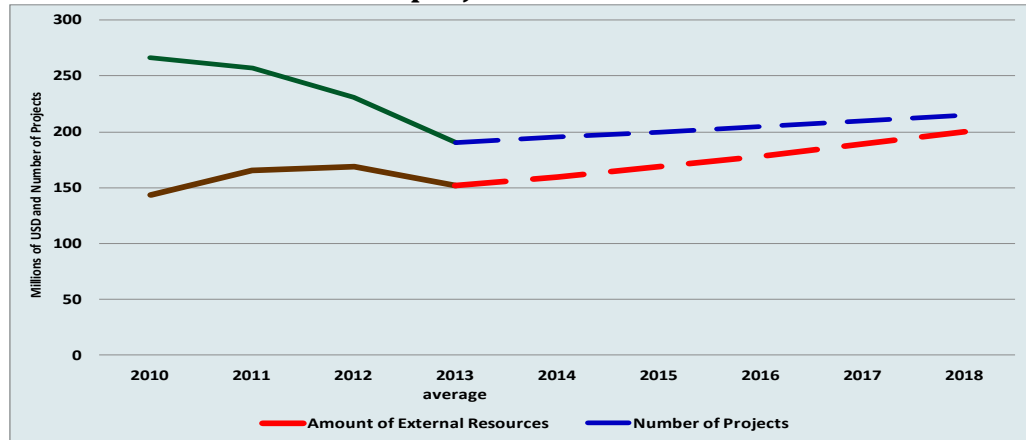
181. Planning defines, in advance, short- and medium-term Institute actions at both the strategic and operational levels. Strategic planning will be based on the pertinent guidelines contained in the 2010-2020 SP and this MTP. In addition, the concept of the IICA country strategies has been revamped and now calls for all Institute actions to be defined based on the contributions to be made by the Institute and the priorities defined in each of the countries and groups of countries that share common interests. This must be done without losing sight of the integrated approach to technical cooperation proposed in this MTP.
182. IICA will make its contributions based on the priorities set in the technical cooperation strategies and, essentially, through projects, but will also deliver services and implement specific technical cooperation actions (RRA).
183. The technical cooperation projects will be the link between strategic planning and operational planning (programming-budgeting).

- **Programming**

184. In implementing this MTP, programming will take place at four levels. The first will be biennial and will define the results to be achieved and allocate the Regular Fund resources needed to implement the MTP. The second level is the formulation and approval of projects, both those financed with IICA resources and with external resources, as a means of matching the contributions the Institute intends to make with the available resources. The third level is annual planning, which specifies the results to be obtained and the budget for projects, technical services and strategic and operational management. The fourth level is the programming of the work of each member of the personnel, as stated in the individual plans.
185. By using this multilevel programming process, the Institute can assure that the available resources are used effectively and efficiently in making the proposed contributions, and that its units and personnel are focused on making them. There is no room for individualism or actions that add little to efforts to achieve the Institute's objectives, and to the clear message of "a single IICA focused on achieving results."
186. The allocation of resources, given current financial constraints, will be subject to the following criteria:
- Prioritization of efforts aimed at contributing to the strategic objectives and goals of IICA as defined in this MTP;
 - Application of the principles of rationality, austerity, equity, operability, pertinence of expenditure, competitiveness of salaries and transparency.
 - Control of operations, monitoring of progress and evaluation of demonstrated results, to reward good performance, and
 - Investment in the systematization of good practices and experiences to promote technical and administrative excellence.
187. A critical goal of the Institute's planning process will be to mobilize additional external resources, in which case it will be necessary:
- To improve the process of negotiating agreements and contracts for the implementation of technical cooperation programs and projects financed by third parties within the guidelines of this MTP, ensuring that in such undertakings the Institute will add technical and administrative management value not only with its technical personnel, but also with personnel specialized in the areas of human talent, finance, programming-budgeting, services and evaluation.
 - To enter into new partnerships in order to mobilize additional resources with which to fund technical cooperation programs and projects, working directly with the private sector or forming consortia.
 - To implement multinational, interinstitutional and multidisciplinary programs in a flexible and efficient manner, using modern informatics systems and adopting simple programming, budgeting and implementation structures.
 - The projection in terms of the amount of external resources for projects to be implemented by IICA is shown in **Figure 6**, which reflects IICA's intention to pursue the goal, together with the Member States, of moving from an average of

USD 150 million annually today to USD 200 million annually in 2018, which means moving from 190 to 215 technical cooperation projects.

