

00004506

338

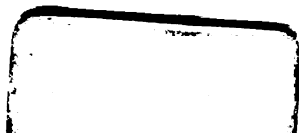


Table of contents

I. COOPERATION WITH THE MEMBER STATES	3
• Strengthened relations with the Member States	4
• IICA: A hemispheric network of cooperation for development	5
• Promotion of trade and agribusiness	6
• Innovation and new technologies	7
• National and regional agricultural health and food safety programs	8
• National programs for rural progress	9
• Information and communication for agricultural and rural development	10
• Support for the process to transform agricultural education	11
II. NEW CHALLENGES	12
• Support for the Member States in implementing the Summits process as pertains agriculture and rural life	13
• An inter-American coalition to combat poverty and promote rural prosperity	14
• Reform and strengthening of the Institute's governing bodies	15
III. MODERNIZATION AND TRANSFORMATION OF IICA: A MORE MODERN AND EFFECTIVE ORGANIZATION	16
• A more expeditious, flatter institutional framework	17
• Staff consonant with the new structure and resources available	18
• A new public information and institutional projection policy	19
• A policy of prudent financial management	20
• An IICA that is accountable	21

My commitments:

When I assumed the position of Director General of this Institute in January 2002, I pointed out that I did so with “humility and pride,” for I was joining a select group of leaders who converted an idea that started in Turrialba, Costa Rica, and gave rise to a great institution that has devoted itself to supporting the member governments in their efforts to promote the development of agriculture and the improvement of rural life in the Americas.

A year has gone by, and today I have the satisfaction of presenting this report on the principal achievements and progress attained by the staff of this Institute that I have the high honor to lead, during the first year of my Administration. The report describes the progress made in relation to each of the principal commitments that I made to the governments of the Americas during my electoral campaign and it complements the report I presented on my first 100 days at the head of the Institute.

In 2002, we emphasized strengthening cooperation with the Member States in strategic areas of action and reaching agreement on IICA's work in each country through the construction of Cooperation Agendas. As regards internal management, we concentrated on operational efficiency, accountability, prudent financial management and a better use of human resources, with a view to strengthening IICA's leadership and building an effective network of hemispheric cooperation.

Due to the increase in demand for the Institute's services in its Member States and given the new mandates the Institute has received, we have had to redouble our efforts while using resources more efficiently. To this end, as one of the main pillars of IICA's strategy, we focused our cooperative programs and made progress in terms of internal consolidation and establishing and consolidating partnerships with other international institutions, especially those within the Inter-American System.

Everything that the Institute has achieved during 2002 has been made possible thanks to the valuable support of the governments of the countries of the hemisphere, especially the Ministers of Agriculture and Rural Development. I invite the Ministers to read this succinct report and to send us their observations and suggestions for further strengthening the Institute.

With sincere appreciation,,



Cbelston W.D. Bratbwaite
Director General

NEW STYLE OF COOPERATION

- **CONSENSUAL STRATEGIC PLANNING:
CONSTRUCTING THE COOPERATION
AGENDAS AT THE COUNTRY AND
REGIONAL LEVELS**

- **BUILDING A NETWORK OF
HEMISPHERIC COOPERATION**

STRATEGIC AREAS

- **TRADE AND AGRIBUSINESS
DEVELOPMENT**
- **TECHNOLOGY AND INNOVATION**
- **AGRICULTURAL HEALTH AND FOOD
SAFETY**
- **SUSTAINABLE RURAL DEVELOPMENT**
- **INFORMATION AND COMMUNICATION**
- **EDUCATION AND TRAINING**

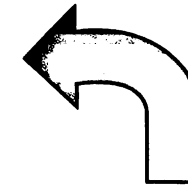
Principal actions in 2002

- Decentralization of IICA's action to the national level.
- Dialogue with national authorities, the private sector, academia and civil society.
- Preparation of IICA Technical Cooperation Agendas that emphasize the concepts of demand-driven cooperation, the forging of partnerships, and the priorities of 2002-2006 Medium Term Plan (MTP).
- IICA's program operations based on the Cooperation Agendas.
- Allocation of savings realized by restructuring the General Directorate to strengthen the pre-investment activities of the IICA Offices in its Member States.
- Redefinition of the functions of the Institute's Representatives in the Member States.
- Change of the style of technical cooperation by strengthening joint efforts with the Member States and complementing capacities with strategic partners in each country.



RESULTS/PROGRESS

The capacity of the IICA offices to carry out strategic planning in coordination with national authorities and organizations of the rural environment has been strengthened. Capabilities have been improved for identifying and formulating innovative projects that involve Institute cooperation, leveraging resources from other sources, and complementing efforts with other international agencies. IICA has also been able to increase attention to urgent and unforeseen demands from national authorities, which may subsequently give rise to wider cooperation actions.



COMMITMENT:

"A strengthened relationship with the Member States through a redefinition of IICA's programs in each country, with a view to bringing them into line with national objectives and priorities."

IICA COOPERATION AGENDAS

IN EACH COUNTRY

Hemispheric network of cooperation

COMMITMENT

"Convert IICA into a broad network of hemispheric cooperation that facilitates the exchange of information, technology and experiences among the countries."

