



agriculture

IICA and CANADA

a new vision for 2002-2007

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**“Position IICA as the leading
inter-American agency in Canada to
foster the dialogue between Canada
and the rest of the Americas in the
subjects of agricultural innovation,
food safety, healthier environment
and rural life, leading to a more
equitable, sustainable and
prosperous hemisphere”**

Acknowledgment

The Cooperation Agency in Canada of the Inter-American Institute for Cooperation on Agriculture (IICA-Canada), is pleased to present its document “**IICA and Canada: A New Vision for 2002-2007**”. This document has been prepared and envisioned as a resource to Canada and the upcoming new administration of IICA aimed at opening the debate on how to broaden IICA's presence in Canada and cooperate in fostering the dialogue between Canadian agricultural and agri-food sectors and the rest of the Americas. This new vision, mission, initiatives and endeavors would not be successful without the indispensable support that IICA-Canada received from IICA Headquarters, the Department of Agriculture and Agri-Food Canada (AAFC), Canadian Universities and Agricultural Colleges, public and private associations and organizations, NGOs and innumerable interested parties. Special reference and acknowledgement is made to IICA and the Government of Canada whose consistent interest and support has allowed us to provide a basis to enhance the remarkable partnership between IICA and Canada at such a high level of communication and commitment.



Mario Seixas
Representative of IICA in Canada

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Executive Summary

In 1995, IICA started a process of changing its relationships and role within Canada. At the time, IICA recognized that if it were to remain relevant to Canadians it had to evolve beyond working with traditional government partners and broaden its networks and partnerships. The intention was to build stronger linkages between IICA and the Canadian agricultural community.

After undertaking extensive consultations with a broad range of Canadian organizations and individuals, IICA developed a Strategy which guided its programming from 1995 to 2001. *IICA and Canada: Towards a Strategic Partnership* outlined a new approach based on partnership that paired IICA with a broader range of Canadian organizations. These partnerships included not only the federal government, but provincial governments, non-governmental organizations (NGOs), academic organizations, and the private sector. The intention was to transform the approach from one of a donor based relationship to one based on Canada and Canadians as partners in the IICA network. IICA, in turn, supported the building of a stronger relationship between Canada and the rest of the Americas based on mutual interest.

Yearly Action Plans were developed based on continuous consultation processes within Canada. These Plans clearly outlined a series of interventions in strategic areas such as food safety in international agricultural trade, promoting networks and strategic alliances, and supporting Canada's efforts on agricultural information and communication technology initiatives in Latin America and the Caribbean (LAC) countries. Activities were identified for implementation.

Tremendous results have been seen in the implementation of this Strategy. New partnership agreements have been signed with a range of Canadian associations aimed at strengthening mutual cooperation, project development, and undertaking joint studies.

Internships and business missions have enabled Canadian and Latin American organizations to develop concrete linkages. Workshops, conferences, and training programs have advanced knowledge and partnerships on key scientific, trade, and international issues.

While success to date has been recognized and respected within Canada, these actions only represent the completion of the first step of IICA's transition. Partnerships within the Canadian agricultural community have expanded and a range of successful programs have been funded which have raised the profile of IICA within Canada. The need now exists to move to a new phase of partnership which will see IICA more integrated in the future of Canadian agri-food and agri-business sector.

This document, *"IICA and CANADA — A New Vision for 2002-2007"*, represents the next step in the evolution of relations between IICA and Canada. The successes of the last six years illustrate the potential for building even stronger links between Canada and the rest of the Americas. IICA is in a unique position to facilitate the development of these linkages involving an even broader range of Canadians and Canadian interests.

Outlined here are the successes of the past six years, as well as some challenges for the future. The document then turns to presenting a new vision for the next five years which will solidify IICA's position in the Canadian agricultural community, and provide valuable benefits for Canada and the LAC countries. This new vision takes into account the lessons learned and foundation built over the last six years. As well, the priorities of Canada and the rest of the Americas are extensively integrated. The intention is to build on common agendas being formed between Canada and the Americas, strongly positioning IICA as a facilitator of these agendas.

IICA in Canada - Successes to Date

Under the Strategic Plan covering 1995 to 2001, the Mission of IICA-Canada's office was to:

Strengthen and facilitate the dialogue between the Canadian agri-food and agri-business sectors and the Americas and to cooperate with Canadian public and private organizations, universities, and NGOs, on their strategies, efforts and actions to establish strategic alliances with the Americas.

Under the Plan, four goals were articulated:

- Support the Government of Canada's efforts to expose Canada and Canadian agri-food and agribusiness organizations and associations to the Americas;
- Support the Government of Canada's efforts to promote trade opportunities for Canadian agri-food, agribusiness associations and organizations to the Americas;
- Integrate Canada and Canadians into IICA and their involvement as partners in the Northern Regional Centre and its programs; and
- Strengthen relations between Canada's agri-food and agribusiness sectors and the Americas.

Specific programs of activities were developed in five areas:

- Policies and Trade: Developing Networks and Strategic Alliances;
- Science, Technology and Natural Resources;
- Agricultural Health and Food Safety;
- Sustainable Rural Development; and
- Information and Communication Technologies.

At the foundation of these activities were two principles: the expansion of partnerships within Canada; and the facilitation of an increased awareness of opportunities in the Americas by Canadians.

Expanding Partnerships

Traditionally, IICA-Canada's office has focused its relationship on four groups:

- Agriculture and Agri-Food Canada (AAFC);
- Department of Foreign Affairs and International Trade (DFAIT);
- Canadian International Development Agency (CIDA); and
- International Development Research Centre (IDRC).

These partners remain important for IICA. The strategy for expanding these partnerships over the last several years has been to strengthen and broaden the relationship with these organizations. New initiatives have now been undertaken. For example, IICA has become an active partner with AAFC in adapting and promoting "The Great Globalisation Game of the Agri-Food Market", an initiative of AAFC in partnership with Canadian industry associations and other partners.

Beyond these four partners, however, an important part of the Strategy was to broaden IICA's network within Canada. IICA targeted building relationships with a broad range of other groups. Over the last six years, these groups have now expanded to include:

Private Sector

- Agricultural Institute of Canada
- Canadian Federation of Agriculture
- Canadian Consulting Agrologists' Association
- Canadian consultant firms
- Club Export Agroalimentaire Quebec
- BiotecCan and all their associate members
- Canadian Council for Animal Care
- Canadian 4-H Council
- Canadian Co-Operative Association
- Canadian Executive Services Organization
- National Farmers Union
- Northumberland Federation of Agriculture
- Ontario Institute of Agrologists
- The Canadian Council for the Americas
- Union des Producteurs Agricoles

Public Sector

- Canadian Food Inspection Agency
- Food Research and Development Centre
- Health Canada
- Industry Canada
- Ministry of Environment
- Ministry of Natural Resources
- Ministry responsible for the Canadian Wheat Board
- Ministry of Fisheries and Oceans
- International Development Research Centre
- Provincial Ministries of Agriculture, Food, Rural Development and International Relations.

Universities and Agricultural Colleges

- University of Alberta: Faculty of Agriculture, Forestry and Home Economics
- University of British Columbia: Faculty of Agricultural Sciences and Department of Environmental Sciences and Biology
- University of Guelph: Food Sciences and Ontario Agricultural College
- Laval University: Faculty of Agricultural and Food Sciences
- Memorial University of Newfoundland: Marine Institute
- McGill University: MacDonald College of Agriculture
- Nova Scotia Agricultural College
- University of Manitoba: Faculty of Agricultural and Food Sciences
- University of Moncton
- University of Montreal: Faculty of Veterinary Medicine
- University of Prince Edward Island
- University of Saskatchewan: Faculties of Crop Sciences and Veterinary Medicine
- University of York
- University of Windsor

Non-Governmental Organizations

- Canadian Foundation for the Americas
- Partners in Rural Development
- NGOs committed to provide technical cooperation on social-economic issues.



