



A VISION  
FOR THE

*Inter-American Institute for  
Cooperation on Agriculture  
(IICA)*

*for the period*

**2002-2006**

*Dr. Chelston W. D. Brathwaite*

*"A vision that seeks to build an institution that supports the Member States to create a Hemisphere that is food secure, technologically prepared, environmentally managed and socially equitable for the people of the Americas."*



***I*** am honoured by the call to be a Candidate for the post of Director General of IICA for the period 2002-2006.

*This is a draft document and should I be given the opportunity to lead the Institute it will form the basis for discussion with the Member States to arrive at a common vision. A vision which should incorporate a culture of cooperation, a culture of partnership, a culture of shared responsibility and a common agenda to channel the energies of the Member States towards a prosperous agricultural sector.*

*A vision that seeks to build an institution that supports the Member States to create a Hemisphere that is food secure, technologically prepared, environmentally managed and socially equitable for the people of the Americas.*

A handwritten signature in black ink, which appears to read "Chelston W.D. Brathwaite". The signature is written in a cursive, somewhat stylized script.

***Chelston W.D. Brathwaite***  
***Candidate for Director General***  
***Of IICA for the period 2002-2006***

**CURRICULUM VITAE**  
**OF**  
*Chelston Whitley Da Costa Brathwaite*

**EXECUTIVE SUMMARY**

*Chelston W. D. Brathwaite* is a national of Barbados. He holds a B.Sc. (Hons.) in Agriculture from the University of the West Indies, St. Augustine, Trinidad and Tobago, a Doctorate in Plant Pathology from Cornell University and a Diploma in Agricultural Development with Distinction from the University of London. He has also completed courses in Executive Management and Marketing in the Central American School of Management (INCAE). He is a senior staff member of the Institute, having served most recently as Director of the Management Unit for the Coordination of Regional Operations at IICA Headquarters in San Jose, Costa Rica.

He joined the Institute in 1981 as a Regional Plant Protection Specialist for the Caribbean Region. In 1983, he was appointed as Representative in Trinidad and Tobago, in 1988, Assistant Director of Operations for Central America and the Caribbean in San Jose, Costa Rica, in 1992, Deputy Representative in Mexico and in 1995, Director of Administration of the Institute.

Prior to joining IICA, Dr. Brathwaite worked as Plant Protection Officer with the Africa Desk of the Food and Agriculture Organization of the United Nations and as Senior Lecturer and Associate Dean of Research in the Faculty of Agriculture at the University of the West Indies in Trinidad and Tobago.

In addition, to his substantive responsibility as IICA Representative in Jamaica, he serves as Executive Secretary of a programme to foster cooperation in Agriculture between Caribbean and Latin American Countries (CARILAC), and as Advisor on Caribbean Affairs to the Director General of the Institute.

Dr. Brathwaite speaks English and has a working knowledge of Spanish. His book on the diagnosis of plant disease has recently been updated and translated in Spanish and is used in some colleges and Universities in Latin America and the Caribbean.

Dr. Brathwaite is recognised for his Administrative, Technical and Institutional leadership in international agricultural development. He has broad experience in the design management and implementation of technical cooperation projects and specializes in the management of multicultural and multinational issues related to agriculture and rural development.

He has broad international experience having worked in the U.S.A., (Research Assistant, Cornell University), Italy (FAO), Kenya, (University of Nairobi - External Examiner), Trinidad and Tobago (University of the West Indies and IICA), Costa Rica (IICA), Mexico (IICA) and Jamaica (IICA).

He is a team player who works well with all kinds of people, achieving success by building consensus. His satisfaction comes from a job done well, on time and under budget. He is able to motivate others to excellence and to get the job done despite obstacles. He thrives on challenges and tough assignments and believes that work should be fulfilling and financially rewarding. He is married and has five children.

*Vision*  
*for*  
**IICA**  
*of the*  
**21st Century**

*By:*  
**Dr. Chelston W. D. Brathwaite**

## **I. INTRODUCTION**

A vision for the Inter-American Institute for Cooperation on Agriculture (IICA) in the future must take as its point of departure the current tendencies in the world economy, a vision of the future of world agriculture, the history of the Institute and the mandates from the recently concluded Summit of the Americas and the OAS General Assembly.

The agriculture of the 21st Century will be influenced by seven major global factors.

