

CANADA

2006–2010

Technical Cooperation Agenda

Enhancing Canada's Involvement in the
Americas through Interaction
and Exchange



Inter-American Institute for Cooperation on Agriculture

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IICA Canada's Technical Cooperation Agenda for 2006-2010

Enhancing Canada's Involvement in the Americas through Interaction and Exchange

Executive Summary

Globalization, rapid advances in information technology, biotechnology, population growth, consumer demands, environmental policies and reduction of government involvement are some of the key challenges confronting agriculture in the Americas today. To meet these challenges head-on, and at the same time accomplish the institutional reform and modernization demanded by its Member States, the Inter-American Institute for Cooperation on Agriculture (IICA) moved to national Technical Cooperation Agendas as the foundation for technical cooperation programming in *A 21st Century Model for Technical Cooperation*

Developing a dynamic national agenda which reflects the convergence of priorities found in each Member State requires an extensive consultative process with national agriculture and agri-food sector stakeholders and partners.

This model for technical cooperation enables IICA to successfully respond to its expanded mandate as the institutional partner for agriculture in the Summit of the Americas process, as described in the *Agro 2003 – 2015 Plan for Agriculture and Rural Life of the Americas*.

In 1995, IICA recognized that in order to remain relevant to Canadians it had to evolve beyond working with its traditional government partners and broaden networks and partnerships to build stronger linkages between IICA and the entire Canadian agricultural community and developed a new partnership-based approach to programming from 1995 to 2001.

In 2001, IICA Canada developed and published its current agenda in *IICA and CANADA — A New Vision for 2002-2007* built around four main strategic areas identified at that time, namely, Trade and Agribusiness Development, Agricultural Health and Food Safety, Sustainable Rural Development and Education and Training.

The beginning of 2003 to the end of 2004 was a critical period for Canadian politics and especially for agriculture, which directly impacted IICA's role in Canada. Important changes in the national and international context had occurred during this time with emerging issues affecting Canadian agriculture, trade, environmental and international aid policies, and demanding a refocusing and better alignment of IICA Canada.

Also, during this period, IICA Canada experienced several unexpected staff changes that affected program management and performance. Although performance was generally satisfactory during this time, the relative instability and understaffing prevented IICA Canada

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from further building on its image and close relationships with stakeholders and partners and fully implementing a system of follow-up and performance analysis.

These conditions, plus IICA's experience in national agendas and performance management system (linking planning, budgeting, program delivery and follow-up) led to a decision to undertake in-depth internal and external assessments of IICA Canada's performance and image.

During 2004, IICA Canada conducted a rigorous internal and external reviews and assessments of its image, networking capacity and program delivery, in line with the administration's policies of transparency and accountability and in order to enhance the Canadian partnership. This review included an external assessment study by the private consulting firm Hill and Knowlton that included an interview survey that covered diverse issues and suggestions on how to improve IICA's commitment with Canada.

Results and recommendations from the various assessment activities and the *2004 Annual Report* were presented to stakeholders at the beginning of 2005 together with a general *2005 Work Plan* which underlined several issues that needed to be addressed and that required a mid- to long-term approach in order to improve performance and build closer relationships with stakeholders.

A critical activity under the Work Plan was a review and revision of IICA Canada's national agenda, to improve alignment with current realities and priorities, take advantage of lessons learned, increase visibility, promote the impacts of program delivery through cross-linkages, and foster a more proactive involvement of stakeholders in the agenda-setting process. Under the Work Plan, the revised agenda would also address issues of administrative procedures and budget reporting, staff training and specialist recruitment.

Having achieved consensus on the need to develop a new national agenda, IICA Canada moved forward to develop a process to do so. The process included a review of the existing agenda and the results of various assessments, as well as consideration of IICA's guiding principles.

Under this process, developing the agenda was guided by two elements. The first element was a review of Canada's plans, priorities and policies to determine strategic directions of IICA's government stakeholders, including Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, the Canadian International Development Agency, and Environment Canada. Second, a survey of other government and academic, private sector and civil society stakeholders was conducted. Using a structured questionnaire, these stakeholders were invited to identify the most important national priorities and opportunities for increasing inter-institutional alignment over the next four years.

The next step in the process was validation. In this step, two important activities took place. The first was an evaluation of the draft Agenda by IICA and Canadian authorities. Second, an exercise was carried out to assess the alignment of the draft agenda with key government and IICA policy statements.

With this completed, the Agenda was ready for final approval and dissemination to IICA Canada stakeholders and partners.

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The New National Agenda for IICA in Canada

Summary of the topics and subtopics addressed in the National Agenda for 2006-2010.

To enhance Canada's involvement in the Americas, IICA Canada will...

<i>Provide interaction and exchange in these <u>Topics</u></i>	<i>With a specific focus on these <u>Subtopics</u></i>	<i>In alliances with these <u>Stakeholders and Partners</u></i>
1. Agricultural Health and Food Safety	<ul style="list-style-type: none"> • SPS issues and OIE, IPPC and CODEX standards • HACCP, Good Agricultural Practices and other practices • Foreign animal diseases and pest risk assessments • Traceability • Other related emerging issues 	<ul style="list-style-type: none"> • CFIA • AAFC • CFAVM • CAHC • NAPPO • CCAA • VSF • And others
2. Technology and Innovation	<ul style="list-style-type: none"> • Intellectual Property • Biosafety • Biotechnology, pharming and biofuels, • Other related emerging issues 	<ul style="list-style-type: none"> • AAFC • CFIA • NABI • Procinorte • BIOTECCanada • And others
3. Sustainable Rural Development	<ul style="list-style-type: none"> • Agri-environmental policies • Environmentally friendly agriculture practices • Adaptation of agriculture to climate change • Producer cooperatives and community development • Other related emerging issues 	<ul style="list-style-type: none"> • AAFC • CIDA • EC • UPA • Universities • And others
4. Trade and Agribusiness Development	<ul style="list-style-type: none"> • Agricultural trade policies • Market information and market access • Training and certification of agriculture consultants • Other related emerging issues 	<ul style="list-style-type: none"> • AAFC • CFIA • FAC • NFPC • MIOA • Pulse Canada • Canada Grains Council • CCAA • Conference of Montreal • And others

...using the cross-linked Cooperation Instruments of Expertise Exchanges, Internships, and Support to Events which will result in proposals, projects, publications, and agreements between Canadian agriculture stakeholders and their counterparts in Latin America and the Caribbean.

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To translate the 2006-2010 National Agenda into a specific course of action and to emphasize tangible results of mutual benefit to Canada and Latin America and the Caribbean, IICA Canada and its stakeholders will develop Annual Work Plans determining specific priorities and the most appropriate course of action to achieve success.

A performance assessment involving stakeholders and partners will be completed each year, and the results will be used to guide the development of subsequent Annual Work Plans and any adjustments to the National Agenda.

In developing the 2006-2010 National Agenda, IICA Canada's objective is to deliver excellence in technical cooperation, build sustainable relationships with stakeholders and partners and focus on results. To achieve this objective, IICA Canada has developed a three-pronged strategy: 1) modern administration; 2) integrated Cooperation Instruments focused on results; and 3) stakeholder evolution from awareness to involvement.

As previously mentioned, the National Agenda has been validated by carrying out an exercise to determine the degree of alignment between the proposed agenda and critical policy statements and documents of key government stakeholders and against IICA's plans and priorities, including IICA's *Medium Term Plan* and the *AGRO 2003-2015 Plan of Action* and by a final approval in a review meeting with key stakeholders

The final remarks of the document include a list of strategic reforms included in the agenda that will enhance performance and program delivery as well as a list of potential benefits for Canada in its implementation.

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IICA Canada's Technical Cooperation Agenda for 2006-2010

Enhancing Canada's Involvement in the Americas through Interaction and Exchange

Introduction

IICA's New Model for Technical Cooperation

Globalization, rapid advances in information technology, biotechnology, population growth, consumer demands, environmental policies and reduction of government involvement are some of the key challenges confronting agriculture in the Americas today. To meet these challenges head-on, and at the same time accomplish the institutional reform and modernization demanded by its Member States, the Inter-American Institute for Cooperation on Agriculture (IICA) moved to national Technical Cooperation Agendas as the foundation for technical cooperation programming in *A 21st Century Model for Technical Cooperation* (<http://www.iica.int/documentos/model.pdf>).

National Agendas

This new programming methodology has its cornerstones in the modernization of agriculture and the improvement of rural life in the Americas. It is driven by the specific needs and demands of the Member States and aligned with the mandates for agriculture of the Summit of the Americas.

IICA uses this model to develop national agendas with all 34 member countries as a means to a sustainable, mutually-beneficial relationship with its stakeholders and partners, while respecting commitments to excellence, transparency, efficiency and accountability.

The implementation of this new technical cooperation model has demanded institutional structural reforms at IICA involving:

- An Integrated Management Framework (Fig. 1);
- Results-based performance management system;
- Corporate governance and management systems;
- Reduction of bureaucracy;
- Promotion of financial prudence with accountability;
- Promotion of basic principles and values (flexibility, accountability, commitment, efficiency, tolerance and spirit of service);
- Promotion of a commitment to hemispheric solidarity and social equity;
- Development of relationships based on accountability and transparency with Member States;
- Establishment of new human resource policies and a code of ethical conduct;
- Fostering of stronger strategic partnerships (with groups such as Pan-American Health Organization, International Development Bank, Food and Agriculture Organization others) by establishing a Directorate of Strategic Partnerships; and

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- Innovative programs such as the Trade, Agribusiness and Food Security Office in Miami.

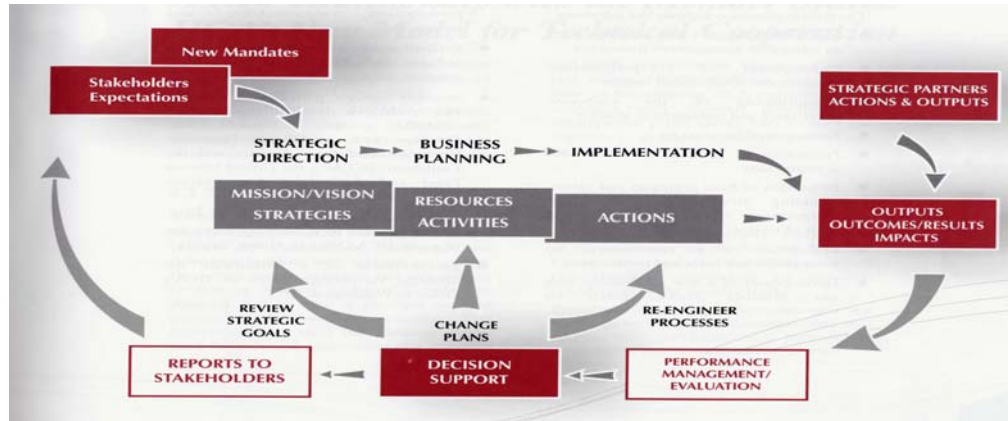


Figure 1. The Integrated Management Framework of IICA (taken from *A 21st Century Model for Technical Cooperation*)

Developing a dynamic National Agenda which reflects the convergence of priorities found in each Member State requires an extensive consultative process with national agriculture and agri-food sector stakeholders and partners. This process offers them the opportunity of a proactive participatory role in the agenda-setting and evaluation process, encouraging a sense of ownership and fostering harmonization, accountability and direct involvement.

This model for technical cooperation enables IICA to successfully respond to its expanded mandate as the institutional partner for agriculture in the Summit of the Americas process. as described in the *Agro 2003 – 2015 Plan for Agriculture and Rural Life of the Americas* (<http://www.iica.int/cumbres/2daReunion/documentos/ENG-PlanAGRO.pdf>). The Plan extends IICA’s role beyond promoting technical cooperation to promoting agricultural development with a more proactive role in issues affecting agriculture, the environment and rural development in hemispheric integration.

Recognising the unique nature of each Member State, the approach used in preparing national agendas is holistic and interdisciplinary. Annual work plans are developed from the agenda through a process of consultation, dialogue and consensus building with key stakeholders and partners, such as national agriculture and agri-food governmental authorities, academia, the private sector, civil society and others. In essence, the main actors in agriculture and rural development contribute significantly to developing IICA’s technical cooperation program.

As presented in *A 21st Century Model for Technical Cooperation*, preparing an overall strategy for IICA’s actions at the country level is based on an extensive process of consultation and consensus building with key stakeholders in agriculture and rural life in the Americas. Its guiding principles are the following:

- The strategy must be based on the interests of the countries and be designed to have an immediate impact on each country.
- IICA’s mandates, new vision, mission and priorities must be taken into consideration, matching them against the countries’ priorities.

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- Preparation of the agendas is a continuous process based on consultations with partners. It does not impose a result or create an inflexible commitment.
- The strategy must reflect what IICA believes can effectively be done in each country and region. The strategy must define areas in which there is an effective match between the interest of the parties and the human resources available for implementing the necessary actions. A realistic assessment of resource constraints is of key importance.

IICA's strategic planning process is dynamic and ongoing. The National Agendas are evaluated annually to assess the progress made, the results achieved, as well as to identify problems, document lessons learned, and identify and propose changes in needs and priorities. It aims to ensure the relevance of the National Agendas to changing circumstances in agriculture and the rural milieu. This assessment is conducted with all the stakeholders, clients and strategic partners that participated in formulating the National Agenda.

To support this model, IICA has developed a system focused on results and performance to build an organization of excellence with transparency and accountability. This support system links planning, programming, budgeting, implementation, monitoring, evaluation and follow-up.

As part of this continuous planning process, the National Agendas are evaluated annually at a stakeholders meeting, to assess progress and performance and to identify problems and emerging issues (Fig. 2).

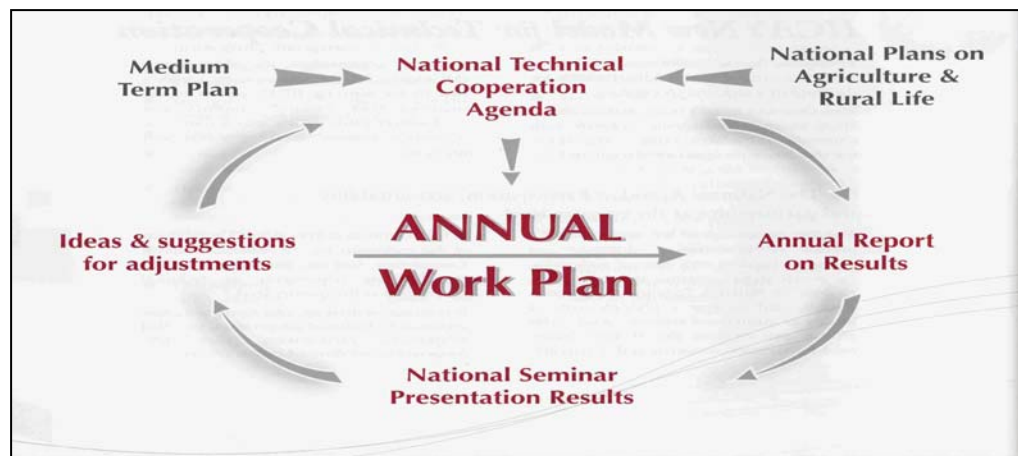


Figure 2. The consultation-based process for updating National Agendas and preparing annual work plans (taken from *A 21st Century Model for Technical Cooperation*).

The participative process that IICA offices undertake to design and maintain National Agendas was developed in Canada and serves as a basis for the new model to provide technical cooperation that is driven by the needs and demands of Member States in alignment with their own priorities and taking full advantage of the strengths of the IICA network.