Examples of specific agreements signed with groups include the following.

- Memorandum of Understanding between IICA and the Canadian Council for Animal Care (CCAC), aimed at strengthening cooperation between the Parties and focusing on areas of mutual interest in the broad areas of animal sciences and animal production.
- Cooperation Agreement between IICA and the Agricultural Institute of Canada (AIC) to cooperate in areas of common interest and priorities, including identification, planning and execution of projects in LAC countries.
- Cooperation Agreement between IICA and the Canadian Executive Services Organization's (CESO) aimed at developing mechanisms for mutual collaboration and joining efforts and sharing available resources in the development of programs in areas of: socioeconomic policies; trade; science and technology; natural resources and agricultural production; agricultural health; and sustainable rural development.
- Memorandum of Understanding between IICA, with the support of the AgriFuture Foundation, and the Department of Agriculture and Agri-Food Canada, concerning the promotion of joint studies with academic and research institutions in Canada.
- Memorandum of Understanding between IICA and the Canadian Consulting Agrologists Association (CCAA) to cooperate in areas of common interest and priorities, including identification, planning, and execution of projects in Canada and LAC countries.
- Memorandum of Understanding between IICA and PARTNERS, formerly the Canadian Hunger Foundation, to address poverty at the village level in developing countries.
- Agreement Protocol between IICA, AAFC and the "Institut International d'Etudes Administratives de Montreal Inc." for the organization and co-sponsorship of the "7th Conference of Montreal".
- Agreement Protocol between IICA and the *Union des cultivateurs franco-ontariens (UCFO)* for the organization of "The Conference for the Development of Rural Youth".

The expansion of these partners within Canada has resulted in a number of benefits. These include:

- A greater number of organizations and individuals within Canada are now looking towards the Americas for building new partnerships.
- The benefits of IICA's programming have shifted. Traditionally, the benefits were primarily government related—such as the opportunity for Canadians to hold international positions or influence international policy. Now the benefits are much broader and impact a spectrum of Canadians in a much more concrete manner. Joint research, strategic alliances, and technical collaboration are some of the results to date.
- IICA's profile within Canada has become more visible and interest in linking to the IICA network is increasing in Canada.
- Organizations are now approaching IICA to undertake joint initiatives which should allow a further leveraging of IICA-Canada program funds.

Increased Awareness of Opportunities in the Americas

Besides broadening the range of partners, IICA placed priority on co-sponsoring and promoting a series of

activities which were aimed at building awareness within Canada of opportunities in LAC countries. A wide range of programs have been undertaken with Canadian groups. Some highlights include:

- **205 Canadian and LAC** professionals were awarded IICA's Internship and Mission Programs and received financial and logistic support to develop their internships and businesses in the Americas. IICA awarded **109** of these internship and mission programs to Canadian professionals, experts, professors, post-graduate students, farmers, and agricultural entrepreneurs. At the same time, IICA awarded **96 grants** to LAC professionals to develop their internships, missions and participation in Conferences, Seminars and/or Workshops in Canada.
- As a result of IICA's internship programs, **13 new opportunities for development** are being discussed and/or negotiated between Canadian and potential LAC partner organizations and associations. Two are in a more advanced stage and are being presented to national and international financial institutions.
- **8 exploratory business missions** from Canada were sent to the Americas. IICA co-financed **18 Canadian** professionals, from the private and public sectors, to pursue new business opportunities and strategic alliances in LAC countries.
- **17 Conferences, Seminars and/or Workshops** were co-organized and co-sponsored by IICA in Canada and the Americas.
- **Expanded IICA's actions** took place throughout Canada, with emphasis on Canadian Provinces becoming more active partners of IICA programs. In its first phase of expanding new relationships with the Provinces, IICA organized and co-sponsored a joint mission with AAFC to the Provinces of Alberta, Saskatchewan and Manitoba, in 2000. The objectives were to introduce IICA's programs and actions with particular focus on IICA activities in Canada. This resulted in the identification of specific areas for further collaboration with the Provinces.
- **Expanded technical cooperation** for safe agricultural trade, particularly involving AAFC, CFIA and the IICA Network was also pursued. IICA supported the technical collaboration among Canadian and Latin American National Agricultural Health Organizations, through the provision of technical assistance to LAC countries in establishing and/or strengthening their relationship with Canadian official organizations.

Challenges for the Future

While the successes over the last six years have been evident, the need now exists to continue and extend the process. Relationships must now be strengthened with partner groups. It will be important to build on the momentum generated to date. IICA must continue to move towards a mutual benefit approach where Canadians and the LAC countries gain from the partnerships.

Demonstrating value-added, innovative approaches, and relevance will be critical for further establishing IICA as a partner for implementing Canadian international agri-food and agri-business priorities in LAC countries. This will require gaining a greater understanding of what has worked, initiatives which have provided the most value for partners, priorities and future directions of Canadian organizations, and the most effective role seen for IICA.

In preparing this new Strategy for 2002-2007, some lessons and trends have emerged which will be important to integrate into future planning and activities.

Broadening the Image of IICA in Canada

Globally the face of agriculture is changing dramatically. Traditional views of agriculture simply as a sector producing food have been replaced by the concept of agriculture as a vital part of the economy. Concepts such as "life sciences" and "bio-food" are common even in popular news magazines. Agriculture is no longer considered simply the production of food, but a vital chain extending from input supplies to processing and distribution. The boundaries between many once-distinct businesses are also blurring. For example, the agri-business, chemicals, pharmaceuticals, and energy sectors are building stronger linkages, with intertwined products and technology. Certified organic agriculture is growing rapidly both in North America and Europe. Many LAC countries are well positioned to take advantage of this developing consumer market. Sustainable and organic agriculture also have significant support from the consumers.

With globalization, agriculture is also slowly becoming a more competitive sector. This will continue the pressure for producers to increase their own competitiveness, becoming more business like in their approach, more innovative in terms of their products and markets, and more linked into international networks. It is also calling for changes within the national structures supporting agriculture. These institutional changes, covering a range of issues from regulations to safety, are requiring governments and other groups to tackle complex and often difficult issues.

Within Canada, this new concept of agriculture is beginning to expand. AAFC, in a review of where agriculture in Canada will be in 2010, indicated that agricultural issues were increasingly going to be linked to information technology, bio-technology, and new products and approaches. The Government of Canada will also continue to support the movement towards greater global integration.

To remain relevant in this new dynamic environment, it will be important for IICA to be aware of the trends within Canada and the Americas and potential inter-relationships as well as identify methods to facilitate these. Playing this role faces a challenge, however. IICA's image within Canada currently is based on a more traditional view of agriculture. IICA is seen more as a technical assistance supplier for traditional agricultural producers and issues. It is not currently seen as being part of a more dynamic view of agriculture where environmental issues and rural communities are fully considered. This must be addressed in the future to ensure that both the Americas and IICA remain relevant to Canadian interests.

Moving Beyond Awareness to Sustainable Linkages

As mentioned above, many of the activities have been successful in raising awareness between Canada and the rest of the Americas on a range of issues from business opportunities, to health protocols, to trade issues. With this foundation, a need now exists to move beyond building awareness to promoting more

sustainable linkages. Sustainability of linkages is difficult, however, and based on a series of factors outside the control of IICA. These factors include: the continued interest by the partners; the "fit" between the partners; and the potential benefits that could accrue from the partnership.

