

OFFICIAL DOCUMENTS SERIES N.º 94

2014-2018
MEDIUM-TERM PLAN

AGRICULTURE: OPPORTUNITY FOR
DEVELOPMENT IN THE AMERICAS



What is IICA?

More than 70 years ago, a group of visionaries recognized the need to create an agency specializing in agriculture for the American continent, with a purpose that still remains valid today: to promote agricultural development and rural well-being in this region.

As a result, the Inter-American Institute for Cooperation on Agriculture (IICA) was born. Throughout this time, the Institute has succeeded in identifying challenges and opportunities and, most importantly, evolving into an international technical cooperation organization that permanently responds to the new demands of the agricultural sector.

Our **mission** is to *encourage, promote and support our Member States in their efforts to achieve agricultural development and rural well-being through international technical cooperation of excellence.*

In partnership with our Member States, our **vision** is to *create a competitive, inclusive and sustainable inter-American agriculture that feeds the hemisphere and the world, while at the same time generating opportunities to reduce hunger and poverty among farmers and rural dwellers.*

We provide cooperation by working closely and continuously with our 34 Member States, addressing their needs in a timely manner. Our most valuable asset is undoubtedly the close relationship we nurture with the beneficiaries of our work.

We have a wealth of experience in areas such as technology and innovation for agriculture, agricultural health and food safety, agribusiness, agricultural trade, rural development, natural resource management and training.

We are also committed to achieving results. Our 2014-2018 Medium Term Plan contributes to the evolution of our technical cooperation model with the aim of consolidating IICA as an organization geared toward accomplishing concrete and visible results. We work to facilitate the positive changes that our Member States wish to achieve in the agricultural and rural sectors.



2014-2018 MEDIUM-TERM PLAN

AGRICULTURE: OPPORTUNITY FOR
DEVELOPMENT IN THE AMERICAS

Inter-American Institute for Cooperation on Agriculture (IICA), 2014



2014-2018 Medium Term Plan Agriculture: opportunity for development in the Americas by IICA is licensed under a Creative Commons Attribution-ShareAlike 3.0 IGO (CC-BY-SA 3.0 IGO) (<http://creativecommons.org/licenses/by-sa/3.0/igo/>)
Based on a work at www.iica.int

IICA encourages the fair use of this document. Proper citation is requested.

This publication is also available in electronic (PDF) format from the Institute's Web site: <http://www.iica.int>

Editorial coordination: Víctor Villalobos, Miguel García, Héctor Iturbe, Yanko Goic, Miguel Ángel Arvelo and Federico Sancho

Translation: Elizabeth M. Lewis, Paul Murphy and Christina Feeny

Layout: Carlos Umaña

Cover design: Carlos Umaña

Printed: IICA Print Shop

Inter-American Institute for Cooperation on Agriculture
2014-2018: Medium Term Plan. Agriculture: opportunity for
development in the Americas / IICA – San José, C.R: IICA, 2014.
viii, 77 p.; 21 x 16 cm (Official Documents Series / IICA,
ISSN 1018-5704; no. 94)

ISBN13: 978-92-9248-538-2

Published also in Spanish, French and Portuguese

1. International cooperation 2. International organizations 3.
Technical assistance I. IICA II. Title III. Series

AGRIS
E14

DEWEY
338.181

San José, Costa Rica
2014

TABLE OF CONTENTS

FOREWORD	v
I. INTRODUCTION	1
II. MAJOR CHALLENGES FACING AGRICULTURE IN THE HEMISPHERE OVER THE MEDIUM TERM	5
III. IICA: MISSION, VISION AND FUNDAMENTAL VALUES	15
IV. A RESULTS-ORIENTED IICA	17
V. STRATEGIC OBJECTIVES, TRANSFORMATIONS, CONTRIBUTIONS, PRODUCTS, SERVICES AND AREAS OF FOCUS FOR IICA	21
VI. THE TECHNICAL COOPERATION MODEL	31
Foundations of IICA's technical cooperation	31
Key functions of IICA	33
From the hemispheric to the country level: constructing "IICA country strategies"	35
Projects as the articulating units of IICA's cooperation and other instruments of action	37
- <i>Flagship projects</i>	38
- <i>Externally funded projects</i>	43
- <i>Rapid response actions</i>	43
- <i>Pre-investment initiatives of the Technical Cooperation Fund</i>	44
Collaborative work via networks	44
Technical services to support cooperation	45
Evolution of the technical cooperation model	46
VII. CORPORATE MANAGEMENT FOR TECHNICAL COOPERATION	49
VIII. FINDING JOINT SOLUTIONS THROUGH PARTNERSHIPS	59
IX. INSTITUTIONAL MODERNIZATION BEYOND THE MTP	63
X. MEASURING THE CONTRIBUTIONS OF IICA'S ACTION	65
ANNEXES:	67
- <i>Annex 1: Main interrelationships between the four strategic objectives (SO), IICA's 11 contributions and the four flagship projects</i>	69
- <i>Annex 2: indicators to measure compliance with the 2014-2018 MTP</i>	70
ACRONYMS	75

FOREWORD

In the Americas, the second decade of the 21st century has brought new challenges and opportunities for agriculture, which is destined to become a real engine of development, capable of generating economic growth and prosperity for the region's population. Unlocking the agricultural sector's potential in our countries is crucial if we are to meet one of the greatest challenges facing humankind: achieving food security.

More than 70 years ago, visionary men identified the need for an agency specializing in agriculture for the Americas with an objective that is just as relevant today: that of promoting agricultural development and rural well-being in the hemisphere. It was thus that the Inter-American Institute for Cooperation on Agriculture (IICA) was born. Since then, the organization has consistently identified new challenges and opportunities and, most importantly, evolved as an international technical cooperation agency that is continually able to respond to the new needs of the agricultural sector.

The Institute provides its cooperation through daily, close and permanent collaboration with its 34 Member States, whose needs it addresses expeditiously in order to achieve increasingly inclusive, competitive and sustainable agriculture. Without a doubt, IICA's most valuable asset is the close relationship it maintains with the beneficiaries of its work.

Notwithstanding the above, the Institute can improve the efficiency, effectiveness and relevance of its technical cooperation by interpreting correctly the continuous changes taking place in the agricultural sector and having a clear understanding of its Member States' mandates. For that reason, regularly updating its strategic planning and operating instruments is essential for an institution like IICA.

The member countries are quite clear about this; hence, in 2010 they approved a Strategic Plan (SP) through 2020 whose frame of reference was designed to enable the Institute to give continuity to its actions and serve as the basis for subsequent medium-term plans (MTPs), the road maps for IICA's activities over four-year periods.

Since my administration has now embarked on its second term, it was necessary to present the proposed MTP for 2014-2018, which has already been approved by our Executive Committee (IICA/CE/Res. 592 (XXXIV-O/14)), the Institute's governing body authorized to do so by the Inter-American Board of Agriculture (IICA/JIA/Res. 481 (XVII-O/13)).

The 2014-2018 MTP renews our commitment to strengthening IICA's technical capabilities in order to tackle the challenges facing the sector established in the aforementioned SP. This obliges us to redouble efforts to undertake, together with the countries, the tasks that will make it possible to address those challenges effectively, tapping all the opportunities available, devising innovative solutions and achieving results of excellence that have an impact on agriculture and rural territories.

This MTP was drawn up through a dialogue involving the Institute's different units, a broad process of consultation with the countries through our offices, and a review of our technical cooperation instruments and model.

After four years at the helm of the Institute, we view the future with optimism, as reflected in the ambitious but viable objectives set in the Plan. In drafting it, we took into account the fact that agriculture now enjoys a position of unprecedented importance on development agendas, and took advantage of the progress made in modernizing IICA up to 2014. Furthermore, the MTP is designed to spur the evolution of the Institute's technical cooperation model, with a view to consolidating IICA as an organization geared toward the achievement of concrete and visible results, and facilitating the positive transformations that the Member States wish to achieve in the agricultural and rural sectors.

The Plan also recognizes that achieving the overarching objectives of agriculture calls for coordinated action by countless numbers of actors working at the national, regional and hemispheric levels. Moreover, if the Institute wishes to achieve a positive impact, it must focus its efforts on the tasks that it is equipped to perform with excellence and for which it possesses proven capacity.

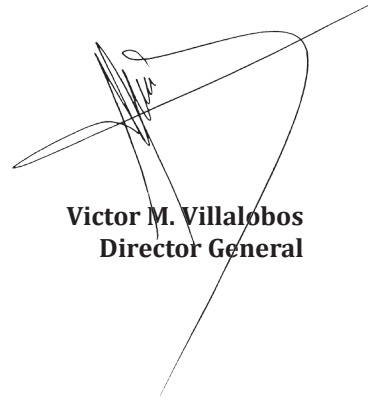
For the above reasons, this MTP focuses on making eleven major contributions to IICA's member countries through a variety of technical cooperation instruments: a) large-scale, integrating projects known as "flagship projects"; b) rapid response actions, which give the cooperation model flexibility; c) pre-investment initiatives, through the Technical Cooperation Fund; and, d) externally funded projects linked to technical cooperation.

The operation of the Institute will be strengthened through the integration of all its technical and administrative services; the strengthening of the institutional culture of results-driven management; the improvement of monitoring and evaluation processes; and transparency and accountability in all its activities.

My thanks to the entire staff of the Institute, for the many hours they spent working on the analysis, design and construction of this MTP; to the authorities of all the member countries, for the open dialogue that enabled us to incorporate their different opinions; and to our Executive Committee, for improving and approving the draft of the Plan.

Following the example of thousands of farmers who approach each new planting season with courage and hope, the Institute, under the banner of "A Single IICA," is committed to achieving results in support of agricultural development and rural well-being in the Americas. We look forward to reaping a speedy and bountiful harvest.

Sincerely,

A handwritten signature in black ink, consisting of several overlapping loops and lines, positioned above the printed name and title.

Victor M. Villalobos
Director General

I. INTRODUCTION

The First Regular Meeting of the Inter-American Board of Agriculture (IABA)¹ asked the Director General of the Inter-American Institute for Cooperation on Agriculture (IICA) to prepare a Medium-term Plan (MTP) clearly defining the Institute's duties and results and how it would use its budget, in keeping with the provisions of a then-new convention (1979) that transformed IICA into a cooperation agency for agriculture. That first MTP was approved on October 28, 1982, during the Second Special Meeting of the IABA.

The IABA has issued similar mandates every four years since that time so that the Institute would have an MTP running concurrently with the term of office of the Director General. This practice lays the foundation that guides IICA's technical cooperation, and the plan can therefore respond to new conditions in the member countries as experience accumulates.

Past MTPs have not only addressed matters of national scope, but have also served hemisphere-wide initiatives arising from the ministerial conferences on agriculture. Such initiatives cover matters of particular interest to agricultural sector leaders in the countries and are articulated as ministerial declarations and specific resolutions.

The Fifteenth Regular Meeting of the IABA, held in 2009, asked IICA to develop a strategic plan (SP) outlining a vision toward the year 2020, *“as part of a comprehensive strategy to enable the Institute to reposition itself and thereby address the technical cooperation needs of Member States and solve some of the structural problems that have accumulated.”*² The IABA gave specific instructions for the development of the plan: *“[...] the proposed Strategic Framework should take into account both the factors and emerging challenges that could affect agriculture and the rural milieu, the role of institutions and other groups of key players in emerging and future scenarios, and the Institute's role as an intergovernmental organization with a hemispheric mandate [...]”*³

On that same occasion, the Board decided: *“To instruct the Director General to prepare the 2010-2014 Medium Term Plan of IICA in consultation with the Member States, considering as basic guidelines: (i) the mandates on agriculture and rural life of*

¹ Held on August 12, 1981.

² IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2010. Report of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture. Montego Bay, JM. Resolution No. 444, approved October 30, 2009, pg. 51, whereas clause three.

³ IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2010. Report of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture. Montego Bay, JM. Resolution No. 444, approved October 30, 2009, pg. 51, whereas clause four.

the Summit of the Americas Process; (ii) the mandates emanating from the Ministerial Meetings on Agriculture and Rural Life, in particular the AGRO 2003-2015 Plan, (iii) the resolutions in force of the IABA and of the Executive Committee, and (iv) the guidelines contained in the 2010-2020 Strategic Framework of IICA.”⁴

This task concluded when the Director General submitted the two plans to the IICA Executive Committee, which approved both plans at its Thirtieth Regular Meeting (San Jose, Costa Rica, October 6, 2010).

Two agricultural ministerial meetings took place during the term of implementation of the 2010-2014 MTP.⁵ Each of the events raised a specific topic for the national sectoral authorities to discuss: innovation (San Jose 2011) and the integrated management of water resources for agriculture (Argentina 2013); on both occasions, the ministers adopted hemisphere-wide commitments and gave IICA specific mandates to help meet those commitments.

The IABA met in Buenos Aires, Argentina, in September 2013, and instructed the newly reelected Director General to prepare a new MTP for 2014-2018.

The MTP introduced herein follows the guidelines of the 2010-2020 SP as well as the various mandates and commitments from the last two meetings of ministers. Thus, it continues to strengthen the Institute as a forum for innovation, creativity and commitment to its responsibilities, competencies and faculties of technical cooperation in agriculture and in promoting rural well-being, all part of its rightful task as a specialized agency of the Inter-American System.

Although the scope of IICA’s mandate is hemispheric, its work dovetails with the global agenda, especially with the interests of the countries with respect to post-2015 development in terms of equality and sustainability,⁶ as well as the resolutions and priority topics of the Organization of American States (OAS),⁷ Economic Community of Latin

4 IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2010. Report of the Fifteenth Regular Meeting of the Inter-American Board of Agriculture. Montego Bay, JM. Resolution No. 446, approved October 30, 2009, pg. 56.

5 The ministerial meetings on agriculture take place every two years as part of the “Summits of the Americas” process coordinated by the OAS. The agreements and recommendations of these meetings are then submitted to the presidents and heads of state of the Americas to be added to the hemisphere’s agenda.

6 Ensuring climate stability, preventing soil degradation, guaranteeing sustainable use of water and protecting the basis of the natural resources, including biodiversity, are some of the immediate priorities.

7 OAS (Organization of American States). 2012. Declaration of Cochabamba on “Food Security with Sovereignty in the Americas” (online). Cochabamba, BO. Available at http://scm.oas.org/42ag/documentos/DEC_ENG.doc

America and the Caribbean (ECLAC),⁸ the Group of Twenty (G20)⁹ and the Rio+20¹⁰ Conference, among other regional bodies, forums and mechanisms.

This MTP, which will be implemented subject to budgetary resources available, establishes a clear link between the challenges facing agriculture in the Americas and the projects and actions that IICA plans to conduct by 2018.

Its entire content is organized around four strategic objectives set forth in the 2010-2020 SP, which served as a basis for identifying the main general transformations expected to occur in agriculture in the countries of the Americas. The document also lays out the eleven contributions that IICA is committed to making, classified according to the functions, products and services it provides, in a concrete manner, in order to achieve, and even exceed, the defined goals.

In order to achieve this, the technical cooperation model is explained in detail, which includes the project instruments, rapid-response actions (RRA) and pre-investment initiatives outlined in the IICA country strategies, and which also incorporates institutional networks, technical services, strategic partnerships and corporate management.

