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**DIRECTOR GENERAL'S REPORT TO THE EXECUTIVE COMMITTEE
ON THE SUMMITS OF THE AMERICAS PROCESS WITH RESPECT
TO AGRICULTURE AND RURAL LIFE AND IICA'S ROLE
AS A PARTNER INSTITUTION IN THE PROCESS**

INTRODUCTION

The Director General presents this report to the Executive Committee at its Twenty-second Regular Meeting. As well as informing the representatives of the countries of the progress that has been achieved, this report is intended to promote greater participation by the Community of Agriculture in the Summits of the Americas Process. The report has therefore been divided into two chapters.

The first chapter deals with agriculture and rural life as key components of the Summit process. It focuses on four aspects in particular: (i) the importance of launching a long-term hemispheric process involving the actors in the agricultural sector in the Americas; (ii) the ministers of agricultures' work to lead the growing participation of the members of the Community of Agriculture and Rural Life of the Americas in the process; (iii) the need to disseminate information on the progress achieved and the obstacles encountered; and, (iv) paving the way for the new agricultural sector envisioned for 2015.

The second chapter looks at IICA's role as a partner institution in the Summit process. It also focuses on four aspects: (i) the Institute's response to the new mandates; (ii) support for the ministerial meeting and the integration of the Community of Agriculture and Rural Life of the Americas; (iii) the importance of consolidating the historic new position achieved for agriculture and rural life, and IICA, at the Third Summit; and, (iv) partnerships with other international and national organizations, to develop solutions for rural communities.

I. AGRICULTURE AND RURAL LIFE IN THE SUMMITS OF THE AMERICAS PROCESS

The mandates on agriculture and rural life: Start of a long-term hemispheric process

Recognition of the important role played by agriculture in achieving the integrated development of the countries, at the Third Summit of the Americas (2001), was a defining moment for the Community of Agriculture and Rural Life of the Americas. The Heads of State and Government acknowledged that improving agriculture and rural life would help achieve greater prosperity, increase economic opportunities, foster social justice and develop human potential. This firmly establishes the position of agriculture and rural life within the broader context of the long-term objectives of the Summit process and the international development objectives set for 2015.

This recognition and the mandates aimed at the improvement of agriculture and rural life, contained mainly in section 10 of the Plan of Action of the Third Summit, empower the leaders of agriculture to do more. This empowerment is very important to get people behind the efforts needed, generate additional resources and articulate joint actions at the national, regional and hemispheric levels among the different actors in agriculture.

The Summit process is a permanent mechanism with specific activities, such as the meetings of Heads of State and Government of the Americas, where leaders discuss the progress made and obstacles encountered and new decisions are taken.

The Third Summit created a new role for the actors in agricultural sector in the Americas. This will involve: (i) the ministerial meetings on agriculture and rural life and the decisions taken; (ii) the implementation of the mandates by the governments and the partner institutions in the Summit process, such as IICA; and (iii) the monitoring of, and disseminating information about, the progress made in implementing the mandates.

These are the elements that make up the Summit process and provide inputs for the preparation and organization of the next Summit and the decisions that will be taken. The Fourth Summit of the Americas is to be held in 2004.

The response from the Community of Agriculture and Rural Life of the Americas: the Ministers of Agriculture at the forefront of the growing participation of the actors in agriculture

During 2001, pursuant to the mandates of the Third Summit and supported by their ministerial delegates to the Summit process, the Ministers of Agriculture took the lead in organizing processes of consultation and dialogue. Carried out at the national, regional and hemispheric levels, these processes culminated with the First Ministerial Meeting on Agriculture and Rural Life within the context of the Summits of the Americas Process, which was held in Bavaro, Dominican Republic, in November 2001.

At that first meeting, the Ministers of Agriculture adopted the "Declaration of Bavaro for the Improvement of Agriculture and Rural Life in the Americas" and made significant progress with the Strategic Guidelines for a Shared Agenda for the Community of Agriculture and Rural Life of the Americas.