One of the lessons over the past several years has been the need to integrate, into the selection criteria for funding, the commitment of the Canadian partners to making the linkages sustainable. The new programming undertaken will focus more on this issue to ensure that the results are maximized. Focusing on sustainability will mean a number of changes. The number of interventions may decrease so they can become more strategic and deeper in terms of intended results. Efforts will be concentrated in high priority areas where the partners are truly committed to building ties with the Americas and have the ability to fulfill those commitments.

Moving from Individuals to Institutions

Many of the linkages established through the exchanges have been between individuals in Canada and the Americas. While these partnerships between individuals have been important, for the sustainability of the relationships, it is also important to ensure that the institutions and organizations within which the individuals operate support the continuation of the relationships. This has been partially done to date by having the institutions recommend the individuals for funding.

In the future, a more proactive approach will be taken with the institutional partners to ensure their commitment. In addition, consideration will be given to broadening the types of interventions which have currently focused on exchanges and joint research. Opportunities exist beyond this which can be effectively tapped and should be included in the programming.

Building a Synergy between IICA Programming and Canadian Programming

Government partners within Canada are only beginning to view IICA activities as having some applicability to their areas of interest. In fact, there has been substantial overlap in priorities between many of these agencies and IICA during the past several years. A need exists to recognize these shared interests and build methods to capitalize on them.

Part of this will be IICA becoming more proactive in identifying common interests and building ties with Government programs. This will have two important results: further increasing the leverage of the IICA-Canada funding; and increasing the emphasis within Canadian Government programs on activities within the Americas.

Follow-up

To date, IICA has had limited capacity to follow-up and track results which are being obtained from its interventions. A need exists to improve this monitoring in a manner which is cost effective yet ensuring realistic reporting on results. This will be implemented under the new Strategy.

Changing Relations Within the Hemisphere

Strengthening Relationships Between Canada and Rest of the Americas

The building of relationships between Canada and the Americas has gained momentum in recent years, as Canada has taken on a more proactive role in the relations with the region.

Canada's future is intrinsically linked to that of our partners in the Americas—geographically, economically and politically. Together we stand at a significant moment in our common history as we face the collective challenge of transforming the region's political, economic and social promise into a more prosperous, secure and freer future for all citizens.

Canada and the Summits of the Americas: A National Report, DFAIT

Some examples of this new approach include:

- Canada was the first Chair of the Trade Negotiations Committee (TNC) for the Free Trade Area of the Americas (FTAA) negotiations. In this capacity it hosted a wide range of Ministerial meetings, business conferences, and trade negotiations. By taking a leadership role in these trade talks, Canada helped to define the approach to building a FTAA Agreement.

Common Agendas

The Americas and Canada have also built common agendas which can form the basis for future actions by IICA. The results of the 2001 Summit of the Americas provide an updated vision for this partnership between all of the Americas.

Free and open economies, market access, sustained flows of investment, capital formation, financial stability, appropriate public policies, access to technology and human resources development and training are key to reducing poverty and inequalities, raising living standards and promoting sustainable development. We will work with all sectors of civil society and international organizations to ensure that economic activities contribute to the sustainable development of our societies.

Summit of the Americas, 2001
Final Declarations

Within the Summit's *Plan of Action*, a number of key initiatives can be specifically supported by IICA within the Canadian context. Many of these areas were ones in which IICA has been working for a number of years. The following sections of the *Plan of Action* are particularly relevant for promoting further links between Canada and the Americas and will be facilitated under this new IICA Strategy.

- **Section 6 - Trade, Investment and Financial Stability** - Great emphasis was placed on supporting the increased trade integration of the region, particularly through the FTAA Agreement. In addition, activities supporting economic stability as well as strong and sustainable growth were encouraged to ensure

- Canada chaired the Summit of the Americas in April 2001 from which the recent *Plan of Action* came. Within the Summit's *Plan of Action*, an agenda for agriculture is explicitly outlined and committed to by Canada as a signatory.
- Canada hosted the OAS General Assembly in June 2000.
- Canadian Government agencies such as Industry Canada are increasingly looking towards the Americas for building partnerships. For example, meetings were held in 1998 to discuss science and technology issues in the Americas.
- Extensive consultations were held in Canada by the Government to ensure that Canada's positions in these international fora reflected the concerns and interests of Canadians and that there was a greater understanding of opportunities in the Americas.

This increased interest in the Americas on the part of the Government of Canada provides new opportunities for IICA to facilitate the further development of these relationships. The Americas are more visible to the Canadian public, and Canadian organizations. Opportunities now exist to seize on this momentum.

- that the benefits of globalization are broad and equitably distributed.
- **Section 9 - Environmental Foundation for Sustainable Development** - The protection of the environment and natural resources was considered essential to prosperity and the sustainability of the economies of the Americas. Within this, priority was placed on areas such as the conservation of plants, animals, and ecosystems through capacity building and expanding partnership networks and information sharing.
 - **Section 10 - Agriculture Management and Rural Development** - The fundamental importance of agriculture was reiterated within the *Plan of Action*, along with specific priorities. These included: promoting dialogue among government, parliamentarians, civil society, and the scientific and academic communities; strengthening the enabling environment for rural enterprises; developing markets in the Hemisphere for goods obtained through sustainable use of natural resources; and facilitating access to markets.
 - **Section 12 - Growth with Equity** - In order to eradicate inequity and poverty a number of areas were targeted for action. Included in these were programs supporting: the promotion of information technology in rural areas; and improved market access and support programs for women and youth.
 - **Section 13 - Education** - Within education, the area of science and technology was seen to be important. Particular emphasis was placed on: popularization of science and technology; stimulating the development of science and technology for regional connectivity through information and communication technology (ICT); and development of high-level human capital for the development of science and technology research and innovation.

IICA's Shifting Role

IICA, as an organization, took an active role in the 2001 Summit, being specifically named in the *Plan of Action* as having a role to play in follow-up and implementation. This inclusion as an active partner changes the role which IICA as an organization has played in the past and makes it more prominent in the future in terms of promoting dialogue and better hemispheric integration.

The IICA Strategic Plan entitled *Agriculture: Beyond a Sectoral View: 1998-2002 Medium Term Plan* lays out the current role of IICA. The Mission of IICA is stated as:

IICA's mission is to provide cooperation services for agriculture and to strengthen and facilitate inter-American dialogue. The first task aims to support its Member States in bringing about sustainable development in agriculture and rural areas; the second situates this development within the context of hemispheric integration.

The role laid out in the Summit documentation potentially changes two aspects of IICA's current role as envisaged in IICA's *Medium Term Plan*.

- The Summit *Plan of Action* extends IICA's role beyond promoting an inter-American dialogue only through the Inter-American Board of Agriculture (IABA)—the traditional route. While this important group will be valuable to the process, the *Plan of Action* also calls for involvement by IICA in other dialogues and coordinating groups.
- IICA is also being asked to shift beyond being primarily a supplier of technical cooperation for agriculture. It is now being asked to take on a broader mandate—one which is more proactive,

We value the active support of the Organization of American States and its specialized organs, particularly the Pan American Health Organization, the Inter-American Institute for Cooperation on Agriculture, and the Inter-American Children's Institute, as well as the Inter-American Development Bank, the Economic Commission for Latin America and the Caribbean, and the World Bank. We call upon these institutions and other regional and international organizations to establish greater coordination for support to the implementation and follow-up to the Plan of Action of this Summit.

Summit of the Americas, 2001
Final Declarations

and brings agriculture, environment and rural development issues into a broader debate of hemispheric integration and prosperity.