The latter (corporate management) is a key component; its role is to keep the Institute economically and financially sound by following a resource management strategy bound to rigorous principles of austerity, fairness, discipline and transparency, and by striving at all times to improve processes that not only add value to the work, but also give IICA's member countries and partners the assurance that it is sound, safe and trustworthy.

With this MTP, the Institute will reassert the leadership it has held for over 72 years of standing side by side with the agricultural authorities of its Member States, and will target its actions more intensely toward achieving a competitive, sustainable agricultural sector with rural prosperity and inclusiveness. The plan addresses today's challenges and opportunities, and those still to come, with an innovative vision intended to deepen a technical cooperation model that stands on firm foundations; thus, IICA will be consolidated as a relevant institution at the service of its countries, even beyond 2018.

8 Which give the highest priority to food and nutritional security, land ownership, agricultural development, support to small farmers as well as to the Latin American and Caribbean Zero Hunger Initiative 2025.

9 Actions by the working groups related to improvement of the sustainability of agricultural production include development of financial mechanisms, channeling investment towards agriculture, establishing mechanisms for market transparency and promoting best practices to increase agricultural productivity.

10 The conference prioritized sustainable development, poverty reduction, food security, sustainable agriculture, protection of water, risk reduction and resilience, among other topics.

II. MAJOR CHALLENGES FACING AGRICULTURE IN THE HEMISPHERE OVER THE MEDIUM TERM

Recent joint reports by the Food and Agriculture Organization of the United Nations (FAO), the Economic Commission for Latin America and the Caribbean (ECLAC) and IICA repeatedly identify the different challenges associated with agriculture that require urgent attention. In addition, these reports continue to recognize the role that this sector plays in the development and prosperity of nations, in fighting poverty and inequality and in achieving environmental sustainability and food security. Several world and regional fora related to global development have pointed to future challenges in terms of prosperity, sustainability and equity in general, including the protection of human rights, poverty reduction, hunger eradication, improvement of nutrition, protection of ecosystems, construction of knowledge societies and development of inclusive economies, among others.

Some of these challenges fall within IICA's frame of activity, stated as the four strategic objectives set forth in the 2010-2020 SP, related to: productivity and competitiveness; rural inclusion; adaptation of agriculture to climate change and integrated natural resources management (sustainability); and food and nutritional security. Other challenges not explicitly included in the SP, but pointedly discussed in the 2011 and 2013 ministerial meetings and therefore requiring greater attention from IICA, involve innovation and the integrated management of water resources.

These challenges provide opportunities to demonstrate agriculture's potential in the Americas and the sector's promising circumstances today. The countries will need modern, dynamic policy and institutional frameworks in order to seize these opportunities. Farmers need to transform their organizational skills, the private sector needs to become involved, and local stakeholders need to be engaged. New technical and scientific know-how needs to be developed, adapted and put to use, and new leaders, as well as a new brand of professionals need to be trained in order to build up a 21st-century agricultural sector.

Over the next four years, IICA will play a leading role in addressing the four strategic objectives and thus help its member countries to address these challenges, avail themselves of opportunities and overcome the constraints such challenges may bring. In order to effectively achieve these objectives, it is necessary to recognize how complex and interrelated agricultural and rural development are, the limited availability of financial resources from the international community for the hemisphere and the fierce competition for them.

The challenges and opportunities that these objectives represent are explained briefly below:

Regarding productivity and competitiveness

The coming decades will be marked by greater demand for agricultural products, especially foodstuffs, with greater nutritional value and of higher quality;¹¹ however, innovative alternatives to current production models will be needed to meet this challenge fully and sustainably.

The Americas are well positioned to play a major role in providing the world with food; the truth, however, is that growth rates for agricultural productivity and yield in this hemisphere show clear signs of stagnation. The region responded to the increase in demand for food by putting more land into cultivation. However, much of existing agricultural land is now degraded, and innovative technologies must be implemented for a more intensive and sustainable use of soil.

A number of variables come into play in addition to the pressures inherent in higher demand for agricultural products: price volatility, the presence of pests and diseases, climate variability, natural disasters, the right to land and water, the aging rural population and the migration of rural youths to cities. These and other factors have a combined impact on agricultural productivity in the hemisphere.

Not only do productivity levels need to improve, but the region's agriculture also faces a problem of competitiveness. This is accentuated by the difficulty in accessing increasingly dynamic markets, with rivals from other parts of the world, as a result of the conditions imposed by trade integration, changes in the structure and interworking of agricultural chains, more and more demanding consumers, more multinational investment in production factors such as land and water, and the emergence of new public regulations and "private standards" that condition trade in agricultural and agrifood products.

The challenge of boosting productivity and competitiveness calls for the generation, adaptation and validation of technologies, and the development of innovative processes to improve yields and make more efficient, sustainable use of natural resources, especially water and soil. Good practices should be adopted, such as making intelligent use of

¹¹ Based on a variety of studies, the world's middle class will have grown by three billion people by the year 2050. Over the next 12 years, the world population will have grown by one billion people, for a total of 9.6 billion. UN (United Nations US). 2012. World population prospects: the 2012 revision. New York, US. Available at http://www.un.org/en/development/desa/population/publications/pdf/trends/WPP2012_Wallchart.pdf

energy sources, using agricultural machinery and implements that are less contaminating, improving post-harvest management, using new inputs, including the so-called bio-inputs, producing higher quality products, making changes in organizational management and distributing the benefits of trade better.

A significant factor for improving productivity and competitiveness is to raise the levels of public and private investment in the sector. This calls for stronger institutional frameworks and better governance by means of clear policies and rules of the game to safeguard investments as well as intellectual and industrial property rights and to foster public-private partnerships. At the same time, sound risk management programs and projects will provide a certain safety margin for this activity that is so heavily dependent on climatic and economic externalities.

Regarding sustainability and climate change

The countries are fully aware of the need to generate production models that will increase production and have less of an impact on the environment. Intensive production models have sometimes been blamed for soil erosion, inefficient use of water and energy, loss of genetic resources and biodiversity and the emission of large quantities of greenhouse gas emissions into the atmosphere.

Clearly, agriculture depends heavily on climate, which is expected to become more volatile in association with the general phenomenon known as climate change. This means that agricultural activities need innovation in order to adapt to new climatological conditions as quickly as possible.

Climate change introduces new risks and exacerbates existing ones. Unfortunately, small and large countries alike are unprepared to deal with excessive rainfall and cloudiness, or with increased temperatures and other consequences of climate change. The 14 million small farmers in LAC are particularly vulnerable to these events since they have fewer technological and financial resources with which to face them.

Given the extent of climate change and the speed with which it is occurring, the ancestral knowledge and empirical adaptations on which the farmers generally rely are often ineffective, especially with respect to environmentally degraded systems. It is essential to engage in the use of strategically designed adaptations that are the result of new long-term policies, research, investment and modifications in production systems.

Among the most serious circumstances facing farmers is the growing frequency of catastrophic climate events such as drought, flood, frost, changes in rainfall patterns, hurricanes, landslides and new pests and diseases, all of which jeopardize productivity and call for integrated risk management as a tool for making agricultural activities less vulnerable.

Agriculture needs two essential processes for responding to these issues: mitigation and adaptation. One of the greatest areas of opportunity for IICA and for coordinated action by all the countries of the hemisphere is to help farmers and other stakeholders in agriculture recognize this dual need and implement innovations that respond to it. Seeking opportunities in climate change will lead to actions for improving the productive systems, their resilience and their sustainability.

Regarding inclusion

Poverty continues to be a widespread social and economic problem. Data from ECLAC show that 164 million Latin Americans still live in poverty (27.9 % of the population) and depend on agriculture as their primary economic activity. The great majority of these people live in rural areas and indigenous communities.

There is a clear correlation between rural prosperity and agricultural development, so that this sector will always have a crucial role to play in fighting poverty. Indeed, one of the most effective poverty-reduction strategies is to invest in agriculture. Nevertheless, any comprehensive response to these problems clearly requires agriculture to rise above mere production concerns and address other issues including organization, the addition of value in chains, access to information, exchange of knowledge, good governance of territories, and the like.

It is unrealistic in this day and age to conceive of agriculture independently from the rural environment where it is practiced. One of the greatest unmet challenges is to combine these two and draw in relevant stakeholders, thereby improving the quality of life for those who work in agriculture and live in rural territories.

Agriculture in Latin America and the Caribbean (LAC) can be transformed into a sector that promotes economic growth and seeks rural prosperity only if producers and other rural dwellers are included more fully in the benefits of development, diversification and added value. Equity needs to be promoted as well, using mechanisms that promote greater benefits from trade, social responsibility and

efforts to raise the social and economic value of farm work and keep value in rural areas, among other factors.

Inclusion applies to all population groups. It implies positive actions to recognize the role of women, young people and the indigenous populations in agriculture and rural territories, and to strengthen their participation in the economy and development by means of interventions that will guarantee their rights and empower them. It will be critically important to raise the profile of agriculture and the important role played by producers, to make this activity attractive to young people. Moreover, the contribution of rural women to family farming and food security needs to be recognized more fully.

Rural women are one of the driving forces of the economy in the rural areas, holding equal responsibility for family development, stability and survival. Women, as producers of foodstuffs through family agriculture and critical participants in decisions on the use and distribution of family income, are key stakeholders for attaining food and nutritional security in the countryside. Despite their important contribution, rural women continue to experience discrimination and exclusion and, as a result, are still unable to fully exercise their rights and gain access to better services (e.g. loans, land ownership, etc) and are not completely integrated into production systems.

One of the starkest realities facing agriculture in some countries is the extensive migration of farmers into other economic activities or non-agricultural regions. This is especially true of young people moving to the cities to explore greater opportunities than agriculture seems to hold, but at a high social and productive cost over the medium term, and with a devastating impact, unless measures are taken to bond young people to the land.

Indigenous peoples also need to be incorporated into development processes, including production. They need to assert their rights, enjoy access to production goods and be recognized as subjects of all rights and obligations, receiving the same development opportunities as other members of society. Their ancestral knowledge holds immeasurable value, especially with respect to methods that are consistent with protecting the environment and using natural resources and genetic diversity sustainably, as well as empirical knowledge associated with these uses.

It is essential to create the conditions needed for people to have access to real development opportunities and finding mechanisms by which organized producers in rural territories can enter agricultural chains on an equal footing. Moreover, opportunities are needed for small- and medium-scale agriculture, especially family farming, to perform

the strategic role of nurturing social inclusion in rural territories, while at the same time making an effective contribution to the food supply and to achieving environmental sustainability in the poorest communities.

Regarding food and nutritional security

Currently, some 842 million people in the world are undernourished or suffer from chronic hunger; of these, approximately 47 million are in LAC.¹² This region will need to be feeding a population of nearly 1.3 billion people by the year 2050. In 2009, the middle class in LAC comprised 150 million people.¹³

Meeting the challenge of food and nutritional security depends on whether progress is made to overcome the three challenges discussed above (productivity and competitiveness, sustainability and climate change, as well as inclusion), given that food security exists “when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.”¹⁴

The countries of the hemisphere hold the shared aspiration of achieving food and nutritional security for all, and they reiterated this intention at the 32nd General Assembly of the OAS (Cochabamba, Bolivia 2012), broadly recognizing that agriculture plays a leading role in achieving this security.

Safeguarding everyone’s right to food does not depend on actions by the agricultural sector alone. Admittedly, agriculture is a key activity in the productive phase; however, gaining physical and economic access to high-quality food and using it well depends on many factors that lie beyond the realm of the agrifood sector.

Over the past few years, two phenomena have had an especially significant impact on food security. One is the adverse international economic climate, which has resulted in greater market instability and more volatile prices for agricultural goods. Another is the effect of climate change, discussed above.

12 FAO (Food and Agriculture Organization of the United Nations, IT). 2013. *The State of Food Insecurity in the World, summary 2013* (online) Roma, IT. Available at <http://www.fao.org/docrep/018/i3458s/i3458s.pdf>

13 Ferreira, FHG; Messina, J; Rigolini, J; López-Calva, LF; Lugo, MA; Vakis, R. 2013 (online). *La movilidad económica y el crecimiento de la clase media en América Latina*. Washington, DC, US, World Bank. Available at <http://siteresources.worldbank.org/EXTLACOFFICEOFCE/Resources/MobilityFlagshipFullRptSpanish.pdf>

14 Taken from paragraph 1 of the World Food Summit Plan of Action from the Rome Declaration on World Food Security, November, 1996.

It should be emphasized that millions of people suffer from food insecurity because they live in poverty, and their limited income hampers their ability to acquire food. Paradoxically, this fact is especially visible in rural territories, where food is presumably produced.

Rural smallholders can be less vulnerable to poverty and, consequently, hunger, if small-scale and family agriculture receives support such as fostering better management and organization in rural territories, improving training activities, promoting participation and access by these farmers in agricultural chains and using the land efficiently for sustainable agriculture.

The Declaration of Cochabamba states that food security also depends on the nutritional quality of foods consumed; this is where agriculture has a powerful role to play and requires more emphasis on research and innovation in the region's native, traditional and high-potential crops.¹⁵ Respect for the customs and practices of agricultural and rural communities needs to appear on the agenda of the Member States in order to bring about an agricultural sector that is more competitive and sustainable and at the same time can guarantee prosperity as well as food and nutritional security for rural dwellers.

One factor that can make a practical contribution to improving conditions for food and nutritional security is to lessen post-harvest and post-processing losses, which are estimated to top 1.3 billion tons worldwide every year.¹⁶ The agricultural sector can help by practicing better post-harvest management and by strengthening linkages all along the agrifood chains.

The problems of food can be addressed successfully through consistent public policies and cooperation among everyone involved in bringing final solutions to the structural problems surrounding food and nutritional security. Moreover, the shared agenda of the countries needs to dovetail with action by international organizations concerned with eliminating hunger. Among other things, this means improving livelihoods of rural populations, making effective public and private investments in the agrifood sector, promoting an international agricultural and food trade system that is founded on openness, transparency, equity, clear rules and inclusive systems, encouraging and financing scientific research, responding quickly to emergencies and preventing the disasters that jeopardize production, and fostering the preservation of local traditions related to food, varieties and cultures.

15 OAS General Assembly, Bolivia 2012: Food Security with Sovereignty in the Americas, 3-5 June.

16 FAO (United Nations Food and Agriculture Organization, IT). 2011. Global Food Losses and Food Waste. (Online) Rome, IT. Available at <http://www.fao.org/docrep/014/mb060e/mb060e00.pdf>

Regarding innovation¹⁷

We live in the “age of innovation” associated with such concepts as changing, exploring, salvaging, inventing, reinventing, creating, risking and managing opportunities. Innovation is a transformative process that broadens the horizon of possibilities for a company, productive sector or country. Innovations are the force that continually drives growth for countries, and one of the essential strategies for modern societies to maintain their competitive edge.

Agricultural innovation is a catalyst for growth and positive change. Promoting innovation is vitally important to increase productivity and competitiveness, boost income, reduce poverty and inequality, lessen the environmental impact of the agricultural sector, respond to natural disasters, broaden access to new technologies, adapt to climate change and, consequently, achieve food security and the best possible quality of life for our peoples.