Implementation and follow up to the mandates: the need to disseminate information on the progress and the obstacles

The countries are implementing actions and making progress in improving agriculture and rural life. They have also encountered obstacles and implemented innovative actions to strengthen their resources for attaining development objectives. However, information on these efforts, accomplishments, constraints and successful experiences has trickled slowly to the follow-up mechanisms established for the Summits.

The Governments bear most of the responsibility for implementing the mandates on agriculture and rural life. Through the ministries of foreign relations, they report directly to the Executive Secretariat of the OAS Summits Process. The partner institutions in the Summit process, such as IICA, report to the Secretariat and the Summit Implementation Review Group (SIRG). This group is composed of the ministers of foreign relations or their delegates (National Coordinators for the Summits) and is the hemisphere-level body responsible for following up on the mandates and reporting to subsequent Summits.

At the XXVI Meeting of the SIRG, held in June 2002, only 5 countries reported activities related to the implementation of the mandates on agriculture and rural life. The Honorable Bill Graham, Minister of Foreign Affairs of Canada and Chair of the Summits of the Americas Process and of the XXVI Meeting of the SIRG, said that: "Summit countries have kept sight of their common endeavour to put forward a coherent and balanced agenda. We have achieved concrete results; however, many of our citizens remain unaware of the benefits of the Summit of the Americas process. It is our responsibility to help disseminate information on the successes of this process."

OAS Secretary General Cesar Gaviria also said at the SIRG meeting: "... national reports on implementation are beginning to arrive from countries. These reports will need more work and to be truly useful, Member States and partner institutions are encouraged to provide detailed information on an ongoing basis to the Secretariat. These charts are important, as they reflect a significant development for us in the Summit process and show where more work is needed."

This suggests that help is needed to strengthen the national follow-up and information process related to the progress being made in implementing the mandates on agriculture and rural life.

Given the mechanism that was established, it is important to strengthen the institutional linkages between the Ministers of Agriculture and their ministerial delegates and the Ministers of Foreign Affairs and their ministerial delegates, who are the National Summits Coordinators that report to the SIRG. The IICA Representative in each country can help develop and consolidate this institutional link. This would ensure that when the Heads of State and Government meet at the Summits of the Americas, they have information on the progress made and obstacles encountered, and take decisions that will contribute to a more rapid improvement in agriculture and rural life in the Americas.

Paving the way for the Second Ministerial Meeting and the Fourth Summit of the Americas: constructing the agriculture of 2015

During the week of 11 November 2003, in Panama, the Ministers of Agriculture of the Americas will hold their Second Ministerial Meeting on Agriculture and Rural Life within the context of the Summit of the Americas process. The Twelfth Regular Meeting of the IABA will be held immediately thereafter.

The process leading up to the Second Ministerial Meeting has already begun and it is worth noting the following important developments:

- Approval of IABA Resolution 379, "Implementation of and Follow-up to the Summit of the Americas Process in Matters related to Agriculture and Rural Life." The resolution calls for a process to prepare a Plan of Action, led by the Ministers of Agriculture and their delegates and with support from IICA. According to section 10 of

the Plan of Action of the Third Summit, this process should involve the stakeholders in agriculture.

- Organization of the international meeting “Agriculture, Technical Cooperation and International Development Objectives – 2015,” as part of the activities being held to commemorate IICA’s 60th anniversary. The aim of this meeting is to generate proposals, discussions and contacts with our strategic partners, to provide important inputs for the preparation of the aforementioned Plan of Action.
- Appointment by the Ministers of Agriculture of the ministerial delegates for the Summit process in each country made it possible to promote, with IICA support, the consultations for preparation of the Plan of Action.
- IICA has updated the Electronic System in Support of the Hemispheric Dialogue. It provides a mechanism and an opportunity for the representatives of the Member States to share proposals, as established in Resolution 349 of the Twenty-first Regular Meeting of the Executive Committee. The system grew out of the hemispheric dialogue undertaken to prepare the Declaration of Bavaro and made it possible to achieve substantial progress with the Strategic Guidelines distributed at the First Ministerial Meeting.

At the Second Ministerial Meeting, the Ministers of Agriculture will conclude a broad process of consultations with the actors of the Community of Agriculture and Rural Life of the Americas.