IICA Canada's Existing Agenda

In 1995, IICA recognized that in order to remain relevant to Canadians it had to evolve beyond working with its traditional government partners and broaden networks and

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partnerships to build stronger linkages between IICA and the entire Canadian agricultural community. After conducting extensive consultations with a broad range of Canadian organizations and individuals, IICA developed a new partnership-based approach to programming from 1995 to 2001 in *IICA and Canada: Towards a Strategic Partnership*. This permitted IICA to transform a donor-based relationship into a partnership built on mutual interests with stronger links between Canada and the rest of the Americas.

The next step, initiated in 2001, was the development and publication of the most recent agenda presented in *IICA and CANADA — A New Vision for 2002-2007* (<http://www.iicacan.org/site/pdf/newVisionNew-e.pdf>). This document detailed the agenda-setting process in Canada, with conclusions and recommendations, a table of its alignment with the *Summit of the Americas 2001 Plan of Action*, and a list of specialized initiatives with key partners.

This agenda was built around four main strategic areas, each with its own topics and sub-topics (Fig. 3). The main areas were Trade and Agribusiness Development, Agricultural Health and Food Safety, Sustainable Rural Development and Education and Training.

This agenda guided IICA Canada’s programming efforts with government, academic, private sector and civil society stakeholders and partners, through one of four instruments: 1) Expertise Exchanges, 2) Internships, which includes Research and Academic Exchanges, Youth Exchanges, and Farmer-to-Farmer Exchanges, 3) Support to Events, and 4) Other Activities, such as publications and projects. Since 2002, IICA Canada has used these instruments to address the main topics of its agenda and to further solidify relationships with some stakeholders through memoranda of understanding (Table 1).

Table 1. Yearly summary of IICA Canada activities from 2002 until present.

Activity	2002	2003	2004	2005*	Total
Technical Cooperation Instrument					
<i>Internships and Expertise Exchanges</i>	15	12	29	25	81
<i>IICA-supported Events</i>	3	13	12	13	33
<i>Publications</i>	0	2	2	8	12
<i>Projects</i>	0	0	0	2	2
Memoranda of Understanding	1	0	0	1	2

* projection to year-end

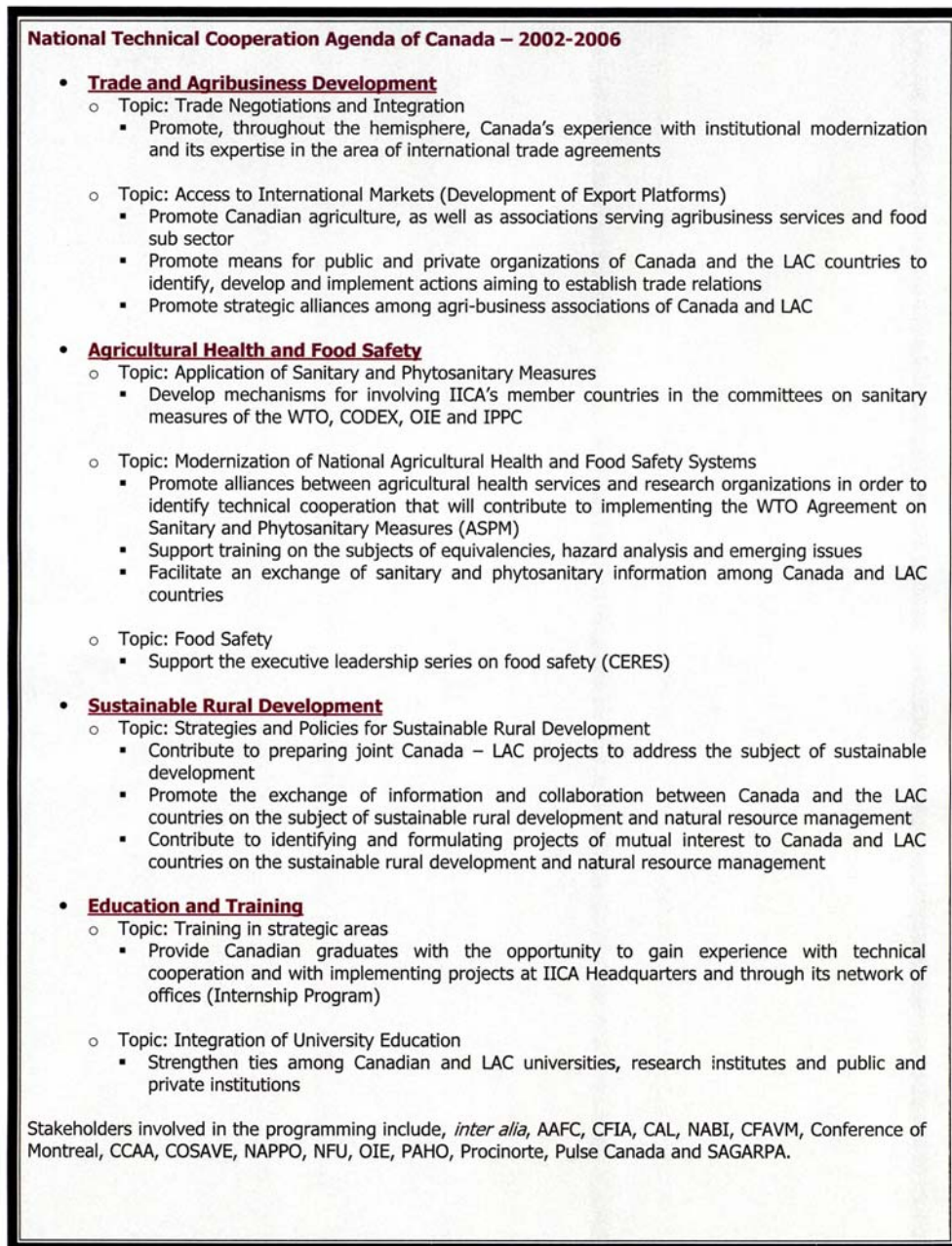


Figure 3. Summary of the existing agenda presented in *IICA and CANADA — A New Vision for 2002-2007*.

Recent Changes in Canada's Agriculture Sector

The beginning of 2003 to the end of 2004 was a critical period for Canadian politics and especially for agriculture, which directly impacted IICA's role in Canada. Important changes in the national and international context had occurred during this time with emerging issues

addressed and that required a mid- to long-term approach in order to improve performance and build closer relationships with stakeholders.

Table 2. Highlights of the various internal and external assessments undertaken by IICA Canada beginning in 2004.

Assessments	Highlights of Results
Internal Assessments	
<i>Expenditure Review</i>	<ul style="list-style-type: none"> • Upward adjustments to the core budget needed, while cooperation budget underutilized • Some expenses (ex., communications) too high • Inventory old and obsolete • Update and link various accounting systems to increase transparency
<i>Internships and Expertise Exchanges Program Review</i>	<ul style="list-style-type: none"> • Good number of internships and exchanges awarded • Spread throughout the regions and across all areas of priority (little evidence of linkages and impact) • Lack of follow-up and focus on long-term sustainability of results • Distinction between programs and their criteria not clearly defined
<i>Agreements and Commitments Review</i>	<ul style="list-style-type: none"> • Stakeholders willing to enter agreements with IICA • Many agreements have expired without activities or projects being developed • No link between priorities and agreements in some cases
<i>Web Site Review</i>	<ul style="list-style-type: none"> • IICA Canada Web site well visited by speakers of all three languages • Opportunities section is most visited, particularly the Internship Program • The Links database and Consultants database least visited
External Assessments	
<i>Stakeholder Evaluation Study</i>	<ul style="list-style-type: none"> • Stakeholders had good awareness of IICA but limited knowledge about priorities and programs • Greater efforts to improve understanding of IICA's added value to Canada • Increased frequency of official and working level contacts and meetings between IICA and all levels of stakeholders • More IICA publications focused on technical issues, develop targeted distributions to specific audiences
<i>Face-to-face and Brainstorming Sessions</i>	<ul style="list-style-type: none"> • Reciprocal interests with LAC in trade/agribusiness and international development (ex., Mexico, Argentina, Venezuela, Brazil) • CIDA's international development priorities in health, education, infrastructure and governance. Agriculture can be linked to these • Increase awareness/visibility among government • IICA Canada usefulness for dealing with regional and hemispheric issues

A critical activity under the Work Plan was a review and revision of IICA Canada's national agenda, to improve alignment with current realities and priorities, take advantage of lessons learned, increase visibility, promote the impacts of program delivery through cross-linkages, and foster a more proactive involvement of stakeholders in the agenda-setting process. Under the Work Plan, the revised agenda would also address issues of administrative procedures and budget reporting, staff training and specialist recruitment.

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This *2005 Work Plan*, which focused on updating the Agenda, was approved and fully supported by the key stakeholders. IICA Headquarters, including the Director General, reinforced this effort by reiterating the need for a consensus-based agenda and approving an associated *General Framework Document* to drive the development of a new technical cooperation agenda for Canada.

The framework document included three important objectives:

- Building on IICA Canada's relationships with traditional stakeholders and partners in government, strengthening its recent relationships with academia, the private sector and civil society; and fostering the development of new strategic alliances;
- Improving program delivery by increasing quality and cross-linkages of IICA Canada's technical cooperation throughout the Americas; and
- Increasing the administrative efficiency, efficacy and transparency of IICA Canada operations.

IICA Canada's Process for Building the New Agenda

Having achieved consensus on the need to develop a new National Agenda, IICA Canada moved forward to develop a process to do so. The process included a review of the existing agenda and the results of various assessments, as well as consideration of IICA's guiding principles (Fig. 4).

Under this process, developing the agenda was guided by two elements. The first element was a review of Canada's plans, priorities and policies to determine strategic directions of IICA's government stakeholders, including Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, the Canadian International Development Agency, and Environment Canada. Second, a survey of other government and academic, private sector and civil society stakeholders was conducted. Using a structured questionnaire, these stakeholders were invited to identify the most important national priorities and opportunities for increasing inter-institutional alignment over the next four years.

The next step in the process was validation. In this step, two important activities took place. The first was an evaluation of the draft Agenda by IICA and Canadian authorities. Second, an exercise was carried out to assess the alignment of the draft agenda with key government and IICA policy statements.

With this completed, the Agenda was ready for final approval and dissemination to IICA Canada stakeholders and partners, who will then work collectively to establish an Annual Work Plan, as previously shown in Figure 2.

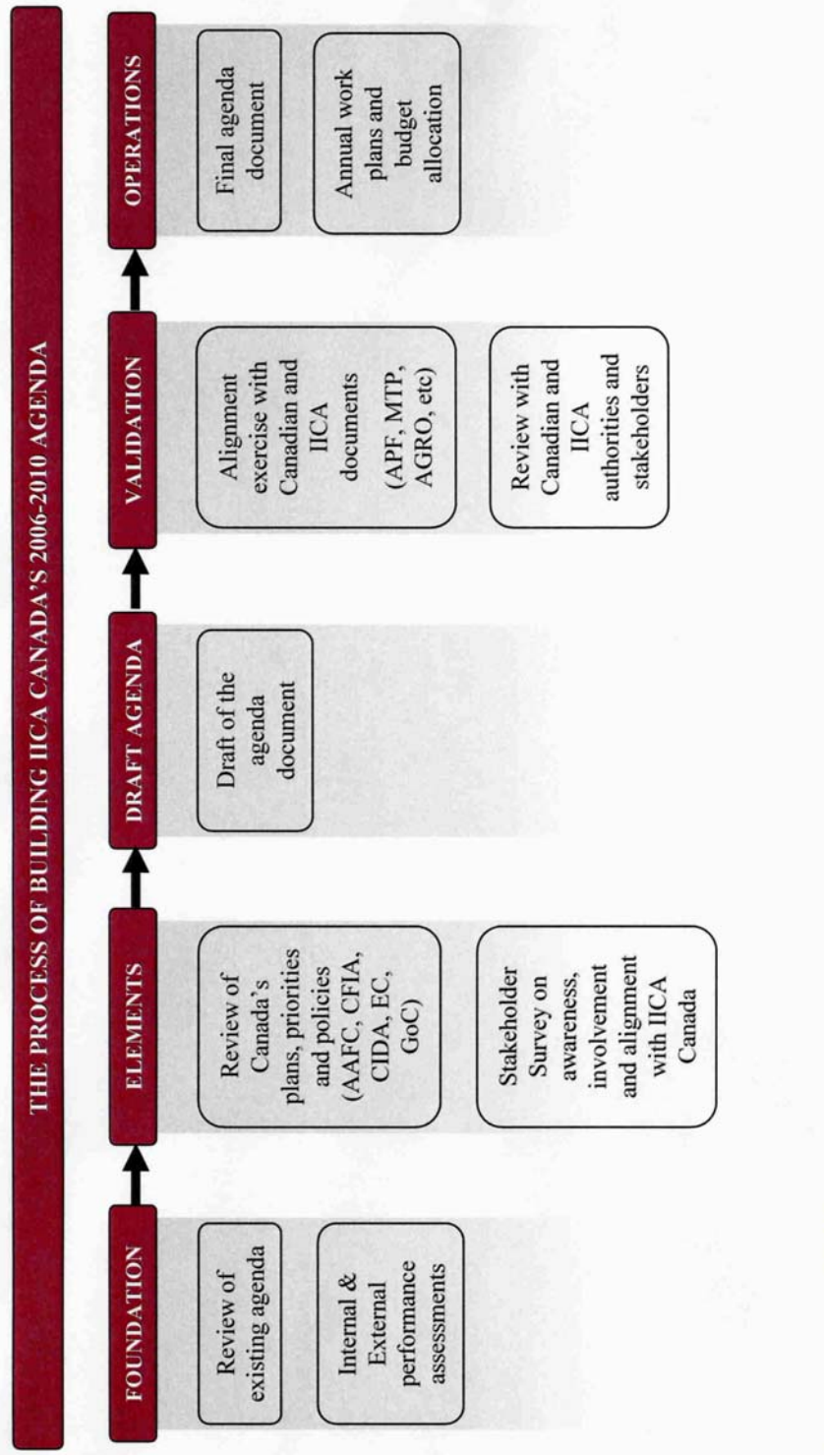


Figure 4. IICA Canada's process for building its 2006-2010 National Agenda.



The First Element - Reviewing Government Plans and Priorities

Agriculture and Agri-Food Canada

The federal, provincial and territorial Ministers of Agriculture have jointly developed and implemented a comprehensive *Agricultural Policy Framework* (APF), that is the foundation of AAFC's strategic program activities of Food Safety and Quality, Science and Innovation, Business Risk Management, Environment, Renewal, and International Issues (Table 3).

Table 3. The goals of the various APF Elements (modified from *Putting Canada First – An Architect for Agricultural Policy in the 21st Century* (http://www.agr.gc.ca/cb/apf/index_e.php))

APF Element	Goals
Food Safety and Food Quality	<ul style="list-style-type: none"> A. Protect human health by reducing exposure to food-borne hazards B. Increase consumer confidence C. Increase industry's ability to meet market requirements D. Provide greater value-added opportunities
Science and Innovation	<ul style="list-style-type: none"> A. Realign public science resources B. Coordinate science efforts along the value chain C. Create an innovation climate
Business Risk Management	<ul style="list-style-type: none"> A. Minimize risk of trade action B. Encourage whole farm risk management and use of private risk management tools C. Support market-based diversification D. Contribute to investments in technology, food safety, environment
Environment	<ul style="list-style-type: none"> A. Reduce risks and providing benefits to health of water, soil and air B. Ensure compatibility between biodiversity and agriculture
Renewal	Help Canadian Producers to: <ul style="list-style-type: none"> A. Increase profitability B. Make choices about sources of income C. Meet market and consumer demands in food safety, food quality, and environment D. Capture opportunities from science and innovation
International Issues	<ul style="list-style-type: none"> A. Gaining recognition and building markets B. Improving market access C. Overcoming technical barriers D. Enhancing international development

Over the next three years, AAFC's focus and efforts will be to build on the momentum and benefits of the APF to reach three strategic outcomes: (1) security of the food system; (2) health of the environment; and (3) innovation for growth.

