



EXECUTIVE COMMITTEE

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**Progress in Implementing the New Structure of the
General Directorate and in Reaching Agreement on the National
and Regional Technical Cooperation Agendas**

1. A NEW INSTITUTIONAL STRUCTURE

In order to achieve greater coordination, integration of actions and efficiency in operations, the new Administration proposed a new structure for the General Directorate, which is the executive organ of the Institute. The proposed structure is based on an integrated management framework recommended by the Special Advisory Committee on Management Issues (Appendix 1).

Results-based management will be adopted as the basis for managing the Institute. The new institutional structure is described in Appendix 2. The salient features of this new structure are:

- A flatter institutional arrangement
- A span of control of five management units
- A simplification of functions
- A consolidation of existing units
- Assignment of priority roles for IICA Headquarters and the IICA Offices in Washington, D.C., and Madrid, Spain.

The new roles for IICA Headquarters are:

- Definition of strategic orientations for IICA
- Technical leadership and technical coordination
- Management of physical, human and financial resources
- Performance management and evaluation

In order to implement the vision of the Institute, the following units were created:

1.1 *Technical Cooperation Secretariat*, whose function is to provide technical leadership and coordinate and implement technical actions at Headquarters and in the member countries. The Secretariat comprises the following areas:

- Trade and Agribusiness
- Technology and Innovation
- Agricultural Health and Food Safety
- Sustainable Rural Development
- Training and Education
- Information and Communication

This Secretariat comprises the heads of the thematic areas described in the 2002-2006 Medium Term Plan, as well as specialists working in the Institute's regions. These specialists will provide leadership for creating technical teams at the regional level and thematic teams at the hemispheric level, a modality that will

strengthen the Institute's support for the countries in these thematic areas and provide for more effective horizontal technical cooperation.

Taking into account the Institute's national cooperation agendas, the regional specialists will prepare regional projects that contribute to the implementation of the agendas, and provide regional coordination in the thematic areas set out in the 2002-2006 Medium Term Plan .

2.2 *Directorate of Performance Management and Evaluation*, designed to supervise performance and evaluate technical cooperation actions. This Directorate will have the following roles:

- Develop systems for the ongoing review of the implementation of IICA's hemispheric, regional, and national agendas
- Cooperate with the Internal Auditor, the External Auditors, and the Audit Review Committee in ensuring the transparency, effectiveness and accountability of the operations of the various units of the Institute
- Prepare reports containing clearly defined recommendations and a plan of action for improving the performance of the various units of the Institute
- Develop standards and procedures for the evaluation process, with appropriate incentives and sanctions
- Serve as a source of information on successful and unsuccessful experiences gained in the implementation of IICA's actions.

2.3 *Directorate for Strategic Partnerships*, established to forge and coordinate alliances with strategic international partners, with a view to strengthening the financial and technical base of the Institute. It will be based in Washington, D.C., and will facilitate cooperation with the OAS, the World Bank, the Inter-American Development Bank (IDB), the Pan American Health Organization (PAHO), and other international and financial agencies located in Washington, Ottawa, Brussels, Rome and other parts of the world. It will also coordinate the work of the IICA Office in Spain, which will serve as the Institute's window for cooperation with Europe. This Office will work with the regional specialists in the area of project preparation, which will enable the Institute to prepare and execute investment projects in the countries in cooperation with the international financial community and promote opportunities for mobilizing local resources.

2.4 *Directorate for Strategic Planning and Institutional Modernization*, designed for strategic planning with a view to anticipating the future of the agricultural sector. Also included among the responsibilities of this Directorate are institutional modernization and the evaluation of global strategic trends and their impact on agriculture in the Americas.