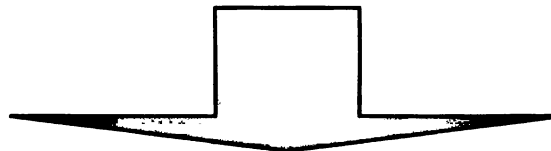


PRINCIPAL ACTIONS IN 2002

- Articulation of IICA's Regional Agendas with the IICA Agendas for each Member State.
- Support for regional meetings of ministers of agriculture, especially in the Caribbean and the Central American Isthmus.
- Regional Operations moved to Institute Headquarters.
- Rethinking of the functions of the regional specialists as key elements of the Institute's technical network.
- Strengthening of joint efforts with strategic partners, taking into account national and regional agendas.¹
- Progress in articulating efforts and complementarity of resources among the Directorates of the Strategic Areas comprising the Technical Secretariat.
- Strengthening and consolidation of the INFOAGRO Network, which received more than 4 million consultations in 2002:

- Infoagro.net/salud-Agricultural Health and Food Safety
- Infoagro.net/caraphin-Agricultural Health Information
- Infoagro.net/CODES-Sustainable Rural Development
- Infoagro.net/bolsas-Agricultural Commodity Exchanges
- Infoagro.net/agricom-Agribusiness Trade
- Infoagro.net/comercio-Trade
- Infoagro.net/infotec-Technological Innovation

- Redesign of the IICA web page to facilitate user's access and its administration by the Institute.



RESULTS/PROGRESS

Stronger mechanisms of articulation, increased teamwork and joint efforts with partner institutions, in the framework of the new style of technical cooperation, is making it possible for the Institute's national and regional Technical Cooperation Agendas to focus on the critical mandates received from its Member States. This has also made it possible to adapt cooperation to the specificities of size and degree of development of the Member States and to maintain and strengthen the Institute's flexibility and responsiveness.

1. Ver detalles en la parte de "Alianzas Estratégicas" en la III sección de este informe.

Trade and agribusiness development

COMMITMENT:

“Support the Member States in developing trade capacity, strengthening their negotiating skills, and modernizing their organization and operations so as to meet WTO standards; provide technical and policy support related to the creation of the FTAA as a trade alliance that benefits all the countries.”

PRINCIPAL ACTIONS IN 2002

- **Studies on:** (i) the evolution and performance of agriculture; (ii) the action and dynamics of trade; (iii) the evolution of agriculture and food security.
- **Strengthening national capacities for trade and agribusiness:** (i) training for trade negotiators; (ii) training on the rules and procedures of the WTO and free trade agreements.
- **Support for the private sector in agribusiness and trade:** (i) upgrading export capacity via the Export Platforms program; (ii) design and launching of the Inter-American Program for Promotion of Agricultural Trade, Agribusiness and Food Safety; (iii) establishment of the Service Center for Interpretation of Agrifood Labeling for access to Costa Rican markets.
- **Support for the modernization of agricultural trade systems,** providing technical assistance for organizing the Bolivian Agricultural Commodity Exchange; promoting and launching the Agricultural Commodity Exchange in Chile and the National Agricultural Market in Mexico; developing the Clearinghouse of the Agricultural Commodity Exchange in Colombia; preparing manuals on Supervision and Control of the Commodity Exchange in Costa Rica; training brokers at the Commodity Exchange in Venezuela; negotiating tariff quotas with the Commodity Exchange in El Salvador; reforming and launching the Commodity Exchange in Guatemala; and designing the operating strategy for the Commodity Exchange in Panama.
- **Innovative actions in countries:** (i) innovative alternatives for

financing agricultural production and marketing in Argentina; (ii) new administrative and operating systems applied to silo plants for the collection, preparation and storage of grains in Venezuela; (iii) import quotas as an instrument for guaranteeing the State-sponsored purchase of the national harvest of rice and sorghum in El Salvador; (iv) development of rural markets as an instrument for increasing the negotiating power of small- and medium-scale producers in the Peruvian highlands.

- **Dissemination of Information:** Consultations to the specialized information systems: (i) trade and agribusinesses: 261,000 consultations; (ii) digital platform for agribusiness trade (AGRICOM): 497,000 consultations; (iii) agricultural commodity exchanges (interbolsas): 382,000 consultations.



RESULTS/PROGRESS

Principal contributions in 2002

- Develop markets and marketing instruments with the following: preparing quality standards; fostering contract agriculture; price setting in public auction; using electronic systems for transmitting supply and demands; establishing online information systems.
- Develop export platforms as effective means for increasing the number of exporters and the volume of exports.
- Encourage the countries to adopt the agrifood chains concept and methodology for analyzing and solving problems of competitiveness and promoting joint action between the public and private sectors.
- Launch the innovative “Inter-American Program on Agricultural Trade, Agribusiness and Food Safety”
- Develop and validate the methodology for measuring the real contribution of extended agriculture to economic and social development.