Apart from the APF, AAFC has also recently developed an International Development Strategy (IDS) to guide its long-standing efforts and programming in the areas of technical assistance and capacity building. Under the IDS, AAFC will partner with eight developing countries that are working to build national systems to address the key challenges facing their agriculture sectors but lack the tools they need to fully participate, by providing the needed expertise (Table 4). However, for the current iteration of the IDS, none of the countries are in the Americas.

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Table 4. Highlights of AAFC's International Development Strategy (adapted from *International Development Strategy AAFC Nov 2004*)

Key Challenges	Strategy	Canadian Expertise
Increased competition and subsidies	Alliance with developing countries	<ul style="list-style-type: none"> • Trade-related capacity building • Business risk management
Food-borne disease	Help to shape food safety systems in emerging markets	<ul style="list-style-type: none"> • Food safety • Tracking & tracing systems
Urban sprawl, intensified production	Share Canadian agri-environmental expertise	<ul style="list-style-type: none"> • Sustainability of resource base • Long-term food/ fiber production
Hunger, malnutrition	Share selected production technologies and systems	<ul style="list-style-type: none"> • Irrigation • Water management • Genetics

Canadian Food Inspection Agency

Canada's global reputation for the high quality of its food safety, animal health and plant protection systems has been founded largely upon the Government of Canada's regulatory oversight of agriculture and agri-food industries, the quality of the science applied to food safety, animal health and plant protection, and the rigor and thoroughness of enforcement of regulations. These responsibilities rest with the Canadian Food Inspection Agency (CFIA).

The Agency's plans and priorities for the coming period highlight the Government of Canada's overall priorities of public health, economic growth, environmental protection, public security and good governance. The Agency works in partnership with others to help maintain public health and promote the sustainability of the animal and plant resource base — one of Canada's most significant environmental and economic assets.

The CFIA has established strategic outcomes and associated activities and sub-activities for its programming over the coming period (Table 5). These strategic outcomes outline how the CFIA will continue to protect the safety of Canadians and promote the sustainability of Canada's abundant animal and plant resources, thereby securing the food supply for Canadians and its trading partners, and enabling Canadian agriculture and agri-food sector to be at the forefront in satisfying an increasingly demanding global marketplace.

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Table 5. CFIA Programming activities by strategic outcome (taken from *CFIA Report on Plans and Priorities 2005-2006* (http://www.tbs-sct.gc.ca/est-pre/20052006/CFIA-ACIA/pdf/CFIA-ACIAr56_e.pdf)).

CFIA Strategic Outcome	Program Activities	Program Sub-Activities
Protection from preventable health risks related to food safety and nutrition or the transmission of animal diseases to humans	Food Safety and Public Health	<ul style="list-style-type: none"> • Managing food safety risks • Controlling the transmission of animal diseases to humans
A fair and effective regulatory regime for food, animals and plants	Science and Regulation	<ul style="list-style-type: none"> • Promoting science-based regulation • Maintaining an effective regulatory framework • Protecting consumers and the marketplace from unfair practices • Certifying exports
A sustainable plant and animal resource base	Animal and Plant Resource Protection	<ul style="list-style-type: none"> • Protecting Canada's crops and forests • Protecting Canada's livestock • Assessing agricultural products
Security from deliberate threats to Canada's food supply and agricultural resource base	Public Security	<ul style="list-style-type: none"> • Preparing for emergencies • Enhancing capacity to respond to emergencies

Canadian International Development Agency

Canada has a long history of providing development assistance to other countries. The Canadian International Development Agency (CIDA) is Canada's lead agency for international assistance and is directly responsible for most of Canada's Official Development Assistance (ODA) and more than 80% of the International Assistance Envelope (ODA plus funding to countries not eligible for ODA).

CIDA's mandate is to support sustainable development to reduce poverty in developing countries, to support democratic development and economic liberalization in Central and Eastern Europe and Central Asia, and to support international efforts to reduce security threats in Canada and around the world.

CIDA recently developed the policy statement *Promoting Sustainable Rural Development through Agriculture* that outlines its priority areas and programs with respect to sustainable agriculture (Table 6). In this policy statement, CIDA outlines a three-pronged approach for implementation:

- Reinvesting in agricultural programming through focusing incremental resources on priorities;
- Strengthening the effectiveness of agricultural programming by applying the principles and best practices of effective development cooperation; and
- Increasing the focus on performance tracking and results management.

CIDA aims to increase investments in agriculture from \$300M in 2005/ 2006 to \$500M in 2007/2008.

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Table 6. CIDA's Priority Areas and programming for sustainable rural development (taken from *Promoting Sustainable Rural Development through Agriculture – Canada Making a Difference in the World* ([http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLImages/agriculture/\\$file/Agriculture-e.pdf](http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLImages/agriculture/$file/Agriculture-e.pdf))).

CIDA Priority Areas	Programming Priorities
Strengthening National Capacity	<ul style="list-style-type: none"> • Support sector assessment, domestic policy formulation, and strategic planning • Assist developing countries to compete through enhanced capacity, trade policies, infrastructure and sanitary and phytosanitary compliance • Build capacity in biotechnology • Increase capacity in gender analysis, natural resources management and agriculture-related conventions and protocols
Creating and Using Traditional and New Knowledge for Development	<ul style="list-style-type: none"> • Strengthen national, regional, and international agricultural research and transfer capabilities • Improve crop and livestock adaptation and enhance utilization of natural resources • Increase food and feed value of staple crops
Enhancing Food Security, Agricultural Productivity, and Income	<ul style="list-style-type: none"> • Improve access, management and administration of land • Diversify and intensify agricultural systems and reduce post-harvest losses • Improve food safety, nutrition education, and food use
Agricultural Sustainability and Natural Resources Management	<ul style="list-style-type: none"> • Reverse current trends of land degradation • Promote integrated natural resource management at farm, community, and watershed level • Improve the efficiency and effectiveness of water use in agriculture
Developing Well-Functioning Markets	<ul style="list-style-type: none"> • Support agro-based processing and rural entrepreneurship • Strengthen local market organizations and institutions • Promote agricultural services through cooperatives and rural agricultural education • Promote access to international markets

Within CIDA's *Report on Plans and Priorities 2005-2006* (http://www.tbs-sct.gc.ca/est-pre/20052006/CIDA-ACDI/pdf/CIDA-ACDIr56_e.pdf), priority sectors for Canada's international assistance are: good governance, health (HIV/AIDS), basic education, private-sector development. Environmental sustainability and gender equality are also highlighted as themes that cut across priorities.

CIDA's programs take place within a framework of five program activity areas: geographic programs (country-to-country programs of assistance); Canadian partnerships (private sector, volunteer organizations); multilateral programs (multilateral development organizations such as UN); Policy Coherence (developing and implementing policies, fostering coherence among aid and non-aid policies) and Engaging Canadians (public participation in policy setting, raising awareness). This framework of programming priorities contributes to the achievement of all eight Millennium Development Goals.



Environment Canada

The next three years will be a period of transition for Environment Canada (EC) as it works to complete and implement a new policy framework in environmental sustainability. The *Competitiveness and Environmental Sustainability Framework* (CESF) is EC’s approach to creating a “world-leading sustainable economy” that recognizes the direct link between economic and environmental prosperity. The CESF is being built around three overarching goals: enhancing the safety and well-being of Canadians, preserving Canada’s natural environment and advancing it’s long-term competitiveness (Table 7).

Table 7. Environment Canada’s strategic outcomes and program activities (taken from *Environment Canada 2005-2006 Report on Plans and Priorities* (http://www.tbs-sct.gc.ca/est-pre/20052006/EC-EC/pdf/EC-ECr56_e.pdf)).

EC Strategic Outcomes	Program Activities
Protection from domestic and global sources of pollution	<ul style="list-style-type: none"> • Reduced greenhouse gas emissions • Improved air quality • Reduced risk from toxins and other substances of concern
Conservation of biodiversity in healthy ecosystems	<ul style="list-style-type: none"> • Biological diversity is conserved • Clean, safe and secure water for people and ecosystems • Priority ecosystems are conserved and restored
Canadians adapt to their environment to safeguard security, health and safety, support economic performance and enhance environmental quality.	<ul style="list-style-type: none"> • Reduced impact of weather and related hazards • Adaptation to environmental changes

Other Government of Canada Priorities and Policies

Canada and the Americas

Canada’s foreign policy with respect to the Americas is centered on the Summit of the Americas. In 2001, during the Third Summit of the Americas in Quebec City, Canada reaffirmed its identity as a nation of the Americas by committing to hemispheric integration and national and collective responsibility for improving the economic well-being and security of all peoples in the Americas. Canada continues to participate in the Summit of the Americas process because it is an important vehicle through which Canada can promote its hemispheric agenda, including issues such as commitment to democratic principles, promotion of human rights and human security, reduction of poverty and inequality, and economic integration via a hemispheric free trade agreement.

In specific regard to agriculture, Canada endorsed the *Declaration of Bavaro for the improvement of agriculture and rural life in the Americas* in 2001, and the *AGRO 2003-2015 Plan of Action for the Agriculture and Rural Life of the Americas* in 2003.

International Policy Statement

In April 2005, the Government of Canada released Canada’s International Policy Statement (IPS; http://www.dfait-maeci.gc.ca/cip-pic/ips/ips_pdf-en.asp). This document outlines the Government’s multi-year plan to strengthen the country’s international role by bringing together the country’s diplomatic, defence, development, and trade and investment strategies into one integrated approach. Distinct policies for each define the activities of the respective

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departments: Department of National Defence, Foreign Affairs Canada, International Trade Canada and the Canadian International Development Agency.

The goal of the IPS is for Canada to become more effective and influential by focusing its efforts on five interrelated priorities:

- North American Partnership (enhancing security and promoting prosperity with the US and Mexico);
- Global Security (countering terrorism and WMDs, stabilizing failed and fragile states);
- Domestic and Global Prosperity (strengthening Canada's competitiveness and international commercial engagement);
- Good Governance (sharing Canadian expertise to enhance local capacity); and
- Flexible Diplomacy.

In terms of development, the IPS established five priority sectors for Canada's international assistance, which is mainly managed by CIDA: good governance, health (HIV/AIDS), basic education, private-sector development and environmental sustainability. Two-thirds of Canada's bilateral aid will go to a core group of 25 development partner countries, including four countries in the Americas (Bolivia, Guyana, Honduras and Nicaragua). However, Canada will continue to provide aid to other countries, multilateral institutions and non-governmental organizations, based on their ties to Canada's priorities.

The IPS also outlines three trade priorities: attracting talent and investment to Canada, advancing strategic relationships with select trading partners, and providing business services. As part of Canada's efforts to establish and strengthen strategic relationships with trading partners, in October 2004 the Canada-Mexico Partnership was launched to improve opportunities for economic development and investment and to identify policy areas for cooperation. Canada will also further develop trade and investment links with Brazil.

The Second Element - Consulting our Stakeholders and Partners

The second element of IICA Canada's approach to developing a National Agenda for 2006-2010 involves consulting the full spectrum of agriculture and agri-food stakeholders and partners and challenging them to look forward over the coming four years and identify new or existing national priorities and opportunities for increasing inter-institutional alignment.

Stakeholder and Partner List

A comprehensive list of stakeholders was created using the names of contacts from government, academia and research institutions, agricultural and producer organizations, and civil society that have been involved with IICA in the recent past. It also included new and potential stakeholders and partners.

Once the list was developed, it was vetted with critical partners and at the regional level. The final list of stakeholders contained the names of 73 individuals representing 35 separate stakeholder organizations. Annex 2 presents an annotated list of many of the stakeholder organizations contacted.

Stakeholder Questionnaire

The questionnaire solicited views on critical areas related to IICA Canada operations over the coming four year period, 2006-2010. Draft versions of the questionnaire were sent to several key stakeholders in government and industry for comment, and to the Director of the Northern

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Region for approval. The final questionnaire posed 14 questions and provided ample opportunity for stakeholders to provide additional comments and suggestions. Annex 3 presents the full questionnaire.

Issues relevant to the development of a technical cooperation agenda for 2006-2010 were identified and explored, including:

- Awareness of and involvement with IICA Canada;
- Relevance or image of IICA Canada;
- Inter-institutional alignment on priorities, including strategic areas and IICA regions;
- Cooperation Instruments;
- IICA Canada's added value and stakeholders expertise; and
- Communication and interaction with stakeholders.

The Responses

Simple statistical tests were conducted to analyse the results of responses, first, by considering the entire group as a whole ("pooled") and then, by separating responses out into three groups of stakeholders and partners – "Government", "Academia" and "Private Sector and Civil Society" – and considering each separately.

Respondents to asked to provide their views on the level of importance, relevance, or usefulness of a list of related topics. Their responses were analysed in order to rank the topics. To do this, the numbers of respondents that answered using the two highest choices (in most cases either a 3 or a 4) were combined and the rankings then tabulated. The full data set is presented in Annex 3.

Conclusions were made taking into consideration the results from the survey and the results from the previous internal and external assessment activities.

1. Response Rate

Prior to sending out the questionnaire, it was inferred that the rate of response from the group of stakeholders as a whole and from each of the three subgroups would be a simple measure of the degree of commitment among stakeholders and partners to IICA Canada and to the consultations-based model for technical cooperation.

Findings

Overall, 63% of IICA Canada's stakeholder and partner organizations responded to the questionnaire. The response rates for the three sub-groups were also calculated (Table 8).

Table 8. Summary of response rates among all stakeholders and the three subgroups to the IICA Canada Questionnaire.

Stakeholder Type	Response Rate
Pooled	62.9%
Government	87.5%
Academia	54.5%
Private Sector & Civil Society	56.3%

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Conclusions

Government stakeholders demonstrated higher response rate, perhaps as a result of a longer relationship with IICA than academia or the private sector. The new National Agenda for Canada should strive to strengthen the commitment of all stakeholders and partners to the consultation-based process of agenda-setting by offering avenues for stakeholders to make their views known.

2. Awareness of IICA Canada

Awareness and knowledge of IICA Canada and its operations among stakeholders and partners is a critical ingredient in fostering sustainable relationships over the mid- to long-term. Awareness is also an indication of the impact and success of IICA Canada’s communications and information sharing strategy, including its publications and internet presence.

Stakeholders were asked to rate their organization’s level of awareness of IICA Canada and its mandate, priorities, programs and activities, using an increasing scale of awareness, from “basic awareness” through “involved”.

Prior to analysing results, it was inferred that “basic” to “full awareness” would be demonstrated by those stakeholders and partners who have informal or sporadic contact with IICA Canada, perhaps as a result of recently-established or loose linkages with IICA, or only partial interest in IICA programming. This level of awareness would indicate some success of IICA’s information and communication efforts.

“Basic” to “full knowledge” would be indicative of a somewhat formal and regular contact or linkage with IICA and increased interest in its programming. In this case, there would be increased success of IICA’s communication efforts.

Finally, “involved” stakeholders and partners are inferred to have formal and continuous contact with IICA, as well as high interest. This response also implies that IICA’s information and communication efforts are successful.

Findings

The results of the awareness question are shown in Table 9. They reveal that among IICA Canada stakeholders, the level of knowledge and involvement is high. For example, within the **Pooled** group, almost half of respondents (45.9%) expressed basic or full knowledge, and another 16.2% of respondents described themselves as involved in IICA Canada.

A similarly high level of awareness was seen among **Government** stakeholders and partners. Specifically, 62% of government respondents are knowledgeable of or involved with IICA Canada. While this group generally has had the longest history working with IICA and the highest response rate, more the 38% expressed only awareness, suggesting an opportunity for IICA to increase the effectiveness of its communications and information sharing strategy aimed at government.

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Table 9. Summary of response to “Question 1) What is your organization’s level of awareness of IICA Canada and its mandate, priorities, programs and activities?”