2.5 *Unit responsible for following up on the Summit of the Americas process*

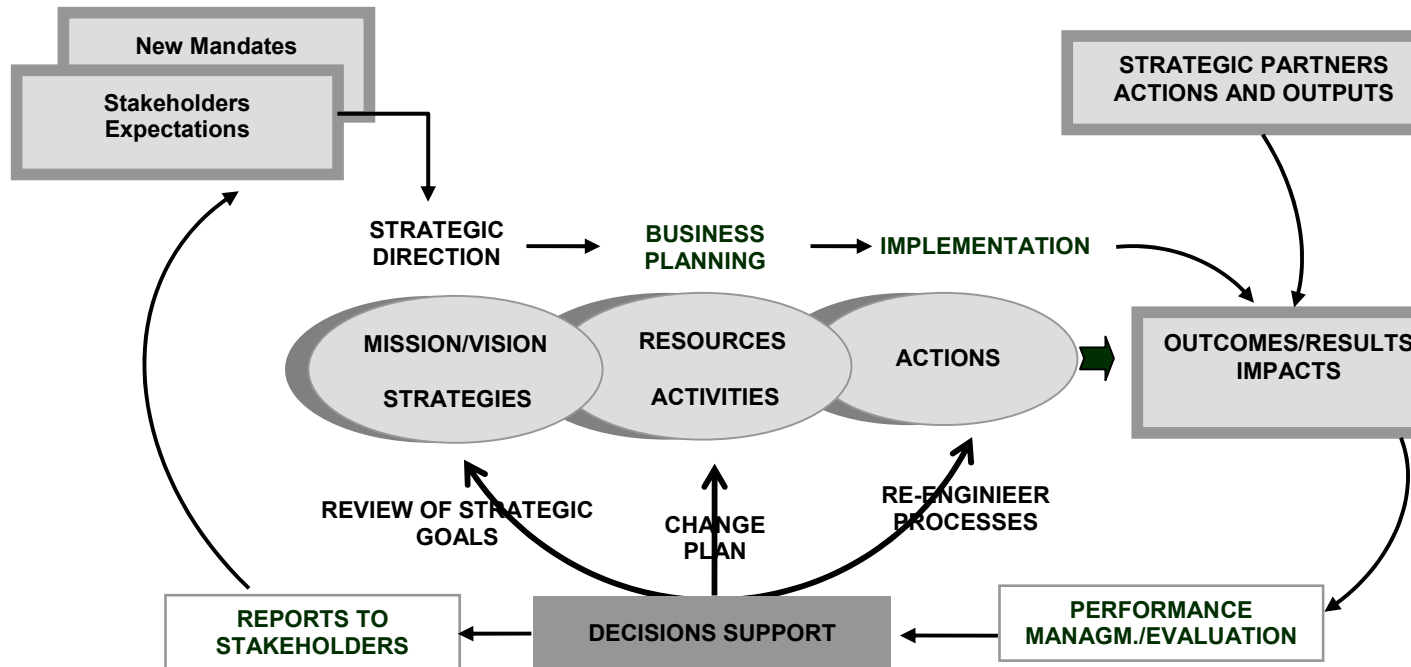
- The Office for Follow-up of the Summit of the Americas Process was established for the purpose of consolidating IICA's role as the Secretariat of the Ministerial Meetings on Agriculture and Rural Life of the Americas. This unit will promote the effective participation of the community of agriculture and rural life in the Summit of the Americas process, and ensure that the units at Headquarters and the IICA Offices in the countries support the governments of the Member States in their efforts to comply with the mandates of the Ibero-American Summits, and the agreements reached at the ministerial meetings on agriculture and rural life.
- In addition to the creation of these new units, the following decisions were made to upgrade the efficiency and effectiveness of the Institute.
 - a. *Elimination of the Regional Centers*
 - The Regional Centers were created in 1995 to provide for coordination of regional actions and decentralization of operations to the regional level. Experience over the years demonstrated, however, that these centers had become administrative bottlenecks to efficient decision making. In addition, they were costly. The decision to eliminate them was taken to rationalize the use of financial resources and to provide coordination of regional actions by a Representative in one of the countries of the region. This decision resulted in a net saving of approximately US\$ 1.2 million.
 - The elimination of the Regional Centers has also resulted in a more direct relationship between Headquarters and the Representatives in the countries. Administrative arrangements between the Representatives and Headquarters are being examined with a view to decentralizing certain administrative functions to the national level. The Regional Centers are replaced by a Council of Representatives in each region, which will be coordinated by a Regional Coordinator and the respective Director of Area Operations at Headquarters.
 - b. *Establishment of a Pre-Investment and Emergency Fund in the Offices*
 - The savings resulting from the decision to eliminate the Regional Centers have allowed the Institute to strengthen its Offices in the countries and to establish a pre-investment fund to finance the project preparation and address unanticipated requests from the Member States.

c. *Promotion of Private Sector Participation*

- ▣ The new administration has proposed recruiting agribusiness specialists at the regional level and has included agribusiness development as a strategic area of the 2002-2006 Medium Term Plan. This initiative will give rise to close cooperation between the Institute and the private sector for the implementation of actions.