The decisions that IICA will make in terms of its response to the 2001 Summit resolutions will impact the role which IICA-Canada will play within the Canadian context and IICA network. If IICA decides to assume the Summit's challenge of extending its role in the hemisphere, then the question becomes: How can the Canadian Office of IICA enhance the transition of IICA into this broader role? For example, no other inter-American organization has offices in Canada. How can it contribute to IICA becoming more proactive, particularly in terms of tracking Canadian interests and developing new linkages? How can IICA facilitate the integration of Canada into the network and discussions?



Facing the Future

IICA-Canada Mission and Vision

The experience of the last six years, based on extensive consultations with Canadian partners and assessments of current trends, calls for a new direction for IICA-Canada for the 2002-2007 period.

To guide the programming over the next five years, the *new Mission* for IICA-Canada will be:

To enhance the dialogue between Canada and the rest of the Americas in the subject of agricultural innovation, healthier environment and rural life, leading to a more equitable, sustainable and prosperous hemisphere.

The *new Vision* will be:

Position IICA as the leading inter-American agency in Canada to foster the dialogue between Canada and the rest of the Americas in the subject of agricultural innovation, food safety, healthier environment and rural life, leading to a more equitable, sustainable and prosperous hemisphere.

IICA-Canada Goals and Program Areas

New Goals will focus on the following:

- Support the efforts of the Government of Canada to comply with the mandates of the Summit of

the Americas process, particularly related to the importance of agriculture management and rural development to create prosperity and realize human potential in rural areas;

- Support the efforts of the Government of Canada to expose Canada and Canadian agri-food and agri-business organizations and associations to the Americas in the context of the inter-American system;
- Support the efforts of the Government of Canada to promote trade opportunities for Canadian agri-food, agri-business associations and organizations to the Americas; and
- Integrate Canada and Canadians into the IICA network and their involvement as partners in its programs.

To implement these goals, five **Programs** will be pursued between 2002 and 2007:

- Program # 1: Policies and Trade: Promoting Canadian Expertise and Leadership in Agricultural Policy and Trade in the Americas
- Program # 2: Life Science, Economy and Environment
- Program # 3: Food Safety, Agricultural Health and International Trade
- Program # 4: Sustainable Rural Development and Natural Resources Management
- Program # 5: Training and Education.

Putting the New Approach into Action

Each of the five Programs is defined below. For each a target group is specified, specific goals are outlined for the interventions, the objectives are noted, and specific actions for the 2002-2007 period are indicated. This is intended to provide an overview of how the new approach will be put into action.

The implementation of this Strategy will be guided by a series of Yearly Action Plans. These Action Plans will identify specific areas of focus, new opportunities which will be pursued, and set targets for the coming year. They will also provide an opportunity for refining and adjusting the approach of IICA based on lessons which have emerged. Work will continue with the current partners of IICA as well as new partners which will be identified.

The following priority programs and actions provides a preliminary overview of the activities which will implement under each of the priority areas between 2002 and 2007. The focus is not on all the activities which IICA-Canada will undertake but those key actions which are co-sponsored with Canadian groups. These should be treated as indicative and a starting point for building new approaches over the next five years which will work towards achieving the new Mission and Vision of IICA in Canada.

Program # 1: Policies and Trade: Promoting Canadian Expertise and Leadership in Agricultural Policy and Trade in the Americas

Policy and trade are two important areas for the future of the Americas as well as the relationships between Canada and the LAC countries. The lessons from the last six years have shown that IICA can facilitate the promotion of Canadian expertise in both the policy and trade areas. Many groups within Canada are interested in the Americas but have limited access to information on potential partners or opportunities. This can be facilitated along with the identification of new opportunities.

The *target groups* are:

- Federal and Provincial Governments of Canada, particularly the Ministries of Agriculture and Agri-Food, Industry, and Foreign Affairs and International Trade;
- Canadian agricultural, agri-food and agribusiness organizations and associations; and
- LAC agricultural, agri-food and agribusiness organizations and associations.

By targeting Government agencies and organizations and associations, IICA can leverage activities of these groups to promote a series of goals.

These *goals* will be:

- Promote Canadian expertise to the Americas in the areas of institutional modernization and awareness of international trade agreements;
- Promote Canadian agricultural, agri-food and agri-business associations' and organizations' services and expertise;
- Provide the means whereby Canadian and LAC public and private organizations and associations, rural individuals and groups can identify, develop, implement and profit from the establishment of new economically and environmentally sustainable business opportunities;
- Promote strategic alliances between Canadian and LAC agribusiness associations and organizations; and
- Expand the participation of Canadian experts and agro-entrepreneurs interested in becoming involved in technical cooperation projects within the IICA network.

To reach these goals, a series of objectives will be pursued. These *objectives* will be translated into specific actions to be undertaken on a yearly basis.

- Develop mechanisms and tools related to the awareness of international trade and food safety agreements complexities and countries compliance;
- Seek new partnerships with international financial institutions and development agencies, particularly IDB and CIDA, for the development and promotion of simulation tools dedicated to training Canadian and LAC interested parties, in the context of the inter-American system;
- Matchmaking the interests of Canadian associations and organizations in exporting services and expertise to the Americas with LAC agricultural and agri-business interests and needs; and
- Facilitate collaboration between Canada and LAC on subjects related to agricultural institutional modernization, policy, and trade.

The proposed *actions* will be:

- Co-host five Inter-American Symposia in Canada to be held in partnership with AAFC, Industry Canada, DFAIT, Provincial Governments, Canadian Universities and private organizations.
- Co-organize and co-sponsor, together with AAFC and private associations and farm organizations, Seminars/Training Courses on the use and benefits of the new information products for trade capacity building for Canadian and LAC partners. These events will be held in Canada for LAC agricultural experts and government officials and representatives of the Canadian and LAC agribusiness sectors. These seminars/workshops will be organized jointly with Canadian and LAC public and private associations and farmers' organizations.
- Co-sponsor 10 missions of Canadian experts from AAFC, Provincial Governments, and Canadian agribusiness and professional associations to the LAC countries. These are intended to expand the participation of Canadian experts and agro-entrepreneurs interested in becoming more involved in technical cooperation projects within the IICA network.

Program # 2: Life Science, Economy and Environment

It is important to continue to support the development of the competitiveness of the agriculture sector, its linkages to other sectors and other parts of the economy, and the promotion of a sustainable environment. Technology development and transfer are a priority for both Canada as well as the Americas. This program will work with a series of groups in these important areas.

The *target groups* are:

- Research and Academic Institutions; and
- Canadian and Public and Private Organizations.

The *goals* of this work will be:

- Foster linkages with Canadian and LAC universities, research institutions, public and private associations and organizations;
- Develop LAC awareness of Canadian expertise; and
- Promote joint development and transfer of technologies.

The *objectives* will be:

- Promote joint studies and strategic alliances between Canadian and LAC academic and research institutions;
- Allow Canadian and LAC specialists the opportunity to better understand the physical, cultural, and intellectual environment of LAC and Canada; and
- Contribute to the elaboration of joint projects which encourage the sustainable development of the Americas' agriculture and economy.

The proposed *actions* will be:

- Sponsor an enhanced fellowship program which will award at least **fifty grants** a year to Canadian and LAC professors, agricultural scientists, researchers and managers, farm managers, specialists in information and communication technologies, from the public and private sectors, post-graduate students and academia.
- Develop strategies for increasing the role of the LAC universities and research institutions in current Canadian government programs promoting international science and technology links with Canadians. This will leverage increased funding into linkages between Canadian and LAC joint projects.

Program # 3: Food Safety, Agricultural Health and International Trade

With increasing integration within the Americas, issues of food safety and agriculture health are gaining in importance. Greater emphasis is being placed on ensuring that protocols are compatible, and that standards are becoming more uniform across the region. This program will specifically address this area by working with the following *target groups*:

- Canadian and LAC official agricultural health services; and
- Canadian and LAC research and academic organizations.