These are:

- 1. Globalization and trade liberalization of world markets**
- 2. Population increase and urbanization**
- 3. Biotechnology**
- 4. Information and communication technologies**
- 5. Consumer preferences**
- 6. The environment**
- 7. Government Policies**

### **1.1 Globalization and Trade Liberalization of World Markets**

The world is becoming more integrated as the process of globalization and trade liberalization accelerates. Following the Uruguay Round of negotiations and the establishment of the World Trade Organization, new rules and regulations are governing international trade. These rules and regulations are improving market access and opening of new markets, reducing and in some cases eliminating tariff barriers drastically and establishing new standards for trade in products that incorporate social, health and environmental considerations.

In spite of the emphasis on increased global trade and trade liberalization, non-trade issues such as poverty alleviation, food security, food safety and the environment are critically important for the sustainable development of the countries in the hemisphere. The countries of Latin America and the Caribbean will be challenged to improve the competitiveness of their agricultural sectors in order to participate fully in this new global scenario.

### **1.2 Population Increase and Urbanization**

According to recent statistics, by 2025 the world population will have risen to eight (8) Billion; this numerical increase will be a main challenge for agriculture and world food supplies. A much greater impact, however, will result from rapid economic growth in key regions of our planet. This economic growth will very quickly alter world-eating habits and increase total food consumption. Much of the population increase is expected to take place in the cities of the developing world.

According to the Food Policy Research Institute "By 2020, about fifty two (52%) percent of the developing world's population will be living in urban areas, up from thirty eight (38%) percent in 1995. The rapid urbanization of the developing world and associated changes in lifestyles will have significant effects on food preferences and hence on demand. As people move from rural to urban areas, they tend to consume more livestock products, fruits, vegetables and processed foods."

The migration to the cities in search of a better life by the young people and the demand for food is taking place at the same time that the rural farm population is

aging. Agricultural production and research systems will be challenged to keep abreast of changing dietary preferences in coming years and will have to utilize all the technologies, policies and management systems to increase the productivity of the rural sector.

### **1.3 Biotechnology**

There has been substantial development in biotechnology and genetic engineering in the last 20 years, which offer new prospects for increased agricultural production. However, while biotechnology has the potential to produce crops and livestock that are more efficient, more productive easier to produce and use less agricultural chemicals, consumer acceptance of genetically modified foods will continue to be a challenge for global application of the results of biotechnological research. According to recent statistics, in 1999 the global area under genetically modified crops was 40 million hectares and this is expected to reach 85 million hectares in 2003 (6% of the total global arable land.) The recent release of genetically modified rice called "golden rice" which is rich in Vitamin A and could cure Vitamin A deficiency of 124 million children worldwide underscores the potential of biotechnology for the future.

### **1.4 Information and Communication Technologies**

Rapid changes in information and communications technology offer new challenges and opportunities to the agricultural sector. They provide easy and immediate access to information on markets, trade opportunities, consumer preferences and competitors around the world. They also facilitate advertising, promotion and dissemination of information to current and potentially new clients and customers. The new technology, together with increased globalization and market integration are influencing changes in both the demand and supply of food. Institutions, individuals and enterprises in the hemisphere need to exploit the opportunities provided by the new technology to increase the competitiveness of their products and develop new market opportunities.

These advances are leading to the development of more knowledge based economies however, the challenge here is to ensure that information is adequately disseminated and utilised in the rural sectors of the economy. The new technologies need to be utilised more to facilitate the provision of market information, technical services and to bring new experiences and technology to the rural enterprises.

### **1.5 Consumer Preferences**

Improved education, communication and higher incomes have also resulted in greater awareness of the importance of adequate nutrition for good health and general well-being and the demand for fresh fruits, vegetables, functional foods, processed foods, snack foods and organic products has been increasing. In addition, food quality and food safety concerns are of increasing importance in national and international food markets. The challenge to agriculture will be to satisfy consumer demand while ensuring safety and reliability of food supplies.

## **1.6 The Environment**

Progress in agricultural development in the past has often resulted in environmental degradation - polluted water supplies, degraded soils, loss of biodiversity and wildlife habitats and displacement of rural people.

Over the next thirty (30) to fifty (50) years, world food requirements will more than double. The challenge to agriculture will be to provide for the food needs of the vastly increased population on reduced acreages of farm land with water shortages and the switch to food consumption based on more livestock products, fruits, vegetables and processed foods. This challenge must be met within the context of the guidelines for sustainable development as contained in the Brundtland Commission Report (1987) and prioritized in Agenda 21: Programme of Action for Sustainable Development in Rio de Janeiro, 1992.

In addition, the recent evidence pointing to the potential disastrous consequences of global warming and the serious situation of our water supplies for agriculture, suggest that environmental issues will be a major challenge to the agriculture of the future.