Agriculture needs a wide-ranging process of innovation that will develop new production, institutional, organizational and knowledge paradigms for meeting the challenges of competitiveness, inclusion and sustainability.

Countries hoping to induce processes of innovation in agriculture must provide a favorable environment that includes coordinated policies, rigorously applied by means of instruments to encourage production, develop a critical mass for research and development, strengthen innovation systems, attract investments and develop new business models in agriculture.

The potential to innovate can be put to use primarily in three areas: (a) technology (including extension and communication), to boost productive capacity, (b) markets, to boost competitiveness, and (c) institutions, to improve governance.

The 2011 Meeting of Ministers of Agriculture of the Americas, held in San Jose, Costa Rica, stated that “innovation in the agrifood sector should include: better practices and new technologies, wholesome and safe products, better infrastructure to support production and marketing, technology transfer, sharing knowledge and building relationships through

¹⁷ Innovation, in general terms, is the implementation of something new or better (whether technology or otherwise) in products (goods or services), processes, marketing avenues or ways to organize. In other words, it is the application of ideas, knowledge and practices to create something new and useful, or to make someone or something better, so as to create positive changes that meet needs or attain the goals of institutions or groups of people. Such novelties and useful changes could be substantial (a large change or improvement) or cumulative (small improvements that together produce a significant improvement or change).

value chains, training and extension services, access to credit, and a science-based legal and policy framework.”¹⁸

Innovation in agriculture develops best through national agrifood innovation systems, especially if these systems work in coordination with one another through other regional or hemispheric platforms.¹⁹ To strengthen such systems, to promote technology transfer under mutually agreed terms and to share knowledge and good practices should be high-priority tasks for governments and for society.

Innovation in general, and the processes that trigger it, do not simply appear out of nowhere or spring from decisions based on goodwill; innovation takes place in a given socioeconomic context and reacts to the presence (or absence) of favorable conditions that allow it to prosper, including most particularly, sufficient domestic development, institutional and regulatory frameworks, a reservoir of knowledge and human skills, a society that is calling out for innovation, and a welcoming regional and global environment. The challenge for agriculture, therefore, is to unleash and strengthen intensive, lasting processes of innovation and virtuous circles of innovation with the participation of all stakeholders.

Regarding the integrated management of water resources

Achieving more productive and sustainable agriculture depends largely on the sector’s ability to manage water resources well and thus efficiently transform water into food; this, in turn, requires a new type of agricultural system that uses water more responsibly.

The Americas possess relatively abundant water resources.²⁰ The region is endowed with great environmental, social, economic and political wealth and diversity, equipping it to identify water management models that can be shared among the countries to improve their public policies and investment plans and to build up their systems for innovation in sustainable water management.

18 IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2011. Report of the Meeting of Ministers of Agriculture of the Americas 2011 and the Sixteenth Regular Meeting of the Inter-American Board of Agriculture. San Jose, CR. San Jose Declaration of Ministers of Agriculture 2011, pg. 79, paragraph 3.

19 These systems include “a wide range of actors, who guide, support, create, transfer or adopt innovation, and who advise and inform farmers and the public about innovations. Governments provide strategic guidance, financial support to researchers and advisors in public and private organisations, and research infrastructure such as databases, laboratories and information and communication technologies (ICT)...Researchers, private businesses and farmers create innovations...other intermediaries...help diffuse innovation...Charities and non-governmental organisations (NGOs) play a role in funding innovation, and providing information and advice...markets and consumers provide signals on demand for innovation... OECD (Organization for Economic Cooperation and Development, FR). 2013. Agricultural innovation systems: a framework for analysing the role of the government, Paris, FR.

20 IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2014. Water to feed the land, San Jose, CR.

Water needs to be used much more productively in agriculture as a matter of urgency;²¹ technological, institutional and organizational innovations are therefore crucial. Data collection needs to improve as well. Meteorological and hydrological information systems need to function in the countries and be combined at the regional level and then coordinated in and with international networks so that decisions can be made expeditiously at the local level, based on collective experience.

The representatives of the countries at the 2013 Meeting of Ministers of Agriculture of the Americas, held in Argentina, committed to a number of issues involving integrated water management, from shaping and implementing public policies that ensure access to water supplies in the quantity and quality necessary for agriculture, to managing innovations that will help agricultural activities adapt to climate change.

21 According to Molden et al., water productivity can be interpreted in several different ways: “For some, it means increased production per unit of water transpired; for others, it implies greater production per amount of water supplied, and for yet others, it means improvements in well-being per total amount of water used...” Quoted in: IICA (Inter-American Institute for Cooperation on Agriculture, CR). 2014. Water to feed the land, San Jose, CR. It can also be understood as the amount of product (or product value) generated per unit of water used normally and measured in cubic meters.

III. IICA: MISSION, VISION AND FUNDAMENTAL VALUES

IICA's mission is to:

“encourage, promote and support the efforts of the Member States to achieve their agricultural development and rural welfare”²² by means of international technical cooperation of excellence.

The Institute's vision alongside its Member States is:

“to contribute to the development of an Inter-American agriculture that is competitive, inclusive and sustainable and that will feed the hemisphere and the world and, at the same time create opportunities to reduce hunger and poverty among producers and rural dwellers.”

IICA's close and continuous work with the agricultural institutions must be guided by the principles established in the 2010-2010 Strategic Plan. Those that best characterize IICA were selected for this MTP. Thus, the Institute will be:

- **Innovative:** This principle has two facets. It can be seen on the outside in innovative cooperation activities, and on the inside, in modernization of processes, development of outputs and institutional transformations. IICA promotes a fluid exchange of ideas and creates opportunities for dialogue and mechanisms for visionary change to find the best solutions to developmental problems in its Member States and among the people involved in agriculture and in rural territories. Similarly, the Institute stands out for its dedication to the countries and its closeness to them, so it is clearly committed to creating innovative international public goods.

22 Article 3 of the Convention on IICA.

- **Purposeful:** IICA, with its understanding of real conditions for agriculture and rural areas, takes the initiative to offer responsible solutions, whether hemisphere-wide, multinational or national, in a spirit of cooperation and based on scientific, social, political, cultural and economic knowledge. As an organization with open doors and technical authority, it is highly analytical, proactive, and critical of its own responses or action proposals. Its work displays the ability to be thoughtful, flexible and attentive to the specific needs (including urgent ones) of its Member States.
- **Respectful:** In all its actions, IICA respects the principles of international law and the laws and customs of peoples. Because the hemisphere is home to such a diversity of conditions and is highly pluralistic, the Institute takes a neutral stance when it seeks to draw maximum value from the experiences and peculiarities of each Member State.
- **Inclusive:** The Institute recognizes the basic rights of all human beings, making no distinction for race, gender, religion, culture or preferences. Therefore, its policies and processes are designed to support the development of fair and equal opportunities for all. By its very nature, focused on development and inclusion, the Institute is an entity that promotes fairness, and this is manifested in-house and in all its technical cooperation or institutional management actions.
- **Transparent:** IICA bases its work on transparency and has adopted and promotes models for communication and information exchange designed to hold the trust and backing of its Member States and partners. The fact that IICA resources come from public coffers imposes the need for transparent management and for making all possible efforts to explain how resources are being invested appropriately.
- **Committed to accountability:** The Institute's work is organized conceptually as a chain of outcomes achieved by means of cooperation projects and actions; with this structure, IICA can faithfully honor its commitment to accountability and to keeping its principals informed of what has actually been achieved compared with what was initially planned.
- **Environmentally responsible:** IICA promotes an institutional culture of environmental responsibility, both in its cooperation actions and in its corporate management, which includes policies to save energy, conserve water and use it carefully, and recycle waste.

IV. A RESULTS-ORIENTED IICA

The Institute is an international organization with hemispheric mandates. It seeks to generate international public goods, innovative responses and synergies that draw on its own human, technological, financial and administrative capacities combined with those of the member countries, its strategic partners and the private sector, among others.

This 2014-2018 MTP proposes a renewed vision for providing cooperation services at the hemispheric, regional, multinational and national levels, harnessing IICA's competitive and comparative advantages to achieve greater outcomes for the benefit of all its Member States. The Institute's main strength lies in its technical capacities and its stable presence in the hemisphere, through both its Headquarters and its offices in the countries. As a result, its plans and its outcomes come together in the form of findings, public goods and practical, timely and high-quality responses at all four geographic levels, and above all in what could be called "on-the-ground solutions."

In program terms, the Institute rises to the great challenges posed in this MTP through **projects** that will make intensive use of all its capacities, experience and international resources. At the same time, IICA's operational flexibility and its close work with institutions that request its technical cooperation allow it to address unanticipated situations using the Institute's rapid-response mechanisms.

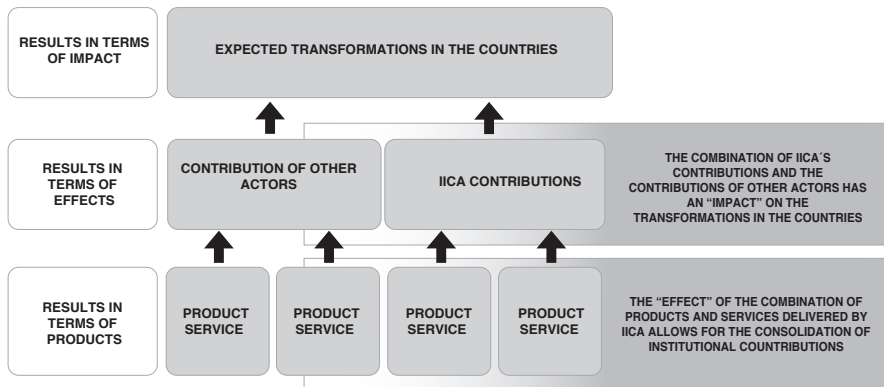
In order to maximize the efficiency and potential of its work, IICA will adopt a "**results-based management**" approach.²³ The idea is for its technical cooperation to lead the hemisphere as a whole, and each of the member countries in particular, toward the changes required for achieving the four strategic objectives defined in the SP. Furthermore, its contributions should help move the Member States closer to their own aspirations for sustainability, competitiveness, rural well-being and food security.

This approach, as proposed, will draw a direct relationship between the Institute's projects and actions and the **concrete results** IICA expects to achieve, thus facilitating the processes of planning, scheduling, monitoring, evaluation and accountability, and at the same time simplifying the identification of lessons learned and good practices. The **results** are understood as a measurable change that occurs in the situation of a country, society, organization, group or sector, in this case agriculture, achieved as the result of a planned intervention.

²³ A management approach that seeks higher levels of responsibility for achieving specific results, identified in advance by the organization. Processes, resources, activities, monitoring, evaluation, accountability and incentives should be geared toward achieving these outcomes. This calls for a system of indicators to measure and evaluate the Institute's operations.

IICA's work will be based on a **causal chain of results related with the strategic objectives** in which each higher-order result is the consequence of the aggregate accomplishment of lower-level results. The Institute identifies three levels of results: “transformations” (higher-level, impact), “contributions” (intermediate level, outcomes) and “outputs” (lower level), as can be seen in the following illustration:

Figure 1. Chain of results led by IICA: strategic objectives, expected transformations, contributions, outputs and services.



“**Transformations**” are those results that demonstrate the achievement of the strategic objectives of the SP. These transformations are substantial changes that occur as a consequence of the intervention of many stakeholders, including IICA. They are accomplished as a consequence of national decisions, and they are the responsibility of the country; therefore, the Institute can only offer specific “**contributions**.”

Thus, a “**contribution**” allows for a change to be made in some issue or situation, and as explained above, it occurs thanks to direct intervention by IICA or by IICA in collaboration with its partners. Contributions support the achievement of “transformations” taking place in the member countries, and consequently are the best example of technical cooperation. Because they are defined with a high degree of specificity, the contributions are a clear indication of transparency in Institute activities, and this facilitates accountability.

“Contributions” are built on and understood through the generation of tangible and intangible products and services (deliverables) that IICA provides directly to its Member States as international public goods, and through concrete solutions “on the ground.” Every **institutional contribution** is related directly to at least one of the four strategic objectives of the 2010-2020 SP, depending on the specific issues addressed by the technical cooperation.

Finally, IICA’s **products or services** are the “deliverables” or tangible goods that are the culmination of a set of activities carried out. The production of tangibles is thus only a small part of what the Institute desires to achieve, especially because, as explained above, IICA now holds more ambitious expectations for final results.

V. STRATEGIC OBJECTIVES, TRANSFORMATIONS, CONTRIBUTIONS, PRODUCTS, SERVICES AND AREAS OF FOCUS FOR IICA

Strategic objectives of the 2010-2020 Strategic Plan

Achieving significant results is the main goal of IICA's strategic actions until 2020. In order to accomplish that goal, IICA must, within its financial possibilities, support and work closely with its member countries, not only in addressing their specific needs, but also in formulating and managing major development initiatives and projects that facilitate comprehensive articulation of international cooperation efforts and taking full advantage of the knowledge and shared experiences between them, according to the four strategic objectives of the 2010-2020 SP.

During the 2014-2018 period, the Institute will continue its technical cooperation efforts aimed at achieving its complementary and interrelated major strategic objectives as defined below:

Strategic objective 1: To improve the productivity and competitiveness of the agricultural sector

The Institute will support its Member States in: a) building, strengthening and managing agricultural innovation systems, including the development of productive, organizational and business solutions; b) strengthening agricultural health and food safety services; c) developing trade and agribusiness; d) establishing regulatory frameworks and positions based on consensus in international forums; and e) designing innovative systems of incentives.

Strategic objective 2: To strengthen agriculture's contribution to the development of rural areas and the well-being of the rural population

Using a holistic approach, IICA encourages its member countries to effectively integrate the agricultural sector into the rural milieu, as the best pathway to achieving equity and inclusion. This implies at least: a) developing public policies that promote investment in rural areas, the aggregation of value and retaining value in the production areas, as well as social inclusion plans and land planning and management processes; b) strengthening agricultural extension and advisory services; c) developing models,

methodologies and instruments to strengthen small and medium-scale agriculture, as well as family agriculture; d) linking agricultural producers to value chains and markets; and e) improving access to production resources, information, training, technology and markets.

Strategic objective 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources

In order to develop a sustainable agriculture, IICA will support its member countries in: a) developing and implementing harmonized policies and programs to promote planning processes to adapt agriculture to climate change and mitigate its effects, effective soil management and the efficient use of water resources; b) increasing and improving the capacity of innovation systems to develop practices and materials that facilitate the efficient adaptation of agriculture to climate change and the development and application of technologies and processes to reduce the impacts of agriculture on the climate and on natural resources; c) increasing farmers' knowledge so that they can apply "environment-friendly" practices; d) strengthening climate information systems; and e) strengthening integrated risk management programs.

Strategic objective 4: To improve agriculture's contribution to food security

In order to add value to the different initiatives aimed at resolving the problem of food and nutritional insecurity, IICA will promote: a) the formulation of public policy proposals aimed at ensuring availability of and access to quality foods in vulnerable rural areas and populations; b) innovation as a means to boost productivity and competitiveness as central elements of food and nutritional security; c) the preparation and application of competitive, sustainable and inclusive business models, particularly in family agriculture, to guarantee a supply of good quality food and better incomes; d) cooperation in reducing losses of raw materials and food in the processing stage; e) promoting family agriculture's contribution to the food supply; and f) an increase in institutional capabilities in the area of food and nutritional security.