**Figure 6. Target for the mobilization of external resources by year
2010~2012 (real) - 2013 (average)- 2014~2018 (projection)
Number of projects and millions of USD**



- **Monitoring and evaluation**

188. Monitoring and evaluation (M&E) provides information based on timely, objective, credible, reliable and useful evidence that is used to review the expected results, prepare reports and incorporate recommendations, lessons learned and good practices into decision making at the Institute. Its objectives are:

- a. **To provide feedback for the planning, programming and budgeting cycles**, which will contribute to making the Institute more relevant; improve the allocation and ensure optimal use of resources, including the receipt of periodic information on progress in the flagship projects and their complements (external funds, FonTC, RRA); increase the level of satisfaction of clients, partners and beneficiaries; and inform decision making regarding the termination of activities that are contributing little.
- b. **To keep the governing bodies of the Institute (IABA and Executive Committee) informed** regarding the achievement of **Institute** results. In this regard, M&E will contribute to a clearer understanding of the progress being made by the Institute, play an important role in the area of accountability, preparation of reports and transparency of actions and identify hurdles that may hinder the achievement of goals, as well as adjustments that may be needed in the different strategies, in a spirit of coordination and shared responsibility.
- c. **To promote learning on the part of individuals and the Institute** by offering recommendations, sharing lessons learned and identifying successful experiences and best practices. M&E will contribute to the recognition of IICA as a learning organization, and add to its institutional memory as an international public good. Through M&E, the Institute will continually improve the processes it implements, as a means of instilling in its personnel a culture of collaboration

and continuous improvement of what is done and how it is done, the goal at all times being the results to be obtained.

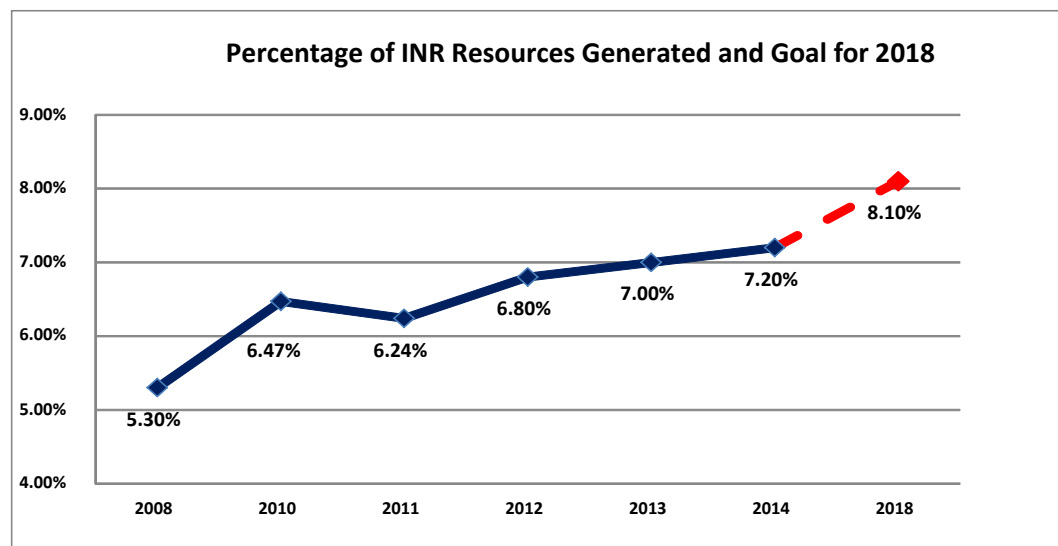
189. M&E will be carried out at three levels. The first level is intended to measure effectiveness in the implementation of the actions of the flagship projects, identified in this MTP. The second level is a periodic monitoring of the implementation of the flagship projects and their effectiveness in making the expected contributions. The third level calls for monitoring the implementation of the MTP, based on the strategic objectives, the Institute's contributions, the indicators and the goals set for the period.
190. As a matter of good practice, M&E processes will be implemented at all levels and in all areas and structures of the Institute using a system of technical cooperation and management indicators. These processes will be conducted by a modern, specialized unit with the technical capacity, instruments, methodologies and experience needed to contribute to the development of IICA.
191. A special effort will be made in the follow-up and self-evaluation processes carried out at all levels of the Institute to enable the projects, units and personnel of the Institute to make needed adjustments in their plans and activities, in order to ensure that they make a significant contribution to accomplishing the purposes identified in this MTP. To this end, IICA will design appropriate instruments and methodologies and a campaign to increase awareness at all levels and in all internal units of the importance of this new vision of M&E in the Institute.
192. The Institute's actual contributions need to be measured accurately, which means determining the changes (improvements, strengthening, increases, implementations) brought about in each indicator (see Annex 2). It would therefore be important, as the first task in every project, to identify the essential variables of the situation and the baseline from which to begin the intervention and propose the extent of expected changes. The achievement of real changes will undergird the indicators of contributions of the Medium-term Plan.
193. It should be noted that, in the past, the measurement of the Institute's work was mostly limited to the verification of outputs or deliverables. That is no longer sufficient to gauge and analyze the institution's performance and real contribution in terms of the effects perceived by the final beneficiaries.