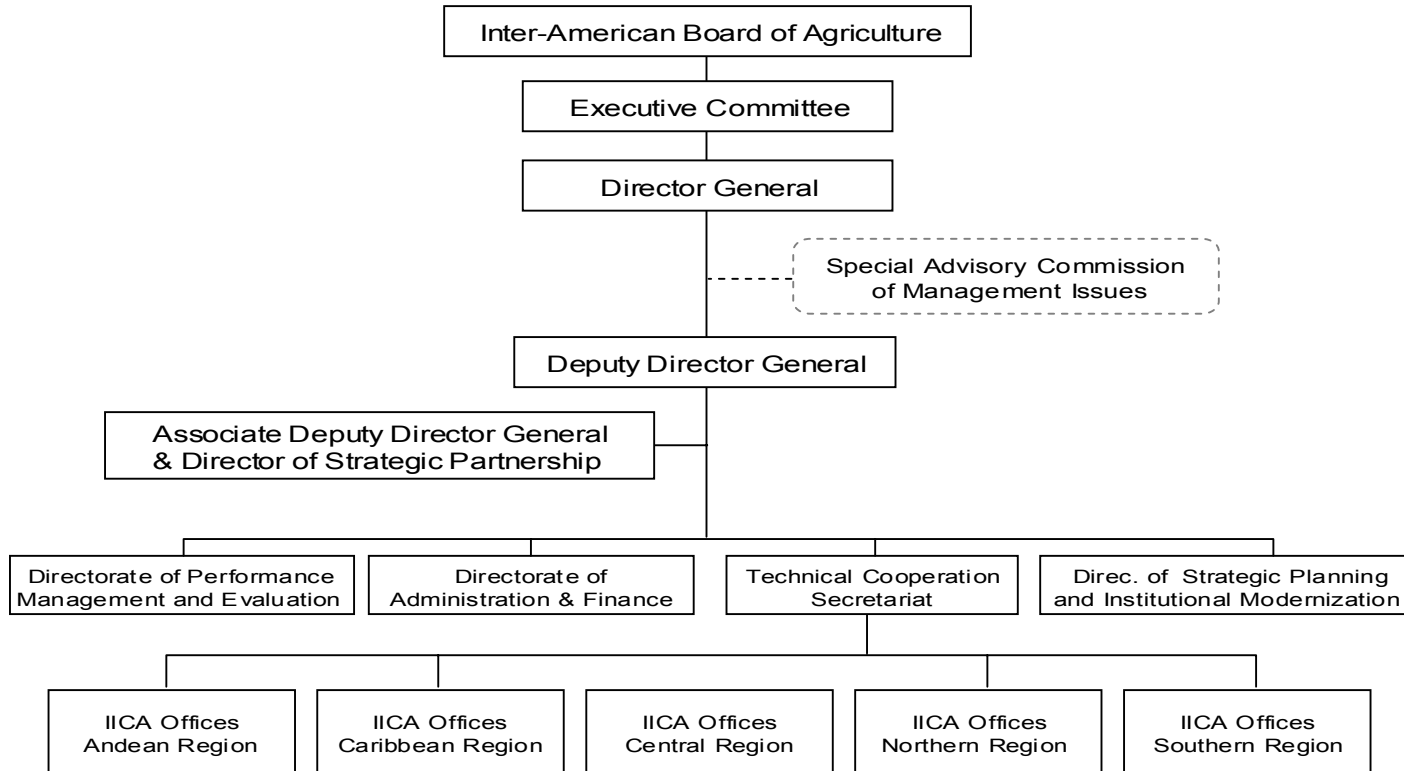
Appendix 1

Integrated Management Framework



Appendix 2

The New Structure of IICA



Report on the National Agendas

The National Agendas

With the new institutional organization, the IICA Offices in the countries must begin a process of renewal, reflection, redefinition and evaluation to ensure that their work programs are consistent with national objectives and priorities. National authorities of both the public and private sectors should be given the opportunity to participate fully in conceptualizing, implementing, and evaluating the strategic cooperation actions agreed upon, within the context of a National Technical Cooperation Agenda.