The chain of results: Transformations, contributions and products of technical cooperation in 2014-2018

- Desired transformations in the countries

In order to achieve the four strategic objectives, the Institute will strive to promote the following **transformations** in its member countries:

- Enhanced **governability and governance of agricultural and agrifood systems**, led by the Ministries of Agriculture as the institutions responsible for sectoral policies and actions. This will be expressed by developing agricultural policies and strategies with emphasis on family agricultural systems, improved performance of sanitary and phytosanitary services, agricultural and agrifood innovation systems, agricultural extension/advisory services and agricultural, trade and marketing bodies, and other incentives or transfer systems for food security, agricultural competitiveness and rural well-being. Similarly, the Member States will design and implement new policies and strategies for agriculture and rural well-being and will **harmonize them to ensure agriculture's adaptation to climate change** and to reduce its impact on the environment.
- Increased **inter-sectoral coordination and action** by the ministries and other public institutions present in the rural territories, in order to improve the processes of associativity, aggregation of value, advisory services, investment, land ownership, social inclusion and sustainability. This implies working at different levels of government: federal, state (provincial, departmental) and municipal.
- **Building international consensus** in global and regional forums, exchange of knowledge and constructive dialogue to reach agreements of interest to agriculture and rural areas.
- Increased **dynamism, efficiency and transparency in agricultural markets**, including efforts to strengthen agricultural chains and link small and medium-scale farmers to markets and of the joint and responsible action by civil society, producers, the business sector and academia, promoting the **inclusive and equitable participation of women, young people and ethnic communities (indigenous and Afro-descendent)** in markets and in the development processes of their territories.
- **Reduced socioeconomic vulnerability among rural inhabitants** and small and medium-scale farmers, including those engaged in family agriculture.

- **Increase in the quality and quantity of agricultural products** and improved sustainable access to markets for the products of agrifood chains and family agriculture, thereby increasing their income levels.
- Improved **performance of small and medium-scale agriculture in terms of production and business** in rural areas, which will be reflected in greater access to and use of production and business resources, information, training and technology etc.
- Increased level of **adoption and dissemination of innovative practices**, as well as sustainable processes and technologies that optimize the sustainable productivity of agricultural and agrifood systems.
- Incorporation of the **principles and practices of sustainable production** throughout the agricultural chains and their linkages, with special emphasis on integrated management of water and sustainable use of soil for agriculture.
- Adoption of a **strong culture of risk prevention** in agricultural and food systems and **reduced levels of vulnerability** in those systems, with better programs and actions for integrated risk management.
- Improvements in the **nutritional quality of agricultural products, reduction of pre- and post-harvest losses of food** and raw materials, and **increased use of native species** and promising crops, promoting their consumption among vulnerable populations.

- **IICA's contributions**

To enable the countries to achieve these transformations, the Institute will focus its efforts on **11 contributions related to the four strategic objectives of the 2010-2020 SP (See Annex 1)**, which are set forth in the following box:

- 1) Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.

- 2) Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- 3) Increasing the capabilities of the public and private sectors to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
- 4) Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- 5) Increasing the capacity for area-based social management²⁴ among stakeholders in rural areas, especially those involved in family agriculture, in order to improve food security and rural well-being.
- 6) Enhancing the capabilities of different stakeholders of the agricultural chains and rural areas in the integrated management of water and sustainable use of soil for agriculture.
- 7) Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.
- 8) Improving the efficacy and efficiency of food and nutritional security programs in the Member States.
- 9) Ensuring that producers and consumers benefit from greater use of native species, promising crops and native genetic resources with food potential.
- 10) Improving institutional capacity to reduce losses of food and raw materials throughout the agricultural chains.
- 11) Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of relevant resources for inter-American agriculture.

²⁴ This includes planning processes, leadership, associativity, social cohesion, access to goods and services, promotion of dialogue, formulation of proposals, capacity building, partnerships, etc.

- IICA outputs and services

The Institute will define its work based on the eleven contributions listed above, the achievement of which will be demonstrated by the following deliverables (outputs or services):

- **Policy proposals and strategies** aimed at improving the governance and management of agricultural and agrifood systems; harmonizing plans among public and private environmental and agricultural institutions to improve agriculture's adaptation to climate change and integrated risk management, promoting agricultural innovation and strengthening food and nutritional security programs.
- **Specialized methodologies and instruments** for the agricultural sector, including those that:
 - i. Improve public administration in aspects such as area-based management, agricultural health, innovation, agribusiness and adaptation to climate change.
 - ii. Promote increased trade in agricultural production chains and family agriculture.
 - iii. Boost the levels of productivity and competitiveness in agriculture and improve the distribution of incomes in rural areas.
 - iv. Strengthen governance and management in rural areas.
 - v. Increase investment in rural territories and improve access to resources, including systems of local incentives, information and communication technologies and social media, etc.
 - vi. Improve land use planning and management, as well as agro-ecological zoning, so that agricultural production systems and the efficient use of resources go hand in hand.
 - vii. Increase the levels of participation of the member countries in international forums, the consolidation of positions and the monitoring of agreements and commitments related to agriculture and the environment.
 - viii. Determine more precisely agriculture's contribution to food security and identify the causes and risk factors of food insecurity (e.g. observatories, information systems, courses, etc.).
 - ix. Promote effective policies and actions in programs to reduce hunger and increase agricultural production and incomes in rural areas.
 - x. Promote private sector participation and its coordination with the public sector.

- **Capacity-building processes** with public and private stakeholders related to:
 - i. The performance of the Ministries of Agriculture, the national agricultural innovation systems, the advisory/extension services and the agricultural health and food safety services, as well as the operation of markets, etc.
 - ii. The associativity of producers, their links to markets, diversification of production, aggregation of value, access to resources, innovation and risk management, as elements to improve their incomes, particularly those of small and medium-scale farmers, including family agriculture.
 - iii. The participation of member countries in international forums and the implementation and monitoring of the commitments made in those forums.
 - iv. Participatory management, area-based development, public policymaking and dialogue on rural life.
 - v. Training programs for trainers in rural leadership, area-based social management, associativity and other topics that strengthen the links between agriculture and rural development.
 - vi. The adoption of sustainable agriculture, integrated use of natural resources (particularly water and soil) integrated risk management in agriculture.
 - vii. The use of knowledge management and communication to achieve food and nutritional security.

- Risk management **plans**, plans for responding to sanitary and phytosanitary emergencies, disaster prevention plans and proposals for the reactivation of agricultural production.

- **Development cooperation and investment programs and projects**, designed to:
 - i. Improve the performance of technological innovation systems, extension/ advisory systems and programs that promote synergy between agriculture-environment, area-based management, food and nutritional security, agricultural marketing and commercialization.
 - ii. Strengthen small and medium-scale agriculture and improve its productive and commercial performance in rural areas of the member countries.
 - iii. Link family agriculture to agricultural chains and these to the rural areas.
 - iv. Improve the use of water in agriculture, taking into account aspects such as governability, governance, innovation, productivity, the use of information systems, training of human resources, investment, etc.
 - v. Reduce post-harvest losses and waste throughout the production and consumption chains and improve the nutritional quality of traditional agricultural crops and promising products.

- **Management of development** and investment **projects** aimed at:
 - i. Improving the sustainable productivity and competitiveness of agriculture in IICA's member countries.
 - ii. Ensuring the sustainability of agriculture, its adaptation to climate change and the management of associated risks.
- **Mechanisms for building consensus between and articulating** the public and private sectors, aimed at promoting the integration of producers into value chains, developing and adopting innovations, reducing pre- and post-harvest losses, increasing the supply of agricultural products for the basic family food basket, reducing the impacts of agriculture on the environment and natural resources, as well as the impacts of climate change on agriculture.
- **Exchange among member countries and opportunities for collaboration**, horizontal cooperation and knowledge management to strengthen the institutional framework, agricultural innovation, adaptation of regional agriculture to climate change, management of rural territories, food security, trade and the linking of producers to agricultural chains.
- **Creation of information and knowledge networks** with public and private stakeholders to achieve competitive, sustainable and inclusive agriculture.
- **Innovations in processes and products** (species, crops, genetic resources, etc.) aimed at strengthening agricultural chains and rural territories and good crop and livestock practices, accompanied by technical assistance and management, including regulatory frameworks for biosafety.
- **Studies and research** related to:
 - i. Good practices.
 - ii. Agricultural pests and diseases.
 - iii. Native or endemic species, promising crops and genetic resources with food and economic potential in centers of genetic diversity.
 - iv. Innovative initiatives for the development of rural areas and linking those initiatives with agriculture in those territories.
 - v. Biosafety.
 - vi. Efficient use of water in agricultural systems.

- vii. Precision agriculture and other initiatives related to the use of ICT in agriculture.
- viii. Adaptation of agriculture to climate change, sustainable production, integrated natural resources management and integrated risk management.
- ix. New uses of agriculture and their potential.

Areas of focus in 2014-2018

Considering the technical cooperation agenda proposed and recognizing the importance of family agriculture, women and youth for the future of agriculture and the crosscutting nature of the mandates received by IICA at the last two ministerial meetings with respect to the topics of innovation and water resources management, the Institute will focus on an integrated, systemic approach in all of its actions, initiatives and projects.

Specifically, IICA will promote and facilitate processes that lead to a systemic culture of **innovation in agriculture**. Therefore, IICA's efforts will focus on ensuring that its member countries, producers and relevant stakeholders have access to data, information, knowledge (scientific and empirical), good practices and innovations that can be used to transform their productive and business processes, or those of any other nature, such as biotechnology, nanotechnology, precision agriculture, geomatics and informatics, among others. Similarly, the Institute will work to develop capabilities and create scenarios for innovation, facilitating and promoting coordination processes between producers and research centers that generate knowledge and technologies, including those within the private and the public sectors.

Moreover, the interest shown by Member States to encourage **the efficient use of water resources** in agriculture demands a greater understanding of the topic as a complex and multidisciplinary issue that affects all links in agricultural chains and rural areas. IICA will incorporate this issue into its agenda in a specific and measurable manner. Its actions will be aimed at improving the use of water, both in irrigated and rain-fed agriculture, reducing pollution and its footprint, improving water recycling and efficiency, promoting agricultural systems that use water more efficiently and supporting the integrated management of water in all its uses, both in rural areas and in agricultural production chains.

The Institute will include actions to strengthen the links between **small-scale and family farmers** and agricultural chains, as well as the participation of **women in agriculture** and succession planning or inclusion of **youth in agriculture**. In all projects, be they financed with IICA's own resources or with those of donors or government

agencies, the Institute will promote gender equality, increased participation of women and young people in decision-making processes, the contribution of smallholder agriculture to the economic development of rural territories, food security and well-being in general, improved access to new services (land tenure, credits, technical assistance, etc.) and efforts to tap the potential of all groups to act as promoters of change, in particular, as promoters of innovation.

In its efforts to achieve the strategic objectives and contributions, the Institute will address these issues of interest (focus) to achieve an intelligent, innovative, flexible and consistent balance between the creation of public goods and the implementation – in partnership with national or international institutions - of interventions that allow it to work closely with farmers and their organizations, in other words, to operate “at ground level.”

Such a commitment to the objectives of this MTP and the attainment of its results calls for permanent, open dialogue with our principals and the promotion of a systemic, integrating vision of a competitive, inclusive and sustainable agriculture throughout the Americas.

In carrying out its work, the Institute will draw on scientific knowledge and adopt a flexible, responsible attitude, so as not to overstep the boundaries established in this MTP and to avoid either losing focus or getting lost in the detail. The concentration of the work will be an element of key importance: the four overarching strategic objectives establish the focus and the eleven contributions the specific areas to be addressed.

VI. THE TECHNICAL COOPERATION MODEL

Foundations of IICA's technical cooperation

IICA's technical cooperation is based on the mandates revised in the 1980 Convention,²⁵ which establish the role of the Institute. These mandates include: a) to promote the strengthening of national teaching, research and rural development institutions, in order to promote the progress and dissemination of science and technology applied to agricultural and rural development; b) to formulate and execute plans, programs, projects and activities in accordance with the requirements of the governments of the Member States, so as to contribute to achieving the objectives of their policies and programs for agricultural development and rural well-being; c) to establish and maintain relations of cooperation and coordination with the OAS and with other States, organizations or programs, and with governmental and non-governmental institutions that pursue similar objectives; and d) to act as a body of consultation, technical execution and administration of programs and projects in the agricultural sector, through agreements with the OAS.

For more than 30 years, IICA has implemented a cooperation model in line with those mandates. However, given the changes that are taking place in the agricultural sector and in rural development, this model needs to be adjusted in order to adapt it to the challenges associated with the hemispheric political-institutional arrangements and the challenges of a globalized agriculture.

One of the commitments assumed by the Administration for the 2010-2014 period was to strengthen the Institute's technical capacity. This commitment involved making major changes to its model of cooperation, with the aim of improving its support to countries in their pursuit of competitiveness, sustainability, well-being and social inclusion.

From that perspective, IICA continues to renew itself and reaffirm its commitment to be more responsive as a promoter of development and provider of international technical cooperation, adding value to the agricultural and rural dynamics of its Member States and being their best partner in institutional strengthening, capacity building and innovation.

Based on this MTP, the Institute's administration plans to further develop its cooperation model, search for comprehensive solutions through the implementation of a

²⁵ It was the result of the gradual evolution of the Institute and a review of the Convention signed in 1944. The new convention became open for signature by the Member States of the OAS in 1979 and entered into force following its ratification by two thirds of the States Parties.

set of institutional projects, applying a systemic approach geared to the achievement of specific results, a renewed vision of regional development and the design of differentiated strategies for each country, and well-coordinated internationally.

The technical cooperation model will have the following features:

- a) a clear definition of the Institute's key functions and of its institutional capabilities and experiences;
- b) a focus that coordinates efforts at the hemispheric, regional, multinational and national levels with IICA's differentiated country strategies, which take into account the specific characteristics of each one and national or regional priorities as they relate to the Institute's mandates;
- c) programmatic execution for the achievement of clear results through projects, as an instrument for coordinating technical cooperation, differentiated in "Flagship Projects" of a cross-thematic and multi-level nature; pre-investment initiatives through the Technical Cooperation Fund (FonTC), used as seed capital to mobilize funds from other sources; and in projects financed with external resources;
- d) addressing countries' specific or short-term needs and emerging issues through institutional rapid response actions;
- e) the use of IICA's network of offices in the countries and of the Institute's technical personnel and that of its partners and allies;
- f) the active incorporation of technical services and institutional management activities as an integral part of technical cooperation;
- g) priority allocation of institutional resources to the flagship projects, the FonTC initiatives and the Rapid Response Actions (RRA) based on their expected contributions and results in the four levels of work and expressed operationally in **IICA's country strategies**;
- h) a rigorous system for the monitoring and evaluation of results aimed at promoting, directly and permanently, the continuous improvement of the organization, its actions and accountability; and
- i) intense efforts to communicate and inform about results, to enable sharing and provision of feedback on experiences and good practices and facilitating access to knowledge throughout the hemisphere.