Technology and innovation

COMMITMENT:

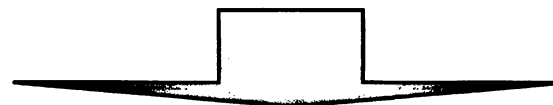
"Support the Member States in transforming their institutional frameworks for technological innovation and in upgrading capabilities to manage obtain new and promising technologies."

PRINCIPAL ACTIONS IN 2002

- **Strengthening national capabilities in 9 countries with:** (i) models for organizing national innovation and extension systems; (ii) methodologies for formulating agricultural extension policies; (iii) training in institutional management; (iv) advisory services for designing biosafety policy, with emphasis on Central America; and (v) training in new subject areas.
- **Strengthening hemispheric dialogue:** FORAGRO, for which IICA serves as technical secretariat, held its III International Meeting in Brasilia on the subject of Technological Integration in the Americas. Eleven priority subjects of work were established for the region.
- **Implementation of cooperative projects:** PROCANDINO, PROCITROPICOS, PROCISUR, SICTA (Central America) and PROCINORTE.²
- **Joint efforts with the IDB for operating the FONTAGRO agricultural technology³ fund,** support for the formulation of strategic projects in 13 countries, dissemination of regional research findings, and coordination of the implementation of 20 regional research projects.
- **Strategic partnerships in effect with:** (i) GFAR: Global Forum on Agricultural Research; Information System on Scientific and Regional Priorities (ii) CGIAR: regional priorities and support for FORAGRO; (iii) CATIE: Training in research systems administration; Central American biotechnology strategy; (iv) OIRSA/CATIE/CAC/CORECA: biosafety and genetically modified organisms; (v) CIRAD: coffee research; (vi) FONTAGRO IDB: multinational innovation projects; (vii) CIMMYT: extension models; (viii)

ISNAR: project management; (ix) IPGRI: management of plant genetic resources; and (x) CYTED: various topics for joint action, including technological indicators.

- **Preparation of IICA proposals on promising new subjects:** (i) regulations on modified live organisms; (ii) institutional outlook and management of biosafety; (iii) intellectual property policies for IICA products; (iv) institutional situation of intellectual property in the technological institutions of the region and national regulatory frameworks; (v); intellectual property and new methodologies in international trade.
- **Development of the information system** (i) INFOTEC, with information on the supply and demand of technology; dissemination of documents, news, events, etc. It received 400 consultations in 2002; (ii) 48 INFOTEC bulletins reached 1,595 users in 39 countries.



RESULTS/PROGRESS

In 2002 IICA's work in Technology and Innovation led to the:

- Generation of innovative ideas: "Electronic trade of technologies" and new models for technological innovation as a whole and the renewal of agricultural extension.
- Support for the design of biosafety standards in Central America and dissemination of this experience in other regions
- Development of FORAGRO as a mechanism for hemispheric dialogue among 30 countries on the subject of agriculture and technology development.
- Consolidation of the IDB-IICA FONTAGRO partnership to strengthen the regional agricultural technology system.
- Strengthening of horizontal cooperation to address technology demands in strategic subject areas, in 30 countries.
- Consolidation of the Scientific Agricultural Information and Technology System of the Americas (INFOTEC)

2. IICA's Annual Report contains detailed information on the wide range of work achieved through these projects.

3. IDB, IICA, IDRC (Canada) and the Rockefeller Foundation.

Agricultural health and food safety

COMMITMENT:

"Continue to support the countries in improving national and regional agricultural health and food safety programs in order to be able to compete successfully in domestic and international markets and to help protect consumer health."

PRINCIPAL ACTIONS IN 2002

- Cooperation for modernizing national agricultural health and food safety systems
 - A model was developed for measuring modernization of national systems; its validity was tested in Central American countries.
- Sanitary and phytosanitary measures
 - IICA worked with the countries to explain, analyze and implement the WTO Agreement on Sanitary and Phytosanitary Measures.
 - IICA facilitated the participation of 57 Latin American and Caribbean experts in the WTO Meeting on Sanitary Measures.
- Emerging issues and agricultural health and food safety emergencies.
 - Support to the Member States for strengthening their responsiveness to emerging issues and sanitary emergencies:
 - ⊙ Design of a strategy for the prevention and control of the giant African snail (*Acatina fulica*) in the Caribbean region.
 - ⊙ Contribution to the development of a fruit fly (*Anastrepa* spp) control program that includes: (i) epidemiological studies; (ii) the updating of legislation; (iii) training; (iv) epidemiological surveillance and biological control.
 - ⊙ Evaluation of the infestation of human botfly (*Dermatobia hominis*) in Central America.
- Food safety:
 - Preparation and execution of two modules of the Executive Leadership Series in Food Safety.
 - Training of 30 technicians and executives in 22 countries.
 - Support for the implementation of 16 projects dealing with food safety research, technology transfer and education.