## **1.7 Government Policies**

The structural adjustment programmes of the recent past have resulted in a decline in the size and budgetary allocation to Ministries of Agriculture in several countries of the hemisphere. However, the global scenario requires a critical role for the state in the provision of the regulatory framework for agriculture, policy framework and support services such as rural infrastructure, security of land tenure, training, research and extension which are all necessary for the development of a competitive agriculture. The traditional private sector and non-governmental organizations are increasingly involved in the provision of technical services to the sector but the role of government in building new strategic partnerships with the private sector, non-governmental organizations and the institutions of civil society is a critical one.

## **2.0 CHALLENGES AND OPPORTUNITIES FOR THE COUNTRIES OF THE AMERICAS**

### **2.1 Introduction**

The countries of IICA Member States of the Hemisphere have a population of some 800 million people. The countries show considerable variation in size and wealth from Haiti with a gross national product per capita of US\$460 to the United States of America with US\$30,600 and from St. Kitts/Nevis with a population of 44,000 to the United States of America with a population of 273 million.

- i. The proposed Free Trade Area of the Americas will create a global market of some Eight Hundred (800) Million, this scenario and the diversity in stage of development, population, wealth and natural endowments, provide a rich opportunity for Member States to learn from each other and draw lessons from each others experiences in agricultural development.
- ii. This global market will provide unprecedented opportunities for trade in agricultural products and an opportunity to establish an Inter-American Agribusiness Community which will be the largest in the world. In addition, the hemisphere is emerging not only as the fastest growing sub-region of the world, but the subregion with the greatest potential for future growth.

- iii. The small economies of the hemisphere who are struggling with the twin challenges of the elimination of poverty and the promotion of sustainable development, must be assisted in their efforts to integrate into the global economy.
- iv. A large proportion of the population of Latin America and the Caribbean are employed in agricultural production and associated activities and the export of agricultural products represents the most important sources of foreign earnings in several countries.
- v. The agriculture of Latin America and the Caribbean in the 21st Century must be competitive, must seek to produce value-added products, must be environmentally sustainable and must respond to the increasing demand for processed convenience foods.
- vi. Against this background, agricultural development in the 21st Century must therefore ensure a sound balance between world food security and a protected environment. The agriculture of the future will be increasingly multifunctional, heterogeneous, complex, knowledge-driven, technology-driven, market-oriented and adapted to available resources. The key factors driving this new agriculture will be the application of biotechnology and information technology and the globalization of markets.
- vii. Given these realities, IICA's development programmes and projects must assist the agricultural sector of the Member States in this process of change. The agricultural sector must be a business sector and must clearly link with other sectors of national economy, such as, tourism, manufacturing, education and health, among others in order to generate multiplier effects on employment, incomes and foreign exchange earnings in order to contribute to national development.

## **2.2 Forces of Integration and Hemispheric Trade**

Over the last decade or so, there has been a clear tendency for the promotion of efforts to facilitate regional and hemispheric integration and trade in the Americas. The emergence of MERCOSUR, NAFTA, the G3, the Andean Pact, the ACS and the deepening of CARICOM to a single market and economy and the promotion of a Free Trade Area of the Americas, FTAA, are all expressions of the clear destiny of this region towards an integrated Hemisphere. Trade between countries of the Americas has increased more significantly than has world trade. World trade in the last decade has shown an annual increase of approximately eight percent while regional groupings in the Americas have recorded twenty percent in the Andean Pact, twelve percent in NAFTA and over twenty percent in CARICOM. These tendencies suggest excellent prospects for regional trade in the future which will underpin the formation of the Free Trade Area of the Americas.

## **2.3 Mandates of the recently concluded Summit of the Americas**

The recently concluded third Summit of the Americas has produced the Declaration of Québec City and the Plan of Action of the third summit which clearly defines the strategies and programmes which will create greater economic prosperity, expand economic opportunity and fashion international relations among the countries in the foreseeable future. The commitment to the formation of the Free Trade Area of the Americas by 2005 underscores the need for ongoing dialogue and cooperation within the Inter-American systems.