Level of Awareness	Pooled	Government	Academia	Private Sector & Civil Society
Basic Awareness	29.7%	23.8%	20.0%	45.5%
Full Awareness	8.1%	14.3%	0.0%	0.0%
Basic Knowledge	27.0%	28.6%	40.0%	18.2%
Full Knowledge	18.9%	19.0%	40.0%	9.1%
Involved	16.2%	14.3%	0.0%	27.2%

Responses from **Academia** show that this group has the highest level of knowledge of IICA Canada (80% indicated either basic knowledge or full knowledge), indicating IICA Canada’s communications with this group are successful. However, not a single respondent indicated that their organization was involved with the Institute. This suggests two things. First, universities and research centres are located across Canada and this may impede establishing closer relationships with IICA Canada at its single office in Ottawa. Secondly, academics may view IICA Canada only as a source of funds to support exchanges for themselves or students, rather than as a potential partner in building linkages and synergies with counterparts throughout the Americas.

Within the **Private Sector & Civil Society**, it is evident that two sub-populations exist: those that are knowledgeable and involved in IICA Canada (54.5%) and those that only have basic awareness (45.5%). It is entirely likely that this distribution reflects the fact that IICA Canada has recently undertaken efforts to expand its relationships with private sector and civil society and the high proportion of the group with basic awareness may simply be “new” stakeholders.

“We look forward to the beginning of our relationship leading to future collaborations”

- an IICA Canada stakeholder.

This phenomenon of newly recruited stakeholders was also seen, although to a lesser extent, among Academia, where IICA Canada has also recently been actively initiating contacts.

Conclusions

The new IICA Canada National Agenda for 2006-2010 should focus on increasing the levels of awareness, knowledge and involvement among Canadian agriculture leaders, stakeholders, partners and civil society. This will improve their linkages with IICA and help consolidate a sustainable mid- and long-term relationship by improving information and communication efforts in quality and reliability. Also, IICA should promote the involvement of academic institutions in its programming to capitalize on their awareness and knowledge of IICA, their technical expertise and experiences in preparing project proposals.

3. Relevance of IICA Canada

The relevance of IICA Canada to its stakeholders and partners is a simple measure of the degree of alignment between the organizations, and from there, their compatibility for establishing mid- to long-term relationships. Stakeholders were asked to rate how relevant

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IICA Canada’s mandate will be to their organization over the coming four years using a scale of 0 to 4. A score of 0 would indicate no alignment or inter-institutional compatibility between IICA and the stakeholder organization. A score of 1 would indicate marginal or low compatibility; 2, average; 3, above average; and 4 would indicate complete or very high inter-institutional compatibility.

Findings

Results indicate that, in general, IICA Canada and its mandate will continue to be relevant to its stakeholders (Table 10). Within the **Pooled** group, 95% of all stakeholders gave an average to complete alignment of mandates and inter-institutional compatibility, one-third of those indicating they consider IICA Canada and its mandate to be highly relevant to their organization.

Among **Government** respondents, 76% indicate an average or above average compatibility with IICA Canada with the remaining 25% indicating complete alignment.

Table 10. Summary of responses to “Question 2) On a scale of 0 to 4, where 0 is not at all relevant and 4 is highly relevant, how relevant will IICA Canada’s mandate be to the mandate of your organization over the next four years?”.

IICA Canada Stakeholders / Partners	Level of Relevance				
	0	1	2	3	4
Pooled	3%	3%	35%	30%	30%
Government	0%	0%	38%	38%	24%
Academia	0%	0%	40%	20%	40%
Private Sector & Civil Society	9%	9%	27%	18%	36%

Eighty percent of the responses from **Academia** are equally divided among those organizations indicating average compatibility and those indicating very high or complete compatibility. The remaining 20% indicated above average strategic alignment with IICA. This split distribution may be a result of differences in interpretation of relevance – relevance to their university as a potential partner with IICA versus relevance to themselves and their students as recipients of IICA funding.

Eighteen percent of **Private Sector & Civil Society** respondents indicated that IICA Canada would have no or marginal relevance to their organizations over the coming four years. For the remaining 82%, two-thirds indicated above average to complete or very high inter-institutional alignment.

Conclusion

The new Agenda should maintain IICA Canada’s relevance to stakeholders and partners and identify those areas where IICA Canada can play a strategic role.

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4. The Link between Relevance and Involvement

In developing the questionnaire, it was inferred that a relationship between IICA's relevance to stakeholders and their level of awareness or involvement would exist.

Findings

By considering the individual results of relevance of IICA Canada and level of awareness and involvement, a predictive relationship between these two characteristics has been determined. In other words, IICA's relevance is a significant predictor of how aware and involved an organization will become in IICA programming.

Results for the pooled groups clearly demonstrate the link (Fig. 5).

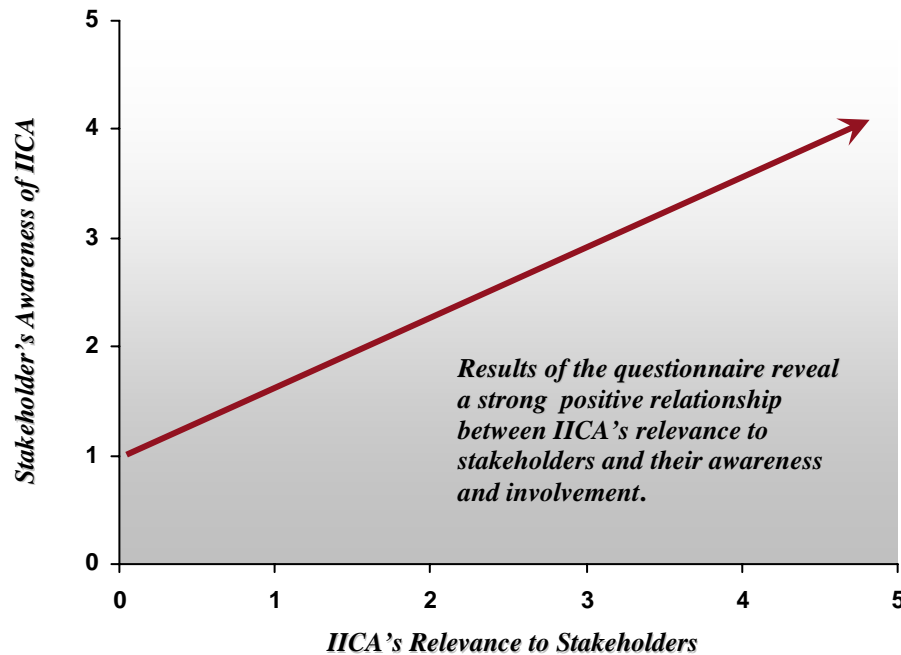


Figure 5. The relationship between awareness and relevance of IICA Canada for its stakeholders.

This linkage suggests that as IICA Canada increases its relevance to stakeholders and partners, by increasing inter-institutional alignment and organizational compatibility, for example, than the degree of stakeholder involvement with IICA Canada could also increase.

“IICA has the ability to elevate the awareness of activities and lend credibility to important, mutually-beneficial initiatives being undertaken throughout the Americas.”
- an IICA Canada stakeholder.

Inversely, efforts in increasing the effectiveness of communications and information sharing which will lead to greater awareness will, in turn,

demonstrate to Canada's agriculture and agri-food community the value of a mid- to long-term relationship with IICA.

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Conclusion

The new IICA Canada National Agenda should take into consideration the linkage between relevance and involvement when building synergistic relationships with impact.

5. Alignment of Priorities with Stakeholders and Partners

Tackling the issues that are important to its stakeholders is critical for IICA Canada to remain relevant and increase the involvement of the full spectrum of Canada’s agriculture and agri-food sector in its programming. This alignment must take place within the larger framework of IICA priorities and those of the Government of Canada.

Stakeholders were first asked to indicate how important each of IICA Canada’s Strategic Action Areas (SAAs) – Trade and Agribusiness Development, Technology and Innovation, Agriculture Health and Food Safety, and Sustainable Rural Development – will be to their organization over the four year period 2006-2010.

Stakeholders were then asked to make similar judgements regarding the Government of Canada priorities – Animal and Plant Health, and Food Safety; Biotechnology and other Innovations; Environmentally Sustainable Rural Development; and Agribusiness.

“We believe IICA has chosen very important and demanding priority areas. It is very important that organizations like IICA exist because they promote and facilitate the link between Canadian and Latin American institutions. We consider that goal very valuable and necessary.”

- an IICA Canada stakeholder

Findings

Generally, all four SAAs and the four Government of Canada priority areas will continue to be important to the Canadian agriculture and agri-food sector. Almost half or greater than half of all respondents indicated that these areas will be moderately or highly important to their organizations. Using these scores, the four SAAs and the four Government priority areas were each given a ranking of overall importance (Tables 11 and 12).

Considering the **Pooled** results, the ranking for both sets of priorities is identical. Issues of animal and plant health and food safety will be most important to IICA Canada stakeholders and partners in the coming four years. Technological innovation in agriculture, such as biotechnology, is second among the four. Sustainable rural development comes in third while agribusiness and trade-related issues finishes out the list in both sets.

Within each of the three groups of stakeholders, there is variation in the rankings between the two sets of priorities. For example, for the SAAs, **Government** respondents indicated that Sustainable Rural Development was more important than Technology and Innovation. However, for Government of Canada priorities, these two switch for a ranking similar to that of the pooled group.

Stakeholders and partners from **Academia** equally ranked Animal Health and Food Safety and Technology and Innovation as the most important SAAs. However, for Government of Canada priority areas, Environmentally Sustainable Rural Development was most important.

For the **Private Sector and Civil Society**, variation from the pooled ranking is most noticeable. In contrast to the pooled group where it was ranked last, Trade and agribusiness

issues are most important for this group of stakeholders, and agricultural health and food safety issues ranked second in both lists.

Table 11. Ranking of the four IICA Canada Strategic Action Areas based on the proportion of respondents who responded with either 3 or 4 to “Question 3) On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following be to your organization over the next four years?”.

IICA Canada Strategic Action Area	Pooled	Government	Academia	Private Sector & Civil Society
Agricultural Health and Food Safety	1st	1st	1st *	2nd *
Technology and Innovation	2nd	3rd	1st *	2nd *
Sustainable Rural Development	3rd	2nd	3rd	3rd
Trade and Agribusiness Development	4th	4th	4th	1st

** tied ranking*

Table 12. Ranking of the four Government of Canada Priority Areas, based on the proportion of respondents who responded with either 3 or 4 to “Question 4) On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following be to your organization over the next four years?”.

Government of Canada Priority	Pooled	Government	Academia	Private Sector & Civil Society
Animal and Plant Health, and Food Safety	1st	1st	2nd	2nd *
Biotechnology and other Innovations	2nd	2nd	3rd *	3rd
Environmentally Sustainable Rural Development	3rd	3rd	1st	2nd *
Agribusiness	4th	4th	3rd *	1st

** tied ranking*

The high level of importance given to agricultural health and food safety (all stakeholders ranked it first or second) is a recent occurrence. In the past, agricultural health and food safety might have been considered important within the context of trade and agri-business, but now it has taken on full status on its own. This may be caused by Canada’s recent experiences with such issues.

Conclusion

The new IICA Canada National Agenda for 2006-2010 should be focused on IICA’s and Canada’s strategic priorities with consideration given to the rankings provided by stakeholders and partners.



6. Geographical Alignment

An element of IICA Canada’s mandate is to increase exposure of Canada and Canadians to the Americas. However, for IICA Canada stakeholders and partners, not all areas of the Americas have similar strategic importance.

Stakeholders were asked to indicate how important each of the five IICA Regions – Northern Region, Central Region, Caribbean Region, Andean Region, and Southern Region – will be to their organizations during 2006-2010.

Findings

Overall, all five regions will be important for IICA Canada stakeholders and partners. At least half of all respondents indicated that these regions will play a moderate to highly important role in the next four years. The Regions were then ranked according to importance based on these scores (Table 13).

Table 13. Ranking of the five IICA Regions, based on the proportion of respondents who responded with either 3 or 4 to “Question 8) On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following IICA Regions be to your organization over the next four years?”.

IICA Regions	Pooled	Government	Academia	Private Sector & Civil Society
Northern Region	1st	1st	1st	1st
Southern Region	2nd	2nd	2nd	3rd
Central Region	3rd *	4th	5th *	2nd
Andean Region	3rd *	3rd	3rd	4th *
Caribbean Region	5th	5th	5th *	4th *

** tied ranking*

The ranking of the **Pooled** results shows the Northern Region as the most important, followed by the Southern Region, then a tie between the Central and Andean Regions for third. The Caribbean Region ranked least important among the five.

“IICA is important as a liaison with other regions where our organization may not have the ease of operation and support it has in North America.”

- an IICA Canada stakeholder

The **Government** Stakeholders and Partners also placed the Northern and Southern Regions in first and second place, but put the Andean Region in third, the Central Region in fourth and the Caribbean Region in fifth.

With regard to the first, second and third most important regions, the **Academia** group followed the same pattern as Government stakeholders, ranking Northern, Southern and Andean regions in that order, gave the remaining two regions equal importance in last place.

The **Private Sector and Civil Society** also indicated the Northern Region would be most important, followed by the Central Region and the Southern Region in that order. The Caribbean and Andean countries were tied for last place.

Conclusion

The new IICA Canada Agenda should focus on the Northern and Southern Regions as geographic priorities. In the other IICA Regions, the Agenda should consider promotion and specific activities as demanded by the needs of stakeholders and partners.

7. Cooperation Instruments

IICA Canada delivers a significant amount of its programming through cooperation instruments – Expertise Exchanges, Internships (Agriculture Science Research and Academic Exchanges, Youth Exchanges, Farmer-to-Farmer Exchanges), Support to Events, and Other Activities, such as projects, publications and agreements. Stakeholders were asked to indicate how important each of these will be to their organization over the next four years.

Findings

A ranking of the relative importance that IICA Canada’s instruments will have for government, academic and private sector & civil society stakeholders as they address critical issues over the coming four years was made (Table 14).

“IICA Canada may well become the sourcing agency for governments looking for expertise relevant to implementation of trade agreements in agriculture.”

- an IICA Canada stakeholder

The **Pooled** rankings place Expertise Exchanges as the most useful cooperation instrument for Canadian stakeholders and partners, followed by Support to Events, then a tie between Agriculture Science Research and Academic Exchanges. Youth Exchanges and Farmer-to-Farmer Exchanges were ranked 5th and 6th respectively.

Table 14. Ranking of the IICA Canada Cooperation Instruments, based on the proportion of respondents who responded with either 3 or 4 to “Question 9) On a scale of 0 to 4, where 0 is not at all useful and 4 is highly useful, how useful do you believe each of the following technical cooperation instruments will be for your organization over the next four years?”.

Cooperation Instruments	Pooled	Government	Academia	Private Sector & Civil Society
Expertise Exchanges	1st	1st	1st	1st
Support to Events	2nd	2nd	2nd *	3rd
Agriculture Science Research and Academic Exchanges	3rd *	4th	2nd *	2nd
Other Activities	3rd *	3rd	5th	4th
Youth Exchanges	5th	6th	2nd *	6th
Farmer-to-Farmer Exchanges	6th	5th	6th	5th

* tied ranking

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The rankings by the **Government** stakeholders and partners follow the same pattern except for the last two, where Farmer-to-Farmer Exchanges has a fifth place and Youth Exchanges sixth.

The **Academia** group coincides with the pooled results in first ranking but ties in second place Support to Events, Agriculture Science and Youth Exchanges with Other Activities in fifth and Farmer to Farmer Exchange in sixth.

The **Private Sector & Civil Society** also identifies Expertise Exchange as the most useful, followed by Agriculture Science Exchanges, Support to Events, Other Activities, Farmer-to-Farmer Exchanges and Youth Exchanges in that order.