The Plan of Action for implementing the mandates of the Third Summit and the Declaration of Bavaro will be based on the objectives or vision of agriculture and rural life through 2015 and will define the hemispheric, regional and national strategies for attaining those objectives. This Plan of Action will be the main aspect to be approved by the Ministers of Agriculture at their Second Ministerial Meeting.

That event will also provide a useful opportunity to define the strategy for drafting any proposed new decisions regarding the development of *Agriculture 2015* that the Ministers of Agriculture deem necessary to present during the preparations for the next Summit of the Americas, to be held in 2004 in Argentina.

II. IICA AS A PARTNER INSTITUTION IN THE SUMMITS OF THE AMERICAS PROCESS

As a partner institution in all the stages of the Summit of the Americas process, as decided by the Heads of State and Government at their Third Summit, IICA has several responsibilities, including: (i) supporting the efforts of the Member States to implement the mandates; (ii) informing the Summit Implementation Review Group (SIRG) of the Institute’s contributions to implementation of the mandates; (iii) coordinating actions with other international organizations directly and indirectly involved in agriculture in the Americas; and (iv) supporting the Ministers of Agriculture by serving as the Technical

Secretariat of the process of the Ministerial Meetings on Agriculture and Rural Life, to promote joint action by all actors in the agricultural sector to prepare the Plan of Action for Agriculture through 2015.

To carry out the new mandates, and as a partner institution in the Summit process, the Institute has undertaken the following tasks:

Aligning the Institute with the mandates of the Third Summit: IICA's response

The Institute's new activities in this area have consisted mainly of: (i) the strategic direction set out in the 2002 - 2006 Medium Term Plan; (ii) the preparation of the Technical Cooperation Agendas; (iii) the approach to IICA's work at the national level; and, (iv) the adjustment of the institutional structure.

a) The 2002-2006 Medium Term Plan

Three main sets of factors shape and orient implementation of the Medium Term Plan (MTP), namely: (i) the key trends in the national, regional and global economies that have profound implications for agriculture and rural life in the Americas; (ii) the situation of agriculture in Latin America and the Caribbean; and (iii) the new mandates for IICA.

The MTP therefore takes into account and internalizes in its mission, vision and strategic areas of action, the new mandates of the Third Summit of the Americas, and the Declaration of Bavaro adopted by the Ministers of Agriculture at their first Ministerial Meeting on Agriculture and Rural Life, held in the Dominican Republic in 2001. The latter establishes new guidelines for IICA, consistent with the new mandates.

These new guidelines define a greater role for IICA within the broadest framework of the three overall objectives established in the 2002-2006 Medium Term Plan, namely: promoting the sustainable development of agriculture, food security and the prosperity of rural communities. These overall objectives are consistent with the mandates of the Summits and other global development processes.

To achieve all this, the Institute must become a development agency, with its new role extending beyond its traditional role as a provider of technical cooperation. This transformation will have three central elements: (i) a new style of technical cooperation; (ii) a renewed alliance with the Member States and strategic partners; and (iii) an organization with an approach based on the need to achieve significant results, efficiency and transparency.

b) The Technical Cooperation Agendas

Under the present Administration, IICA's strategic actions will be executed through the implementation of technical cooperation agendas at three levels: national, regional and hemispheric. The agendas will be the Institute's basic strategies for carrying out its new mandates and tackling the problems and challenges in the field of agriculture and rural life

in the Americas. The agendas will also be implemented as part of the overall strategy to achieve economic prosperity and integration in the hemisphere.

The first Executive Order issued by the present administration (16 January 2002), concerned the preparation in each country of a National Technical Cooperation Agenda consistent with national objectives.

Constructing the National Technical Cooperation Agendas in all of IICA's country offices involves a wide-ranging, flexible and continuous process of consultation with the key actors in the agricultural sector, in line with the Member States' priorities.

The Regional Technical Cooperation Agendas are drawn up: (i) taking into account the National Technical Cooperation Agendas and the Regional Agendas of the Ministers of Agriculture; (ii) working within the framework of the Hemispheric Agendas of each of the Institute's strategic areas, as set forth in the Medium Term Plan; and, (iii) seeking to solve problems that the countries cannot address individually.