In both the declaration and the plan of action, the Heads of Government emphasized the importance of agriculture and rural life in the strengthening of democracy, the creation of prosperity and the realization of the human potential of the peoples of the Americas. Their mandates are clearly expressed in section 10 of the plan which states:



- i. "Promote dialogue involving government ministers, parliamentarians and civil society, in particular organizations linked to rural areas as well as the scientific and academic communities, with the objective of promoting medium- and long-term national strategies toward sustainable improvement in agriculture and rural life."
- ii. "Instruct the Ministers of Agriculture, during the next meeting of the Inter-American Board of Agriculture, to promote, in cooperation with the Inter-American Institute for Cooperation on Agriculture (IICA), joint action by all the actors of the agricultural sector to work towards the improvement of agricultural and rural life that enables the implementation of the Plans of Action of the Summits of the Americas."
- iii. "Include IICA as partner institution in the Summits of the Americas process, and welcomed the involvement of the six institutional partners (OAS, IICA, PAHO, ECLAC, IDB and World Bank) in all stages of the Summits progress."

#### **2.4 Mandates of the OAS General Assembly**

At the Thirtieth OAS general Assembly, the Ministers of Foreign Relations of its Member States resolved to:

- i. "Confer a new dimension on the IABA and recognize it as: "...the primary ministerial forum within the OAS for analyzing and building consensus on policies and strategic priorities for the improvement of agriculture and rural life in the Hemisphere."
- ii. "Instruct IICA to develop and strengthen mechanisms of cooperation and exchange with other organs, agencies and entities of the inter-American system for proposing, coordinating, and executing policies and programs relating to the improvement of agriculture and rural life in the context of the Inter-American system and the Summits of the Americas process."

These mandates facilitate the definition of a clear role for the IICA of the 21st Century.

### **3.0 IICA IN HISTORICAL PERSPECTIVE**

The 1980 convention of the Institute, which went into effect on December 8, 1980, began a process of reform and restructuring of the Institute to reflect the new purposes of the Institute and the changing context of the agricultural sector in the hemisphere. During the last twenty (20) years, the adjustment process has had three (3) phases.

#### **3.1 The Administration of Dr. Francisco Morillo (1982-1986)**

During this phase, the Institute restructured its relations with the Member States and concentrated its efforts in ten (10) technical programmes which sought to assist the countries during a period of overwhelming external debt, negative impact of agricultural protectionism and the era of the import-substitution model. The programmes were:

- Formal agricultural education.
- Generation and transfer of agricultural technology.
- Conservation and management of renewable natural resources.
- Animal Health.
- Plant Protection.
- Agricultural and Forestry production

- Agricultural marketing and agroindustry.
- Integrated rural development.
- Planning and management for agricultural development and rural well being.
- Information for agricultural development and rural well being.

### **3.2 The Administration of Dr. Martin Pineiro (1986-1993)**

The second phase began in 1986 during the Pineiro administration with the approval of a medium term plan which focussed on:

- Strengthening and developing the agricultural sector
- Boosting technological, modernization and efficiency in production.
- Accelerating the regional integration process. The work of the Institute was concentrated into five (5) programmes viz.
  - i. Program I: Agricultural Policy Analysis and Planning.
  - ii. Program II: Technology Generation and Transfer.
  - iii. Program III: Organization and Management for Rural Development
  - iv. Program IV: Trade and Agroindustry
  - v. Program V: Agricultural Health

Subsequently, ideas for the reactivation of the agricultural sector were concretized and a Plan of Hemispheric Scope for Reactivation of Agriculture was developed (PLANLAC). "The conceptual base of this plan of hemispheric dimensions was agricultural modernization, and an initial portfolio of seventy four (74) projects of hemispheric and sub-regional scope were approved for implementation.

In order to enable it to move forward with PLANLAC, IICA amended the Medium Term Plan (MTP) and extended its effective life to 1993. The amended version called for certain institutional adjustments that would equip the Institute to better comply with the Plan's needs. It also incorporated new areas of action into IICA's work, such as the topics of women in development, the environment and training of human resources.<sup>1</sup>

### **3.3 The Administration of Dr. Carlos Aquino (1993-2001)**

The third phase of institutional life began in 1993 with the election of Dr. Carlos Aquino as Director General of IICA and was characterised by a style of technical cooperation in which participation, decentralization, flexibility and concentration were emphasized. Five (5) Regional Centres were created and a differentiated strategy for each region was implemented. The work of the Institute was concentrated in four (4) areas of concentration viz:

- i. Socioeconomic Policy Trade and Investment.
- ii. Science and Technology, Natural Resources and Agricultural Production.
- iii. Agricultural Health.
- iv. Sustainable Rural Development.

The Institute also became more recognized as the agricultural agency of the Inter-American system and the multi-sectoral dimension of agriculture was emphasized.