- Information management in 2002
 - Development of the Agrosalud information platform:
 - ⊙ 68% growth in the number of users.
 - ⊙ 35-country coverage
- Strengthening strategic partnerships
 - With Codex Alimentarius, for monitoring and executing the Strategic Plan for the LAC region.
 - With the Southern Cone Plant Protection Committee (COSAVE), for institution building and as secretariat for coordination.
 - With the International Livestock Research Institute (ILRI), on the meat productivity, quality, food safety and trade project
 - With FAO/IPPC, to support the LAC technical consultation on sanitary measures
 - With the Central American Program for Fruit Fly-Free Areas that receives USDA and AIEA support, for evaluating institutional capacities of agricultural health and food safety systems.



RESULTS/PROGRESS

In 2002, progress was achieved in:

- Repositioning IICA in the countries and international forums in the subject of agricultural health and food safety, linked to agricultural trade.
- Raising the level of awareness of governments and organizations regarding the importance and contribution of sanitary measures to economic development, competitiveness, public health, and environmental protection.
- Strengthening national capacities to address emerging issues and emergencies, through technical and financial support.
- Developing information mechanisms as a key instrument for ensuring transparency in the application of sanitary measures to facilitate trade and to protect production and health in the Americas.
- Promoting a new model for measuring the performance and efficiency of the institutional systems for agricultural health and food safety in the Americas.

Sustainable rural development

COMMITMENT:

"Support Member State programs for the development of regions, based on the sustainable use of the resources, as a strategy for attaining prosperity in the rural communities."

PRINCIPAL ACTIONS IN 2002

- **Support the design of national strategies**, ad hoc policies, orientation of investments, design of institutional frameworks for sustainable rural development, in Mexico, Brazil, Guatemala and Panama.
- **Support implementation of projects to develop rural territories, with emphasis on the sustainable use of natural resources, and financed with external resources** (total US\$62.6 million 2002): Chile - 8 projects; Ecuador - 4 projects; Guatemala - 11 projects; Honduras - 7 projects; Brazil - 29 projects; Colombia - 22 projects; Caribbean - 7 projects; Paraguay - 5 projects; other countries - 18 projects.
- **Conceptual and methodological development:** a) **Proposed approach to sustainable rural development, from the territorial perspective;** b) **Methodologies for:** (i) analyzing and programming rural development (vols. I and II); (ii) agrifood chains, rural territories and planning at the local level; (iii) Geographic Information System, and (iv) management of small- and medium-scale rural enterprises; c) **Publications:** 10 books, 3 technical papers, and 14 compact discs on key aspects of rural development.
- **Documentation of successful experiences** with sustainable rural development in the Southern Cone.
- **Development of specialized information system for rural development**, comprising: (i) weekly electronic bulletin sent to 1500 people; (ii) specialized web page, and (iii) the Sustainable Rural Development Information System, which received 1,183,000 consultations.

- **Strengthening of global strategic partnerships.** Greater participation in the Inter-agency Group for Rural Development (IDB, IFAD, FAO, IICA, ECLAC, USAID and GTZ); direct work with universities in Canada, the United States, the Netherlands, Spain, and Portugal and with NGOs. In addition, joint efforts were initiated with the European LEADER program for rural development policies; with the IACW (Inter-American Commission of Women, OAS), for monitoring inclusion of the gender perspective in IICA's institutional framework and in technical cooperation actions; and with Third World Center for Water Management (TWCWM), regarding policy design.



RESULTS/PROGRESS

- In 2002, the Institute repositioned itself in the area of rural development with a territorial approach, and more vigorous cooperation was provided to the Member States through:
 - Documentation of IICA's experience as a basis for the development of the territorial approach to sustainable rural development
 - IICA's territorial approach to sustainable rural development using innovative methodologies that will enable the countries to adapt and apply IICA's approach
 - Technical and management support to increase the effectiveness of the US\$62.6 million that the LAC countries invested in rural development in 2002.
 - Redesign and strengthening of IICA's technical network; further progress in strengthening relations with partners

Information and communication

COMMITMENT

"Ensure that information is disseminated and used appropriately in the rural sector of economy, taking new experiences and new technology to rural enterprises, as well as information on markets and technical services."



PRINCIPAL ACTIONS IN 2002

- Strengthening of the INFOAGRO technical information system, which received an average of 350,000 monthly hits; 18,550 documents were consulted; and 16,300 were printed. The average duration of consultation of each visitor was 15.10 minutes. In 2002, 5,500 new users of INFOAGRO registered.⁴
- The Agricultural Information and Documentation System of the Americas (www.sidalc.net) consolidated Agri2000 as the bibliographic megabase of the Americas. It includes 150 databases from agricultural libraries in more than 20 countries of the Americas and provides access to 1,400,000 bibliographic records, for online consultation and request.
- Follow up was given to activities to establish a strategic partnership with FAO (Waicent) regarding training and management of agricultural information.
- IICA's web portal (www.iica.int) was redesigned and now offers new contents and graphic interface that emphasize information and services for users.
- IICA's intranet was expanded with new services and technological instruments for facilitating different institutional operations.

4. Source: Software Webtrends

- Under a general system of coordination, the IICA Agricultural Libraries and Documentation Centers was established as a network to increase the Institute's capacity for technical cooperation and provide bibliographic information services to internal and external users.
- Publications regulations were prepared to govern the Institute's printed and digital publishing activities. In 2002, 2,146 technical books and educational texts written by national authors and published by IICA were sold in 20 countries.