The financial architecture

194. The main source of funding for the Institute is the contributions made by the Member States in the form of annual quotas, as well as any adjustments approved by the governing bodies to maintain a minimum level of purchasing power, in an effort to ensure that IICA has the resources needed to offer and, if additional resources are available, to strengthen cooperation services.
195. To strengthen its finances and improve the quality and coverage of its technical cooperation service, the Institute will diligently strive to:
 - i. Encourage the Member States to stay up to date in the payment of their quotas, as approved by the IABA.
 - ii. Form partnerships to reach agreement on and implement externally funded projects in keeping with the strategic objectives of the MTP.

- iii. Identify projects of special interest to the Member States, to secure funding through special contributions from the countries and promote a relative increase in contributions.
- iv. To apply the Institutional Net Rate (INR) policy established by the governing bodies to ensure that externally funded programs and projects cover a portion of the indirect costs IICA incurs in administering them. **Figure 7** shows the evolution of the percentage of the direct costs incurred by IICA in administering projects that is recovered, and the goal for 2018, when it is hoped the INR resources generated will cover 100% of the indirect costs the Institute incurs.

Figure 7. Evolution of the real and expected INR (2008-2018).



- v. Identify new sources of funding with which to complement the contributions of the Member States, in keeping with the strategic objectives of the MTP, by participating in consortia for bidding processes, charging for services and administering programs and projects, while respecting the Institute’s mandates and its status as an international organization.

Human talent

- 196. Aware of the fact that human talent is the key to achieving the Institute’s objectives, the process of modernizing and transforming human resources management will continue, ensuring the provision of flexible and efficient responses to the new challenges and needs set out in this MTP.
- 197. The human talent management strategy, which includes updated policies and procedures (recruitment, selection, induction, benefits and incentives and evaluation), will be aimed at keeping and strengthening the intellectual wealth of the

Institute. The goal will be to make IICA more competitive, in order to attract and retain qualified and highly productive human talent who can meet needs identified in this MTP. This will involve ensuring rational growth of the salary scales, updating profiles and reviewing the benefits offered, with a view to improving and diversifying them and making IICA more competitive in the job market.

198. As regards the personnel who currently work for the Institute, efforts will continue to enhance their competencies, including the creation of a short-term corporate training program that, depending on the availability of resources, will contribute to strengthening their capabilities through a comparative analysis of job descriptions, workloads, technical strengths and the needs of the Institute. In the implementation of this program, more reliance will be placed on distance training and new technologies to reduce costs and broaden the scope of such activities.
199. A strategy will be implemented to identify opportunities to improve the work environment and efforts will be made to promote, among other things, effective internal communication, the development of the human resources community and the creation of networks among professionals that will strengthen teamwork, solidarity and a sense of belonging to “a single, results-oriented IICA.” Therefore, efforts will focus on personalizing the support provided to employees and developing a more dynamic occupational health program aimed at preventing illness and accidents, as a means of ensuring well-being in the workplace.