The *goals* of this work will be:

- Facilitate exchange and collaboration between Canadian and LAC agricultural health services in the scientific, policy, and organizational aspects as they affect international trade; and

- Promote exchanges and strategic alliances between Canadian and LAC public and private sectors related to science and development in agricultural health.

The **objectives** will be:

- Facilitate the exchange of sanitary and phytosanitary (SPS) information between Canada and LAC countries, through the development of an integrated knowledge management system for agricultural health and food safety in the Americas;
- Develop mechanisms that achieve greater participation of IICA member countries in the WTO-SPS committee, CODEX Alimentarius, OIE and IPPC through information and training;
- Promote strategic alliances with LAC agricultural health services and research organizations, for the identification of these countries' technical cooperation needs for implementation of the SPS agreement;
- Support capacity building for equivalence and risk analysis studies and the identification of opportunities and threats created by emerging issues, with respect to competitiveness, market access, public health, animal and plant health and the environment, and institutional modernization; and
- Support the CERES Executive Leadership Program Series on food safety.

The proposed **actions** will be:

- Foster joint actions in the area of food safety in international agricultural trade. It is proposed that IICA, CFIA, Health Canada and their counterpart organizations in the Americas, organize regional workshops in Canada and/or LAC countries on Hazard Analysis by Critical Control Point (HACCP) modelling and modernization of food safety services. Those workshops will be designed to give participants an understanding of HACCP principles and model components and an understanding of how an HACCP model can be developed.
- Facilitate technical exchange and collaboration programs for safe agricultural trade of mutual benefit to the official veterinary and plant protection services of Canada and its main LAC trade partners. Activities proposed include the collaboration of Canadian scientists with targeted LAC country veterinary services reference laboratory for testing and validation of animal diseases of economic importance to both Canada and the LAC country. Opportunity will also be given to CFIA field and laboratory staff to participate in sanitary emergency situations in LAC countries as part of their training in diagnostic of exotic pests and diseases and emergency measures.
- Organize, jointly with CFIA, Canadian research and teaching institutions, and their LAC counterparts, a series of workshops and/or seminars on the technical, scientific and regulatory aspects of animal and plant production and trade.

Program # 4: Sustainable Rural Development and Natural Resources Management

Supporting sustainable rural development is a foundation of many of the priorities within the Summit *Plan of Action*. An integrated concept of rural development is common to both Canada and the Americas. Under this approach, rural development is seen as the initiator of economic growth, equity,

political and institutional development and stability, and environmental sustainability. In the context of globalization and hemispheric integration, it also means the effective use of information and communications technologies to integrate farmers into markets, national decision making processes, and the global environment. Efficient information management will help make it possible to tap into the potential of markets and technology, which will contribute, in turn, to boosting rural incomes, improving living conditions in rural areas, and reducing poverty.

Here the **target groups** for cooperation with IICA will be a wide range of groups: Canadian and LAC public and private sectors, particularly Ministries of Agriculture, Natural Resources, Fisheries and Rural Development, Cooperation Agencies, NGOs, Farmers Associations and Organizations.

The **goals** of the program will be:

- Support policies and strategies leading to the sustainable rural development in Canada and LAC countries; and
- Promote strategic alliances between Canadian and LAC agricultural rural development and natural resources management organizations and associations.

The **objectives** will be:

- Promote the exchange of information and collaboration between Canada and LAC for sustainable rural development and natural resources management including the increased use of ICT;
- Contribute to the identification and formulation of projects of mutual interest to Canada and LAC related to sustainable rural development and natural resources management; and

The proposed **actions** will be:

- Foster technical exchanges and collaboration between Canadian and LAC national farmers' organizations to build long term linkages.
- Strengthen rural community capacity building, leadership and skills development through a series of conferences and symposia in rural development to be implemented in Canada in partnership with AAFC and the Secretariat of Rural Development.
- Foster the use of information and communication technologies aimed at connecting rural communities to the knowledge-base economy and society. Access by the rural community to the rural telecommunications and use of the information highway is a key area identified by the government of Canada and several LAC countries for rural development. This strategy allows rural and remote communities to conduct their business activities, promote their communities, educate their children and bring essential services to rural communities.

Program # 5: Training and Education

Training and education has been identified as important in both Canada and the Americas. Information technology, in particular, is an area which has enormous potential within the agricultural sector and for linkages between Canada and the rest of the Americas. The focus here will be on facilitating direct links between professionals in Canada and the IICA network, with a priority on ICT issues.

The **target group** here will be:

- Young Canadian professionals graduating in agricultural and information and communication technology related sciences; and
- Canadian professionals in agricultural sciences on sabbatical leave.

The **goals** will be:

- Facilitate the training of Canadian professionals in agricultural sciences and ICT in an international environment; and
- Promote strategic alliances between Canadian and LAC higher education institutions.

The **objectives** will be:

- Provide Canadian graduates with meaningful work experience in technical cooperation program

New Approach to Partnerships

Within this Strategy, a new approach is also being developed towards the establishment of stronger partnerships with Canadian Governmental Ministries and Agencies, private sector associations, universities, and NGOs. While maintaining and developing general agreements of cooperation with a range of partners, IICA-Canada will now also strive to establish more concrete working relationships with priority groups. This approach moves IICA towards a more structured relationship with key partners. As linkages are developed, new actions will be introduced in future Actions Plans that will further support the Program areas.

The exact nature of these relationships will vary by individual organization but presented here are some examples of partnerships which will be pursued over the next several years. It is anticipated that others will develop and evolve over the next five years as new opportunities present themselves. Some of the opportunities listed here may also not prove feasible or advantageous for the partners. The listing is intended to explore new ideas and outline the types of initiatives to be pursued.

Agriculture and Agri-Food Canada

AAFC has been a long term partner of IICA and is the primary agricultural contact within the Canadian system. Over the last several years, AAFC and IICA have been developing specific initiatives for joint cooperation. A primary example of this is the work done on the adaptation of Great Globalization Game (GGG) which was developed by AAFC in partnership with industry associations and other partners. The intention of the GGG was to facilitate the understanding and application of trade agreements by a wide range of participants in the agricultural sector. GGG was developed for the Canadian context and proved useful to Canadian agricultural producers, agri-business managers, trade negotiators, and teaching institutions. IICA worked with AAFC to adapt the GGG to the realities of different parts of the Americas. This was then translated into Spanish and disseminated to all IICA member states, as well as through hemispheric distance education projects.

management and project implementation in IICA Headquarters and its network;

- Provide opportunity for experienced Canadian scholars to develop an international work experience in IICA Headquarters and its network.

The proposed **actions** will be:

- Provide meaningful work experience of up to four months for participants in a setting likely to lead to long-term employment or self-employment
- Provide equitable opportunities for youth across the country consistent with gender equity, including rural and/or disadvantaged youth.

Over the next several years, it is anticipated that this partnership will be extended. The goal of the partnership will be to enhance the awareness and the understanding of trade agreements and their implications for farmers and producers.

Two specific collaborations are anticipated under this new agreement.

- AAFC and IICA have approached CIDA and the Inter-American Development Bank for funding of a project aimed at developing and promoting new information products for trade policy capacity building for Canadian and LAC partners. This will be specifically designed for the inter-American context. IICA will be a partner in the implementation of these initiatives.
- Opportunities will also be reviewed for developing specialized areas of simulation modeling and tools related to increasing the awareness and understanding of the complexities of both international trade agreements and international food safety agreements and requirements for compliance. These again are anticipated to be joint IICA and AAFC initiatives.