RESULTS, PROGRESS

The systems developed by the Technical Areas have been integrated into a single system (INFOAGRO), facilitating its administration and the introduction of innovations.

The Information and Agricultural Documentation System of the Americas (SIDALC) provided technical assistance and training (online and on-site) to librarians, computer specialists and end users for the management of agricultural information; on-site training was provided to these specialists in 10 countries. The partnerships with FAO made it possible to publicize and implement the use of the Agris web interface in libraries belonging to national agricultural information networks in 20 countries.



Agricultural education

COMMITMENT

“Support the process to transform agricultural education so that it produces scientists, technicians and entrepreneurs that can effectively develop/reposition agriculture.”

PRINCIPAL ACTIONS IN 2002

- Strengthening of regional forums on higher agricultural education (South, North-Mexico, Central and Caribbean); sponsoring of global dialogues on programs to improve agricultural education and design related projects.
- Design of regional graduate-level programs for: (i) higher agricultural education; (ii) international trade; (iii) agricultural health and food certification; (iv) agribusiness and (v) sustainable rural development.
- Joint programs for strengthening higher agricultural education with the Autonomous University of Chapingo (Mexico); Catholic University and Universidad de Concepcion (both Chile); University of the Republic of Uruguay; University of Buenos Aires (Argentina).
- Support for the development of guidelines for self-evaluation and definition of quality standards for agricultural education programs, within the framework of the MERCOSUR.
- With the Central American University Council (CSUCA), development of a guide for self-evaluation and quality standards for university programs in the agrifood sector in Central America.
- Strategic partnerships in force with: (i) the World Bank, for creating a specialized learning network on agriculture called “Global Development Learning Network for the Americas” (GDLNA); (ii) Tropical Agriculture Research and Higher Education Center (CATIE) and the City of the Knowledge, Panama, for developing distance education programs.

- Developing IICA distance learning capabilities by: (i) upgrading its distance education centers; (ii) training personnel for distance learning in 15 countries; (iii) offering 16 courses by video- and teleconference for 400 people from public and private sector institutions in all the countries of the Americas; (iv) production of three distance learning courses with multimedia materials in Spanish and English for instructors and students, and which are free of charge to the countries; (v) development of educational materials on critical aspects of trade and rural development to strengthen training actions by Internet, CD-ROM and IICA's distance learning centers in 2003.
- Realization of 11 global dialogues by videoconference, including a dialogue with the ministers of agriculture of Central America on the Free Trade Agreement between the United States and Central America.



RESULTS/PROGRESS

The most relevant progress in 2002 has been:

- Improvements in the quality of agricultural education through cooperation with programs to improve the academic level of the schools of agriculture and animal husbandry.
- Advances in consolidating IICA's position as a leading institution in higher agricultural education.
- Strengthening of IICA capabilities as a “wholesale producer” of digital educational materials for distance education in the areas of agriculture and rural development.

**AGRICULTURE AND RURAL LIFE IN THE
SUMMIT OF THE AMERICAS PROCESS**



NEW CHALLENGES

**INTER-INSTITUTIONAL
COALITION FOR RURAL
PROSPERITY**

**REFORM AND
STRENGTHENING OF IICA'S
GOVERNING BODIES**



PRINCIPAL ACTIONS 2002

- Publication and dissemination of the policy guidelines for agriculture and rural life in the hemisphere (Ministerial Declaration of Bavaro).
- Extensive exchange of information and joint efforts with development banks, agencies of the OAS system and other international organizations that will become institutional members of the Summits process, within the framework of the Joint Summit Working Group.
- Effective monitoring of the mandates of the Third Summit as pertains to agriculture and rural life; preparation of progress reports.
- Fulfillment of responsibilities as a partner agency of the Summit of the Americas process.
- Progress in designing proposals for implementing the Ministerial Declaration of Bavaro.
- Maintenance of a periodic dialogue with the National Summit Coordinators that make up the Summit Implementation Review Group (SIRG).
- Progress in organizing the Second Ministerial Meeting (Panama, November 2003)
- Promotion of a monitoring mechanism of monitoring that links the national level to the ministerial delegate for agriculture and to the IICA Representative in the country with the National Summit Coordinator in the Ministry of Foreign Affairs.



COMMITMENT

"Support the Member States in implementing the mandates issued in the Summits process."⁵

Agriculture and rural life in the summits of the Americas⁵

RESULTS/PROGRESS

- The mandates on agriculture and rural life issued at the Third Summit of the Americas were disseminated.
- The agreements contained in the Ministerial Declaration of Bavaro were disseminated.
- IICA disseminated information on the progress achieved by the ministerial delegates for agriculture with regard to the Strategic Guidelines for a Shared Agenda for the Community of Agriculture and Rural Life of the Americas.
- Work was initiated for organizing the Second Ministerial Meeting on Agriculture and Rural Life, as called for in IABA Resolution 379.
- A wide-reaching dialogue was carried out with stakeholders of the agricultural sector in several countries on the document "On the Road to the Second Ministerial Meeting on Agriculture and Rural Life in the context of the Summit of the Americas Process."
- IICA reported periodically to the OAS Secretariat for the Summit Process, to the National Summit Coordinators belonging to the SIRG, and to the partner institutions associated with the Summit of the Americas process regarding IICA's progress in implementing the mandates of the Summits and the Ministerial Declaration of Bavaro.