Information and communication technologies (ICT)

200. The Institute will continue to make efficient use of modern and secure technological systems that help the personnel of IICA to make their contributions, fulfill their commitment to the achievement of the strategic objectives, secure timely access to information and provide the institutional coordination needed to ensure the effective provision of high-quality cooperation processes.
201. The implementation of information systems for decision-making will continue, in order to make the early adoption of corrective measures possible and ensure transparency and the rational use of our financial and human resources.
202. To achieve these results, a modern technological environment will be maintained that facilitates the provision of flexible and effective technical cooperation services at the hemispheric level. The main goals are:
 - a. To provide modern communication tools and access to technical-scientific knowledge and training related to the Institute’s technical cooperation, which in turn will be the foundation for creating a knowledge-intensive institutional environment.
 - b. To update the technological platform for an accounting, financial and budgetary system that will make it possible to comply strictly with Institute norms and directives in accordance with international standards; an integrated human talent management system that will make it possible to standardize and modernize processes, with a view to making up-to-date information readily available for decision making; and a unified system for the management of the Institute in the areas of planning, programming, monitoring, evaluation and accountability.

- c. The creative use of social media and other telecommunication services at the hemispheric level, to address effectively the new challenges, needs and expectations of a global digital world.

The Institute and environmental responsibility

203. Lastly, IICA will intensify its campaigns aimed at increasing the environmental awareness of its personnel, by encouraging the rational use of energy, water and consumables, among others, and the development of novel environmental projects related to recycling, waste management and use of new sources of energy. In sum, IICA will redouble its efforts to become “a single IICA totally committed to the environment.”

SECTION VIII. PARTNERSHIPS: FINDING JOINT SOLUTIONS
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204. The Institute, as indicated above, recognizes that the problems of development cannot be solved solely through individual actions. To generate innovative and sustainable solutions for the great challenges facing agriculture in the hemisphere will require the coordinated efforts of all those involved in the sector, be they national or international and public or private.
205. Given this situation, IICA will intensify its efforts to form new partnerships that will contribute to making the transformations called for in this MTP and achieving the objectives established in its Strategic Plan. In fulfilling this commitment, it is understood that such relationships are dynamic and will change over time due to progress in finding solutions, the emergence of new knowledge and more complex problems, changes in the roles of each of the partners or the needs of the countries, etc.
206. For the Institute, a partnership is a relationship of collaboration with one or more actors in the field of development, especially the development of the agrifood sector, pooling their capabilities, strengths and resources and working together in a mutually beneficial manner in pursuit of a common goal of social importance, while sharing risks and learning together.
207. IICA must safeguard and enhance its prestige at all times when forming partnerships, negotiating projects or participating in actions. The fundamental values set out in the MTP are the pillars of our action and our strict adherence to them will ensure full compliance with the Institute’s rules and procedures.
208. The Institute strives to work jointly with public institutions of the Inter-American System and the United Nations System, institutions of learning, nongovernmental institutions (associations, trade groups, organizations, foundations, NGOs, universities and centers for research and innovation), the private sector, international cooperation agencies in the Member States and organizations for cooperation and funding and development, among others. Whether a partner is international, regional, multinational or national depends on the objectives being pursued.

209. To work with partners of excellence will enable the Institute to:
- Focus its work and concentrate on those activities which are in line with its mandates, mission and vision and in which it has recognized capacity.
 - Complement capabilities and competencies for agricultural and rural development.
 - Include IICA in-kind contributions.
 - Exchange information and experiences.
 - Cooperate with, contribute to and learn from each other.
 - Mobilize physical and human resources, capabilities and competencies.
210. Any partnership created must take into account the following basic principles:
- Maintain and preserve the immunities and privileges of the Institute.
 - Ensure the neutrality and impartiality of IICA.
 - Avoid committing the organization to providing financial support.
 - Cover all direct and indirect costs in strict adherence to the Institute's guidelines and principles (INR policy) when joint efforts are carried out under externally funded projects.
211. When working with partners, the reason for the specific relationship and the objective being pursued must be clear to all involved. Likewise, it is necessary to decide the best type of partnership for achieving the proposed goals, and to identify and be very clear regarding the quality of the potential partner or partners, including their mandate, the possibility of complementing efforts and their economic solvency, among other criteria.
212. With a view to strengthening the establishment of relations with partners, during the period covered by this MTP, IICA will:
- a. Develop and approve a master plan based on the:
 - Identification and evaluation of the quality of potential partners.
 - Definition of regulatory frameworks that will facilitate the establishment of partnerships at all levels of the Institute.
 - Effective and efficient management of the relationship, including monitoring and evaluation.
 - Use of the management of knowledge on alliances and strategic partners.
 - Improving the capabilities of the IICA personnel to establish and manage work with partners.
 - Establishing, with partners, a system for communication and dissemination.
 - b. Conduct an analysis of existing partnerships for the purpose of identifying those that add the greatest value, and identifying potential new areas for collaboration.
 - c. Monitor and evaluate existing partnerships and any new ones established.
 - d. Identify potential new partners that can contribute significantly to IICA's actions.
 - e. Seek to ensure equity in partnerships.