## **4.0 IICA OF THE FUTURE**

In light of the challenges which the agricultural sector will face in the 21st century, IICA of the future must be a flexible, vibrant, proactive institution. The Institute must accompany the member states in the process of change which is sweeping the Americas and must take its rightful place among the development partners, IDB, the World Bank, ECLAC, PAHO, the OAS and FAO in promoting prosperity and the alleviation of poverty in the hemisphere. In order to achieve this goal, the Institute must be repositioned and streamlined. Six strategic actions are necessary:

- 1. Consolidation of our hemispheric leadership of the agricultural sector.**
- 2. Definition of new strategic goals at the Hemispheric, Regional and National levels.**
- 3. Promotion of Operational Efficiency and a New Style of Technical Cooperation.**
- 4. Strengthen Human Resource Development.**
- 5. Promotion of Financial Prudence.**
- 6. Promotion of a new International Dimension.**

### **4.1 Consolidation of our Hemispheric leadership of the agricultural sector**

- i. Today, the Institute must therefore consolidate the changes of the past, while, forging a new dimension in support of the new global scenario of the agricultural sector in the Hemisphere. With the Americas on the verge of the development of a Free Trade Areas of the Americas (FTAA) and the new mandate given to the Institute in the recently concluded Third Summit of the Americas and the OAS General Assembly, IICA's importance as an institution of hemispheric integration of the agricultural sector takes on new significance. In this new context, the Institute must refocus its technical cooperation programme to provide the assistance required by the Member States, by instituting a process of internal consolidation and projection of an external vision through strategic partnerships with sister institutions of the Inter-American system, the private sector and global partners in order to provide the support which the rural sector of the Americas requires and deserves.**
- ii. The progressive reforms (institutional, technical and administrative) which have been introduced during the 1994-2002 Administration of Dr. Carlos Aquino, in the 1994-2002 Medium Term Plan, must be consolidated and continued. These include decentralization, administrative, modernization, a participatory management style, the strengthening of IICA as the Inter-American agency for agriculture and rural life and revitalization of links between the Institute and global development partners.**
- ii. IICA must continue to assist in the preservation of the democracies of the hemisphere by contributing to the alleviation of poverty and reducing social inequity.**
- iv. IICA is the only international agricultural agency with offices in each of its thirty-four (34) Member States, and consequently, the Institute is well positioned to**

facilitate the transfer of knowledge, technology and experience among the countries and must provide the technical support base for agriculture in the construction of the Free Trade Area of the Americas (FTAA).

- v. IICA must become a true network of hemispheric cooperation which facilitates access to information technology and experiences on the agricultural sector of the Member States and which can be accessed from any country of the hemisphere. This sharing of information, technology and experiences will facilitate hemispheric trade in agricultural products and support the implementation of the FTAA and facilitate globalization.
- vi. IICA must be of strategic importance in facilitating development cooperation that facilitates effective technical assistance from the large developed members to the small developing members of the Institute.
- vii. All states must be able to play their legitimate role in the affairs of the Institute.
- viii. The future work of the Institute must be driven by opportunities which will foster the formation of strategic partnerships with institutions and enterprises of complementary capabilities to exploit the opportunities. It is therefore important that we engage in opportunity driven technical cooperation, opportunity-driven communication, opportunity-driven training programmes and a private sector-oriented mindset, so that the results of our efforts are tangible and meaningful.
- ix. IICA must be an institution with principled, centered leadership where the core values of tolerance, flexibility, accountability and commitment are present and the mindset of a learning organization developed.

## **4.2 A New Strategic Goal**

Given these realities, the IICA of the 21st Century should therefore pursue with the Member States a single strategic goal viz.:

**To support the Member States in their pursuit of progress and prosperity in the Hemisphere by preserving the rural sector, promoting food security and developing an agricultural sector that is competitive, technologically prepared, environmentally managed and socially equitable for the peoples of the Americas.**

To achieve this strategic goal the Institute must focus on five strategic areas:

### **TRADE POLICY AND INTEGRATION**

- a. **To support the countries of the hemisphere in their efforts at integration, cooperation and participation in the global economy.**

IICA must provide the technical and policy support for the agricultural sector in the formation of the FTAA and be a dynamic forum for critical strategic thinking in the sector and for the establishment of common positions and agendas, for forging alliances in regional and hemispheric integration and for the development of common standards for such aspects as Food Safety, Sanitary and Phytosanitary (SPS) issues.