5. As a partner institution of the Summit of the Americas process, IICA serves as ex officio secretariat of the Ministerial Meeting, supports the countries in their work to prepare national proposals with the participation of all leaders of the agricultural sector (public, private, academia and other civil society organizations), and develops a hemispheric plan of action for implementing the mandates of the Summits and the Ministerial Declaration of Bavaro.

COMMITMENT

"Move forward in creating an inter-American coalition committed to eradicating poverty and promoting rural prosperity (with the IDB, CATIE, CARDI, FAO, OIRSA, OAS, ECLAC, UNDP, World Bank, PAHO, and others) in order to multiply efforts and coordinate support to IICA's Member States."

*Coalition for
rural
prosperity*

PRINCIPAL ACTIONS IN 2002

- Establishing the Directorate of Strategic Partnerships in Washington, D.C.
- Strengthening IICA's Permanent Office in Europe, which is located in the Ministry of Agriculture in Madrid, Spain.
- Strengthening IICA's participation in the Interagency Group on Rural Development (IDB, World Bank, IFAD, FAO, USAID and GTZ).
- Expanding joint activities with FAO in the countries and on common issues, based on a new agreement; strengthening of ties at executive level.
- IICA/PAHO agreement for joint efforts in rural areas.
- Strengthening inter-institutional work in all IICA Offices.
- Report "Working Together," for presentation to IICA's governing bodies.

RESULTS/PROGRESS

The Institute has been operating under a new policy of joint efforts with other international organizations, especially its strategic partners, with whom progress has been made to prepare and execute work programs and joint activities, and to complement capacities and resources, with a view to giving better and more effective services to the Member States.

The Institute's participation as a partner institution in the Summit of the Americas process deserves special mention. It has enabled the Institute to strengthen its ties with the OAS General Secretariat on substantive aspects of Summits process, and to strengthen joint action with agencies of the Inter-American System. A new avenue for action has opened up with the signing of an agreement with PAHO, another agency of the Inter-American system with which IICA has undertaken important efforts on behalf of rural communities.

COMMITMENT

"Reform and strengthening of IICA's governing bodies and permanent communication with the General Directorate"

PRINCIPAL ACTIONS IN 2002

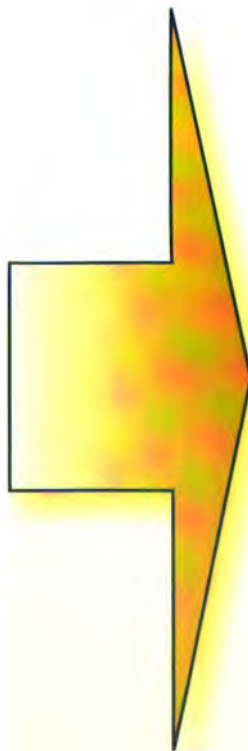
- **Closer ties between the General Directorate and the Member States through:**
 - Visits of the Director General and Institute executive officers to the Member States.
 - Strengthening of the Special Advisory Commission on Management Issues (SACMI):
 - ⊙ Reactivation of the Commission with the designation of its new members.
 - ⊙ Development of a support system for the SACMI for online information and communication, on IICA's web page.
 - ⊙ Holding of the SACMI meeting in 2002.
 - ⊙ Full compliance with the 36 recommendations issued at the 2002 meeting with SACMI (Report to 01/31/03)
- **Improvement of the operations of the Inter-American Board of Agriculture (IABA) and the Executive Committee as the governing bodies of IICA**
 - Establishment of online information and consultation systems for facilitating the work of the IABA and the EC
 - Use of IICA's web page to maintain ongoing communication with the Member States.
 - Establishment of the Executive Secretariat of the IABA/EC
 - Ongoing monitoring of progress made to comply with resolutions of the IABA and the Executive Committee.
 - Placement of IABA and EC resolutions, dating back to 1981, on IICA's web page (in progress).

Governing bodies of IICA

RESULTS/PROGRESS

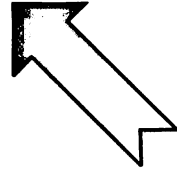
The work of the Advisory Commission in 2002: (i) facilitated the adoption of six Resolutions pending approval from the Eleventh IABA; (ii) facilitated fluid dialogue on the financial situation of IICA and approval of the 2003 Program Budget; (iii) validated and made it possible to improve the quality and political viability of innovative projects presented by the Director General on agricultural trade, agribusiness and food safety and on agricultural education, which were subsequently approved at the Twenty-second Regular Meeting of the Executive Committee.