Industry Canada

Industry Canada (IC) has only become a recent partner of IICA. While IC's mandate originally focused on the industrial sector, IC now has the primary mandate to foster growth within Canada. As a result, IC operates in a number of areas which are important to and directly involve the agricultural sector. These include: supporting innovation in areas such as biotechnology; improving the connectivity of Canadians including rural Canadians; improving productivity and competitiveness of producers, including agricultural; improving Canada's position as a preferred location for domestic and foreign investment in areas such as life sciences; and facilitating trade.

In reviewing the IC programs and objectives, a commonality of interests has emerged between the current program of IICA-Canada and those of IC. For example, both have programs in the area of information technology, youth, and legal and regulatory frameworks for trade. Discussions will begin on ways to increase the coordination between the programs.

The goals of the partnership will be to:

- Enhance technology and innovation partnerships between Canada and the rest of the Americas; and
- Improve the connectivity between Canada and the Americas.

Initial areas which will be investigated with IC to determine complementarity of programming will include the following:

- The IC “Connecting Canadians” initiative has received substantial funding within Canada in recent years. In particular, there has been an increasing emphasis on ensuring that rural areas, including farmers and farm associations, are linked both domestically and internationally. This increasing priority means that opportunities will exist for expanding the information linkages between rural Canadians and the Americas. IICA-Canada with work with IC staff to develop methods to ensure that the information linkages between the Canadian farm community and the Americas are maximized. For example, under IC’s program twelve pilot communities will act as demonstration projects as part of a \$60 million “Smart Communities” pilot. Some of these will include rural areas and could act as a location to test ideas generated by IICA and IC in terms of increasing linkages and information flows.
- IC is the lead agency in developing and implementing the *Canadian Biotechnology Strategy*. The Strategy calls for Canada to work in a number of areas such as: assisting other countries in developing indigenous capacity to assess and manage the risks of biotechnology; and ensuring the scientific base to support biotechnology innovation. While the potential linkages to groups in the Americas may primarily focus on a limited number of countries, the potential of those countries working with Canada in the area of biotechnology regulations, research, or information exchange is high. IICA will work with IC to identify the appropriate Canadian players in biotechnology potentially interested in making linkages, assess their needs, and facilitate matches with appropriate groups in LAC. This could also include coordinating internships and research exchanges for individuals working in specific common areas of interest.

Social Science and Humanities Research Council

SSHRC’s mandate is to: support high quality research and research training among Canadians; and put the benefits of research to work by promoting the transfer of knowledge among researchers, research partners, policy makers, and other stakeholders within Canadian society. SSHRC provides grant funding to Canadians at number of levels ranging from post-doctoral research to short research projects. Its overall yearly budget is Cdn\$125 million.

IICA and SSHRC have begun discussions regarding the possibility of collaborating more extensively. SSHRC is interested in increasing the international aspects of its programming and ensuring that the benefits of knowledge internationally are integrated into the Canadian efforts. SSHRC has expressed an interest in some of the internship and research linkages which have been fostered by IICA over the past six years. A synergy appears to exist between the two efforts and further collaboration will be explored.

The goal of the work with SSHRC will be to promote increased research, scientific, and strategic linkages between Canadian and LAC individuals and academic institutions.

Two areas that will be further explored with SSHRC.

- Building on SSHRC’s desire to internationalize its program, possibilities exist for IICA to enter into a partnership agreement where SSHRC would match the grants provided by IICA. A possible target would be to have **500 Canadians**, during the period 2002-2007, awarded grants by IICA and SSHRC, or 250 by each organization. This would produce three results. First, SSHRC would gain an entry into international linkages which could provide a model for expanding other portions of their programming—particularly in the Americas. Second, the increased collaboration would produce longer term relationships and a better awareness within Canada of the possibilities for linking with the Americas. Third, IICA’s funding would leverage more opportunities for Canadians to work in the Americas.
- SSHRC has also been undertaking extensive work to determine methods to better track results of research efforts and linkages. This work on performance indicators and methodologies for determining results would be valuable for IICA as a way to enhance its tracking of results from initiatives it funds. Sharing of information and systems between the two organizations will not only benefit the joint initiatives described above but also IICA’s overall program.

National Research Council Canada

The NRC is a new potential partner for IICA. NRC is the largest public sector research and development agency in Canada and has a mandate to undertake, assist or promote scientific and industrial research. Over the last decade, NRC has expanded beyond its role as a government research laboratory to an organization which is building networks across Canada that promote innovation and commercialization of products. The focus has become more business oriented, with greater emphasis being placed on providing services to and working with external partners such as industry, government, and academia. It has also begun to support trade development, the growth of new technology based companies, and sponsored a youth internship program.

In the last several years, NRC has started to undertake international initiatives. The rationale for beginning to look beyond the Canadian borders was found in two areas. These initiatives would support the government wide innovation agenda and the NRC’s vision of making the agency a leader in the development of an innovative, knowledge based economy through science and technology. To date, the focus of these international links has been exclusively Asia and Europe. No agreements have been reached to date for work in the Americas.

The science and technology focus of the NRC makes them a good potential partner for some of the IICA initiatives. The goal of any collaboration will be to foster linkages between Canadian and LAC research institutions in the area of science and technology.

Two potential areas will be further explored with NRC to establish the potential for building partnerships with the Americas. These are:

- IICA will work with NRC to identify and foster specific linkages between NRC and LAC research organizations. The intention is to match NRC with groups with which they can develop collaborative research or marketing efforts. These could include areas such as biotechnology or commercialization of agricultural technologies.
- NRC currently operates an extremely effective small business support program called Industrial Research Assistance Program (IRAP). The principle of IRAP has, in fact, been used on projects funded by the Canadian government internationally. IRAP links networks or organizations and programs to support the development of small businesses in Canada. It also provides technical assistance and financial support to companies. IICA will work with the NRC and IRAP staff to identify methods for integrating LAC organizations or opportunities into this network. The broadening of exposure to the Americas could foster increased opportunities in terms of information exchanges, market opportunities, or exchange of expertise.

Department of Foreign Affairs and International Trade

While DFAIT is a traditional partner of IICA, this partnership has been based more on a donor-recipient relationship. DFAIT is involved at the policy level of IICA’s operations as well as in areas such as joint sponsorship of international fora.

DFAIT undertakes a number of programs which complement the IICA initiatives over the last six years. These include work in the area of science and technology and youth training. The intention would be to begin building cooperation between IICA and DFAIT line departments on specific programming.

The goals of the joint initiatives will be to:

- Expand the collaboration between the scientific communities in Canada and the rest of the Americas; and
- Expose more Canadian youth to opportunities in the Americas.

The specific areas to be explored further include:

- One of DFAIT’s priorities is to improve collaboration between innovators in the Canadian science and technology community (including institutions and the private sector) and their foreign counterparts. It undertakes a series of state to state bilateral agreements under which scientific and technological research projects are undertaken. These projects assist Canadian public, private and academic research and development performers in collaborating with foreign partners. IICA’s work in promoting similar linkages between scientific communities in Canada and the Americas will be reviewed and methods developed to identify ways to coordinate programs with DFAIT.
- DFAIT’s Youth International Internship Program (YIIP) has a number of objectives similar to the IICA sponsored youth internships. These include: enhanced career opportunities for the young participants; and increased integration of youth in international opportunities. IICA will work with DFAIT to develop complementary youth internships programs which will increase the number of youth targeting the Americas as an area of interest.

Health Canada

Health Canada (HC) is an important new partner for IICA. Health Canada plays a vital role within the Canadian system in areas such as the development of sanitary and phytosanitary measures, development of standards and policies related to food safety and nutrition, and is the leader in responsibility for risk assessments. HC also acts as the Codex program contact point within Canada. Working in partnership with groups such as the Canadian Food Inspection Agency, Health Canada has undertaken work in the Americas in areas such as research and risk analysis.

