



2021 Conference of Ministers of Agriculture of the Americas – Twenty-first
Regular Meeting of the Inter-American Board of Agriculture (IABA)

**Report by the Director General on his management
during the period 2018-2022**

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San Jose, Costa Rica
1-2 September 2021

“A new hour for agriculture in the Americas”



2018-2022

Technical Cooperation of excellence



2018-2022 Medium Term Plan:

an institutional work model that prioritizes Technical Cooperation

Based on
5 programs

All actions were carried out, while bearing in mind the need to ensure the permanent inclusion of women and rural youth and incorporation of innovation and technology

+850

cooperation actions have been undertaken at the hemispheric, regional and national levels



Bioeconomy and
Production Development

Territorial Development
and Family Farming



International Trade
and Regional Integration

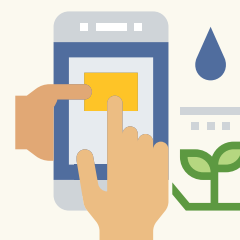
Climate Change, Natural Resources
and Management of Production Risks



Agricultural Health,
Safety and Food Quality



**Gender
and Youth**



**Innovation
and Technology**

2 CROSS-CUTTING AREAS OF FOCUS

As part of the **Bioeconomy and Production Development Program**, a course was presented in collaboration with the Buenos Aires Grain Exchange, registering 3,500 participants in its first two editions. The First International Conference on Applied Bioeconomy Research was held. - **IICA was also a partner (representing LAC) in the Global Bioeconomy Summit**

Nationally Determined Contributions (NDCs), through the formulation of proposals on agriculture and climate change for the Readiness Program of the **Green Climate Fund (GCF)**, with support from the **Climate Change, Natural Resources and Management of Production Risks Program**

Digital agriculture and agriculture 4.0 tools, through the Territorial Development and Family Farming Program. Digitalization of farmer cooperatives and development of digital trade strategies

Virtual e-commerce methodologies and the organization of **three virtual business roundtables**, by the Regulatory Chains of LAC, in collaboration with SIECA, SECAC and FAO, which attracted 1,200 participants, representing 60 million dollars of potential business deals

National capacity building in areas such as **health, safety and Codex**, through the Agricultural Health, Safety and Food Quality Program

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2018-2022

Technical Cooperation of excellence

In response to the crisis triggered by the COVID-19 pandemic, specific high-impact and strategic positioning actions were undertaken, such as:

- » The establishment of the **Advisory Council for Food Security**
- » The development of technical cooperation and information tools for the countries



Digital Fabrication Lab for Agriculture (Fab-Lab), in partnership with Costa Rica's MICITT, fostering creativity and innovation for a sustainable agriculture 4.0 and for new Hemispheric initiatives

Mission DAA
(Digital Agriculture in Action)

Living Soils of the Americas

Digital inclusion and access of rural populations

IICA, in partnership with the countries, is representing the voice of agriculture of the Americas, through:



UNITED NATIONS
FOOD SYSTEMS
SUMMIT 2021



22 MAY 2021
BIODIVERSITY DAY
We're part of the solution #ForNature

Discussions on “agrifood systems” and “agriculture and climate change”, in response to the expressed mandate of the member countries and in fulfillment of its role as a Champion of the global Food Systems Summit



Preparation of a **general framework document on the position of agriculture in the Americas** and of

11 technical proposals



30 meetings, forums and independent dialogues

with government representatives, farmers, companies, academics and other stakeholders from all subregions of the Americas



Development of agreements on agrifood system transformation and strengthening in the Americas, in collaboration with the 34 member countries, which resulted in the crafting of **16 joint messages**



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2018-2022

Knowledge management and horizontal cooperation

Visiting Professionals and Internship Program

150 young people have participated to date



Systematization of IICA's Best Practices

67 experiences produced

Capacity building portfolio:

140

online courses

100.000

participants in 80 countries

40.000

digital certificates



1700

annual scholarships

in partnership with the Ibero-American University Foundation (FUNIBER)

Access to information via the Institute's information repository, which boasts

2,5 million users annually

Production of technical content in more than

300 publications



Studies and assessments in collaboration with the **Inter-American Development Bank (IDB)**, the **International Fund for Agricultural Development (IFAD)**, **Microsoft** and **Oxford University**, such as:



Rural Connectivity in Latin America and the Caribbean



The Digital Rural Gender Divide in Latin America and the Caribbean



Digital Literacy in Rural Areas: An Indispensable Condition to Bridge the Divide in Latin America and the Caribbean



The Digitalization of Agriculture as a Determining Factor in the Transformation of Food Systems: A Perspective from the Americas

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2018-2022

More and better communication to enhance the impact of the Institute's work

Assertive communication, institutional outreach and the generation of informational content for the press and for IICA's social media accounts

Assertive communication, institutional outreach and the generation of informational content for the press and for IICA's social media accounts

The number of **mentions in the media regarding IICA's activities** tripled



Upward trend in the scope of the **IICA's social media** presence (Facebook, Twitter, LinkedIn, Instagram and YouTube)



Readership of IICA-produced content increased from 1 million to 11 million annually



Establishment of the Advisory Committee on Communication by the General Directorate

Revaluating of the role of agriculture and farmers in the Americas in the communication media



Among the achievements was the impact of the IICA initiatives launched at the **Pre-Summit meeting in Rome – the I Forum of Female Ministers and Deputy Ministers of Agriculture of the Americas and the document outlining 16 key messages by the agriculture sector of the Americas**, which were carried in the media in more than 35 countries, with the publication of more than 60 articles in English, Spanish and Italian for an estimated readership of 2 million people