Greater involvement of the private sector in IICA technical cooperation activities

213. While recognizing the importance of other strategic partners, during the life of the present MTP, IICA will place emphasis on incorporating the private sector into the agricultural development process, given the nature of IICA as a multilateral public international organization of the Inter-American System.
214. The aim of incorporating the private sector into IICA cooperation actions is to pursue common interests and goals and to share knowledge, human, physical and financial and other resources, in the understanding that synergy is more important than individual actions.
215. The private sector is a key player in the search for sustainable long-term solutions. The importance of this sector in development agendas has been emphasized by both governments and international organizations, which have begun to develop strategies that will help to capitalize on the resources, knowledge and capacity for innovation of this segment of society.
216. In this MTP, the private sector is understood to be all the businesses and companies whose aim is to make a profit, regardless of ownership structure or size, and which are involved in any aspect of expanded agriculture. This definition recognizes the wide range of actors in the private sector, which range from small-scale farmers to large transnational corporations.
217. The main focus of the relationship with the private sector is the promotion of partnerships with the corporate sector, made up of individual companies, corporations, financial enterprises, industrial or trade-promotion associations, chambers, foundations, educational institutions, research centers and others, as well as not-for-profit corporations that represent or are financed by the private sector, including small, medium and large businesses in IICA's member countries and those that operate globally.

SECTION IX. INSTITUTIONAL MODERNIZATION BEYOND THE MTP

218. The 2010-2020 SP states clearly that institutional modernization is not a simple task. IICA, with 71 years of experience, a presence in 34 countries, a broad portfolio of projects and actions, the capacity to respond to a wide variety of requests for cooperation, technical capabilities and public goods developed both at Headquarters and in its Offices in the member counties, has developed over the years a system that is difficult to evaluate and, therefore, difficult to modify.
219. In the period covered by this MTP, the Institute plans to conduct a thorough evaluation of its actions, approaches, structure, capabilities, processes, relations and regulatory frameworks, which will require a comprehensive review in light of the new challenges and the opportunities of agriculture in the future, beyond the life of this MTP.
220. This MTP will be the starting point for an intense dialogue focused on bringing about structural change in IICA which, to the extent the governing bodies lend their support, will make it possible to create the conditions required for institutional innovation.

This will include a revision of its Convention, with a view to preparing IICA to meet the needs of agriculture and its stakeholders for the next 30 years, in which agriculture will be very different from what it is now and the Institute will have to follow suit.

SECTION X. MEASURING THE CONTRIBUTIONS OF IICA'S ACTION

221. The Institute's commitment to monitoring and evaluation will make it possible to measure the contributions the Institute makes to bring about the desired transformations in the countries. IICA has defined a number of indicators for following up on the implementation of the MTP, as well as other indicators related to the performance of the Institute that will make it easier for the Director General to make strategic decisions and report to the governing bodies in a timely manner.
222. As regards measuring the level of compliance with the MTP, these indicators can be divided into general and specific. The former are related to the implementation of the flagship projects, the rapid response actions and externally funded projects; the latter to the contributions (effects), based on the chain of results.
223. The general indicators are related to:
- The level of achievement of the expected results of the flagship projects and externally funded projects.
 - The level of response (sufficient attention) to needs through rapid response actions.
 - The level of satisfaction of clients with the projects and rapid response actions.
224. At the specific level, given the different contributions the Institute is expected to make, attention will be paid to the following indicators:
- Improvements in the public and private institutional framework of agriculture and rural territories: the level of satisfaction of stakeholders,²² the level of interinstitutional coordination²³ and the capacity to create synergies.²⁴
 - Strengthening of capabilities and greater knowledge on the part of the actors of the agricultural production chains and rural territories.
 - Technological and commercial innovations implemented in agricultural production chains and rural territories.
 - Greater participation of the region and individual countries in international forums.
225. The generation of outputs will be monitored, using mostly precise quantitative measures that show the level of progress achieved and how the outputs contribute to

²² Support for governability is measured in terms of the extent to which stakeholders consider that governments respond quickly and effectively to the principal public problems. If efforts are aimed at strengthening the Institute, this will be reflected in the level of satisfaction.