These roles make building new relationships with HC a priority of the IICA-Canada office in the next few years. The growing importance of trade linkages within the hemisphere will place more emphasis on the development of integrated knowledge management systems within the Americas. While few activities have been undertaken with HC to date, their potential role in areas such as exchanging SPS information, and reviewing and developing policies and risk assessment approaches makes them an important new partner for the Americas.

The goals of the partnership with HC will be to:

- Facilitate the exchange of SPS information between Canada and the Americas; and
- Improve the capacity of groups within the Americas in risk analysis.

To accomplish this:

- IICA and Health Canada will investigate methods for increasing the involvement of HC in the SPS discussions within the Americas. The focus will be identifying methods to share information on SPS which brings together not only technical expertise and standards but also integrates risk analysis into the discussions. These activities could also include identifying methods to increase the participation of IICA members in the Codex Alimentarius as well as other international organizations.
- Another area which will be investigated is the role which HC could play in increasing the capacity within the region in the area of risk assessments. Health Canada is responsible for developing regulations to address health and safety risks related to the sale and use of drugs, food, chemicals, pesticides, therapeutic products and consumer products. HC also has the lead responsibility for risk assessments for emerging issues. This expertise would be valuable for exchanging within the Americas, and could result in specific linkages being developed with complementary agencies.

Canadian Food Inspection Agency

CFIA was created in 1997 with a mandate in the areas of food inspection, fair labelling practices, animal health, and plant protection. This far reaching mandate includes regulation of federally registered food establishments, food safety programs, control and confinement of transmittable animal diseases, third party regulatory oversight of the Canadian Seed Institute, and biotechnology policy development. CFIA shares responsibility with Health Canada, the provinces, and industry in the area of food safety.

During the last three years, IICA and the CFIA have undertaken a number of joint programs. These have

included seminars and workshops on food safety, investigating the possibility of using the CFIA model in the Caribbean, and promoting the collaboration between CFIA and the Caribbean in animal health risk assessments.

The collaboration with CFIA is an important initiative. The increasing integration of the markets in the Americas presents many opportunities but also faces challenges in terms of protocols, standards, and health issues across countries. CFIA is positioned within Canada to build a bridge between the Canadian systems and those within the LAC countries. This would have important developmental and trade impacts. For example, CFIA currently manages over 1,500 product specific bilateral agreements and protocols in food safety, and animal and plant health issues. Bilateral MOUs have been signed with Chile and Mexico by CFIA.

The goal of the partnership with CFIA will be to facilitate the timely exchange of information and technology in the areas of food safety, animal health, plant safety, and emergency management.

To accomplish this:

- IICA and CFIA will work together to agree on areas of collaboration which will promote a more coherent regulatory framework within the Americas (including Canada) which is both science based and rules based. This will ensure fairness and transparency as well as promotion of a better understanding of the issues regarding food safety and animal health. IICA will facilitate the development of further contacts between CFIA and key partner organizations within the Americas to further these discussions.

Agricultural Institute of Canada & Other Specialized Associations

The AIC is a national organization promoting the profession of agrology and the science of agriculture within Canada. AIC has a wide range of member organizations which include agrology groups, such as CCAA, as well as other associations such as the Canadian Agricultural Economics Association (CAEA), the Canadian Society of Animal Science (CSAS), the Canadian Society of Extension (CSE), and the Canadian Society of Soil Science (CSSS).

The AIC international program draws on the expertise of the AIC members to work with

international partner organizations in areas such as increasing food production, poverty alleviation, and improving the environment. It currently has two active projects in the Americas: in Costa Rica working with the Soil Science Society of Costa Rica; and in Guyana and the Caribbean in dairy development.

IICA, AIC and CCAA have undertaken agreements in the past to develop joint projects as well as investigate and promote opportunities for trade, technical collaboration, and linkages between associations.

These agreements have identified some possible projects which could be pursued jointly in further partnerships.

The goal of this partnership will be to facilitate linkages between partner institutions in Canada and the Americas in the areas of technology transfer, improving environmental sustainability, and increasing trade.

The primary focus of the partnership between IICA, AIC, CCAA and other Canadian associations will be the identification and facilitation of projects. Specifically:

- To jointly identify and develop projects between associations and groups in Canada and the Americas. It is hoped that projects can be developed and receive outside funding for implementation during the five year period. Priority will be placed on programs which allow the strengthening of partners in the Americas while promoting technology transfers and trade linkages. These partners could include professional associations, farmers associations, or specialized institutions. Possible funding sources include CIDA and IDB.
- During the process of working with AIC and its members, opportunities for facilitating specific linkages between specialized associations will also be investigated. The member organizations of AIC primarily participate in projects through AIC. However, Canadian groups such as the CCAA are interested in developing professional relations with international associations. IICA will facilitate the identification of appropriate partners in the Americas for partnering in a range of areas including technology transfer, information exchanges, and facilitating accreditation programs.

Universities

The key universities involved in the agricultural field have become strong partners of IICA over the last several years. A wide range of activities have been

sponsored with them including internships, research exchanges, and conferences. These partnerships have contributed substantially to the results obtained. The benefits to the universities have included: publications; recruitment of students into their programs; improved access to grants from international programs; increased international profile which makes the departments more competitive; and strengthening linkages with the business sector.

Building on this foundation, IICA will work with individual universities to build a stronger institutional framework for funding of researchers, professors, and students. The intention is to assist in supporting the approach and priorities of these partners in developing links with the Americas.

The goal of this partnership will be to promote strategic alliances and collaboration between Canadian and LAC academic institutions.

It is anticipated that the agreements with individual universities will differ depending on the priorities of the Department. Two ideas to be further pursued will be the following.

- To date, individual professors, students, and researchers from universities have been applying directly for grants from IICA to undertake

collaborative work with colleagues in the Americas. While the universities need to write a letter of support, the application and approval process is directly to IICA. An alternative approach which will be explored involves the development of individual agreements with specific universities to reserve a number of spots for funding for their staff and students. IICA would set specific criteria or frameworks for participation which would be negotiated with the individual departments interested in participating. Once agreement is reached, the university would be responsible for promoting the grants, doing a proposal call, following up on the work, and ensuring that benefits accrue to the specific departments. They would also be responsible for pursuing any spin-off activities from the collaboration, which could also be eligible for further IICA funding. The collaborations would be driven by the vision of the Department in terms of the priorities to be funded and the results being targeted and the common desire to have the initiatives become sustainable.

- The continuation of participation in conferences and seminars will be an important part of the program with universities. These initiatives have been highly successful to date and have covered a wide range of topics from highly technical to general seminars.

Implications of the New Vision for IICA in Canada

The implementation of this new approach by IICA in Canada will require two commitments from IICA Headquarters and the IICA network.

IICA Network

The principle behind the Strategy is the continued movement towards a mutual benefit model in dealings between Canada and the rest of the Americas. For much of the IICA network, however, Canada continues to be viewed simply as a donor—not as a partner. The assumption is that Canada's role within the IICA network is to supply funding, not take an active interest in the region's development and prospects. This perception must change. Increased linkages outside of IICA are being formed by Canadians. Canada is increasing its profile in the region through activities such as leadership at the Summit of the Americas and in the development of the FTAA. Difficulties have also been seen in some of these relations between Canada and the Americas in the agriculture sector, however.

Canada can play, and has begun to play, an important role in the development of the region—serving the objectives of IICA and the agriculture and agri-business sectors of the Americas. To enhance this role, however, it will require the full cooperation of the entire IICA network. The effectiveness of this Strategy will rely on enlisting the support of IICA headquarters, regional, and local offices. These groups will be the key for implementing any of the activities outlined within the Strategy.