The model envisaged for the period covered by this MTP seeks to encourage the active participation of beneficiaries, both in the design and execution of technical cooperation actions, in order to guarantee that these are implemented according to the priorities

established by the countries and their particular characteristics, without seeking to replace the role of the national institutions which it supports, whether these are public or private.

This cooperation model is based on its past experience, but it also builds on and incorporates the Institute's strengths, values and strategies and promotes better use of its technical capabilities, while at the same time laying the foundations for a new way of allocating and administering IICA's financial resources. This model amply promotes joint work with other national and international technical or financial cooperation institutions, based on an understanding that pooling, not duplicating, efforts is the best way to meet the challenges facing the agricultural sector.

In order to achieve these goals, the Institute will continue to modernize and adapt its structure, its technical support units and services, its capacities and cooperation and its management tools.

All of the Institute's technical cooperation actions will be carried out in strict compliance with its internal regulations and its fundamental values, particularly those of transparency and accountability.

Key functions of IICA

The Institute's technical cooperation and the work involved can be summed up in the following key functions:²⁶

- **Institutional strengthening:** IICA supports its Member States in their efforts to strengthen their public institutional framework and to improve their capacity to respond to the needs of the agricultural and productive sectors and rural territories. The aim is to create a balance between those challenges and governmental responses in terms of designing courses of action aimed at resolving problems and improving services of public interest (whether by way of official policies, plans, strategies and instruments at the sectoral, multisectoral, local and national levels). Similarly, IICA seeks to reinforce the private institutional framework, promoting closer links with the public sector and with other actors of civil society.
- **Capacity building:** The Institute leads and contributes to capacity-building processes in organizations and to the development of human talent, both in the public and private sectors, in order to help identify, address and achieve long-term development

26 Specific and distinctive activities through which IICA fulfills its mandates.

objectives in a sustainable manner, thereby contributing to resolve strategic and specific problems in the Member States.

- **Creation and application of methodologies and instruments:** IICA develops, applies and validates methodologies and instruments in its areas of competence, placing these at the disposal of its member countries and partners, in order to strengthen the institutional framework and public policies, develop new knowledge and innovations related to social inclusion, competitiveness, food security and rural area-based development.
- **Management and use of knowledge:** The Institute promotes knowledge management, defined as a set of processes of information, communication and systematization of knowledge, which is used for innovation, problem solving and timely decision-making in the Member States. This function enables IICA to support efforts by member countries and their institutions to address agricultural and rural issues, and to create environments that foster creativity, strategic and prospective analysis, technological monitoring and innovation and add value to agriculture based on a strict use of technical and scientific knowledge.
- **Project management:** IICA supports its member countries and strategic partners at each stage of the project cycle, namely: identification, design, implementation and evaluation.
- **Consensus building and coordination of stakeholders:** resolving the problems of agriculture and rural well-being increasingly requires an integrated and collaborative approach to work by the numerous public and private actors involved. The Institute, as an international organization recognized for its technical capacity and convening power, will act as a facilitator to ensure greater levels of cooperation among those stakeholders. To this end, it will establish innovative mechanisms for the coordination and articulation of policies, strategies, plans, programs and projects, and will promote informed participation in regional and global forums.
- **Horizontal cooperation:** IICA's permanent presence in 34 countries of the Americas makes it a useful vehicle for providing prompt responses and for identifying and exchanging human and financial resources with and among its Member States. The international action of the Institute facilitates the mobilization of resources and the dissemination of experiences of countries with similar conditions through horizontal or South-South cooperation, not only within the hemisphere but also on other continents.

- **Institutional management:** IICA applies a rigorous administrative, financial and programmatic-budgetary system to its technical cooperation efforts, managing its resources in a clean, efficient and transparent manner, in line with international standards. The integration of its cooperation and institutional management services will add value to the Institute's work and will increase its reliability vis-à-vis its member countries, strategic partners and donors. The generation of institutional information, monitoring, evaluation and timely communication of results will provide continuous feedback on its technical cooperation and institutional management actions.

From the hemispheric to the country level: constructing “IICA country strategies”

As a specialized agency of the Inter-American System, the Institute has a clear mandate to ensure that its international actions benefit the hemisphere as a whole. However, its actions also respond to particular regional or national requests from its principals. It should be noted that IICA takes into account the heterogeneity of the hemisphere and the special characteristics of each country and region, which allows it to be more assertive and proactive with the technical cooperation it provides in response to the requests received.

During the period covered by this MTP, IICA will continue working in a coordinated manner at the hemispheric, regional, multinational and national levels:

- At the hemispheric level, the Institute will work to continue holding the Meetings of Ministers of Agriculture, which are held jointly with the IABA, thereby ensuring that agricultural issues receive due attention at high-level meetings, such as the Summits of the Americas. It will also promote the participation of the countries of the Americas in global forums with positions and proposals that safeguard the interests and the integrity of the countries and their agriculture. In the context of this MTP, IICA will articulate its actions through projects coordinated and led by hemispheric and multidisciplinary technical teams, which will implement the different components in their countries or regions in an articulated manner.
- The Institute will pay particular attention to building a renewed vision of “regional” cooperation which, based on the current structures, will help it move toward more dynamic models of multinational cooperation that respond to common problems requiring the joint and coordinated participation of more than one country in the hemisphere. IICA's multinational action and coordination, working with the regional integration mechanisms, will take into account primarily the need to address the

different issues in the sub-regions, the political, economic and social changes that have occurred in recent years, the important role played by the traditional regional architecture and the fact that at present even groups of countries that do not have geographic proximity maintain dynamic cooperation agendas. IICA therefore recognizes the need to reinforce the mechanisms of coordination among the Institute's different units and the development of strategies and projects aimed at responding to this changing reality. Securing special resources for multinational initiatives will be key to implementing this area of institutional action.

- In the countries, IICA will continue to support the construction of medium and long-term visions, enabling each country to achieve its development goals, while respecting its decisions and political, ideological and cultural positions. By adopting this approach, the Institute recognizes the diversity of its member countries and promotes differentiated cooperation that responds to the guiding principles, standards and needs of each one. This allows the countries of the Americas to take advantage of the opportunities they have available.

The overall organization of the hemispheric, regional, multinational and national work will be fully reflected in a technical cooperation strategy for each country, hereinafter referred to as the **"IICA country strategy."** Based on the strategic objectives and institutional functions and contributions of this MTP, this will be the precise and operational expression of the Institute's cross-thematic and multi-level work in each of its member countries. IICA's strategies in the countries will contribute to better coordination with the stakeholders of agricultural chains and rural areas, and to building consensus regarding IICA's technical cooperation delivered through projects and rapid response actions, including the goals related to obtaining external resources.

Thus, **IICA's country strategies** encompass all the Institute's planning and actions at the different levels, mainly in the form of programmed projects. In constructing these strategies, IICA will take into account not only the international vision of the global or hemispheric phenomena or trends related to agriculture and rural life, but also the baseline studies of the countries and the results of national discussions to identify cooperation needs at all levels of work.

Projects as the articulating units of IICA's cooperation and other instruments of action

In order to promote its innovative capacity, the effective and transparent use of its resources and the delivery of concrete results to its member countries, the Institute will use **projects** as the units for integrating its actions, programming, allocating resources, generating results and monitoring and evaluating institutional contributions.

A project is understood as a set of activities designed to provide a creative solution to resolve a problem, take advantage of an opportunity, create knowledge, innovate, generate tools and methodologies, provide services to countries and promote organizational and process changes that serve to improve agriculture and increase its contribution and role in the development of rural areas.

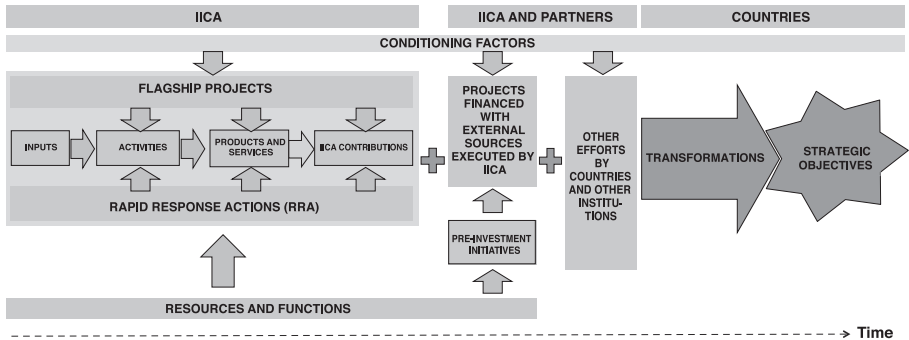
As the linchpin for coordinating institutional work, the project-based approach seeks to organize most of IICA's actions and activities, making the best possible use of its human and financial resources and its infrastructure, and to mobilize more efficiently the capabilities and financial resources of its partners.

The Institute will provide its technical cooperation, carry out its functions and deliver its products and services using four instruments of action:

- i. **"Flagship projects"**: these will serve as the "backbone" for delivering IICA's technical cooperation, and will aim to achieve the 11 institutional contributions proposed for the 2014-2018 period related to competitiveness, sustainability and inclusion;
- ii. **"Externally funded projects"**: these instruments will be financed entirely with external funds and designed or implemented to complement and expand IICA's actions under this MTP;
- iii. **"Rapid response actions (RRA)"**: these are designed to respond to specific requests and opportunities that arise in a country or in a group of countries prompted by political, social or economic changes, environmental emergencies or other emerging issues; and
- iv. The **pre-investment initiatives of the Technical Cooperation Fund (FonTC)**: this mechanism will be used to finance projects aimed at securing external resources and to mobilize new financial resources that are complementary to the Regular Fund.

Figure 2 shows the relationship between the projects, the RRA and the pre-investment initiatives of the FonTC implemented by the Institute, and how they are linked to generate the outputs, services and contributions that, in turn, will demonstrate achievement of the strategic objectives of the MTP.

Figure 2. Relationship between technical cooperation instruments.



Although the flagship projects and the pre-investment initiatives with the FonTC may be financed with Regular Fund resources (annual quotas of the Member States and miscellaneous income), this financing may be complemented with external sources (obtained through partnerships or special contributions from the Member States and Associates, formalized through agreements).

- *Flagship projects*

The purpose of the “flagship project” is to highlight and make operational the excellence of the Institute’s technical cooperation. As the main instrument for delivering the 11 contributions, the flagship project is designed and managed as a set of interrelated and coordinated technical cooperation actions, implemented over a four-year period, of hemispheric scope and with concrete regional, multinational and national results. It is geared to the provision of public goods, designed and managed by IICA to comprehensively address complex problems in agriculture. The success of the flagship projects will be the distinctive hallmark of the Institute at the end of the period covered by this MTP.

The Regular Fund resources will be allocated primarily to the **flagship projects**. These instruments allow for the vertical integration of all levels of the Institute’s action

(hemispheric, multinational, regional and national) and the horizontal integration of all IICA's operational units, offices and technical and institutional management services, and are therefore the primary mechanism for allocating budget resources. They also ensure consistency in the chain of expected results, which are clearly expressed in the **IICA country strategies**, so that the Member States can achieve the desired changes, in accordance with the strategic objectives of this MTP.

The flagship projects will have “national components” in the countries as well as “multinational components” with the aim of delivering the contributions pledged by IICA and ensuring a clear alignment with the achievement of the strategic objectives.

The flagship projects financed with the Regular Fund will have the following features:

- They are medium term initiatives.
- They integrate different areas; i.e. they adopt an interdisciplinary approach to the solution of complex problems and challenges associated with the strategic objectives.
- They are mainly geared to the provision of public goods, and therefore contribute to universal knowledge and include general components for conceptual and methodological development, as well as the development of models and mechanisms for incorporation into the national context.
- Their objectives are within the framework of the 11 contributions that IICA is committed to achieving, and which are defined in Section V of this MTP.
- They are designed and organized in a logical, coherent and systemic manner, so that the outputs and services generated make it possible to demonstrate specifically how the objectives are accomplished.
- They are institutional projects, managed by competent technical bodies and involve the full participation of the units at IICA Headquarters, the IICA Offices and other relevant internal bodies, both in their design and their execution, to guarantee the achievement of results.
- They are organized in components, in accordance with the different levels of institutional action: hemispheric, multinational, regional and national. The design and approval of all their components and their integration in a programmatic unit is the outcome of a process of internal consensus among different operational units of the Institute and of external consensus with key players in the countries and in regional and hemispheric organizations, respecting, as has already been mentioned, the different levels of development in the countries.
- Their activities are closely linked to institutional functions, which will include the use of properly validated institutional instruments.

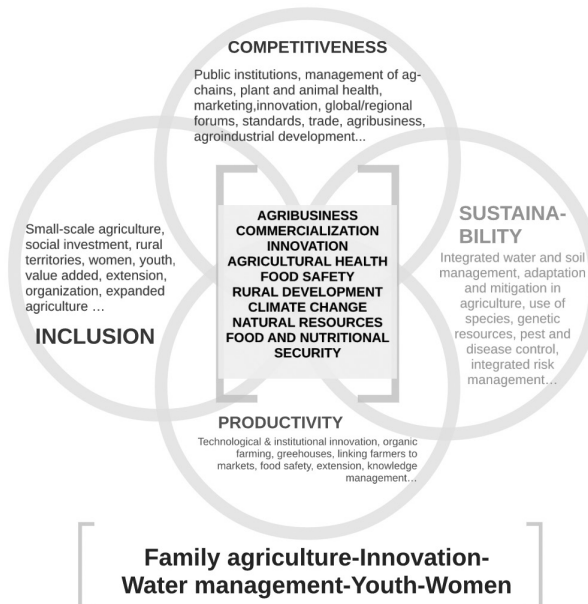
- They incorporate actions related to the “institutional focus” indicated in this MTP, particularly gender and youth.
- They define in a precise manner the activities to be implemented and the products, services and contributions to be delivered, with a set of indicators that will be used to measure the proposed changes, based on a precise knowledge of the initial situation, measured by means of critical variables and baselines. This information will be crucial for the processes of follow-up, monitoring, evaluation and accountability.
- They must demonstrate *ex ante* their feasibility and must include evaluation systems (reliable and credible measurements); they must also produce results and generate good practices or lessons learned.
- They have a clearly justified budget allocated for their operation. The annual budget allocation will be strictly related to meeting established targets, based on the principle of “a single results-based IICA.”
- Their financing may be complemented with special contributions from the Member States and Associates, as well as from other financial sources or mechanisms from partners and allies.

Over the next four years, the Institute will focus its efforts, through the programs, on implementing the “flagship projects”, which will integrate all the functions, instruments and resources in order to address the challenges proposed from a cross-thematic and multi-level approach. The **four flagship projects** will be:

1. Competitiveness and sustainability of **agricultural chains** for food security and economic development
2. **Inclusion in agriculture and rural areas**
3. **Resilience and comprehensive risk management** in agriculture
4. Productivity and sustainability of **family agriculture** for food security and the rural economy

The following figure presents a sample of the different interrelated topics in the flagship projects:

Figure 3. Topics to be addressed by flagship projects and how they are interrelated.