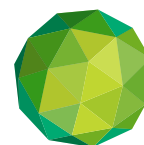
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2018-2022

Strategic partnerships and agreements

IICA accreditation to the **Green Climate Fund**



GREEN CLIMATE FUND



Map of strategic alliances with more than 210 partners

Agreements with more than 124 public institutions in 39 countries (members and observers)

15 agreements with international financial

Agreements and work plans with 16 companies and private organizations and 16 centers of knowledge and of academic excellence

Strengthening of the joint **IICA-CATIE** work relationship



Renewal of the Institute's relationship and cooperation with **FONTAGRO**



Enhanced partnership and joint actions with the **FAO**



Completion of work on the pillar requirements for **European Union accreditation**



Establishment of the **IICA Goodwill Ambassador** and **IICA Chair programs** to improve the advocacy and visibility of the agriculture sector



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2018-2022

Regional and inter-regional cooperation



One of the strategic priorities of the Institute’s current Administration has been to strengthen the delegations in the countries and the regional coordination mechanisms

New opportunities for **integration and coordination** among agricultural authorities have been created and strengthened, such as

The renewal of agreements with the **Southern Agricultural Council (CAS)** and the **Central American Agricultural Council (CAC)**

The ratification and extension of agreements and technical cooperation plans with the **Caribbean Community (CARICOM)** and the **Organization of Eastern Caribbean States (OECS)**

Support to the **Andean Community of Nations (CAN)** through the establishment of the Andean Agenda for Dialogue and Agricultural Integration

Participation in and support for more than **40 subregional meetings and dialogues with ministries of Agriculture:**

14 meetings in Central America and **2** in Mesoamerica

5 meetings with the Andean countries and **5** with Pacific Basin countries

7 meetings with Ministers of the Caribbean

10 meetings with Ministers in the Southern Region

Coordination and hosting-in coordination with the **FAO-of three Hemispheric Meetings of Ministers and Secretaries of Agriculture**

Establishment of a special cooperation fund for the countries of the Caribbean for **three consecutive years**

Implementation of **7 hemispheric projects, 19 regional projects, 10 multinational projects** and **124 national projects**



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2018-2022

Efficient administrative management



The organizational priorities from the outset of this Administration have been:

Institutional transformation by way of a shift from a hierarchical culture to a process culture that promotes efficiency, alignment, coordination and collective work and that reduces time spent to respond to and address internal and external needs

The review and updating of the Institute's regulations and policies, and implementation of automated systems



Reconfiguring of the budget, with the establishment of the Single Fund and the Emergency Fund, while prioritizing the demands outlined in the strategic objectives and safeguarding the Institute's cash flow and operations



A new cooperation agenda to address the priorities of governments, by regrouping teams at the local level, adhering to the principle of “minimal bureaucracy”

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2018-2022

Efficient administrative management

USD 132,7

million execution of external resources annually, on average

A “clean” opinion on the Institute’s financial statements for

3 consecutive years



An 80% reduction in the time spent on approval of externally funded projects

Restructuring

of 16 Offices



Increased cash flow at 31/12 (USD): from 12 to **18 million**

Optimization of resources executed (IICA resources, USD) from 41 to **34 million**

Decentralization

of operational management



Design of a **new business model and financial architecture**



Implementation of the Program to **Accelerate the Mobilization and Execution of External Resources** (PACE)

Institutional monitoring:

47 business intelligence dashboards



Establishment of **networks** for collaborative work



Training of **staff members** and virtual work

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2018-2022

Modernization of the governing bodies



IICA has adopted the standard practice to **“listen, propose and act”**



The dimension of the Conference of Ministers of Agriculture of the Americas at the IABA was reintroduced



Use of the virtual modality to hold meetings of the governing bodies enabled IICA to conduct these meetings on time and in the prescribed manner, at the height of the pandemic

“A **new hour** for **agriculture** in the **Americas**”



2018-2022

Diverse and inclusive institution

IICA has distinguished itself as a diverse and multicultural organization, in pursuit of:



Greater balance and inclusiveness,
from a gender and youth perspective



Transparency and efficiency in
resource management



greater respect for the environment and a more responsible and civic-minded approach

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2018-2022

An IICA of “open doors”

This management philosophy and vision is projecting the Institute as a modern-minded organization that promotes youth, innovation and technology, with projects that are already in the advanced stages, such as:



CIMAG

Interpretive Center for Tomorrow's Agriculture

It aims to create an innovative and challenging educational experience



Digital Fabrication Laboratory (Fab-Lab):

Established in partnership with the Ministry of Science, Technology and Telecommunications (MICITT) of Costa Rica



AgroArt

This digital initiative fuses art, education and agriculture to share the creative expressions of LAC artists with a commitment to agriculture and rurality

Muestra **Costumbrismo Argentino. Colección Molina Campos del Museo Las Lilas de Areco**

[Entrar a la Muestra](#)



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2018-2022

An IICA of “open doors”



Bandera Azul Ecológica
COSTA RICA

Blue Flag ecological program:

It implements actions to combat climate change, strive for more hygienic and sanitary conditions and to improve the public health of each of the IICA countries registered in this program



Typical rural house:

This structure was built to evoke rural traditions in the hemisphere, because we must first understand where we have come from to know where we are headed. It is a place for upcoming generations to visit and to reflect



Plaza of Agriculture of the Americas:

It is designed to integrate the Institute into the community of the surrounding canton, via this educational and recreational space