The successful implementation of our National Technical Cooperation Agendas, allied to the fact that they have a major impact on national objectives, provides us with an opportunity to promote interagency cooperation agendas in collaboration with our strategic partners. A case in point are the joint agendas with PAHO and the FAO.

c) Work focus at the national level

For the 2002 - 2006 period, the General Directorate has defined a new approach for work at the national level that affords the Institute enormous scope for supporting the countries in implementing the mandates of the Summit process. This approach is based on five closely related elements:

- (i) collaborating with government authorities, the private sector, members of the academic community and civil society, to fulfill the governments' commitment to promote, through broad dialogue with the actors in the agricultural sector, medium- and long-term strategies for the sustainable improvement of agriculture and rural life;
- (ii) drafting, in consultation with the actors in the agricultural sector, of an IICA National Technical Cooperation Agenda in each country that identifies the specific areas in which the Institute will contribute to national development strategies;
- (iii) implementing the National Agenda in collaboration with the public and private sectors and civil society, in keeping with the spirit of participation and consensus-building of the Summit mandates;
- (iv) defining a mechanism for consulting national authorities about the implementation of the Agenda; and
- (v) accountability to national authorities through the preparation and dissemination of an annual report, to help facilitate participation, transparency and the sound management of public affairs. These points are dealt with extensively in the

Presidential mandates concerning the strengthening of democratic governance based on the principles of transparency and openness.

d) Adjustment of the institutional structure

As part of the aforementioned efforts to align the Institute with the Summit mandates, the structure of the Institute was changed to bring it into line with the new objectives. Three of the changes are particularly important. These are the creation and operation of: (i) the Technical Cooperation Secretariat; (ii) the Directorate for Summits Follow-up under the Office of the Director General; and (iii) the Directorate of Strategic Partnerships in Washington, to facilitate the coordination of actions and the development of the “partnership” approach.

Support for the Ministerial Meetings: Integrating the Community of Agriculture and Rural Life

Pursuant to Resolution 349 of the Twenty-first Regular Meeting of the Executive Committee, held in July 2001, IICA supports the Ministers of Agriculture and their delegates in the national consultation processes with the key actors in the agricultural sector. As mandated by the Heads of State and Government, efforts were made to involve the Community of Agriculture and Rural Life of each country in the preparation of the documents for the First Ministerial Meeting on Agriculture and Rural Life within the framework of the Summit process.

The ministerial delegates designated by the Ministers of Agriculture set up the GICA (Group for the Implementation and Coordination of the Agreements on Agriculture and Rural Life of the Summit Process). The Institute helped them coordinate the work of the members of the Community and prepare the Ministerial Declaration and the guidelines for the Plan of Action. An electronic system was used in support of the hemispheric dialogue. Furthermore, at the Executive Committee’s request and in order to reach consensus on the documents, a meeting of the GICA was held 30-31 October 2001, in San Jose, Costa Rica, at which time the ministerial delegates prepared the Ministerial Declaration and made progress with the Strategic Guidelines for a Shared Agenda of the Community of Agriculture and Rural Life of the Americas.

The Second Ministerial Meeting on Agriculture and Rural Life will also mark the conclusion of a broad participatory process involving the members of the Community of Agriculture and Rural Life of the Americas. The ministerial delegates are in charge of this process in each country, while IICA is to support the broad participation of all the members of the community during the preparatory stage of the Ministerial Meeting. The preparatory process began with the approval of Resolution 379 of the IABA (26 August 2002), which deals with the implementation and monitoring of the mandates of the Quebec Summit and the Ministerial Declaration of Bavaro.

IICA and the Summit follow-up mechanisms: consolidating the new position

Agriculture and rural life, and IICA, achieved an important new position at the Third Summit. This provides opportunities for: (i) joint actions among strategic partners; (ii) creating an environment favorable to the development of agriculture and rural communities; and, (iii) showing the progress achieved and obstacles encountered and seeking new measures and resources. These aspects are channeled mainly through the Summit monitoring mechanism, the SIRG.