## **PROMOTION OF COMPETITIVENESS OF AGRIBUSINESS AND RURAL ENTERPRISES**

- b. To support agro-industrial and agri-business development of the sector by promoting the incorporation of new technology and business principles into the enterprises of the sector in order to promote competitiveness and the development of a global agri-business environment.**

Agribusiness and rural enterprises have a critical role to play in the creation of prosperity, employment and economic growth in the Hemisphere. IICA has a critical role to play in providing training and promoting the incorporation of business principles, innovative technology, new information and communication systems into agricultural production and agribusiness enterprises in order to increase their competitiveness in the global market

## **INSTITUTIONAL MODERNIZATION**

- c. To support the Ministries of Agriculture in the process of transformation of their role, structure and functions in order to face the new realities of globalization and modernization of the State.**

Ministries of Agriculture and other institutions of the public sector are in the process of restructuring and refocusing their efforts and programmes in order to cope with the new challenges of the global trade environment and the need for the agricultural sector to be efficient and competitive in conditions of reduced budgetary allocations. IICA must be able to bring the experiences of other countries to the debate and discussions and provide technical, policy and administrative support for this process of institutional modernization.

## **SUSTAINABLE RURAL DEVELOPMENT AND USE OF NATURAL RESOURCES**

- d. To promote sustainable rural development and sustainable use of our natural resources for present and future generations.**

The sustainable use of the natural resources is critical for prosperity and the sustainability of rural life. IICA must collaborate with other institutions national, regional, hemispheric and international to promote the sustainable use of our natural resources. Critical to this theme are issues of deforestation, land degradation and water for agriculture. Development projects must incorporate environmental management and the sustainability of fragile ecosystems such as hillsides, watersheds and coastal areas. The preservation of our biodiversity is also critically important.

## **PROMOTION OF FOOD SAFETY AND AGRICULTURAL HEALTH**

- e. To support the member states in ensuring the safety of food supplies and removing sanitary and phytosanitary barriers to trade.**

Non-trade issues such as food safety and agricultural health continue to be critically important for the process of globalization and trade liberalization. The coordination of policy initiatives in support of strategies to address these issues is vital for the member

states. This strategic area must therefore support national and regional programmes which focus on the removal of sanitary and phytosanitary barriers to trade in agricultural products and must seek to harmonize approaches to food safety and the control of pests and diseases of plants and animals which present barriers to trade and agricultural productivity. The member states must also be assisted to modernize their organization and operations in this area in order to comply with the new international commitments of the WTO and other trade agreements

**Focussing on these five strategic areas will ensure use of our limited resources for impact using four instruments of implementation viz. training, information, technical and policy support and transfer of experiences.**

#### **4.3 Promotion of Efficiency and A New Style of Technical Cooperation**

- (1) A frozen quota budget and the increasing demands on the resources of the Institute require a structural change in the method of the operation and the use of its human resources. This structural change has two components:
  - (a) A small core of highly qualified skilled international staff in management positions and the strategic areas.
  - (b) A cadre of highly qualified national professionals and short term consultants for implementation of the technical programmes at the national level. This approach will provide flexibility in the implementation of programmes of work and will result in reduced cost of implementation. Opportunities for the use of "internal consultants" i.e. professionals from one country assisting in the programmes of another country will be emphasized.

The posts in the Institute that have international dimensions must be defined and jobs at the national level must not be implemented by international professional staff if these can be carried out effectively by national personnel.

- (2) The organization must be agile, flexible and focussed and must have personnel of the highest levels of technical and managerial competence in the hemisphere to ensure that the Institute remains a centre of excellence.
- (3) The programmes and projects both at the national, regional and international levels must be focussed on the critical mandates of the Member States, allowing for differentiation in size, level of development and other relevant statistical and cultural characteristics of the countries.
- (4) Greater levels of efficiency and accountability must be fostered. Such strategies as reduction in the number and length of meetings, reducing the travel costs, and the review of use of external consultants will be implemented.
- (5) The offices at the national level must be centres of information, training, administrative and technical support and must provide leadership in the specific thematic areas defined in their programme of cooperation. The offices must be service-oriented and managed in a business like manner.
- (6) Efforts will be made to facilitate cooperation between offices of the various countries by promoting more joint projects among offices of the Institute.
- (7) It will be important to maintain a balance between regional and national activities in order to ensure that the demands at the national level are not compromised by multinational activities which do not respond to actual mandates. The regional initiatives must be organized in a manner to add value and be relevant to the national activities.