Conclusion

The new IICA Canada National Agenda should focus on integrating Cooperation Instruments in its activities in order to increase the impact and sustainability of results, keeping in mind the usefulness rankings indicated by Canadian stakeholders and partners.

8. Support to Events

Each year, the IICA Canada office provides support – financial, logistic or in-kind – to a number of national and international events. Stakeholders and partners were presented with a list of such events and asked to indicate how important each will be to their organization over the next four years. Events were then ranked in order of importance (Table 15).

Findings

For the **Pooled** group, Sanitary and Phytosanitary (SPS) Agreement committee meetings will be the most important event which IICA Canada can support over the coming four years. The North American Biotechnology Initiative (NABI) and the Cartagena Biosafety Protocol complete the list of top three.

When considering the results, it seems clear that Government and Private Sector & Civil Society sub-groups ranked the events and activities according to their own involvement in them. This may not be the case with academia.

Among **Government** stakeholders and partners, the top three issues remained the same as the pooled group, although the order was different. Coming out on top is Cartagena Biosafety Protocol, followed by SPS and NABI.

For **Academia**, NABI and events related to capacity building in emerging diseases are of most importance for the coming four years. Cartagena Biosafety Protocol, SPS and the Conference of Montreal, all tied, are next.

Events related to SPS and NABI are the first and second most important issues for the **Private Sector & Civil Society**. These are followed by the Canadian Consulting Agrologists Association's North American Consulting School.

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Table 15. Ranking of the IICA Canada activities and events, based on the proportion of respondents who responded with either 3 or 4 to “Question 6) On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following activities or events be for your organization over the next four years?”

Activity and Event	Pooled	Government	Academia	Private Sector & Civil Society
Sanitary and Phytosanitary Agreement committee meetings	1st	2nd	3rd *	1st
North American Biotechnology Initiative	2nd	3rd	1st *	2nd
Cartagena Biosafety Protocol	3rd	1st	3rd *	7th *
Meetings and capacity building in emerging diseases and pests	4th	4th	1st *	4th *
Conference de Montreal / International Economic Forum of the Americas	5th	5th	3rd *	4th *
Canadian-Mexican Bean Congress	6th	6th	6th *	4th *
National Rural Conference	7th	7th *	6th *	7th *
Market Information Organization of the Americas	8th	7th *	6th *	9th
CCAA North American Consulting School	9th	9th	6th *	3rd

* tied ranking

Conclusions

The new National Agenda for 2006-2010 should continue supporting events and activities that have direct linkage to one or more of IICA Canada’s four strategic action areas, taking into consideration the ranking of importance of both the event and the linked strategic action areas.

9. Communication and Interaction with Stakeholders and Partners

Communication and interaction with stakeholders and partners facilitates awareness of IICA Canada’s mandates and actions, which in turn, leads to an increase in stakeholder involvement. Aligning IICA’s communications strategy with stakeholder preferences is an effective way of ensuring message transmission and meeting our goals of increasing awareness and involvement. Follow-up and feedback are also required to improve bilateral communication.

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Findings

Results of this question are presented in Table 16. Most of the **Pooled** stakeholders prefer to receive communications through electronic mail. Almost half (45.9%) would also like to participate in regular meetings of all stakeholders and one-on-one meetings. The demand for hard copies of publications was generally low.

Among **Government** respondents, similar results were found in terms of e-mail and regular meetings, although this group had the highest demand for hard copies.

While all **Academia** stakeholders prefer electronic communication, none preferred either regular meetings with stakeholders or hard copies. However, this group expressed the highest preference for using the IICA Canada Web site for information gathering.

The **Private Sector & Civil Society** stakeholders were similar in preference to Government although the preference for one-on-one meetings is highest among Private Sector & Civil Society.

Table 16. Summary of results to “Question 13) By which means would your organization prefer to be contacted by IICA Canada and learn about its activities over the next four years (select all that apply)?”

Mode of Communication	Pooled	Government	Academia	Private Sector & Civil Society
E-mail	97.3%	95.2%	100.0%	100.0%
Regular meetings with stakeholders	45.9%	52.4%	0.0%	54.5%
One-on-one briefings	45.9%	38.1%	20.0%	72.7%
Web site	32.4%	23.8%	60.0%	36.4%
Hard copies of publications	13.5%	19.0%	0.0%	9.1%

Conclusion

The new National Agenda should emphasis efficient interaction and communication with stakeholders in line with their preferences, and it should facilitate, where possible, electronic communication, regular meetings and updates to the Web site.

10. Other Suggestions from Stakeholders and Partners

As indicated previously, the questionnaire provided ample opportunity for stakeholders to provide comments and suggestions. More than 120 comments were provided by stakeholders and partners on a wider range of topics.

Findings

Stakeholders provided a number of comments on IICA Canada’s added value to Canada’s agriculture and agri-food community (Fig. 6). There is a very high perception among stakeholders that IICA Canada brings many and varied benefits to Canadian agriculture.

Included among these were IICA Canada's role as honest broker, its focus on emerging issues and its contribution to hemispheric harmonization.

Respondent also suggested numerous potential areas for IICA Canada to consider over the coming four years (Table 17). Technology transfer, bio-fuels, agricultural best practices and accreditation for agriculture consultants were all suggested, among others.

Stakeholders also identified their own expertise that could be brought to bear on tackling the issues facing agriculture throughout the Americas (Table 18). IICA Canada's stakeholders and partners offer knowledge and experience in such areas as animal and plant disease diagnostics, Sanitary and Phytosanitary measures, intellectual property rights, tracking and tracing and environmentally sustainable practices.

About one-third of stakeholders also provided additional comments and suggestions in support of IICA Canada (Table 19). For example, individuals encouraged IICA Canada to continue stakeholder consultation and collaboration.

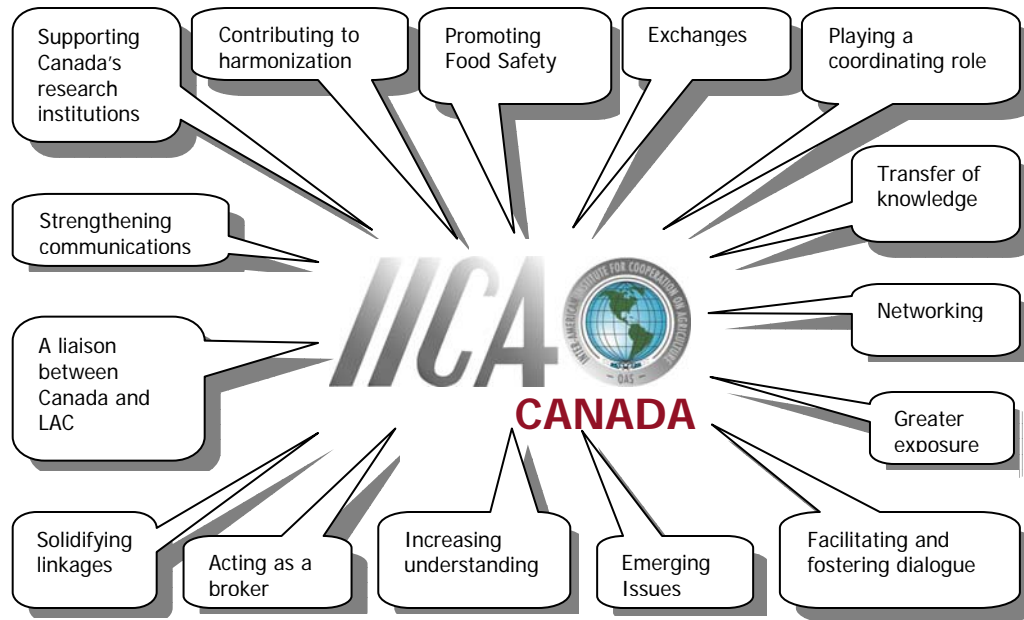


Figure 6. Key words from stakeholders' and partners' perceptions of IICA Canada's added value.

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Table 17. Suggested areas of potential new focus for IICA Canada from its stakeholders and partners, organized into each of the four IICA Canada Strategic Action Area.

Strategic Action Area	Suggested Focus
Agricultural Health and Food Safety	<ul style="list-style-type: none"> • Technology transfer in Emerging Diseases • Harmonization of laboratory tests • Traceability • Agricultural best practices
Technology and Innovation	<ul style="list-style-type: none"> • Bio-fuels • Intellectual property rights
Sustainable Rural Development	<ul style="list-style-type: none"> • Corporate social responsibility • Conservation of genetic resources • Payments for ecological services • Human nutrition, health and wellness • Watershed protection • Access and benefits sharing • Government / civil society partnerships, participatory approaches • Global environmental change
Trade and Agribusiness Development	<ul style="list-style-type: none"> • Standardization and certification of agriculture consultants • Cooperatives and commodity associations

Table 18. Expertise of IICA Canada stakeholders and partners that could be used to tackle issues facing agriculture throughout the Americas, organized into each of the four IICA Canada Strategic Action Areas.

Strategic Action Area	Areas of Stakeholder Expertise
Agricultural Health and Food Safety	<ul style="list-style-type: none"> • Training and technical support for veterinary diagnostic laboratories • Animal and plant disease control and diagnostic services • Biosafety • SPS measures • Epidemiology • Food safety and HACCP-based food safety systems
Technology and Innovation	<ul style="list-style-type: none"> • Biotechnology • Intellectual property rights • Bio-fuels • Tracking and tracing technology • Research training
Sustainable Rural Development	<ul style="list-style-type: none"> • Tools and approaches for capacity building and community socio-economic development • Environmentally-sustainable agriculture • Protection of water quality • Development of environmentally-friendly agricultural practices
Trade and Agribusiness Development	<ul style="list-style-type: none"> • Trade policy intelligence • Export development • Trade-related capacity building • Multilateral agreements (BSP, WTO/TBT, SPS, TRIPS)

Table 19. Summary of additional comments and suggestions from IICA Canada stakeholders and partners.

Received Comments

- *“IICA should move to work with organizations that are effective in delivering”*
- *“Canada and the US should be more proactive in developing collaborations and pursuing activities of mutual benefit”*
- *“IICA may benefit if it continues to pursue collaborations with other agencies.”*
- *“Hard copies are nice but often end up being filed...”*
- *“We hope that our collaboration will be better in the next four years than in the past four years”*
- *“We would be interested in further discussions regarding potential exchanges”*
- *“We would appreciate workshops to make your standpoints clear”*
- *“Thanks for consulting! IICA provides unique cooperation venues.”*
- *“IICA has the ability to elevate the awareness of activities and lend credibility to important, mutually beneficial initiatives.”*
- *“IICA can play a role in addressing shared issues resulting from a more integrated agricultural economy.”*
- *“IICA Canada has been very cooperative and helpful with our organization’s activities in the Americas.”*
- *“We would like to be more aware of what IICA is doing, with respect to FTAA.”*

Conclusions

The new IICA Canada National Agenda for 2006-2010 should continue reinforcing the positive perception among stakeholders of the varied and important benefits that IICA Canada brings to the Canadian agriculture community.

Further, the Agenda should consider incorporating the potential areas suggested by stakeholders into its programming.

Finally, the Agenda should make efforts to call upon the expertise being offered by stakeholders in support of any potential actions in line with these areas, thereby increasing compatibility between IICA and its stakeholders and partners, and maintaining stakeholder enthusiasm.

The 2006-2010 Technical Cooperation Agenda for Canada

IICA Canada's approach to developing a new agenda for the coming four years was founded on its continued commitment to excellence in technical cooperation, building sustainable relationships with Canada's agriculture community, and an administration characterized by transparency, efficacy and accountability. Part and parcel to this approach is the role IICA Canada's stakeholders and partners played in shaping the agenda. In that sense, the 2006-2010 Technical Cooperation Agenda is Canada's agenda.

Critical Success Factors

Using the input of stakeholders and partners, IICA Canada has compiled a list of key features to help ensure success. The 2006-2010 National Agenda should:

- Create avenues for stakeholders to express their needs and share their views
- Increase the levels of awareness, knowledge and involvement among IICA's stakeholders
- Maintain close strategic alignment with stakeholders
- Further align itself and its strategic action areas with Canada's strategic priorities
- Emphasize activities with the Northern and Southern Regions, and for the other IICA Regions, increase awareness of their strategic importance with specific activities
- Develop cross-linkages among IICA's Cooperation Instruments
- Support events that have direct linkage to IICA Canada's strategic action areas
- Emphasize efficient communication with stakeholders
- Reinforce positive perceptions of the benefits of relationships with IICA Canada
- Consider emerging issues in its programming
- Call upon the expertise being offered by stakeholders
- Act on its commitment to administrative transparency, efficiency and accountability

By demonstrating these features, the 2006-2010 National Agenda will permit IICA Canada to further strengthen Canada's involvement in the Americas.

Topics and Subtopics of the National Agenda

Over the next four years, the National Agenda will guide IICA Canada's efforts in technical cooperation toward a high level of excellence in four strategic topics and associated subtopics (Table 20).

Table 20. Summary of the topics and subtopics addressed in the National Agenda for 2006-2010.

To facilitate Canada's involvement in the Americas, IICA Canada will...		
<i>Provide interaction and exchange in these <u>Topics</u></i>	<i>With a specific focus on these <u>Subtopics</u></i>	<i>In alliances with these <u>Stakeholders and Partners</u></i>
1. Agricultural Health and Food Safety	<ul style="list-style-type: none"> • SPS issues and OIE, IPPC and CODEX standards • HACCP, Good Agricultural Practises and other practices • Foreign animal diseases and pest risk assessments • Traceability • Other related emerging issues 	<ul style="list-style-type: none"> • CFIA • AAFC • CFAVM • CAHC • NAPPO • CCAA • VSF • And others
2. Technology and Innovation	<ul style="list-style-type: none"> • Intellectual Property • Biosafety • Biotechnology, pharming and biofuels, • Other related emerging issues 	<ul style="list-style-type: none"> • AAFC • CFIA • NABI • Procinorte • BIOTECanada • And others
3. Sustainable Rural Development	<ul style="list-style-type: none"> • Agri-environmental policies • Environmentally friendly agriculture practices • Adaptation of agriculture to climate change • Producer cooperatives and community development • Other related emerging issues 	<ul style="list-style-type: none"> • AAFC • CIDA • EC • UPA • Universities • And others
4. Trade and Agribusiness Development	<ul style="list-style-type: none"> • Agricultural trade policies • Market information and market access • Training and certification of agriculture consultants • Other related emerging issues 	<ul style="list-style-type: none"> • AAFC • CFIA • FAC • NFPC • Pulse Canada • Canada Grains Council • CCAA • Conference of Montreal • And others
<p><i>...using the cross-linked Cooperation Instruments of <u>Expertise Exchanges, Internships, and Support to Events</u> which will result in proposals, projects, publications, and agreements between Canadian agriculture stakeholders and their counterparts in Latin America and the Caribbean.</i></p>		

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Annual Work Plans

To translate the 2006-2010 National Agenda into a specific course of action and to emphasize tangible results of mutual benefit to Canada and LAC, IICA Canada and its stakeholders will develop Annual Work Plans, based on the broader framework of the National Agenda and incorporating any emerging issues. Beginning over the next few months and using a consensus-based approach, stakeholders will determine which specific priorities will be targeted, and the most appropriate course of action to achieve success. A performance assessment involving stakeholders and partners will be completed each year, and the results of such will be used to guide the development of subsequent Annual Work Plans and any adjustments to the National Agenda.

IICA Canada's budget will be allocated among the Cooperation Instruments, based on the priorities identified in the Annual Work Plan as approved by stakeholders and IICA headquarters.

IICA Canada's Strategy for the National Agenda

In developing the 2006-2010 National Agenda, IICA Canada's objective is to deliver excellence in technical cooperation, build sustainable relationships with stakeholders and partners and focus on results. To achieve this objective, IICA Canada has developed a three-pronged strategy (Fig. 7).