The Executive Committee has assumed the new responsibilities delegated to it by the IABA, which was reflected in decisions adopted at the Twenty-second Regular Meeting. This will enable the IABA to devote more attention to substantive issues affecting agriculture and rural life in the hemisphere at the forthcoming Second Ministerial Meeting that will take place in Panama in November 2003.



AN IICA THAT IS ACCOUNTABLE

5



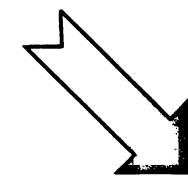
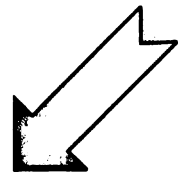
A MORE EXPEDITIOUS AND FLATTER INSTITUTIONAL STRUCTURE

1

A MORE MODERN AND EFFECTIVE ORGANIZATION

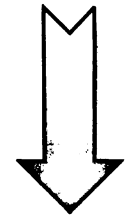
PRUDENT FINANCIAL MANAGEMENT

4



NEW INFORMATION AND COMMUNICATIONS POLICY

2



STAFF CONSONANT WITH STRUCTURE AND RESOURCES

3

A flatter and more expeditious structure

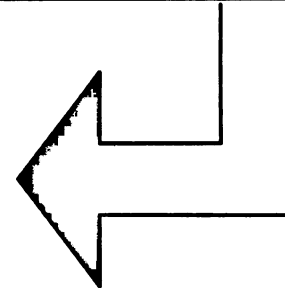
1

COMMITMENT

"A flatter, more efficient institutional framework that operates with corporate standards and procedures in the framework of an integrated management model."

PRINCIPAL ACTIONS IN 2002

- Adoption of the integrated management model recommended by the Special Advisory Commission on Management Issues as a basis for organizational design.
- Elimination of the Directorates of the Regional Centers as structural units, and replacement by a management mechanism for regional operations.
- Establishment of a new organization structure at Headquarters.
- Establishment of the Directorate of Strategic Partnerships in Washington, D.C.
- Design and operation of a system of management committees centered in the Director General's Cabinet, with an efficient institutional mechanism for communication and for monitoring agreements.
- Reassessment of rules and unification of procedures for the operation of units; updating of executive orders.
- Updating (partial) of equipment and software, and design of the private virtual network that will facilitate communications and contribute to reducing costs.
- Articulation of the Directorates of the strategic areas under a single Secretariat.
- Articulation of administrative areas (accounting, finance, budget) for more efficient resource management.



RESULTS/PROGRESS

A new structure has been implemented for the General Directorate and is in operation. It: (i) is more horizontal, (ii) facilitates better coordination among its components and the integration of actions at the various levels of IICA's action (hemispheric, regional and country); (iii) represents a unified and more efficient corporate operation, and (iv) fosters a more effective use of technical, financial and information resources.

COMMITMENT

"A new information and communications policy that facilitates dialogue with the governments and helps reposition the Institute."



2

PRINCIPAL ACTIONS IN 2002

- Creation of the Public Information Unit and designation of staff in the IICA Offices in the countries as correspondents.
- Active presence of IICA in 2002 in the communications media in the hemisphere.
 - 137 press releases (78 in Spanish and 49 in English).
 - 178 reports in the press on IICA publications.
 - Public information policy prepared.
 - Broad dissemination of activities to celebrate the 60th anniversary of IICA.
 - IICANews bulletin in English and Spanish.
- Publication of documents and reports to enhance IICA visibility and public relations.
For example:
 - 2001 Annual Report
 - Repositioning IICA to Meet the Challenges of the 21st Century
 - The First 100 Days Report
 - A Vision of the Future of Agriculture in the Americas
 - Agriculture and the Challenges of the 21st Century
- Redesign of the IICA web page.
- Strengthening of the INFOAGRO technical information system, which received an average of 350,000 monthly hits; 18,550 documents were consulted; and 16,300 were printed. The average duration of consultation of each visitor was 15.10 minutes. In 2002, 5,500 new users of INFOAGRO registered.⁶
- The electronic bulletin "Connection" is sent to 3,000 users.

Renewed information and communications policy



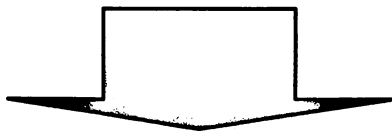
RESULTS/PROGRESS

Progress has been made in repositioning IICA in the collective memory of organizations and authorities working in the rural area in the hemisphere. An expeditious public information network has been established which makes better use of existing resources. IICA is disseminating more information and gaining greater recognition among its Member States for its work. Efforts have also been made to disseminate IICA's thinking on matters of key importance to agriculture and rural life, as a contribution to the hemispheric dialogue.

⁶ Source: Software Webtrends

PRINCIPAL ACTIONS IN 2002

- Restructuring of the staff roster in line with the new organizational structure.
- Rationalization and reduction of the roster of local Headquarters staff through policies of: (i) voluntary retirement; (ii) rehiring at market prices, and (iii) elimination of positions.
- Adjustment of the number of positions to the Institute's real financial capacity.
- Reassessment of the role of local professional staff to assume greater responsibility in the technical and administrative areas.
- Implementation of new staff performance evaluation policy, standards and methods, articulated with the performance evaluation of units.
- Strengthening of the Human Resources Directorate and innovation in personnel management procedures.