- (8) IICA must become a true network of hemispheric cooperation in agriculture where exchange of information, technology and experiences continually occur between countries. This flow will be facilitated by six strategic actions:
  - i. the building of technical teams at the national, regional and hemispheric level;
  - ii. the recruitment of information management specialists in the offices to support technical specialists;
  - iii. the greater use of information and communication technologies;
  - iv. sharing of annual national technical reports;
  - v. strengthening of the Hemispheric Information Networks e.g. SIDALC;
  - vi. language training of specialists and support staff.
- (9) We must ensure that our programme of work include elements that strengthen communities and enhance their role in decision-making at the community level and so facilitate the development process by their "ownership" of the projects and programmes. At the national level, our approach must ensure full participation of national authorities in the conceptualization, implementation and evaluation of the programmes of technical cooperation.
- (10) There is need for a system for providing a rapid response to emergency situations in the agricultural sector of the Member States.

#### **4.4 Promotion of Human Resource Development**

The success of IICA as an institution will depend on the quality and dedication of its leadership and commitment, application and competence of its staff. It is therefore vital that:

- (1) The Institute continues to recruit persons of high technical and ethical standards who are committed to the goals and objectives of the Institution.
- (2) The staff must be facilitated to work in teams when working on national, regional, or hemispheric projects which require different professional competencies and where the sharing of experiences will benefit the countries.
- (3) Strategies will be developed to facilitate professionals at the national level providing services in countries other than those of their duty station.
- (4) Competent national professionals will be more widely employed in the work of the Institute.
- (5) Staff training in areas of strategic importance for the Institute's work will be given priority and Staff will be given appropriate support and incentives to become genuinely multilingual in order to provide appropriate services in the different countries of the hemisphere.
- (6) Opportunities will be sought to incorporate more professional women in the affairs of the Institute so as to ensure a gender perspective in decision-making and strategies will be developed to facilitate the involvement of youth in the affairs of the Institute.

#### **4.2.1 REGIONAL PRIORITIES**

The Institute must continue to support regional integration processes throughout the hemisphere and must build on existing frameworks for regional technical cooperation in the Andean Region, the Caribbean Region, the Central Region; the Northern Region and the Southern Region. This support must emphasize support for sharing of technology, information and experiences and facilitating joint actions which support the

integration process and the construction of the FTAA. Some of the specific actions which will be continued or initiated are as follows:

**The Andean Region (Bolivia, Colombia, Ecuador, Peru, Venezuela)**

- (1) Support the Andean Agricultural Agenda as a basis for support to the integration process in the Andean Region.
- (2) Consolidate the existing mechanism for cooperation in research and technology transfer (PROCIANDINO).
- (3) Support the Cooperative Agricultural Health Programme for the Andean Region.
- (4) Facilitate cooperation in agriculture between the Andean Region, MERCOSUR, CARICOM and the Central American common market in the context of the creation of the FTAA.

**The Caribbean Region (Bahamas, Barbados, Dominican Republic, Guyana, Jamaica, OECS, Haiti, Trinidad and Tobago, Suriname)**

- (1) Continue to support the Caribbean Regional Negotiation Machinery, CARDI, PROCICARIBE, CABA and CACHE as mechanisms which seek to coordinate trade negotiations, support technological innovation and provide the new enabling environment for change in the agricultural sector of the region.
- (2) Provide support to the Council for Sustainable Agricultural Development in the Caribbean as a mechanism of regional dialogue and coordination.
- (3) Support the Programme for Horizontal Technical Cooperation between the Caribbean and Latin America (CARILAC) including the provision of language and translation facilities to facilitate cooperation between the Caribbean and the countries of Latin America.
- (4) Provide support for a programme of cooperation which emphasizes linkages between agriculture, tourism and the environment and which seeks a multi-sectoral approach to rural development.

**Central Region (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama)**

- (1) Support the Central American Agricultural Council and other mechanisms which promote integration and advancement towards a common agricultural policy.
- (2) Support the creation of a Regional Technology Innovation System based on the experience gained with SICTA.
- (3) Continue to support RUTA (in cooperation with World Bank, FAO, IFAD and IDB) as a mechanism of implementation of regional initiatives.
- (4) Support other networks of agricultural cooperation e.g. PROMECAFE, CORECA etc. and CATIE.

**Northern Region (Canada, Mexico, United States of America)**

- (1) Support efforts which may contribute to the consolidation of agricultural cooperation in the context of NAFTA.
- (2) Support joint projects, joint agribusiness initiatives, student exchange,



internships, sabbaticals and other forms of cooperation between the USA, Canada and Mexico and the other countries of the hemisphere in pursuit of better understanding and cooperation and the building of strategic partnerships among the countries.

- (3) Facilitate the transfer of innovative technologies in information, communication and agricultural research from countries of the Northern Region to other countries of the hemisphere in order to reduce the digital divide and other technological gaps which exist.
- (4) Facilitate the transfer of innovative experiences in agriculture and rural development from the countries of the hemisphere to the countries of the Northern Region.