The success of these “**flagship projects**” will lie in their real capacity to articulate hemispheric visions with regional, multinational and national actions (expressed in the **IICA country strategies**); to generate and apply methodologies and instruments that respond in an innovative way to specific needs, and that can also be scaled up to the hemispheric level; in a renewed commitment and approach to work of the IICA team, with the aim of obtaining tangible results; and in the horizontal and vertical articulation that will exponentially improve the quality of IICA’s technical cooperation.

A key aspect of the flagship projects and their medium-term vision has to do with their collective development. These will form the basis of institutional work, aimed at achieving the 11 contributions and implemented through a renewed technical cooperation model, which will produce the desired impacts in the Member States, during the four-year implementation period.

The allocation of Regular Fund resources to all units of the Institute, including the IICA Offices in the countries and the technical units at IICA Headquarters, will be based on delivering the contributions and ensuring the relevance, coverage, cost-benefit ratio, internal and external articulation and participation in the flagship projects.

- ***Externally funded projects***

The Institute will continue to promote and implement **externally funded** technical cooperation projects, which must serve to achieve the contributions proposed by IICA to enable its member countries to achieve the transformations proposed in this MTP. The external resources needed to finance technical cooperation projects may come from the following sources:

- Central, state (provincial, departmental), regional or municipal governments.
- Bilateral or multilateral cooperation agencies, research and financial organizations.
- Institutions of non-governmental sectors, such as producers' associations, non-governmental organizations (NGOs), associations, foundations, universities and research centers.
- The private sector, in any of its forms.

IICA will perform the following tasks under externally funded projects, whether at the national, multinational, regional or hemispheric level:

- Comprehensive project management: IICA will assume technical and administrative responsibility and, therefore, responsibility for achieving results.
- Administrative management: IICA will assume responsibility for delivering efficient administrative, financial and accounting services for the project, ensuring that it provides the necessary human, technological and material resources, in a timely manner and according to the project's requirements, as well as accounting and financial information for accountability and decision-making purposes, and will ensure that expenditures are consistent with the project's objectives, results, outputs and activities.
- Provision of specific technical cooperation, according to the terms of reference defined by the project, in which case the Institute will be responsible for providing total or partial cooperation.
- A combination of administrative management and the partial provision of specific technical cooperation.

In projects financed with external resources, IICA will not do the following:

- Assume functions that correspond to bodies or institutions of the Member States.
- Make decisions on the provision of subsidies, financing or any other types of contributions to producers, rural dwellers or direct beneficiaries of the projects.
- Provide cooperation in aspects that are not within its areas of competence.
- Contract regular personnel for government institutions.
- Administer operational resources of public or private institutions not associated with technical cooperation projects.

All projects and initiatives implemented by the Institute must be based on the causal chain of results shown in figures 1 and 2, in other words, in a context of conditioning factors (a set of variables outside the control of the Institute), in which the provision of a series of **inputs** (human and financial resources, methods, instruments, physical and technological infrastructure, knowledge, capacities, experience, organization) allows for the implementation of a set of programmed **activities**, for the purpose of delivering **outputs and services** to the project's beneficiaries. A specific combination of outputs and services guarantees the delivery of IICA's 11 contributions to the countries, in other words, the achievement of the project objectives and the strategic objectives of the MTP.

- ***Rapid response actions***

Although most of the Institute's work is undertaken through carefully planned projects, it is important to emphasize that one of the features most appreciated by the member countries is IICA's capacity to respond promptly to specific requests, opportunities or emergencies that arise.

Accordingly, and convinced that this is one of its most important comparative and competitive advantages, IICA will continue to carry out its technical cooperation role within the framework of the strategic objectives and its 11 contributions, mobilizing its own technical capabilities or harnessing those of other organizations within and outside the hemisphere, thereby ensuring a prompt, efficient and effective response to the specific requests received.

Specific requests for support and opportunities that arise in a country or in a group of countries, prompted by political or economic changes, emergencies and emerging issues will be addressed through a mechanism termed "**Rapid Response Actions (RRA)**".

Depending on the nature and complexity of the matter to be addressed, “technical response teams” could be formed with professionals of the Institute or of partner organizations and allies who will act for the time required for a particular task. These activities may be financed with IICA’s own resources, with external resources or with a combination of both, depending on their nature and complexity.

- ***Pre-investment initiatives of the Technical Cooperation Fund***

In order to mobilize external resources effectively, **pre-investment initiatives of the Technical Cooperation Fund (FonTC)** will serve as an internal competitive mechanism, for the purpose of providing funding, whether partial or total, or generating project proposals that will mobilize external resources and dovetail with the strategic objectives and institutional contributions of this MTP.

The FonTC, established during the 2010-2014 period, has proven to be an effective tool for promoting the integration of institutional efforts and finding innovative solutions to the problems of agriculture. For this reason, IICA intends to strengthen it so that it can play a key role over the next four years in mobilizing external resources to complement the financing of the Flagship Projects and the RRA.

Collaborative work via networks

It is not possible to take full advantage of the major opportunities afforded by agriculture through individual actions - by either people, organizations or States. Providing comprehensive solutions to current problems requires intense work in generating, managing and applying knowledge and human talent, without absolute answers and which promotes innovation through collective action and coordinated work by all the stakeholders of the agricultural chains and rural territories.

To maintain its leadership at the hemispheric level, IICA will continue working as an articulated international entity that operates at all levels, both horizontally and vertically. Similarly, it will give priority to collaborative, interdisciplinary and multi-institutional work, mainly through the formation and coordination of cooperation networks, both within and outside the Institute. These networks will be made up of individuals, organizations, public and private institutions and civil society. Other international organizations involved in rural development and agriculture in the Americas are of key importance, inasmuch as they add to IICA’s efforts via its different instruments of action.

It is hoped that all the Institute's professionals - regardless of their position within the institutional structure or their specific functions - will participate in networks and lead, where necessary, work systems that prioritize synergy and cooperation in a flexible, dynamic and horizontal manner, according to their areas of expertise. This will add value to the efforts carried out through the projects and RRA, promote increased development, encourage the appropriation of knowledge and will ensure greater transparency in the Institute's cooperation.

IICA's actions begin and end in the countries, to which it offers cooperation and support in a coordinated and articulated manner through a platform constituted by its "network of offices" and "technical networks." The convergence of these networks will create a single work team, prepared to meet the needs and to act with a strategic and cross-thematic approach to institutional projects.

Technical services to support cooperation

IICA's infrastructure, capabilities and instruments have existed for a long time, some of them dating back to the founding of the Institute. These enable the Institute to fulfill its mandates, perform numerous functions and achieve institutional results. During the period covered by this MTP, the services related to prospective analysis, information, training, communication and project design and management will be updated throughout the Institute to ensure that they better respond to the needs created by an evolving cooperation model.

In the case of projects and RRA, these technical support services must perform the following tasks:

- Provide public and private organizations with up-to-date knowledge regarding agriculture, its prospects and contributions to rural well-being and food security, via prospective analyses, sectoral research, the generation of baseline information, the provision of support for decision-making and the development of new paradigms.
- Meet the need for access to and use of technical-scientific information for the construction of knowledge by operating effective information and reference centers, publishing materials, documenting and systematizing experiences and creating agricultural information networks throughout the hemisphere. All this will call for increased use of ICT, the consolidation of the digital knowledge society and a transition to open data systems in support of the Member States.
- Make intensive use of virtual (online) and blended learning tools and strengthen relations with science and technology councils, universities and research centers, continuing to

- implement certified training,²⁷ internship and scholarship programs, academic exchanges and joint research projects with these institutions for the purpose of promoting innovation.
- Coordinate the preparation and formulation of projects, and take the lead in assessing and improving the Institute's ability to identify opportunities and design, manage and evaluate projects. Given that projects are the basic instrument through which the Institute carries out most of its work and mobilizes external resources, they play a vital role in achieving the results of this MTP. This enables IICA to position itself as an effective partner for donors and national and supranational public and private cooperation and funding agencies when negotiating, formulating, implementing and evaluating projects that will benefit its member countries.
 - Bring IICA's contributions to the attention of government authorities and promote dialogue with civil society in general, and with the key stakeholders of agriculture in the member countries in particular. The press and the media will be key allies in highlighting IICA's work. As part of these strategies, the Institute will strengthen its communication policies and processes and will promote the intensive use of "social media", in recognition of the fact that these constitute a powerful tool for accessing and exchanging information at the global level with an impact at the local level.

In addition, during the period covered by this MTP, the Institute's public relations strategies will be strengthened and will focus not only on maintaining close relations with the ministries of agriculture, foreign relations, finance and other related entities at the national or multinational level, but also with industry, academia, the scientific community, civil society and private-sector entities that are active in rural areas and agricultural chains. The goal is to ensure an ongoing constructive dialogue, showcase the Institute's contributions more effectively and find new ways to jointly address priority issues that impact agriculture throughout the hemisphere.

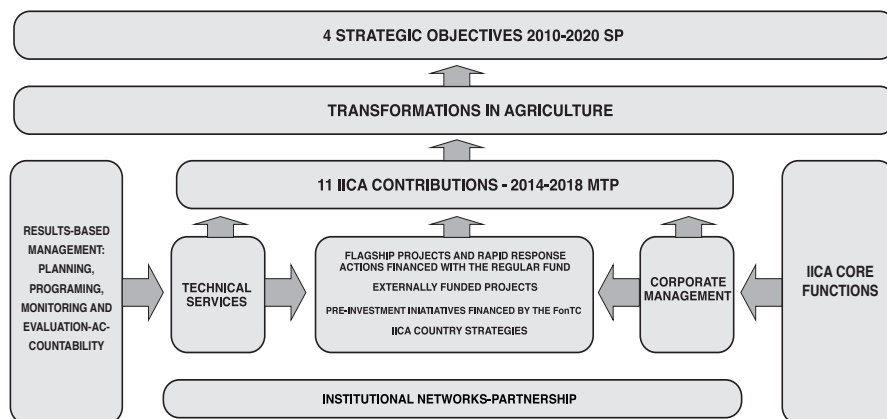
Evolution of the technical cooperation model

The development of a more robust cooperation model in line with the needs of the hemisphere and individual countries, in which IICA's cooperation actions are clearly aimed at achieving tangible, measurable and evaluable contributions, requires changes in the existing organizational structures and internal processes, so that technical cooperation services can be delivered through international projects with a systemic vision of the problems of agriculture and the opportunities it offers. These changes must be made gradually and steadily during the period covered by this plan.

²⁷ For decades, since 1942 in fact, education and training have been the most visible outputs and services IICA has been providing.

Figure 4 presents the main elements of the Institute's technical cooperation model

Figure 4. IICA's Technical Cooperation Model.



In summary, the main features of the changes required in IICA's organizational structures and internal processes over the next four years are to:

- a) shift from projects geared to specific levels of action and thematic areas to multi-level and cross-thematic institutional projects, which will lead to natural coordination, intensive work in collaborative knowledge-building and measurable outcomes;
- b) complement institutional project budgets with external resources, focusing on the Institute's 11 contributions and, through them, on the expected transformations in the countries;
- c) focus and target IICA's work on clearly defined functions determined in the institutional framework for action;
- d) promote results-based management, in a context of severe financial constraints, adopting an organizational structure that will facilitate action and implementing modern and efficient processes and procedures; and
- e) allocate resources to programmed projects and short-term actions aimed at yielding measurable results, while ensuring the level of accountability that has always characterized the Institute.

The overhauling of the **IICA's country strategies** will make it possible to reach agreement with the authorities of the Member States regarding the priorities to be addressed by IICA through its four instruments for action: the flagship projects, which will be based on the realities and needs of each country and implemented in those areas in which IICA has the necessary expertise; externally funded projects, which will be designed or implemented to complement and expand IICA action in connection with the 11 contributions; RRA, which will respond to specific requests and opportunities that emerge in a country or group of countries; and pre-investment initiatives, funded by the Technical Cooperation Fund, which involve the formulation of projects of interest to the countries that can attract fresh financial resources to complement those of the Regular Fund. Thus, IICA's strategy in the countries will serve to coordinate cross-thematic and inter-scope technical cooperation at the national level in each of the Member States.

In order to accomplish these commitments, IICA will modify and simplify its organizational structure so as to focus on producing results, with greater emphasis on horizontal rather than hierarchical arrangements. It will be made up of strategic and operational management units, with support from specialized services in the areas of knowledge, information, communication, training, formulation of and support for project management, evaluation and corporate management.

In order to achieve the goals related to the chain of results of technical cooperation, institutional management and the coordination of work plans, it will also be necessary to consolidate the culture of evaluation, which has already been adopted by IICA, along with important advances in the area of generation of public goods, systematization of experiences, publication, monitoring and accountability related to implementing the MTP. IICA will have an institutional strategy for monitoring and evaluating the MTP as a whole, but also the flagship projects, RRA and pre-investment initiatives that form part of each IICA's strategies in the countries.

The results-based management of technical cooperation, the incorporation of technical support services and improvements in corporate management, all aimed at achieving the objectives, transformations and contributions defined in the MTP, will contribute to creating value for the Institute's image and its leadership, promoting its stellar participation with respect to external audiences, distinguish the Institute from other actors that promote development and achieve a greater degree of confidence among its member countries. The dissemination of information regarding IICA's work in traditional media and in social networks will also be a clear indicator of the Institute's standing as an authority in matters related to agriculture and rural prosperity in the Americas.

VII. CORPORATE MANAGEMENT FOR TECHNICAL COOPERATION

During the period covered by this MTP, IICA will continue to strive to achieve corporate management that is more dynamic, efficient and modern and contributes to and complements the strategic and operational management of technical cooperation, ensures the economic viability of the Institute and creates the best possible internal conditions needed to establish partnerships aimed at continuous improvement. The administration is underpinned by a culture of innovation, comprehensive vision and flexibility of operations.

Given the difficult situation created by the global economic-financial environment and the freezing of Member State quotas, the Institute must continue strengthening the policy of strict, rational, austere, equitable and transparent use of available resources. IICA will strive, to the extent possible, to allocate even more resources to technical cooperation (currently, 89.7% of the Regular Fund resources are allocated to this item), and to do so will re-adjust the criteria for allocating resources in the flagship projects, rapid response actions and pre-investment initiatives, which will improve operating efficiency for the management of technical cooperation.