²³ Indicators of strengthened institutional systems are related to the capacity to avoid the duplication of functions by public entities, endeavoring to ensure that they complement each other and fill any gaps that are not being addressed. When institutional strengthening occurs, there tends to be less duplication and fewer areas that are not addressed.

²⁴ Other indicators of institutional strengthening are related to the capacity of the public administration for public-private, interinstitutional and intersectoral, work, thus increasing the possibility of focusing more on the challenges of global agriculture and with limited resources.

Institute projects and rapid response actions. Details of the management and contribution indicators are to be found in the annexes.

226. Strict fulfillment of our commitments, the periodic review of indicators, the generation of progress reports on the implementation of the MTP, based on the 11 contributions, and constant feedback to management and the governing bodies will make it possible to keep the Institute on the path set forth in this Plan.

SECTION XI. ANNEXES

ANNEX 1: MAIN INTERRELATIONSHIPS BETWEEN THE FOUR STRATEGIC OBJECTIVES (SO) AND IICA'S 11 CONTRIBUTIONS

CONTRIBUTIONS	A	B	C	D	E	F	G	H	I	J	K
SO 1: To improve the productivity and competitiveness of the agricultural sector.	√	√	√	√					√	√	√
SO 2: To strengthen agriculture's contribution to the development of territories and the well-being of the rural population.	√		√		√				√		√
SO 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.	√		√			√	√		√		√
SO 4: To improve agriculture's contribution to food security.	√	√	√		√			√	√	√	√

√ - Interrelationships

IICA contributions inside the MTP 2014-2018

- A. Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.
- B. Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- C. Increasing the capabilities of the public and private sector to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
- D. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- E. Increasing the capacity for area-based social management²⁵ among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
- F. Enhancing the capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.
- G. Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.
- H. Improving the efficacy and efficiency of food and nutritional security programs in the Member States
- I. Ensuring that producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.
- J. Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.
- K. Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for inter-American agriculture.

¹⁷ This includes planning processes, leadership, associativity, social cohesion, access to goods and services, promotion of dialogue, formulation of proposals, capacity building, partnerships, etc.

**ANNEX 2: INDICATORS TO MEASURE COMPLIANCE
WITH THE 2014-2018 MTP**

A. GENERAL MANAGEMENT INDICATORS

INSTITUTIONAL MANAGEMENT	INDICATORS	
	Description	Measurement variable
1. The flagship projects achieve their objectives and results, executing their budgets with efficiency and austerity	Objectives of the flagship projects achieved with resources allocated	Percentage of progress in achieving results
2. Specific requests from the Member State for technical cooperation within the framework of the eleven institutional contributions, are addressed effectively	Rapid response actions (RRA) address the needs of the Member States effectively and efficiently	Number of RRA implemented with a high level of satisfaction on the part of clients (relationship between the objective of the request and the results obtained)
3. Externally funded projects that contribute directly to achieving the strategic objectives of the MTP successfully implemented	Number of projects aligned with the strategic objectives of the MTP, implemented per year with a high percentage of results achieved	Implementation of 195 externally funded projects in 2018 with a high percentage of results achieved
	Amount of external resources mobilized annually	USD 200 million in external resources executed in 2018 transparently and effectively (budget expenditure reports)