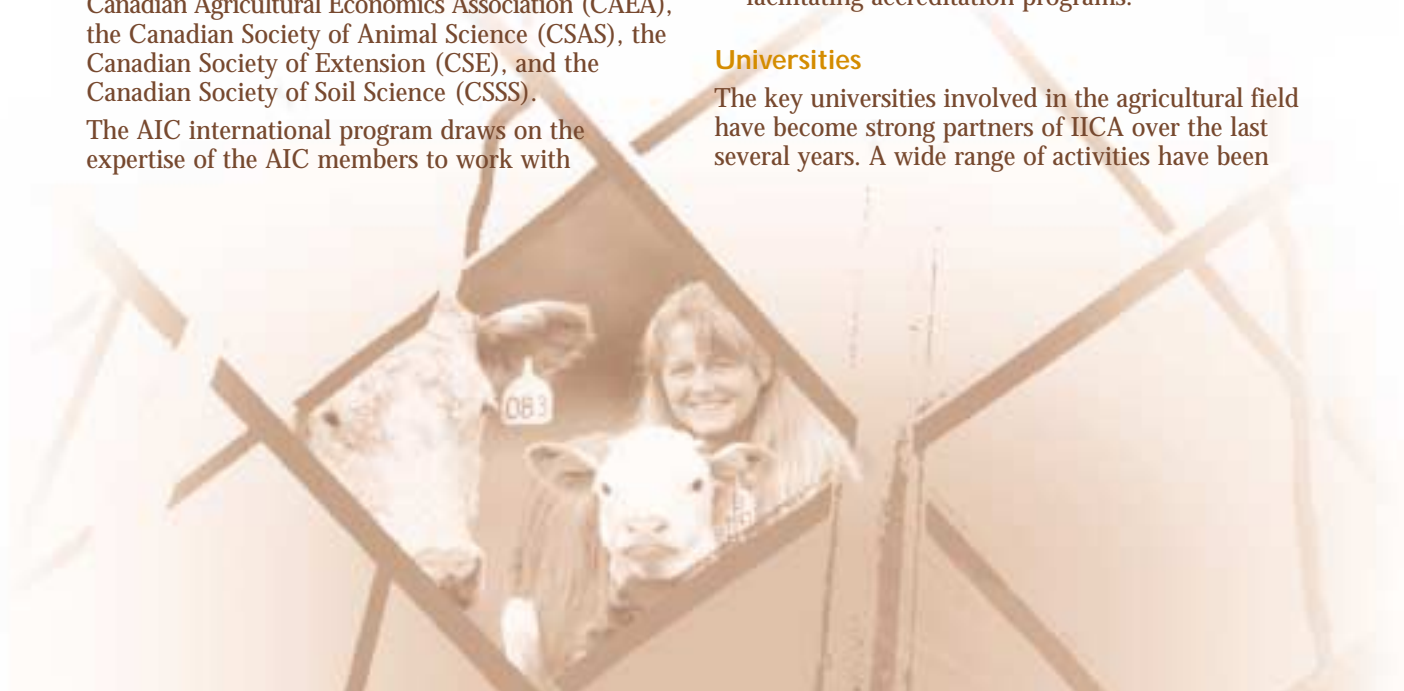
The agreement between IICA-Canada and the other IICA groups that Canada will take on a more strategic

role within the region also reflects the spirit of the Summit *Plan of Action* where not only countries but agencies such as IICA are being called on to work together for a common agenda. This will require the establishment of specific working relations to maximize the impact of initiatives while reducing the speed required to service requests and activities. It also means a more strategic approach by the network in terms of identifying opportunities of mutual benefit which can be conveyed to the Canadian partners. Without commitment on both the Canadian and the Americas side, the Strategy will not be effective.

Financial Requirements

The gains made in recent years within Canada by IICA have been based on the active and visible programming which has been done by the Canadian office. The partnership approach being advocated here allows the funding by IICA to lever additional funding from Canadian government, private sector associations, and university into activities which benefit Canada and the rest of the Americas. The approach is to become more strategic, more focused on sustainable results, and more effective in building lasting links with Canada.

This new Strategy builds the foundation set over the last six years. It will also require a financial commitment over the next five years to ensure that the partnerships are pursued effectively. It is proposed that to implement this Strategy, annual operational budgets for the 2002-2007 period be made available for the IICA office in Canada of US\$350,000.



Projected Annual Operational Costs in US\$, for 2002-2007

PROGRAMS	PER ANNUM
Program # 1: Policies and Trade: Promoting Canadian expertise and leadership in agricultural policy and trade in the Americas	100,000
Program # 2: Life Science, Economy and Environment	90,000
Program # 3: Food Safety, Agricultural Health and International Trade	70,000
Program # 4: Sustainable Rural Development and Natural Resources Management	70,000
Program # 5: Training and Education	20,000
TOTAL (US\$)	350,000

Conclusions and Recommendations

Over the last six years, the Canadian office of IICA has become a proactive advocate of Canadian interests within the IICA system and the Americas. The Strategy guiding development from 1996 to 2001 resulted in the building of strong partnerships with a wide range of Canadian groups and improved awareness within Canada of the potential for linkages with the Americas.

It was important in undertaking this Strategy that IICA in Canada establish an approach that contributed to the momentum currently developing within the hemisphere for increased cooperation, while ensuring Canadian needs were also being met. Opportunities exist for IICA to facilitate both aspects and build on the increasing linkages being developed. With cooperation from the IICA network, benefits can accrue to both Canada and LAC countries.

The following Table summarizes the key elements of this new Vision for IICA-Canada in two areas.

The first section outlines how the proposed program will complement the agenda agreed on by the Americas at the 2001 Summit of the Americas, held in Quebec

City. Given IICA's increased role in implementing the *Plan of Action*, special effort has been made to ensure that the office of IICA in Canada is providing support to both Canadians and the IICA Headquarters in fulfilling their commitments.

The second section looks at the complementarity between the programs being currently undertaken by some key Canadian organizations and how these will be supported by the proposed IICA program.

The foundation has been laid now for developing more concrete strategic partnerships based on mutual benefit for both Canada and the Americas. These partnerships can support the common agenda of the Summit of the Americas as well as the strategic focus of IICA as an organization. *IICA and CANADA - A New Vision for 2002-2007* outlines a vision for how this can be accomplished. It is practical, strategic, and based on lessons learned over the last six years in terms of methods to effectively engage Canadians in the process of growth in the Americas.

	Program #1: Policies and Trade	Program #2: Life Science, Economy and Environment	Program #3: Food Safety, Agricultural Health and International Trade	Program #4: Sustainable Rural Development and Natural Resource Development	Program #5: Training and Education
Summit of the Americas 2001 - Plan of Action					
#6 Trade, Investment & Financial Stability	✓		✓		
#9 Environmental Foundation		✓		✓	
#10 Agricultural Management & Rural Development	✓	✓		✓	✓
#12 Growth with Equity				✓	✓
#13 Education- specifically Science & Technology		✓		✓	✓
Specialized Initiatives with Key Partners					
AAFC	✓	✓	✓	✓	✓
Natural Resources		✓		✓	✓
Environment Canada		✓		✓	
Industry Canada	✓	✓		✓	✓
Health Canada		✓	✓		
SSHRC		✓			✓
NRC	✓	✓			
DFAIT	✓				✓
Health Canada			✓		
CFIA			✓		
AIC, CCAA & Other Associations	✓	✓	✓	✓	✓
Universities	✓	✓	✓	✓	✓