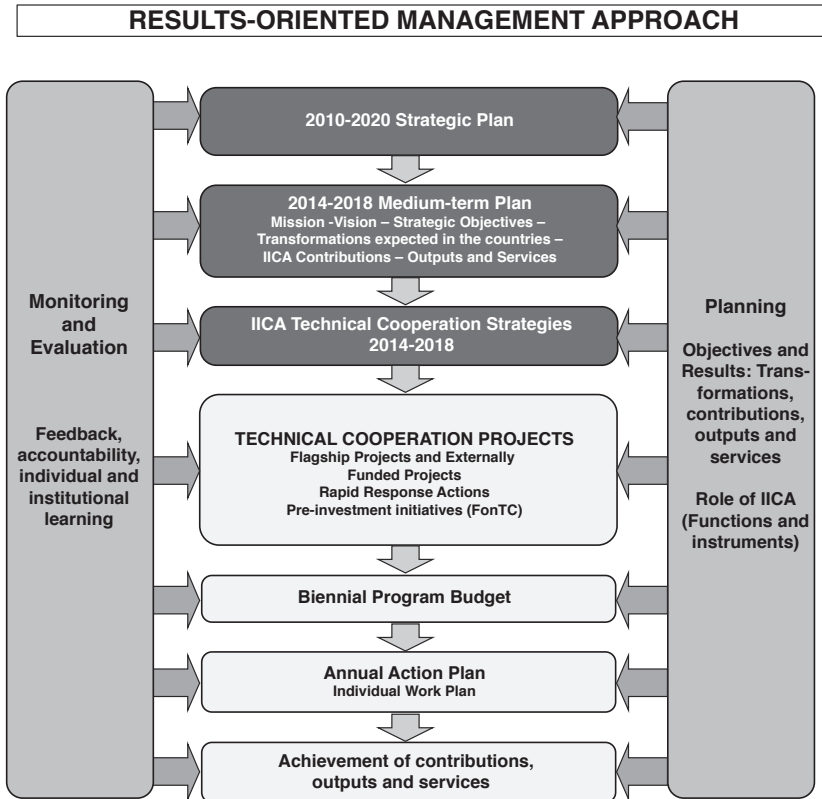
The management of the Institute will be based on the following core activities:

- a. Planning, programming, monitoring, evaluation and accountability
- b. Financial architecture for economic viability
- c. Excellence in human talent for technical cooperation
- d. Intensive use of ICT
- e. The Institute's environmental responsibility

Planning, programming, monitoring and evaluation

As stated in the present MTP, during the 2014-2018 period, IICA will adopt a results-oriented management approach in which it will be necessary to have a well-conceived, efficient and transparent planning, programming, monitoring and evaluation system.

Figure 5. The Institute's planning, programming, monitoring and evaluation system.



- *Planning*

Planning defines, in advance, short- and medium-term Institute actions at both the strategic and operational levels. Strategic planning will be based on the pertinent guidelines contained in the 2010-2020 SP and this MTP. In addition, the concept of the **IICA country strategies** has been revamped and now calls for all Institute actions to be defined based on the contributions to be made by the Institute and the priorities defined in each of the countries and groups of countries that share common interests. This must be done without losing sight of the overall and integrated approach to technical cooperation proposed in this MTP.

IICA will make its contributions based on the priorities set forth the technical cooperation strategies and, essentially, through projects, but will also deliver services and implement specific technical cooperation actions (RRA).

The technical cooperation projects will be the link between strategic planning and operational planning (programming-budgeting).

- ***Programming***

In implementing this MTP, programming will take place at four levels. The first will be a biennial programming process that will allocate the Regular Fund resources needed to implement the MTP and make proposed contributions. The second level is programming the implementation of IICA's own resources to flagship projects duly formulated and approved for four years, and of external resources to joint projects defined with the Member States, donors and other partners. The third level is annual planning, which specifies the results to be obtained and the budget for the calendar year for the corresponding projects, rapid response actions and pre-investment activities, technical services and strategic and operational management. The fourth level is the programming of the work of each member staff of IICA, which will match their key responsibilities and activities to different cooperation instruments and the resources allocated to them.

By using this multilevel programming process, the Institute can ensure that the available resources are used effectively and efficiently in making the proposed contributions, and that its units and personnel are focused on making them during the life of the MTP. There is no room for individualism or actions that add little to the achievement of the Institute's 11 contributions, and to the clear message of "a single IICA focused on achieving results."

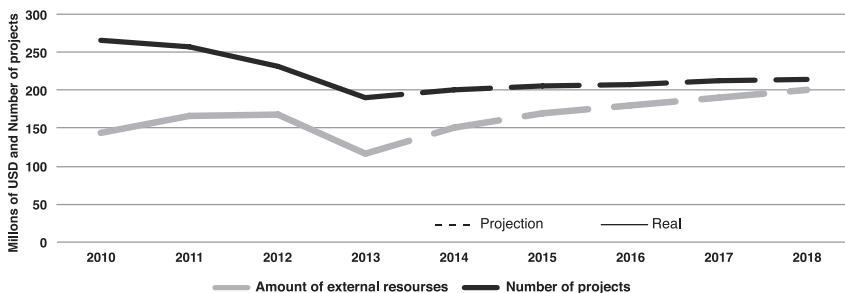
The allocation of resources, given current financial constraints, will be subject to the following criteria:

- Prioritization of efforts aimed at contributing to the achievement of IICA's four strategic objectives and 11 contributions as defined in this MTP;
- Application of the principles of rationality, austerity, equity, operability, pertinence of expenditure, competitiveness of salaries and transparency;
- Control of operations, monitoring of progress and evaluation of demonstrated results, to reward good performance; and
- Investment in the systematization of good practices and experiences to promote technical and administrative excellence.

A critical goal of the Institute's planning process will be to mobilize additional external resources, in which case it will be necessary:

- To improve the process of negotiating agreements and contracts for the implementation of technical cooperation programs and projects financed by third parties within the guidelines of this MTP, ensuring that in such undertakings the Institute will add technical and administrative management value not only with its technical personnel, but also with personnel specialized in the areas of human talent, finance, programming-budgeting, services and evaluation.
- To enter into new partnerships in order to mobilize additional resources with which to fund technical cooperation programs and projects, working directly with the private sector or forming consortia.
- To implement multinational, interinstitutional and multidisciplinary programs in a flexible and efficient manner, using modern informatics systems and adopting simple programming, budgeting and implementation structures.
- The projection in terms of the amount of external resources for projects to be implemented by IICA is shown in Figure 6, which reflects IICA's intention to pursue the goal, together with the Member States, of moving from an average of USD 150 million annually in 2014 to USD 200 million annually in 2018, which means moving from 190 technical cooperation projects in 2014 to 215 in 2018.

**Figure 6. Target for the mobilization of external resources by year: 2010~2013 (real) and 2014~2018 (projected).
Number of projects and millions of USD**



- **Monitoring and evaluation**

Monitoring and evaluation (M&E) provides information based on timely, objective, credible, reliable and useful evidence that is used to review the expected results, prepare reports and incorporate recommendations, lessons learned and good practices into decision making at the Institute. Its objectives are:

- a. **To provide feedback for the planning, programming and budgeting cycles**, which will contribute to making the Institute more relevant; improve the allocation and ensure optimal use of resources, including the receipt of periodic information on progress in the flagship projects and their complements (external funds, FonTC, RRA); increase the level of satisfaction of clients, partners and beneficiaries; and inform decision making regarding the termination of activities that are contributing little.
- b. **To keep the governing bodies of the Institute** (IABA and Executive Committee) **informed** regarding the achievement of **Institute** results. In this regard, M&E will contribute to a clearer understanding of the progress being made by the Institute, play an important role in the area of accountability, preparation of reports and transparency of actions and identify hurdles that might hinder the achievement of goals, as well as adjustments that may be needed in the different strategies, in a spirit of coordination and shared responsibility.
- c. **To promote learning on the part of individuals and the Institute** by offering recommendations, sharing lessons learned and identifying successful experiences and best practices. M&E will contribute to the recognition of IICA as a learning organization, and add to its institutional memory as an international public good. Through M&E, the Institute will continually improve the processes it implements, as a means of instilling in its personnel a culture of collaboration, review and continuous improvement of what is done and how it is done, the goal at all times being the results to be obtained.

M&E will be carried out at three levels. The first level is intended to measure effectiveness in the implementation of the actions of the flagship projects, identified in this MTP. The second level is periodic monitoring of the implementation of the flagship projects and their effectiveness in making the expected contributions. The third level calls for monitoring the implementation of the MTP, based on the strategic objectives, the Institute's contributions, the indicators and the goals set for the period.

As a matter of good practice, M&E processes will be implemented at all levels and in all areas and structures of the Institute using a system of technical cooperation and management indicators. These processes will be conducted by a modern, specialized unit with the technical capacity, instruments, methodologies and experience needed to contribute to the development of IICA.

A special effort will be made in the follow-up and self-evaluation processes carried out at all levels of the Institute to enable the projects, units and personnel of the Institute to make needed adjustments in their plans and activities, in order to ensure that they make a significant contribution to achieving the objectives identified in this MTP. To this end, IICA will design appropriate instruments and methodologies befitting an international organization and a campaign to increase awareness at all levels and in all internal units of the importance of this new vision of M&E in the Institute.

The Institute's actual contributions need to be measured accurately, which means determining the changes (improvements, strengthening, increases, and implementations) brought about in each indicator (see Annex 2). It would therefore be important, as the first task in every project, to identify the essential variables of the situation and the baseline from which to begin the intervention and propose the extent of expected changes. The achievement of real changes will undergird the indicators of contributions of this MTP.

In the past, the measurement of the Institute's work was mostly limited to the verification of outputs or deliverables. This is no longer sufficient to gauge and analyze the institution's performance and real contribution in terms of the effects perceived by the final beneficiaries.

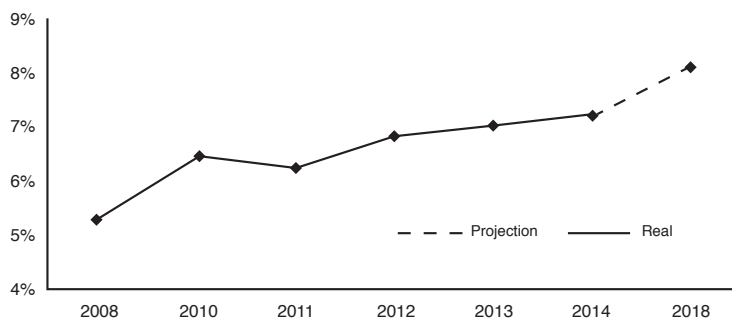
The financial architecture

The main source of funding for the Institute is the contributions made by the Member States in the form of annual quotas, as well as any adjustments approved by the governing bodies to maintain a minimum level of purchasing power, in an effort to ensure that IICA has the resources it needs to offer and, if additional resources are available, to strengthen cooperation services.

To strengthen its finances and improve the quality and coverage of its technical cooperation services, the Institute will diligently strive to:

- Encourage the Member States to stay up to date in the payment of their quotas, as approved by the IABA.
- Form partnerships to reach agreement on and implement externally funded projects in keeping with the strategic objectives of the MTP.
- Identify projects of special interest to the Member States, to secure funding through special contributions from the countries and promote a relative increase in contributions.
- To apply the Institutional Net Rate (INR) policy established by the governing bodies to ensure that externally funded programs and projects cover a portion of the indirect costs IICA incurs in administering them. Figure 7 shows the evolution of the rate for the period 2008-2018.

Figure 7. Evolution of the INR (2008-2018).



- Identify new sources of funding with which to complement the contributions of the member countries, in keeping with the strategic objectives of the MTP, by participating in consortia for bidding processes, charging for services and administering programs and projects, among other initiatives, while respecting the Institute's mandates and its status as an international organization.

Human talent

Mindful of the fact that human talent is the key to achieving the Institute's objectives, the process of modernizing and transforming human resources management will continue, ensuring the provision of flexible and efficient responses to the new challenges and needs set out in this MTP.

The human talent management strategy, which includes updated policies and procedures (recruitment, selection, induction, benefits and incentives and evaluation), will be aimed at keeping and strengthening the intellectual wealth of the Institute. The goal will be to make IICA more competitive, in order to attract and retain qualified and highly productive human talent who can meet the needs identified in this MTP. This will involve ensuring rational growth of the salary scales, updating profiles and reviewing the benefits offered, with a view to improving and diversifying them and making IICA more competitive in the job market.

As regards the personnel who currently work for the Institute, efforts will continue to enhance their competencies, including the creation of a short-term corporate training program that, depending on the availability of resources, will contribute to strengthening their capabilities through a comparative analysis of job descriptions, workloads, technical strengths and the needs of the Institute. In the implementation of this program, more reliance will be placed on distance training and new technologies to reduce costs and broaden the scope of such activities.

A strategy will be implemented to identify opportunities to improve the work environment and efforts will be made to promote, among other things, effective internal communication, the development of the human resources community and the creation of networks among professionals that will strengthen teamwork, solidarity and a sense of belonging to “a single, results-oriented IICA.” Therefore, efforts will focus on personalizing the support provided to employees and developing a more dynamic occupational health program aimed at preventing illness and accidents, as two mechanisms for ensuring well-being in the workplace.

Information and communication technologies (ICT)

The Institute will continue to make efficient use of modern and secure technological systems that help the staff and units of IICA to make their contributions, fulfill their commitment to the achievement of the strategic objectives, have timely access to information and provide the institutional coordination needed to ensure the effective provision of high-quality cooperation processes.

The implementation of information systems for decision-making will continue, in order to make the early adoption of corrective measures possible and ensure transparency and the rational use of our financial and human resources.

To achieve these results, a modern technological environment will be maintained that facilitates the provision of flexible and effective technical cooperation services at the hemispheric level. The main goals are:

- a. To provide modern communication tools and access to technical-scientific knowledge and training related to the Institute's technical cooperation, which in turn will be the foundation for creating a knowledge-intensive institutional environment.
- b. To update the technological platform for an accounting, financial and budgetary system that will make it possible to comply strictly with Institute norms and directives in accordance with international standards; an integrated human talent management system that will make it possible to standardize and modernize processes, with a view to making up-to-date information readily available for decision making; and a unified system for the management of the Institute in the areas of planning, programming, monitoring, evaluation and accountability.
- c. The creative use of social media and other telecommunication services at the hemispheric level, to actively address the new challenges, needs and expectations of a global digital world.

The Institute and its environmental responsibility

Lastly, IICA will intensify its campaigns aimed at increasing the environmental awareness of its personnel, by encouraging the rational use of energy, water and consumables, among other things, and the development of novel environmental projects related to recycling, waste management and use of new sources of energy. In sum, the Institute will redouble its efforts to become "a single IICA totally committed to the environment."

VIII. FINDING JOINT SOLUTIONS THROUGH PARTNERSHIPS

The Institute, as indicated above, recognizes that developmental problems cannot be solved solely through individual actions. Generating innovative and sustainable solutions for the enormous challenges facing agriculture in the hemisphere will require the coordinated efforts of all those involved in the sector, be they national or international, public or private.

Given this situation, IICA will intensify its efforts to form new partnerships that will contribute to bringing about the transformations called for in this MTP and achieving the objectives established in its Strategic Plan. In fulfilling this commitment, it is understood that such relationships are dynamic and will change over time due to progress in finding solutions, the emergence of new knowledge and more complex problems, changes in the roles of each of the partners or the needs of the countries, etc.

For the Institute, a partnership is a relationship of collaboration with one or more actors in the field of development, especially the development of the agrifood sector, pooling their capabilities, strengths and resources and working together in a mutually beneficial manner in pursuit of a common goal of social importance, while sharing risks and learning together.

IICA must safeguard and enhance its prestige at all times when forming partnerships, negotiating projects or participating in actions. The fundamental values set out in the MTP are the pillars of our action and our strict adherence to them will ensure full compliance with the Institute's rules and procedures.

The Institute strives to work jointly with public institutions of the Inter-American System and the United Nations System, institutions of learning, non-governmental institutions (associations, trade groups, organizations, foundations, NGOs, universities and centers for research and innovation), the private sector, international cooperation agencies in the Member States and organizations for cooperation and funding for development, among others. Whether a partner is international, regional, multinational or national depends on the objectives being pursued.