B. SPECIFIC INDICATORS OF CONTRIBUTIONS

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS ²⁶	
	Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
1. Strengthened the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate impact of climate change, and promote food security.	Improvement of the agricultural and rural institutional framework in a majority of the Member States	<ul style="list-style-type: none"> - Number of institutions and systems improved and institutional modernization policies and plans under way or implemented²⁷ - Number of problems of public interest addressed promptly - Capacity for the creation of public-private and intergovernmental synergies - Number of problems of territorial interest addressed promptly
2. Implementation, through public and private institutions, of technological, institutional and business innovation processes aimed at making agriculture more productive and competitive, and increasing the production of highly nutritional staple foods.	Technological and business innovations implemented by actors in the agricultural production chains	<ul style="list-style-type: none"> - Number of (technological, organizational and business) innovations implemented in the public and private sectors, chains and rural territories
3. Increased capabilities of the public and private sectors to ensure agricultural health and food safety, to help improve productivity, competitiveness and food security.	Public institutions and private organizations better prepared to address sanitary and phytosanitary issues	<ul style="list-style-type: none"> - Number of countries increasing their capacity to maintain or raise their agricultural health levels - Number of sanitary and phytosanitary services strengthened - Number of responses to sanitary emergencies - Number of instruments developed for capacity building
4. Improved business and associative capabilities of the different stakeholders in the agricultural production chains.	Greater business and associative capabilities of the different stakeholders in priority agricultural production chains in most of the countries.	<ul style="list-style-type: none"> - Number of stakeholders with greater business and associative capabilities, and number of chains energized

²⁶ Changes (improvements, strengthening, increases, implementation, adoption, level) in each of the indicators will be measured in terms of the baseline established at the onset of the project or rapid response action. Consequently, all technical cooperation instruments (project, RRA) must identify, as a first task, the essential variable of the situation and the baseline from which to begin the intervention, and propose the level of change expected. The indicators of the contributions in this MTP will be based on the changes actually effected.

²⁷ Once institutional developments or arrangements have been implemented, the capacity to respond to public problems should increase.

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS ²⁶	
	Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
5. Increased capacity of actors in rural territories, especially those involved in family farming, for area-based social management, to improve food security and rural well-being.	Actors in rural territories with greater capacity for area-based social management.	- Number of actors with greater capacity and number of territories benefitted
6. Enhanced capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and the sustainable use of soil for agriculture.	Key stakeholders of the agricultural production chains and rural territories apply knowledge related to the integrated management of water and the sustainability of soils for agriculture	- Number of actors with sufficient knowledge of critical issues related to the integrated management of water and the sustainable use of soils in agriculture - Number of chains and territories with plans for integrated water management and the sustainable use of soils for agriculture already being implemented
7. Increased capacity of public and private institutions to encourage the adoption of and implement measures for adapting agriculture to and mitigating the effects of climate change, and for the comprehensive management of risk in agriculture.	Greater capability to encourage the adoption of measures for adapting agriculture to climate change. Existing institutional framework and plans for the comprehensive management of risk operational	- Number of institutional frameworks and strategies improved or formulated to enable agriculture to adapt to climate change - Number of plans for the comprehensive management of risk in agriculture
8. Improved effectiveness of the food and nutritional security programs of the Member States	Effective food and nutritional security programs operational	- Number of effective food and nutritional security programs operational or improved - Number of problems related to food and nutritional security solved
9. Efforts to ensure that producers and consumers benefit from greater use of native species, promising crops and native genetic resources with food potential	Native species, promising crops and native genetic resources with food potential incorporated into commercial activities at the territorial level	- Number of species, crops and genetic resources incorporated into commercial activities at the territorial level
10. Improved institutional capacity to address losses of food and raw materials throughout the agricultural	Institutional framework and plans for reducing losses of food and raw material	- Number of plans for reducing losses of foodstuffs and their raw materials

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS ²⁶	
	Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
production chains.		
11. Greater capacity of Member States for joint work and participation in international forums and other mechanisms for sharing knowledge and mobilizing substantial resources for agriculture in the Americas.	<p>Participation in and presentation of high-caliber regional proposals at global and regional forums</p> <p>Horizontal cooperation activities, knowledge sharing and mobilization of resources for agriculture and rural territories</p>	<p>- The countries' participation in forums is of a higher quality</p> <p>- Number of proposals agreed upon by the region for inclusion in international standards</p> <p>- Number of horizontal cooperation initiatives implemented successfully</p>

SECTION XII. ACRONYMS

ECLAC Economic Commission for Latin America and the Caribbean

FAO United Nations Food and Agriculture Organization

FonTC IICA's Competitive Fund for Technical Cooperation

IABA Inter-American Board of Agriculture

ICT Information and Communication Technologies

IICA Inter-American Institute for Cooperation on Agriculture

INR Institutional Net Rate

LAC Latin America and the Caribbean

MTP Medium-term Plan (IICA)

M & E Monitoring and Evaluation

NGO Non-Governmental Organizations

OAS Organization of American States

RRA Rapid Response Actions

SP Strategic Plan

PS Private Sector