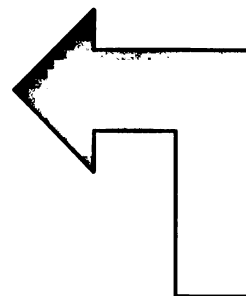


RESULTS/PROGRESS

The staff roster has been adjusted to the new structure of the General Directorate and personnel costs reduced to adjust to resource availability. The current cost of Headquarters has been reduced by 10%, which will have effects on savings in the future, and progress has been made in adjusting the salary structure to market conditions in order to surpass, in part, distortions produced in the past on the salary scale. The full effect of the teamwork policy has had positive results and is making it possible to do more with fewer resources.⁷

7. See Section 1 of this report for a synthesis of the work of the Strategic Areas, and the Institute's 2002 Annual Report for more detailed information on same.

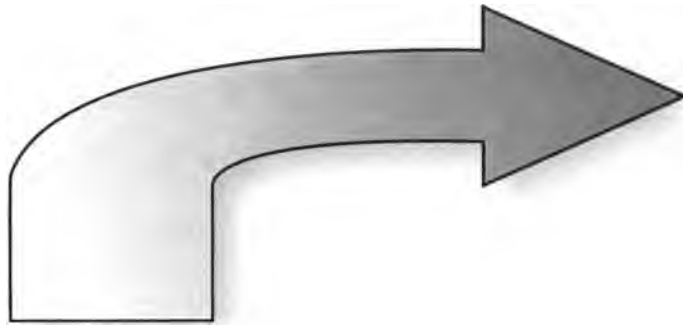
Staff-consonant with structure and resources



COMMITMENT

3

"Staff roster consonant with the work, organizational structure and resources of IICA, with solid ethical values and committed to the goals of the Institute."



COMMITMENT

"Implement a policy of prudent financial management that ensures that the Institute's limited resources are used as efficiently as possible in reaching institutional objectives."

Prudent Financial Management

4

PRINCIPAL ACTIONS IN 2002

- Communication and application of the policy throughout the General Directorate; emphasis on observing and enforcing Institute rules and regulations.
- A flatter and less costly organization of the General Directorate.
- Strengthening of the Directorate of Administration and Finance and the Internal Audit.
- Establishment of the Administration and Finance Committee, the Internal Audit Committee and the Performance Evaluation Committee.
- Improvements in the allocation of resources in line with MTP priorities.
- Reform of the salary policy to associate raises with excellence in performance.
- Savings realized by reducing and rationalizing the staff roster.
- Innovations in communications to reduce travel and courier expenses.
- Strengthening of the Purchases Committee.
- Strict control of the use of resources allocated to Headquarters units and to the Offices in the countries.



RESULTS/PROGRESS

The 2002-2006 Medium Term Plan is being implemented with the execution of the 2002 Program Budget, taking into account the Institute's real financial possibilities. The cutbacks at Headquarters and the elimination of the Regional Directorates have made it possible to increase allocations of resources for pre-investment and technical cooperation activities to the IICA Offices in the Member States.

PRINCIPAL ACTIONS IN 2002

Transparency

- Adoption at every level of transparency and accountability as key management policies.
- Preparation and delivery of reports by the Director General to the governments of the Member States and to partner international organizations on the achievements of the first 100 days and the first year of this administration.
- Accountability to the national authorities regarding implementation of IICA's agenda in each country.
- Director General's report to the Executive Committee.
- Presentations in different forums to the ministers of agriculture and other national authorities regarding the real financial situation of the Institute.
- Establishment of the Directorate of Performance Management and Evaluation.
- Strengthening of the management of the Internal Audit and adoption of computer tools to upgrade the analysis of administrative, accounting, and financial information.
- Use of the Internal Audit as an instrument of ongoing analysis of administrative processes to improve management.
- Development of standards and procedures for performance evaluation, with appropriate incentives and sanctions.
- Systematization of information on selected experiences, as a basis for building an institutional memory as a key resource for replicating experiences.
- Alignment of the Institute's action based on the 2002-2006 Medium Term Plan, the annual work plans of the Institute's units, and the programming of individual work.
- Report preparation: 2002 Annual Report and other ad hoc reports.
- Member States were provided ongoing access to information on what IICA does and how it uses its resources, via Internet and the Institute's web page



COMMITMENT

An IICA... that is accountable.

RESULTS/PROGRESS

The General Directorate's mechanism for analysis and decision-making has been upgraded, based on stronger monitoring and evaluation functions. The preparation of reports on the annual work plans for implementing the Institute's agendas at the country, regional and hemispheric levels is a strategic task that has been well received in the countries and very useful for Institute management.

The principal result of that effort is an effective and timely feedback system that will enable the governments to adopt more informed decisions on IICA. At the same time, it will enable the Institute to better understand the thinking and expectations of its "owners," enabling it to adjust its actions and increase its effectiveness.

5







IICA MEMBER STATES

Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States of America, Uruguay and Venezuela.