Thus, the IICA Offices in the Member States have prepared national agendas for IICA's action at the country level, in close collaboration with representatives of both the public and private sectors. The Agendas contain the specific IICA strategy at the national level, which will shape cooperation activities in order to address the new mandates contained in the 2002-2006 Medium Term Plan, and deal with the problems and challenges facing agriculture and rural life in the Americas. Therefore, these strategies underscore the promotion of the sustainable development of agriculture, food security and prosperity in the rural communities of the Americas.

Basic principles for preparation of the National Agenda

The new strategy for the IICA Offices in the Member States starts with a **Error! Bookmark not defined.**consultation process involving different public and private organizations and associations (at the federal, provincial –departmental-- and municipal levels), universities, agricultural schools, NGOs and other key stakeholders interested in the cooperation actions of the Institute.

The principles that underpinned the process to prepare the agendas are:

- To be based on the interests of each country and to seek to have a concrete impact on each one of them as soon as possible.
- To take into account the mandate, the new vision and mission, and the institutional priorities defined in the 2002-2006 Medium Term Plan, as well as the priorities of each country.
- To consider formulation and implementation of the agendas as an ongoing process of review and periodic updating, involving consultation with and the full participation of the governments of the Member States, as well as our institutional partners.
- To be based on what IICA considers it can deliver effectively in each country and region, taking into account the characteristics and specific needs of each.
- To define overlapping areas of mutual interest where there is a possibility to secure funding. Recognition of funding constraints on both sides is a key consideration.

Stages in the process to prepare the National Agendas

<i>Stage</i>	<i>Actions taken</i>
1. Consultation Process	Review of documentation, interviews with groups of stakeholders, and preparation of the draft National Agenda, which is sent to Headquarters for analysis and approval.
2. Approval of Draft	Draft is reviewed and, once approved, serves as input for 2002-2006 MTP. Technical Cooperation Secretariat reviews and approves.
3. Preparation of Annual Action Plans (AAP)	Each Office will prepare a proposed Annual Action Plan, which must include the activities planned and budgeted for each year of its implementation period.
4. Preparation and Presentation of Annual Reports	Based on the AAP, a report will be submitted to national authorities, at an annual meeting convened for this purpose.
5. Ongoing Review of the National Agenda	Ongoing review and amendment, when necessary, of priorities so as to reflect the emergence of new needs and opportunities.

Status of the Process to Prepare the National Agendas

To date, all the Offices in the Member States have prepared and submitted to the consideration of the Technical Cooperation Secretariat their respective national agendas. Also, considerable progress has been made in the process of analyzing and approving same: 28 have been approved; the remaining six are in the final phase of review and adjustment, and should be approved by mid-October of this year.

The National Agendas and their Relationship to the Regional Agendas

In order to ensure that regional and national actions complement one another and are properly articulated, regional agendas will include a component to support the technical cooperation actions of national agendas. They are therefore essential for defining joint cooperation actions involving IICA's regional specialists and its Offices in the Member States.

The regional agendas will also have another component that focuses on topics of regional scope and of priority interest to regional integration processes under way in the different areas in which the Institute operates. The process to prepare the regional agendas began in early September, when all IICA's Representatives, regional specialists and other officials were at IICA Headquarters for the Meeting of IICA Representatives. During the meeting, first steps were taken to identify priorities and strategic actions for regional cooperation. This marked the beginning of a series of actions that will culminate, in the short term, with the preparation and approval of the technical cooperation agendas for the five regions: Andean, Caribbean, Central, Northern and Southern.