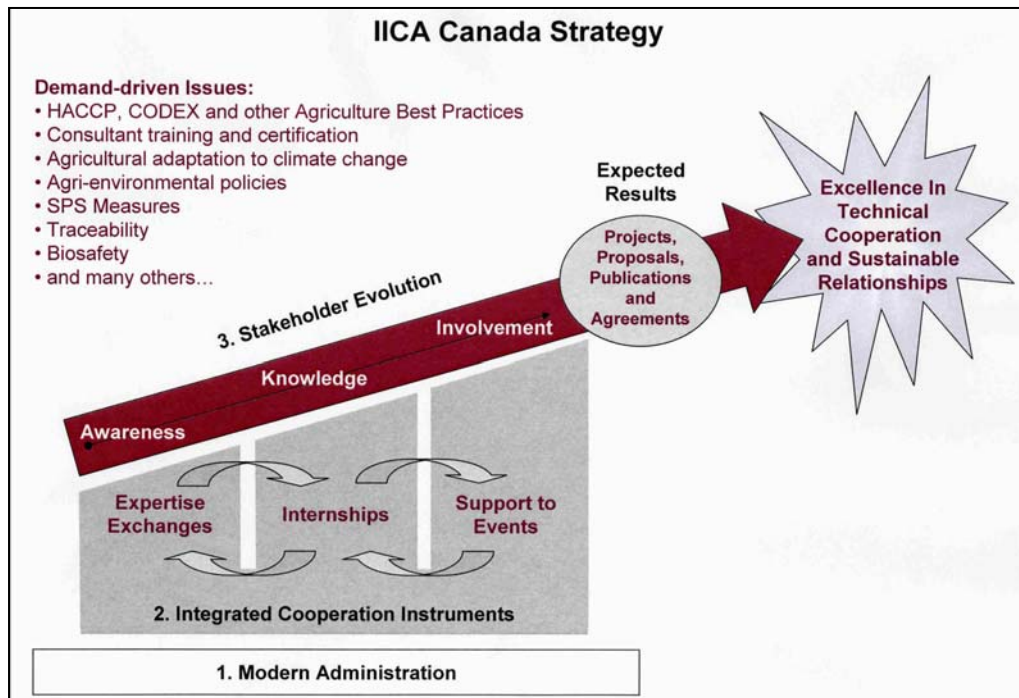


Figure 7. Diagram of IICA Canada's three-pronged strategy for delivering excellence in technical cooperation and building sustainable relationships - 1) Modern Administration based on efficiency, accountability and transparency; 2) Integrated Cooperation Instruments that are cross-linked and focused on expected results; and 3) Evolution of Stakeholders from awareness and knowledge through to involvement in the demand-driven issues.



1. Modern Administration

The foundation of IICA Canada’s concept for delivering excellence with transparency and accountability in technical cooperation is the effective use and linkages of administrative and management tools to provide comprehensive support to technical cooperation. As part of the National Agenda, IICA Canada will act to streamline its procedures, and link planning, budgeting, operation and performance. To increase transparency, regular reports on financial and performance reviews will be made available to key stakeholders, using the IICA web site. IICA Canada will also transform its office and increase opportunities for staff training. Finally, a modernized IICA Canada administration will take advantage of the wider IICA network in terms of support available regionally and from headquarters.

2. Integrated Cooperation Instruments focused on Results

The second element of the strategy is to integrate and develop cross-linkages among IICA Canada’s unique Cooperation Instruments to enhance results and increase the impacts on specific issues. As suggested by stakeholders and IICA Canada’s own operational experience, in order to increase the impact, the Instruments must be crossed-linked and focused on generating sustainable results. Under the new 2006-2010 National Agenda, IICA Canada will strive to increase the impact of its Instruments; first, by better defining the objectives and criteria of each; second, by building synergies and cross-linkages between Expertise Exchanges, Internships and Events; and third, orienting them to focus on results – publications, proposals, projects and agreements. It is these tangible results that will allow IICA to deliver an increasing level of excellence to the Canadian agriculture and agri-food community and build sustainable mid- to long-term relationships with stakeholders and partners.

3. Stakeholder Evolution

The third component of the strategy is to support increasing reciprocal linkages between Canada, Latin America and the Caribbean, and the IICA network, through evolution from awareness to knowledge to involvement. In order to capitalize on the existing level of awareness and involvement among government, academic, private sector and civil society stakeholders, and to build new relationships with other players in Canada’s agriculture and agri-food community, IICA Canada will renew its communications strategy, using the results of the assessments and stakeholders survey as its starting point. Electronic communications will be emphasised, in line with the expressed preferences of stakeholders. IICA’s web site will be updated and content will be continuously renewed.

Regular face-to-face meetings will be held with stakeholders and partners not only to provide opportunities to participate in the agenda-setting process but also to work together in collaborating on projects, proposals, and publications.

Timetable of Results in Evolution of Stakeholder Involvement

In order to monitor IICA Canada’s performance in implementing the 2006-2010 Technical Cooperation Agenda and its foundational strategy (Fig. 7), the office will undertake annual assessments of its stakeholders in terms of their position along the Awareness-Knowledge-Involvement continuum. Annual targets for the proportion of stakeholders “involved” with IICA and LAC in each of the four strategic areas have been set for each year covered in the Agenda (Table 21). Over the period, IICA Canada will work to increase stakeholder involvement and increase the Institute’s relevance to the stakeholder community.

Table 21. Timetable of results in evolution of involvement of Canadian stakeholders and partners with IICA and Latin America and the Caribbean.

Topics and Subtopics	Proportion of Canadian Stakeholders and Partners Involved with IICA and LAC				
	2006	2007	2008	2009	2010
Agriculture Health and Food Safety					
• SPS, OIE, IPPC and CODEX					
• HACCP, GAPs and other practices	25%	50%	50%	63%	75%
• FAD and pest risk assessments					
• Traceability					
• Emerging issues					
Technology and Innovation					
• Intellectual Property					
• Biosafety	66%	66%	70%	70%	75%
• Biotechnology, pharming, biofuels					
• Emerging issues					
Sustainable Rural Development					
• Agri-environmental policies					
• Environmentally friendly agriculture	15%	25%	30%	40%	50%
• Adaptation to climate change					
• Community development					
• Emerging issues					
Trade and Agribusiness Development					
• Agricultural trade policies					
• Market information and access	20%	35%	50%	65%	75%
• Training/certification of consultants					
• Emerging issues					

Validating the 2006-2010 National Agenda

Validating the specific details of the National Agenda is a critical step in IICA Canada's process for building the agenda. The first component of validation is to determine the degree of alignment between the proposed agenda and critical policy statements and documents of key government stakeholders (Table 22). It is also important to validate the proposed agenda against IICA's plans and priorities, including IICA's *Medium Term Plan* and the *AGRO 2003-2015 Plan of Action* (Tables 23 and 24).

The results of these exercises clearly indicate that the proposed IICA Canada 2006-2010 National Agenda is well aligned with the priorities of government and IICA itself. Greater alignment with priorities will help to increase IICA Canada's relevance to its stakeholders, which will, in turn, lead to their greater involvement and commitment to IICA Programming.

Table 22. Degree of alignment between IICA Canada's Technical Cooperation Agenda for 2006-2010 and the priorities of various key government departments and policies. For full description of priority areas and method for calculating the degree of alignment, see Annex 4.

Priority Area	National Agenda's Degree of Alignment
AAFC's Agriculture Policy Framework	
<i>Food Safety and Food Quality</i>	100%
<i>Science and Innovation</i>	33%
<i>Business Risk Management</i>	50%
<i>Environment</i>	100%
<i>Renewal</i>	75%
<i>International Issues</i>	100%
AAFC's International Development Strategy	
<i>Alliances with developing countries</i>	100%
<i>Help to shape food safety systems in emerging markets</i>	100%
<i>Share Canadian agri-environmental expertise</i>	100%
<i>Share selected production technologies and systems</i>	100%
CFIA's Report on Plans and Priorities for 2005-06	
<i>Food Safety and Public Health</i>	100%
<i>Science and Regulation</i>	25%
<i>Animal and Plant Resource Protection</i>	67%
<i>Public Security</i>	100%
CIDA's Promoting Sustainable Rural Development through Agriculture	
<i>Strengthening National Capacity</i>	100%
<i>Creating and Using Traditional and New Knowledge for Development</i>	67%
<i>Enhancing Food Security, Agricultural Productivity and Income</i>	100%
<i>Agricultural Sustainability and Natural Resources Management</i>	100%
<i>Developing Well-Functioning Markets</i>	100%
Government of Canada's International Policy Statement	
<i>Canada to become more effective and influential</i>	60%
<i>Development</i>	60%
<i>Commerce</i>	33%

Table 23. Assessment of alignment between IICA Canada's Technical Cooperation Agenda for 2006-2010 and IICA's Medium Term Plan.

Medium Term Plan Priority Area	Objectives	National Agenda Alignment
Trade and Agribusiness Development	A. Upgrade capacities for designing and analyzing policies in the agri-food system, to foster integration and cooperation for the successful participation of the agricultural and rural sector in domestic and international markets	✓
	B. Support agro-industrial and agri-business development by promoting the incorporation of new technologies and business principles to improve the competitiveness of agribusinesses	✓
Technology and Innovation	Contribute to rural poverty alleviation, improved competitiveness and the efficient use of natural resources by supporting efforts to transform institutional structures for technological innovation and the modernization of their science and technology policies	✓
Agricultural Health and Food Safety	Assist in strengthening animal health, plant health and food safety capabilities in order to compete successfully in national and international markets and contribute to safeguarding consumer health	✓
Sustainable Rural Development	Support the design of policies, strategies and investment programs for sustainable rural development	✓
Information and Communication	Develop information and communication management processes that facilitate cooperation, projection of the corporate image, and the Institute's management and administrative operations.	✓
Education and Training	Support efforts to develop and upgrade human capital and talent for sustainable agriculture development and the improvement of rural life through training in strategic subject areas, modernization of educational programs, and dialogue on the integration of agricultural and rural education in the Americas	✗

Table 24. Assessment of alignment between IICA Canada's Technical Cooperation Agenda for 2006-2010 and the AGRO 2003-2015 Plan of Action (as reaffirmed during the Third Ministerial Meeting in August 2005 within the Summits of the Americas system).

AGRO 2003-2015 Plan of Action	Priority Area	National Agenda Alignment
Strategic Objectives	A. Rural prosperity	✓
	B. Food security	✓
	C. Positioning of agriculture in the international scenario	✓
	D. Regional integration	✓
	E. Agricultural health and food safety	✓
	F. Sustainable development of agriculture and the rural milieu	✓
Hemispheric Agenda	A. Promoting an environment for competitive agriculture	✓
	B. Participating in building an institutional environmental framework	✓
	C. Promoting policies to create capabilities and opportunities for rural communities	✓
	D. Promoting national policies and regional and hemispheric cooperation for agriculture and rural life	✓
	E. Promoting competitive rural enterprises	✗
	F. Being environmentally responsible in rural areas	✓
	G. Quality of life in rural communities: creating know-how and opportunity	✗
	H. Strengthening public and private sector participation and coordinated action between them in the territories	✗
	I. Integrating chains and strengthening competitiveness	✓
	J. From farm to table: promoting integrated environmental management	✓
	K. Advancing learning and expertise in the chain	✓
	L. Strengthening dialogue and commitments among actors in the chain	✓

Closing Remarks

In order to achieve the objectives of the 2006-2010 National Agenda for Canada, important strategic reforms were made to the process for developing the agenda and to IICA Canada's operations.

Strategic Reforms to the 2006-2010 National Agenda

1. Increased input and comprehensive participation of stakeholders and partners as the new Agenda is based on past experiences with agendas (lessons learned), internal and external assessments, stakeholder survey and a validation exercise.
2. Better focused, demand-driven list of priority areas and sub-topics, defined by stakeholders and partners.
3. Improved alignment with stakeholders' priorities and plans and IICA's overall policies through reviews of and alignment exercises with various plans and policy statements.

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4. Integrated use of IICA Canada's Cooperation Instruments to enhance results and impacts on specific issues.
 5. A clearly defined strategy that actively supports increasing reciprocal linkages between Canada, Latin America and the Caribbean, and the IICA network, through evolution from awareness to knowledge to involvement.
 6. Well-defined products and parameters which demonstrate expected results and measure performance, namely joint publications, project proposals, agreements, memoranda of understanding and others.
 7. Effective use and linkages of administrative and management tools (planning, programming, budgeting, follow-up and reviews) to provide comprehensive support to technical cooperation.

Benefits for Canada

The 2006-2010 National Agenda will align IICA Canada's activities with the priorities of its key stakeholders - the Federal Government (AAFC, CFIA, CIDA, EC and FAC) and Canada's academic community, private sector and civil society - to provide support in addressing those issues which are of mutual interest - agriculture, food safety and innovation, trade, international development, environment and international relations, including the Summit of the Americas process.

By facilitating interaction and exchange between Canada and other member countries of the Americas, IICA Canada's new National Agenda will enhance Canada's proactive involvement. This will:

- ❖ Promote Canada's image as a committed partner in international development and increase its influence in relevant issues in agriculture and rural development in LAC by
 - Facilitating the sharing of Canada's agricultural science knowledge and innovation
 - Enhancing Canada's influence on Agricultural Health and Food Safety issues, particularly the harmonisation of sanitary and phytosanitary measures in the Americas, and
 - Further strengthening Canada's excellent reputation for safe and high quality agricultural products and build consumer confidence in markets importing Canadian goods;
- ❖ Promote Canada as a committed partner to environmentally sustainable rural development in LAC;
- ❖ Increase Canada's role in hemispheric trade by
 - providing venues for increased opportunities for trade and agri-business with LAC, and
 - building markets for Canada's high quality agricultural products; and
- ❖ Integrate Canada into a hemispheric network of agricultural and environmental professionals so
 - Canadians will be able to acquire first-hand knowledge of what their counterparts in LAC need or have to offer for future endeavours associated with research projects, policy formulation, education, risk assessments, harmonization, trade and agribusiness.



Annex 1 – State of Agriculture and Rural Life in Canada

As described in the 2005 Annual Report to Parliament called “Canada’s Performance”, the Canadian economy is one of the strongest among the seven leading industrial countries of the G-7, which consists of the US, the UK, France, Germany, Italy, Canada and Japan. Within the G-7, Canada has the second fastest growth in real Gross Domestic Product (GDP) per capita at 2.9% (2004), which stands at around \$35,000.

Employment rates in Canada also demonstrate the strength of the country’s economy. Canada has the highest growth rate in employment among the G-7 countries.

Canada’s continued economic well-being depends on various factors, including the strength of the country’s industries, the sustainability of natural resources, communications technologies, and dynamic trade relationships with other nations. For example, each day, Canada exports and imports more than \$2.5 billion worth of goods and services with the rest of the world. One quarter of all jobs are linked to international trade, which is valued at \$930 billion. Canada’s main trading partners are the US, the European Union, Japan, China and Mexico.

Canada’s agriculture sector continues to make an important contribution to the country’s economy, accounting for 8.3% of the country’s total GDP and for one in eight jobs. It is interwoven with other sectors of the economy as a key supplier to other industries such as paper, fabricated metal products, plastic and glass products becoming the largest manufacturing sector in 7 provinces.