If the Community of Agriculture and Rural Life seizes these opportunities, it will further consolidate its new strategic position. In doing so, it must bear in mind the goal of the agricultural sector envisioned by the leaders of the Community in 2015, to meet the development aspirations of rural communities in hemisphere.

As a partner institution in the Summit process, IICA is aware of the opportunities described and is endeavoring to capitalize on them. In particular, it is taking part in the activities of two important bodies: (i) in the meetings of the Joint OAS-IDB-ECLAC-PAHO-IICA-World Bank Summit Working Group, which CABEL, the CAF and the CDB have now joined; and (ii) in the meetings of the Summit Implementation Review Group (SIRG), at the level of the delegates of the National Coordinators/Ambassadors to the OAS and, at the ministerial level, those involving the ministers of foreign affairs.

As regards the progress achieved in the Summit process, the XXVI Meeting of the SIRG, held in June 2002, in Barbados, studied two key reports. The first, presented by the Honorable Bill Graham, Minister of Foreign Affairs of Canada and Chair of the Summit of the Americas Process was entitled *"One year After Quebec - Progress and Results"*; the second was presented by Cesar Gaviria, Secretary General of the OAS and Chair of the Joint Working Group of the Partner Institutions of the Summit Process. These reports highlight the progress of the Summit process with regard to the ministerial meetings held, such as those on agriculture and rural life, and the Institute's contribution to the implementation of the mandates.

Based on the reports submitted by partner institutions, including IICA, the Executive Secretariat of OAS Summits also prepared the document *"A Year in Review: Report by the Inter-American Institutions and the World Bank on the fulfillment of the Quebec City Summit mandates."*

"Working Together" with other strategic partners: building solutions for rural communities

The challenges involved in realizing the vision of a new agricultural sector and rural life by 2015 are so great that they exceed the capabilities of the individual members of the Community of Agriculture and Rural Life and, in particular, those of international development cooperation agencies. Rural communities have a right to expect and insist on greater prosperity but, as we know, the resources available for development are insufficient.

In keeping with the spirit of the Summit process, IICA is therefore strengthening its relations with the partner institutions in the process and with other strategic public and private partners in the hemisphere, to improve the coordination and complementarity of efforts. Some recent examples of this are:

- the creation of the Directorate of Strategic Partnerships in Washington, which also oversees IICA's Office for Europe, located in Madrid;
- the ratification of two mechanisms for articulation with strategic partners: (i) the Joint Summit Working Group (OAS, IDB, ECLAC, World Bank, PAHO, IICA, CABEL, CAF and CDB), in which IICA is represented by the Director for Summit Follow-up; and, (ii) the Interagency Group on Rural Development (IDB, ECLAC, FAO, IICA, IFAD, GTZ, USAID and the World Bank), in which IICA is represented by the Director of Sustainable Rural Development;
- consultations made with strategic partners on possible joint actions during the process to prepare IICA's 2002-2006 Medium Term Plan. Interest in a number of possible areas was expressed by the IDB, PAHO, the FAO, IFPRI, the Inter-American Agency for Cooperation and Development, and the Secretariat for the Summit Process, both of which form part of the OAS General Secretariat;
- the "IICA/PAHO strategic alliance for human development and prosperity in rural communities," designed to strengthen joint technical cooperation actions in the areas of health and to increase prosperity in rural communities;
- the renewed alliance with the FAO Regional Office for Latin America and the Caribbean;
- the participation of representatives of IICA's strategic partners on the panel "*Reflections on the future of Agriculture in the Americas and the role of international development cooperation agencies*," which will form of the activities to commemorate IICA's 60th anniversary; and
- the organization of a meeting, in Panama, of the Interagency Group on Rural Development, to support both the Minister of Agriculture of Panama and the team responsible for implementing the "Rural Panama Plan."

The spirit of "working together" will encourage IICA to promote new partnerships for development among public and private organizations. During the process leading up to the Second Ministerial Meeting, it will make every effort to increase the number of organizations and partners involved in realizing the 2015 vision of agriculture and rural life.