Working with partners of excellence will enable the Institute to:

- Contribute to activities that are in line with its mandates, mission and vision and in which it has recognized capacity.

- Complement capabilities and competencies for agricultural and rural development.
- Include IICA in-kind contributions.
- Exchange information and experiences.
- Cooperate with, contribute to and learn from each other.
- Mobilize physical and human resources, capabilities and competencies.

Any partnership created must take into account the following basic principles:

- Maintain and preserve the immunities and privileges of the Institute.
- Ensure the neutrality and impartiality of IICA.
- Avoid committing the organization to providing financial support.
- Cover all direct and indirect costs in strict adherence to the Institute's guidelines and principles (INR policy) when joint efforts are carried out under externally funded projects.

When working with partners, the reason for the specific relationship and the objective being pursued must be clear to all involved. Likewise, it is necessary to decide the best type of partnership for achieving the proposed goals, and to identify and be very clear regarding the quality of the potential partner or partners, including their mandate, the possibility of complementing efforts and their economic solvency, among other criteria.

With a view to strengthening the establishment of relations with partners, during the period covered by this MTP, IICA will:

- a. Develop and approve a master plan based on the:
 - Identification and evaluation of the quality of potential partners.
 - Definition of regulatory frameworks that will facilitate the establishment of partnerships at all levels of the Institute.
 - Effective and efficient management of the relationship, including its monitoring and evaluation.
 - Use of the management of knowledge on alliances and strategic partners.
 - Improving the capabilities of IICA personnel to establish and manage work with partners.
 - Establishing, with partners, a system for communication and dissemination.
- b. Conduct an analysis of existing partnerships for the purpose of identifying those that add the greatest value, and identifying potential new areas for collaboration.

- c. Monitor and evaluate existing partnerships and any new ones established.
- d. Identify potential new partners that can contribute significantly to IICA's actions.
- e. Seek to ensure equity in partnerships.

Greater involvement of the private sector in IICA technical cooperation activities

With due regard to the importance of other strategic partners, during the life of the present MTP, IICA will place emphasis on incorporating the "private sector" into the agricultural development process, given the nature of IICA as a multilateral public international organization of the Inter-American System.

The aim of incorporating the private sector into the Institute's cooperation actions is to pursue common interests and goals; share and improve knowledge, human, physical and financial, and other resources; and recognize that synergy is more important than individual actions. The involvement of the private sector in the technical cooperation agenda includes synergies with the public sector, the funding of research, the provision of incentives, etc.

The private sector is a key player in the search for sustainable long-term solutions. The importance of this sector in development agendas has been emphasized by both governments and international organizations, which have begun to develop strategies that will help to capitalize on the resources, knowledge and capacity for innovation of this segment of society.

In this MTP, the private sector is understood to be all the businesses and companies whose aim is to make a profit, regardless of ownership structure or size, and which are involved in any aspect of expanded agriculture. This definition recognizes the wide range of actors in the private sector, which range from small-scale farmers to large transnational corporations.

The main focus of the relationship with the private sector is the promotion of partnerships with the corporate sector, made up of individual companies, corporations, financial enterprises, industrial or trade-promotion associations, chambers, foundations, educational institutions, research centers and others, as well as not-for-profit corporations that represent or are financed by the private sector, including small, medium and large businesses in IICA's member countries and those that operate globally.

IX. INSTITUTIONAL MODERNIZATION BEYOND THE MTP

The 2010-2020 SP states clearly that institutional modernization is not a simple task. IICA, with 71 years of experience, a presence in 34 countries, a broad portfolio of projects and actions, the capacity to respond to a wide variety of requests for cooperation, technical capabilities and public goods developed both at Headquarters and in its Offices in the member countries, has developed over the years a system that is difficult to evaluate and, therefore, difficult to modify.

In the period covered by this MTP, the Institute plans to conduct a thorough evaluation of its actions, approaches, structure, capabilities, processes, relations and regulatory frameworks, which will require a comprehensive review in light of the new challenges and the opportunities of agriculture in the future, beyond the life of this MTP.

This MTP will be the starting point for an intense dialogue focused on bringing about structural change in IICA which, to the extent the governing bodies lend their support, will make it possible to create the conditions required for institutional innovation. This will include a revision of its Convention, with a view to preparing IICA to meet the needs of agriculture and its stakeholders for the next 30 years, in which agriculture will be very different from what it is now and the Institute will have to follow suit.

X. MEASURING THE CONTRIBUTIONS OF IICA'S ACTION

The Institute's commitment to monitoring and evaluation will make it possible to measure the contributions that the Institute makes to bring about the desired transformations in the countries. The Institute has defined a number of indicators for providing follow-up to the implementation of the MTP, as well as other indicators related to the Institute's performance in implementing the instruments of action defined (flagship projects, RRA, externally funded projects and pre-investment initiatives) that will make it easier for the Director General to make strategic decisions and report to the governing bodies in a timely manner.

As regards measuring the level of compliance with the MTP, these indicators can be divided into general and specific. The former are related to the implementation of the flagship projects, RRA, pre-investment initiatives and externally funded projects; the latter are related to the contributions (effects), based on the chain of results.

The general indicators are related to:

- The level of achievement of the expected results of the flagship projects and externally funded projects.
- The level of response (sufficient attention) to needs through RRA.
- The level of satisfaction of clients with the projects and RRA.
- The systematization and timely delivery of the main results attributable to the Institute's efforts, in accordance with the work called for in the respective IICA country strategy.

At the specific level, given the different contributions the Institute is expected to make, attention will be paid to the following indicators:

- Improvements in the public and private institutional framework of agriculture and rural territories: the level of satisfaction of stakeholders,²⁸ the level of interinstitutional coordination²⁹ and the capacity to create synergies.³⁰

28 Support for governability is measured in terms of the extent to which stakeholders consider that governments respond quickly and effectively to the principal public problems. If efforts are aimed at strengthening the Institute, this will be reflected in the level of satisfaction.

29 Indicators of strengthened institutional systems are related to the capacity to avoid the duplication of functions by public entities, endeavoring to ensure that they complement each other and fill any gaps that are not being addressed. When institutional strengthening occurs, there tends to be less duplication and fewer areas that are not addressed.

30 Other indicators of institutional strengthening are related to the capacity of the public administration for public-private, interinstitutional and intersectoral work, thus increasing the possibility of focusing more on the challenges of global agriculture and with limited resources.

- Strengthening of capabilities and greater knowledge on the part of the actors of the agricultural chains and rural territories.
- Technological and commercial innovations implemented in agricultural chains and rural territories.
- Greater joint participation of regions and countries in international forums.

The generation of outputs will be monitored, using mostly precise quantitative measures that show the level of progress achieved and how the outputs contribute to Institute projects, pre-investment initiatives and RRA. Details of the management and contribution indicators are to be found in the annexes.

Strict fulfillment of our commitments, the periodic review of indicators, the generation of progress reports on the implementation of the MTP, for achieving the 11 contributions, and constant feedback to management and the governing bodies will make it possible to keep the Institute on the path set forth in this Plan.

ANNEXES

ANNEX 1: MAIN INTERRELATIONSHIPS BETWEEN THE FOUR STRATEGIC OBJECTIVES (SO), IICA'S 11 CONTRIBUTIONS AND THE FOUR FLAGSHIP PROJECTS

CONTRIBUTIONS	1	2	3	4	5	6	7	8	9	10	11	Flagship projects
SO 1: To improve the productivity and competitiveness of the agricultural sector	√	√	√	√					√	√	√	- Agricultural chains - Family agriculture
SO 2: To strengthen agriculture's contribution to the development of rural areas and the well-being of the rural population	√		√		√			√	√		√	- Inclusion in agriculture and rural territories
SO 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources	√		√			√	√		√	√	√	- Resilience and integrated risk management
SO 4: To improve agriculture's contribution to food security	√	√	√	√	√	√	√	√	√	√	√	- Agricultural chains - Inclusion in agriculture and rural territories - Resilience and integrated risk management - Family agriculture

√- Interrelationships

IICA contributions within the 2014-2018 MTP

1. Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.
2. Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
3. Increasing the capabilities of the public and private sectors to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
4. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
5. Increasing the capacity for area-based social management³¹ among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
6. Enhancing the capabilities of different stakeholders of the agricultural chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.
7. Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.
8. Improving the efficacy and efficiency of food and nutritional security programs in the Member States.
9. Ensuring that producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.
10. Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.
11. Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for inter-American agriculture.

31 This includes planning processes, leadership, associativity, cohesion, access to goods and services, promotion of dialogue, formulation of proposals, capacity building, partnerships, etc.

ANNEX 2: INDICATORS TO MEASURE COMPLIANCE WITH THE 2014-2018 MTP

A. GENERAL MANAGEMENT INDICATORS

INSTITUTIONAL MANAGEMENT	INDICATORS	
	Description	Measurement variable
1. The flagship projects (FP) achieve their objectives and results, through efficient and austere execution of their budgets	Objectives of the flagship projects achieved with resources allocated	Percentage of progress in achieving results
2. Specific requests from the Member States for technical cooperation, within the framework of the eleven institutional contributions, are addressed effectively	Rapid response actions (RRA) address the needs of the Member States effectively and efficiently	Number of RRA implemented with a high level of satisfaction on the part of clients (relationship between the objective of the request and the results obtained)
3. Externally funded projects that contribute directly to achieving the strategic objectives of the MTP are successfully implemented	Number of projects aligned with the strategic objectives of the MTP, implemented per year with a high percentage of results achieved	Implementation of 195 externally funded projects in 2018 with a high percentage of results achieved
	Amount of external resources mobilized annually	USD 200 million in external resources executed transparently and effectively in 2018 (budget expenditure reports)

B. SPECIFIC INDICATORS OF CONTRIBUTIONS

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS ³² Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
1. Strengthened capabilities within the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security	Improvement of the agricultural and rural institutional framework in a majority of the Member States	<ul style="list-style-type: none"> - Number of institutions and systems improved and institutional modernization policies and plans under way or implemented³³ - Number of changes of public interest effected promptly - Capacity for the creation of public-private and intergovernmental synergies - Number of problems of territorial interest addressed promptly
2. Implementation, through public and private institutions, of technological, institutional and business innovation processes aimed at making agriculture more productive and competitive, and increasing the production of highly nutritional staple foods	Technological, organizational and business innovations implemented by actors in the agricultural chains	<ul style="list-style-type: none"> - Number of (technological, organizational and business) innovations implemented in the public and private sectors, chains and rural territories

32 Changes (improvements, strengthening, increases, implementation, adoption, level) in each of the indicators will be measured in terms of the baseline established at the onset of the project or rapid response action. Consequently, all technical cooperation instruments (project, RRA) must identify, as a first task, the essential variable of the situation and the baseline from which to begin the intervention, and propose the level of change expected. The indicators of the contributions in this MTP will be based on the changes actually effected.

33 Once institutional developments or arrangements have been implemented, the capacity to respond to public problems should increase.

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
3. Increased capabilities of the public and private sectors to ensure agricultural health and food safety, to help improve productivity, competitiveness and food security	Public institutions and private organizations better prepared to address agricultural health and food safety issues	<ul style="list-style-type: none"> - Number of countries increasing their capacity to maintain or raise their agricultural health levels - Number of sanitary and phytosanitary services strengthened - Number of responses to sanitary emergencies - Number of instruments developed for capacity building
4. Improved business and associative capabilities of the different stakeholders in the agricultural production chains	Greater business and associative capabilities of the different stakeholders in priority agricultural chains in most of the countries	<ul style="list-style-type: none"> - Number of stakeholders with greater business and associative capabilities, and number of chains energized
5. Increased capacity of actors in rural territories, especially those involved in family farming, for area-based social management, to improve food security and rural well-being	Actors in rural territories with greater capacity for area-based social management	<ul style="list-style-type: none"> - Number of actors with greater capacity and number of territories benefitted
6. Enhanced capabilities of different stakeholders of the agricultural chains and rural territories in the integrated management of water and the sustainable use of soil for agriculture	Key stakeholders of the agricultural chains and rural territories apply knowledge related to the integrated management of water and the sustainability of soils for agriculture	<ul style="list-style-type: none"> - Number of actors with sufficient knowledge of critical issues related to the integrated management of water and the sustainable use of soils in agriculture - Number of chains and territories with plans for integrated water management and the sustainable use of soils for agriculture already being implemented

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
7. Increased capacity of public and private institutions to encourage the adoption of and implement measures for adapting agriculture to and mitigating the effects of climate change, and for the comprehensive management of risk in agriculture	<p>Greater capability to encourage the adoption of measures for adapting agriculture to climate change.</p> <p>Existing institutional framework and plans for the comprehensive management of risk operational</p>	<ul style="list-style-type: none"> - Number of institutional frameworks improved or created to enable agriculture to adapt to climate change - Number of plans for the comprehensive management of risk in agriculture - Number of information systems implemented and used by stakeholders
8. Improved effectiveness and efficiency of the food and nutritional security programs of the Member States	Effective food and nutritional security programs operational	<ul style="list-style-type: none"> - Number of effective food and nutritional security programs operational or improved - Number of problems related to food and nutritional security solved
9. Efforts to ensure that producers and consumers benefit from greater use of native species, promising crops and native genetic resources with food potential	Native species, promising crops and native genetic resources with food potential incorporated into commercial activities at the territorial level	- Number of species, crops and genetic resources incorporated into commercial activities at the territorial level
10. Improved institutional capacity to address losses of food and raw materials throughout the agricultural chains	Institutional framework and plans for reducing losses of food and raw material	- Number of plans for reducing losses of foodstuffs and their raw materials

IICA CONTRIBUTIONS TO TRANSFORMATIONS IN THE COUNTRIES	INDICATORS Measurement of changes effected with intervention of IICA	
	Description	Measurement Variable
11. Greater capacity of Member States for joint work and participation in international forums and other mechanisms for sharing knowledge and mobilizing substantial resources for agriculture in the Americas	<p>Participation in and presentation of high-caliber regional proposals at global and regional forums</p> <p>Horizontal cooperation activities, knowledge sharing and mobilization of resources for agriculture and rural territories</p>	<ul style="list-style-type: none"> - The countries' participation in forums is of a higher quality - Number of proposals agreed upon by the region for inclusion in international standards - Number of horizontal cooperation initiatives implemented successfully

ACRONYMS

ECLAC	Economic Commission for Latin America and the Caribbean
FAO	United Nations Food and Agriculture Organization
FonTC	IICA's Competitive Fund for Technical Cooperation
IABA	Inter-American Board of Agriculture
ICT	Information and communication technologies
IICA	Inter-American Institute for Cooperation on Agriculture
INR	Institutional Net Rate
LAC	Latin America and the Caribbean
MTP	Medium-term Plan
M&E	Monitoring and evaluation
NGO	Non-governmental organization
OAS	Organization of American States
RRA	Rapid Response Action
SP	Strategic Plan

Printed at IICA Print Shop
IICA Headquarters, San Jose, Costa Rica
Press Run: 300 copies

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

Headquarters / P.O. Box: 55-2200 San Jose, Vazquez de Coronado,
San Isidro 11101, Costa Rica

Phone: (506) 2216-0222 / Fax: (506) 2216-0233
E-mail: iicahq@iica.ac.cr / Web site: www.iica.int