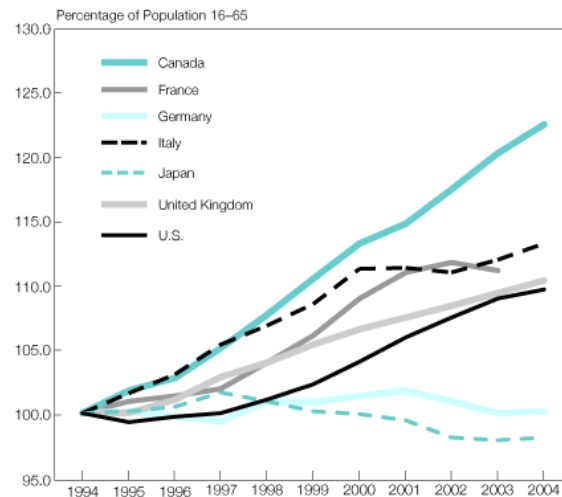
A comprehensive strategy to help the sector chart a course to continued prosperity and profitability has been developed by the federal, provincial and territorial Ministers of Agriculture. This strategy has been dubbed the Agricultural Policy Framework (APF).

To achieve its objective, the APF aims to position Canada as the world leader in food safety, innovation and environmentally responsible agricultural production. The APF is made up of the following complementary elements:

- Business Risk Management
- Food Safety and Quality
- Science and Innovation
- Environment
- Renewal

The APF is the result of consultations among governments and a wide range of groups and individuals. Delivery of programs within each of the elements is detailed in the Implementation Agreements with the Government of Canada signed by each of the provinces and territories.

Employment Growth Among G-7 Countries, 1994 to 2004



Source: U.S. Bureau of Labor Statistics, 2005



There are several key trends in the agriculture sector that are currently influencing annual performance:

- Increasing Scale and Vertical Coordination - producers are investing in businesses at other stages of the supply chain and are also working horizontally with other players at each stage of the supply chain;
- Value-Added Production - food retail, which encompasses processing and distribution, is the fastest growing component in the agriculture; in fact, food, beverage and tobacco (FTB) processing is the second largest contributor to manufacturing GDP and the largest employer;
- Productivity - productivity performance growth in agriculture is higher than all other sectors in the economy. Better management, industry restructuring and genetic and technological advances have been identified as some of the reasons for this success.

After the discovery of BSE in 2003 and an outbreak of highly pathogenic avian influenza in 2004 there has been a significant progress toward normalizing the sector. Canada's sanitary controls and rapid and effective responses to these issues have helped to restore the sector and exports at pre-incident levels. International markets have reopened and Canada remains among the most competitive countries in the world.

Grains, oilseeds, red meat, and fruits and vegetables are some of the most important trade-oriented agriculture products in Canada. In 2005, Canada continued to maintain very strong economic ties and two-way trade with other IICA Member States in terms of agriculture products.

Canada's agriculture and agri-food trade with IICA countries (showing latest annual data).

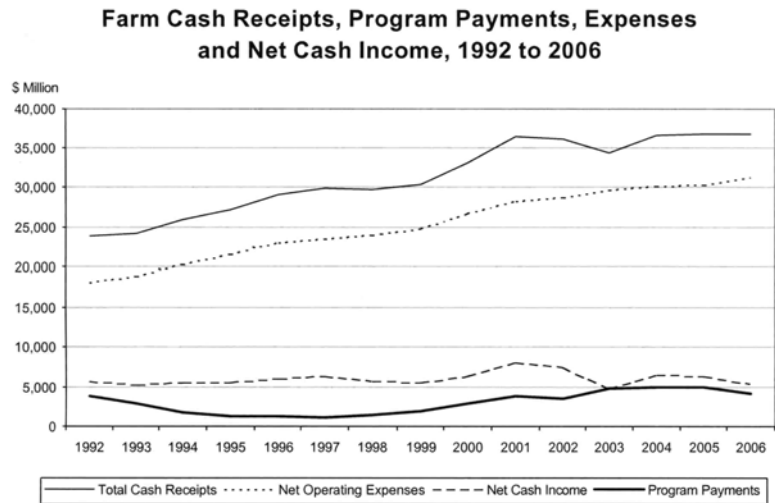
IICA Region Country	Exports from Canada		Imports to Canada	
	Value (\$ million)	Top Ag Product	Value (\$ million)	Top Ag Product
Northern				
US	16,022.000	Boneless beef	12,260.000	Food preps.
Mexico	1,192.605	Canola	582.136	Beer
Southern				
Argentina	10.205	Lentils	99.776	Grape wines
Brazil	38.058	Canary seed	461.408	Raw cane sugar
Chile	57.570	Wheat	343.581	Grapes
Paraguay	0.140	Bovine semen	1.055	Refined sugar
Uruguay	4.671	Lentils	102.852	Boneless beef
Central				
Belize	1.403	Milk and cream	2.737	Papayas
Costa Rica	16.684	Frozen fries	173.485	Pineapples
El Salvador	9.843	Wheat	10.346	Coffee
Guatemala	51.522	Wheat	115.616	Coffee
Honduras	43.617	Skim milk powder	7.172	Bananas
Nicaragua	2.127	Animal fats	11.827	Peanuts
Panama	10.142	Frozen pork	2.630	Coffee
Andean				
Bolivia	1.201	Wheat	2.021	Brazil nuts
Colombia	178.812	Wheat	233.475	Coffee
Ecuador	56.535	Wheat	130.448	Bananas
Peru	77.896	Wheat	55.158	Asparagus
Venezuela	212.456	Wheat	1.357	Coffee



IICA Region Country	Exports from Canada		Imports to Canada	
	Value (\$ million)	Top Ag Product	Value (\$ million)	Top Ag Product
Caribbean				
<i>Antigua and Barbuda</i>	N/A	N/A	N/A	N/A
<i>Bahamas</i>	16.660	Cigarettes	2.836	Cut flowers
<i>Barbados</i>	10.963	Frozen Pork	5.528	Rum
<i>Dominica</i>	N/A	N/A	N/A	N/A
<i>Dominican Republic</i>	24.615	Wheat	23.940	Cocoa beans
<i>Grenada</i>	1.233	Milk and cream	0.898	Nutmeg
<i>Guyana</i>	N/A	N/A	N/A	N/A
<i>Haiti</i>	17.025	Milk and cream	0.490	Mangoes
<i>Jamaica</i>	28.708	Wheat	36.902	Rum
<i>St. Lucia</i>	3.245	Milk and cream	0.154	Green tea
<i>St. Kitts & Nevis</i>	1.750	Milk and cream	0.014	Black tea
<i>St. Vincent & Grenadines</i>	0.899	Milk and cream	0.53	Nutmeg
<i>Surinam</i>	N/A	N/A	N/A	N/A
<i>Trinidad and Tobago</i>	28.600	Potatoes	4.337	Mineral water

One of Canada’s greatest agricultural advantages over its international competitors is its science capabilities and its ability to innovate. Access to the most up-to-date agriculture technology and methods has allowed Canadian producers to become among the most effective and cost-efficient farmers in the world. This year, Canada’s Minister of Agriculture and Agri-Food was committed to maintaining this scientific advantage. In 2005, AAFC budgeted close to \$300 million in research, making AAFC the most important player in agriculture research in Canada. Studies have shown that for every dollar spent on research, the payback to agriculture producers is \$20.

In spite of all the efforts, net cash income in Canada was forecasted to decrease by two percent in 2005 as the result of a five percent decrease in crop receipts and a one percent increase in expenses largely due to record high machinery fuel and very high fertilizer prices. Since prices of agricultural commodities are often times determined in US markets and priced in US dollars, the strong Canadian currency (US\$0.825 in 2005 vs. US\$0.768 in 2004) placed significant pressure on commodity prices.



The Parliamentary Secretary for rural development, Mr. Wayne Easter, released his final report on the Farm Income Consultations he led in 2005. “Drivers of farm income problems cited by participants included increased input costs including taxes and fees; rising costs of regulation that cannot be passed along the value chain; transportation and other infrastructure issues; processor and retailer concentration and consolidation; competition from foreign markets not subject to regulation as stringent as Canada’s; trade issues and monetary issues; and low consumer awareness.”



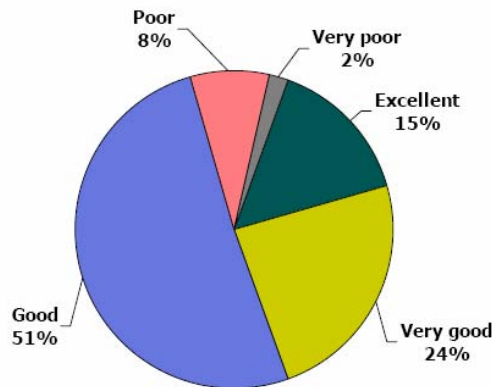
Also from the final report, “Proposed solutions included a range of measures to reduce input costs; varying approaches to diminish the negative impact of regulation on the sector; changes to and supports for infrastructure and transportation systems; measures to increase the market power of producers; aggressive approaches to World Trade Organization negotiations; protection of supply management; and national and international marketing.”

Despite the challenges of agriculture, farm families rate their standard of living as high compared to their urban neighbors. In fact, in 2003 (prior to the discovery of BSE), 90% of farm families in Canada believed their standard of living was as good or better than that of people living in nearby urban centres.

While the number of farms in Canada has been decreasing over the past fifty years, the 2001 Census revealed that there are still almost 250,000 farms operating in Canada, of which 98% are family-owned and operated.

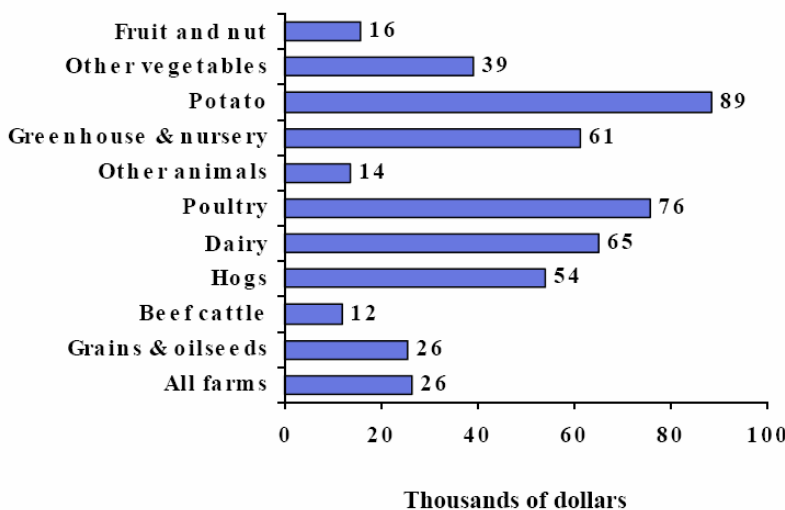
Canada’s farms vary greatly in their annual revenue and net operating income. While almost one quarter of Canada’s farms generate revenue of less than \$25,000, almost 60% generate revenue in excess of \$50,000 annually.

Operating income varies most importantly by farm type. Potato, poultry and dairy farms generate the highest net operating incomes while livestock farms and fruit and nut farms generate the lowest. On average, the net operating income per farm in Canada is around \$26,000.



Question: How would you rate the standard of living of your household compared to people living in nearby urban centers?

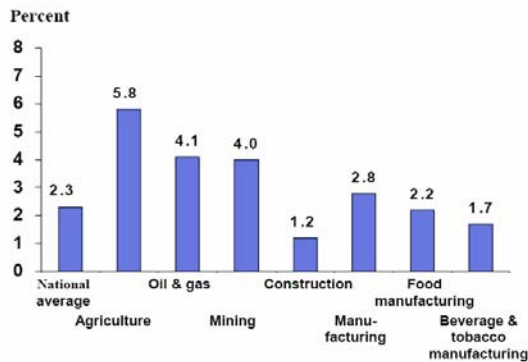
Net Operating Income per Farm by Farm Type in Canada
Average 1998-2002





Increasing farm size and increasing production have resulted in larger labour productivity gains in agriculture. The agriculture sector labour productivity grew at an average rate of 5.8% from 1997 to 2002, nearly three times the economy-wide average of 2.3%. Increased productivity has enabled farms to increase their size while remaining family owned and operated. With increased agricultural productivity comes a decline in primary agricultural employment. About 340,000 Canadians are employed in agricultural production (2% of the labour force), half of what it was in the 1950s. The majority of Canadians employed in primary agriculture are self-employed and only 35% are employees of private sector firms.

Labour Productivity of Canadian Industries, 1997-2002
(Average Annual Percent Growth Rate)

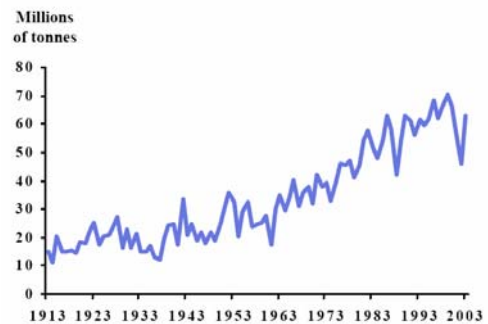


Employment in Agriculture in Canada, 1953-2003



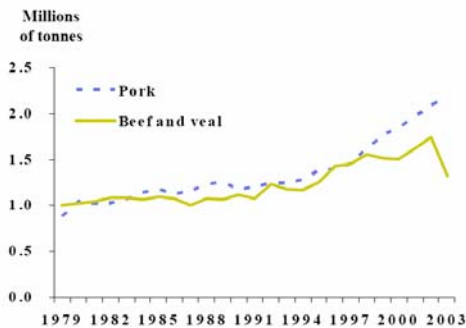
Canadian farm output has been growing for some of the country's most important agriculture products. Technological improvements have contributed to a doubling of grain, oilseeds and special crop production in the past 50 years. Canadian pork production has grown rapidly in the past ten years, whereas beef production has seen only modest increases and a decrease since the discovery of BSE in 2003. Chicken production has increased more than 1000% since the 1940s and has reached one million tonnes a year.

Total Grain, Oilseed and Special Crops Production in Canada, 1913-2003

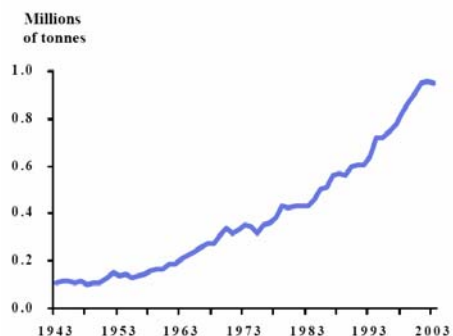


Farms in Canada are also becoming increasingly specialized in production. In 2002, about two-thirds of Canada's agricultural production was produced on farms that had 90% or more of gross farm receipts derived from one commodity type.

Farm Level Output of Beef and Pork in Canada, 1979-2003



Total Chicken Production in Canada, 1943-2003





Annex 2 – Annotated List of Stakeholders and Partners

Some 37 organizations representing all levels of Canada’s agriculture and agri-food sector are stakeholders and partners in IICA Canada, including federal government departments and agencies, agricultural organizations, academia and other organizations from the private and civil sectors. Descriptions of organizations are taken from the Web sites indicated.

Federal Government Departments and Agencies

Agriculture and Agri-Food Canada

Agriculture and Agri-Food Canada (www.agr.gc.ca) provides information, research and technology, and policies and programs to achieve security of the food system, health of the environment and innovation for growth. The Minister of Agriculture and Agri-Food is responsible for all matters relating to agriculture. This includes supporting agricultural productivity and trade, stabilizing farm incomes, encouraging research and development, and being responsible for the inspection and regulation of animals and plant-life forms. The Minister has been assigned responsibility for coordinating rural development and enhancing the quality of rural life.

In addition to Agriculture and Agri-Food Canada, the organizations within the portfolio of the Minister of Agriculture and Agri-Food are:

- Canadian Dairy Commission (CDC)
- Canadian Food Inspection Agency (CFIA)
- Canadian Grain Commission (CGC)
- Farm Credit Canada (FCC)
- National Farm Products Council (NFPC)

The heads of each of these portfolio agencies are responsible for providing advice and guidance to the Minister. This includes issues related to food inspection, plant protection and animal health, the financing of farm operations, milk quotas and dairy subsidies, the overall grain handling system and associated standards, and the marketing of farm products.