#### **Southern Region (Argentina, Brazil, Chile, Paraguay, Uruguay)**

- (1) Promote efforts which support cooperation in agricultural and facilitate agricultural trade within the context of MERCOSUR
- (2) Support the Regional Ministerial Forum as a mechanism of regional dialogue and coordination.
- (3) Support efforts in cooperation in technology generation and transfer (PRO-CISUR), modernization and harmonization of agricultural health, water management and education and training.
- (4) Support joint projects, joint agribusiness initiatives, student exchanges, internships and sabbaticals and other forms of cooperation between the countries of the Southern Region and other countries of the hemisphere.

#### **4.2.2 NATIONAL PRIORITIES**

At the national level, we must begin a process of renewal, of reflection, of redefinition and of evaluation to ensure that our programme of work is in line with national objectives and we must give the national authorities of both the public and private sectors the opportunity to participate fully in the conceptualization, implementation and evaluation of agreed strategic actions in the context of a National Technical Cooperation Programme.

This programme should emphasize a Corporate Strategy that ensures that the offices provide under the guidance of the Ministries of Agriculture, appropriate technical support training and information to the enterprises of the sector in order to increase the competitiveness of their products. As we move toward a knowledge based society in the 21st Century what is required is not always the creation of technology but rather the ability to absorb technologies to improve the management of enterprises, production and packaging and marketing of products and services. The offices should also act as linkages to agribusiness information and opportunities in the hemisphere.

The technical offering at the national level must emphasize the hemispheric capacity of the Institute and must not be limited to the capacity of the national technical team. The national offices of the Institute must communicate with clarity and objectivity, must translate information into knowledge, must anticipate and create opportunities for cooperation and must design strategies that transform vision into reality.

## **4.5 FINANCIAL PRUDENCE**

The Institute continues to operate in an environment of limited financial and budgetary resources. The Member States have requested that the international cooperation agencies be more efficient in the use of their resources. Some progress in this direction has been made during the Aquino Administration but more can be done. The application of the new communication technologies and more efficient management procedures will assist in reducing travel costs and the number of meetings in the Institute. In addition, the Institute must examine the classification of its technical positions with a view to rationalizing the balance between national and international posts.

The Institute must develop strategic partnerships with the international financial community in order to obtain the resources necessary to follow up on the Mandates of the Summit of the Americas and to provide the technical support for the agricultural sector of the countries to participate in the global economy.

In addition, the Institute must be proactive in providing results at the national level which are compatible with national needs and which demonstrate to the countries the value which they are receiving for the money spent. This in my view will encourage more countries to pay their quota. In addition, the provision of Article 24 of the Financial Rules must be emphasized.

## **4.6 INTERNATIONAL DIMENSION**

While maintaining its base in the Inter-American system, the Institute must reach beyond the system to obtain technologies, information and experiences which can enrich the development of agriculture in the Member States. The Institute must therefore strengthen its strategic partnership with the FAO, with institutions of the CGIAR and with institutions in Europe, Asia and Africa which provide and produce technological services to agriculture with a view to bringing these experiences and technologies to bear on the problems of agricultural development in the hemisphere.

## **5.0 THE STRATEGIC VISION**

A new strategic vision for the Institute must go beyond the two year budget cycle and the four year medium term plans. This strategic vision should provide the Institute with the capacity to anticipate the future of the agricultural sector and to assist the Member States in taking a more long term view of the reforms and changes which the sector must undertake in order to cope with the evolving global world.

The key strategic objective of IICA must be to support the Member States in their efforts to unleash the talent, the energy and the enterprise of the people of the Americas so that the agricultural and rural sectors can compete internationally. The Institute must therefore create a culture of excellence which results in the provision of information, knowledge, leadership and technical support which contribute to improving the lives of people and to ensuring prosperity of the nations of the hemisphere.

As a global institution in a globalizing world, IICA must be at the forefront of the hemispheric solidarity and must lead the way in ensuring that agriculture continues to contribute to food security and national social progress and stability.

The reforms carried out by the Aquino Administration since 1994, provide a solid base on which to build the IICA of the 21st Century. An IICA of defined priorities, creative leadership, decentralized operations, modern management and an institution of excellence. The challenge for the future, therefore, is to strengthen our partnership with the Members States and to accompany them in the pursuit of a hemisphere that is food-secure, technologically prepared, environmentally managed and socially equitable for present and future generations.

Should I be given the mandate to lead, these ideas will form the basis for consultation with member states in order to arrive at a common vision for IICA of the 21st century.

Thank you.