Canadian Agriculture Library

The Canadian Agriculture Library (CAL) (www.agr.gc.ca/cal) provides a wide range of information services to Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, the research and academic community, the agri-food industry and the Canadian rural sector. The CAL holds a comprehensive collection in agriculture and food in Canada, with close to 1 million volumes, 4,000 current subscriptions and numerous special collections. Users can access electronic publications for a selection of the collection. CAL specializes in providing information on such subjects as dairying, entomology, horticulture, pesticides, plant diseases, soil science and veterinary medicine.

Canadian Food Inspection Agency

The creation of the Canadian Food Inspection Agency (CFIA) (www.inspection.gc.ca), in April 1997, brought together inspection and related services previously provided through the activities of four federal government departments – Agriculture and Agri-Food Canada, Fisheries and Oceans Canada, Health Canada and Industry Canada. The establishment of the CFIA consolidated the delivery of all federal food, animal and plant health inspection programs.

The CFIA delivers 14 inspection programs related to foods, plants and animals in 18 regions across Canada. Its role is to enforce the food safety and nutritional quality standards established by Health Canada and, for animal health and plant protection, to set standards and carry out enforcement and inspection.



Canadian International Development Agency

The Canadian International Development Agency (CIDA) (www.acdi-cida.gc.ca) is the federal agency charged with planning and implementing most of Canada's development cooperation program in order to reduce poverty and to contribute to a more secure, equitable and prosperous world. CIDA supports projects in more than 150 countries, which represent four fifths of the world's population. CIDA works in partnership with developing countries, Canadian organizations, institutions and businesses, as well as international organizations and agencies.

The objective of CIDA is to facilitate the efforts of the people of developing countries to achieve self-sustainable economic and social development in accordance with their needs and environment, by cooperating with them in developing activities; and to provide humanitarian assistance, thereby contributing to Canada's political and economic interests abroad in promoting social justice, international stability and long-term relationships for the benefit of the global community.

Environment Canada

Environment Canada's (www.ec.gc.ca) mandate is to preserve and enhance the quality of the natural environment, including water, air and soil quality; conserve Canada's renewable resources, including migratory birds and other non-domestic flora and fauna; conserve and protect Canada's water resources; carry out meteorology; enforce the rules made by the Canada - United States International Joint Commission relating to boundary waters; and coordinate environmental policies and programs for the federal government.

Environment Canada's mission is to make sustainable development a reality in Canada by helping Canadians live and prosper in an environment that needs to be respected, protected and conserved.

Fisheries and Oceans Canada

Fisheries and Oceans Canada (www.dfo-mpo.gc.ca) is the lead federal government department responsible for developing and implementing policies and programs in support of Canada's economic, ecological and scientific interests in oceans and inland waters.

This mandate includes responsibility for the conservation and sustainable use of Canada's fisheries resources while continuing to provide safe, effective and environmentally sound marine services that are responsive to the needs of Canadians in a global economy.

Foreign Affairs Canada

Foreign Affairs Canada (FAC) (www.fac-aec.gc.ca) represents Canada around the world through its network of embassies and trade and diplomatic offices, and by participating in multilateral institutions and international treaties and arrangements. FAC works to promote prosperity, ensure Canadians' security within a global framework and promote Canadian values and culture on the international stage.

International Development Research Centre

Canada's International Development Research Centre (IDRC) (www.idrc.ca) is one of the world's leading institutions in the generation and application of new knowledge to meet the challenges facing developing countries.

IDRC funds applied research by researchers from developing countries on the problems they identify as crucial to their communities. It also provides technical support to those researchers. IDRC builds local capacity in developing countries to undertake research and create innovations, believing that people from developing countries must take the lead in producing and applying knowledge for the benefit of their own communities. IDRC also fosters alliances and knowledge sharing between scientific, academic, and development communities in Canada and developing countries.



International Trade Canada

International Trade Canada (ITCan) (www.itcan-cican.gc.ca) is responsible for positioning Canada as a world business leader for the 21st Century. ITCan accomplishes this by helping large and small Canadian companies expand and succeed internationally, by promoting Canada as a dynamic place to do business, and by negotiating and administering trade agreements.

ITCan services are offered through three broad business lines:

- Services for Canadian Businesses
- Services for non-Canadian Businesses
- Information about Canada's Trade and Economic Policy

National Farm Products Council

The National Farm Products Council (www.nfpc-cnpa.gc.ca) promotes efficient, competitive Canadian agriculture. It helps to improve farm-product marketing between Canadian provinces and territories and internationally. The NFPC is a source of expertise for the Government of Canada. It advises the Minister of Agriculture and Agri-Food on all aspects of the national marketing agencies including their creation and operation, and it promotes an efficient and competitive agriculture industry. As well, the NFPC supervises the operations of national marketing agencies to ensure each one accomplishes what it was set up to do: promote a strong, efficient, and competitive production and marketing industry, and operate in the interests of producers and consumers.

Canadian Agricultural Organizations

Agricultural Institute of Canada

The Agricultural Institute of Canada (AIC) (www.aic.ca) represents individuals and organizations involved in Canadian Agriculture, food, environment and health, providing them opportunities for involvement in AIC activities, connection to a broad network of credible members and a voice for their views on food sufficiency, environment and food safety. The Agricultural Institute of Canada exists to have a positive impact on agri-food public policy in the areas of environmental sustainability, food safety, and food sufficiency.

Canadian Animal Health Coalition

The Canadian Animal Health Coalition (www.animalhealth.ca) is a partnership of 16 organizations, all recognizing their shared responsibility for an effective Canadian animal health system. It is committed to strengthening the Canadian Animal Health system by providing strategic leadership, tackling and resolving multi-stakeholder animal health issues, including FMD and BSE, and balancing the interests of livestock, wildlife, human health and trade.

Canadian Federation of Agriculture

The Canadian Federation of Agriculture (CFA) (www.cfa-fca.ca) is a farmer-funded, national umbrella organization representing provincial general farm organizations and national commodity groups. Through its members, it represents over 200,000 Canadian farm families from coast to coast. The CFA's mission is to promote the interests of Canadian agriculture and agri-food producers, including farm families, through leadership at the national level and to ensure the continued development of a viable and vibrant agriculture and agri-food industry in Canada.

The aims and objectives of the Canadian Federation of Agriculture are:

- To coordinate the efforts of agricultural producer organizations throughout Canada for the purpose of promoting their common interest through collective action;
- To assist members and where necessary government, in forming and promoting national agricultural policies to meet changing domestic and international economic conditions; and to



collaborate and cooperate with organized groups of producers outside Canada to further this objective; and

- To promote and advance acceptance of positive social, economic and environmental conditions of those engaged in agricultural pursuits.

Canada Grains Council

The Canada Grains Council (www.canadagrainscouncil.ca) is an organization of grain industry interests representing producers, crop input companies, grain companies, processors, end users, government departments, financial institutions, regulatory agencies and others. Formed in 1969 to co-ordinate efforts to increase the sale and use of Canadian grain in domestic and world markets, the Council has become the leading recognized forum of the grain industry, in Canada and around the world.

Manitoba Pulse Growers Association

The Manitoba Pulse Growers Association (www.manitobapulse.ca) is an organization aimed at improving its members’ profitability from pulses through broadened access to pulse markets, giving more leadership and focus to research and development, representing Manitoba pulse producers in areas of government and industry policy affecting returns to pulse growers. It also provides its members with production and marketing support, through focused research, advocacy and linkages with industry partners.

National Farmers Union

The National Farmers Union (www.nfu.ca) is a national organization of farm families sharing common goals. Member families of the Union believe that through an organization that represents all commodities produced in Canada, it is possible to promote the family farm as the most appropriate and efficient means of agricultural production. The goal of the NFU is to achieve agricultural policies which will ensure dignity and security of income for farm families while enhancing the land for future generations.

Pulse Canada

Pulse Canada (www.pulsecanada.com) is a partnership between the pulse growers and the pulse trade in Canada. The Alberta Pulse Growers Commission, the Saskatchewan Pulse Growers, Manitoba Pulse Growers Association, the Ontario Bean Producers Marketing Board, and the Ontario Coloured Bean Growers provide direction and funding for Pulse Canada. The processors and exporters of Canadian pea, lentil, bean and chickpea are represented through the membership of the Canadian Special Crops Association (CSCA).

The goals of Pulse Canada are to:

- Explore potential markets and conduct promotional and servicing activities conducive to the expansion of pulse export markets globally;
- Act as a network of market information and intelligence;
- Act on international market access and trade barrier issues;
- Provide a signal to Canadian researchers based on market demand;
- Take a leadership role in the coordination and expansion of pulse research on a national and international scale; and
- Lead the sector in market readiness initiatives.

Saskatchewan Trade and Export Partnership

The Saskatchewan Trade and Export Partnership (STEP) (www.sasktrade.sk.ca) is a unique public-private partnership led by industry and established as a non-profit corporation in 1996 by the Province of Saskatchewan. STEP was created to provide trade development, custom market research and access to export financing for exporters in the Province and works in partnership with Saskatchewan businesses to maximize commercial success in global ventures. STEP's team of professionals delivers custom export solutions and market intelligence to member companies across the Province.



Union des Producteurs Agricoles

The Union des producteurs agricoles (UPA) (www.upa.qc.ca) is a professional farmers' union organization to promote, defend and develop the professional, economic, social and moral interests of Québec's farm producers, improve living conditions of rural communities at the social, economic and cultural levels and recognizing that Québec agriculture exists within the context of global interactions, associate with the collective action of farm producers groups in Canada and elsewhere in the world.

Academic Institutions

Association of Universities and Colleges of Canada

The Association of Universities and Colleges of Canada (www.aucc.ca) is the voice of Canada's universities. It represents 91 Canadian public and private not-for-profit universities and university-degree level colleges. Its mandate is to facilitate the development of public policy on higher education and to encourage cooperation among universities and governments, industry, communities, and institutions in other countries.

It provides services to member universities in three main areas: public policy and advocacy; communications, research and information-sharing; and scholarships and international programs.

Canadian Faculties of Agriculture and Veterinary Medicine

The Canadian Faculties of Agricultural Sciences & Veterinary Medicine (www.cfavm.ca) is comprised of researchers, educators and scientists from 12 of the most distinguished universities across Canada, working in the national and global issues of agriculture, food, health and environment. The mission is to be the world's leading catalyst for the development and adoption of agricultural, science and veterinary technology.

Selected Canadian Universities

- Carleton University (www.carleton.ca)
- Laval University (www.ulaval.ca)
- McGill University (MacDonald College) (www.mcgill.ca/macdonald)
- Simon Fraser University (www.sfu.ca)
- University of Guelph (www.uoguelph.ca)
- University of New Brunswick (Canadian Rivers Institute) (www.unb.ca/cri)
- University of PEI (www.upei.ca)
- Université du Québec à Montréal (www.uqam.ca)
- University of Saskatchewan (www.usask.ca)
- York University (www.yorku.ca)

Other Organizations

BIOTECCanada

BIOTECCanada (www.biotecanada.ca) is the national association representing the broad spectrum of biotech constituents including the health, agricultural, environment, and industrial sectors, as well as academic and research institutions and other organizations dedicated to the long term and sustainable development of biotechnology, its practices and products.

Drawn from a variety of industry sectors, the research community, academia and regional associations, BIOTECCanada membership represents approximately 85% of the Canadian biotechnology community including leading Canadian corporate entities, which, together with our medium and smaller business membership are developing this transformative technology.



Canadian Consulting Agrologists Association

The Canadian Consulting Agrologists Association (CCAA) (www.consultingagrologists.com) is a membership-driven organization of professional consultants, dedicated to providing consulting services to agricultural sectors across the world. Committed to providing leadership for excellence in agricultural consulting, the CCAA promotes competency standards, certification and professional development. The CCAA provides a collective national voice and acts as an advocate for the profession of agricultural consulting, with a view to maximizing the exposure of CCAA members in the global agriculture industry.

International Economic Forum of the Americas/Conference de Montreal

The International Economic Forum of the Americas/Conference of Montréal (www.conferencedemontreal.com) has as its principal mission the promotion of a wide-ranging and completely open discussion of the major international economic issues and the facilitating of contacts between representatives of business, government and international agencies as well of the academic world and civil society. The objectives are:

- Provide participants with access to privileged information and encourage open and in-depth discussion of the leading international economic issues supported by the most highly qualified experts from around the world;
- Foster links between business people, governments, international organisations, and representatives of the civil society, labour and the academic community;
- Provide a meeting place where participants from various parts of the world can do business and expand on their companies' and organisations' international vocation;
- Encourage better understanding of the major international issues to favour more equitable international economic development, better adapted to the realities of the different regions of the world; and
- Contribute to the reduction of the technology gap and to efforts to respond to the ever growing problem of social inequality throughout the world

FOCAL / Canadian Foundation for the Americas

The Canadian Foundation for the Americas (www.focal.ca) is an independent policy institute that fosters informed analysis and debate on social, political and economic issues facing the Americas. It supports a greater understanding of these issues in Canada and throughout the region. Its program areas are: poverty and inequality; trade, investment and economic development; inter-American affairs; governance and democracy; research forum on Cuba; and an Internship Program.

Fruit and Vegetable Dispute Resolution Corporation

The Fruit & Vegetable Dispute Resolution Corporation (DRC) (www.fvdrc.com) is a private, nonprofit organization of produce companies from the three NAFTA countries dedicated to providing fair, efficient, affordable and enforceable dispute resolution services. The DRC's mission is to provide the North American produce industry with the trinational policies, standards and services necessary for resolving disputes in a timely and cost effective manner.

North American Biotechnology Initiative

The North American Biotechnology Initiative (NABI) is an initiative of IICA's North American members (Canada US and Mexico) to promote a better understanding of biotechnology and scientifically-based policies.

North American Plant Protection Organization

The North American Plant Protection Organization (NAPPO) (www.nappo.org) provides a continental approach to plant protection by affording a means of sharing information and furthering common goals in plant health activities. Comprised of federal plant protection officials of Canada, the United States and Mexico, NAPPO was created in 1976. This was a natural development for these neighbours with similar



climates, similar agricultural resources, similar plant pests, and a history of cooperation in plant protection matters.

NAPPO is an affiliate of the International Plant Protection Convention (IPPC), which provides a framework for international plant health matters with emphasis on preventing spread of plant pests across national borders. NAPPO is one of several internationally recognized regional plant protection organizations (others include GICSV, OIRSA, CAN, COSAVE and CPP). It cooperates with other such organizations representing other regions of the world and is represented at many of their principal meetings. IICA serves as the Technical Secretariat for NAPPO.

NAPPO focuses on the development of regional phytosanitary standards which can be used by member countries to avoid or resolve disputes. However, NAPPO is not constituted as a dispute settlement body. NAPPO's standards are developed as recommendations to be implemented by member countries through internal regulatory and legislative processes.



Annex 3 – Questionnaire and Data Set

IICA-CANADA STAKEHOLDER QUESTIONNAIRE

Question 1

IICA Canada’s mandate is to strengthen and facilitate dialogue between the Canadian agriculture and agri-food sector and the Americas, and to cooperate with Canadian public and private organizations, universities and NGOs to establish strategic alliances within the Americas.

What is your organization’s level of awareness of IICA Canada and its mandate, priorities, programs and activities?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Basic Awareness | Full Awareness | Basic Knowledge | Full Knowledge | Involved |

Question 2

On a scale of 0 to 4, where 0 is not at all relevant and 4 is highly relevant, how relevant will IICA Canada’s mandate be to the mandate of your organization over the next four years? _____

Question 3

On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following IICA Canada Strategic Action Areas be to your organization over the next four years?

- A. Trade and Agribusiness Development: _____
- B. Technology and Innovation: _____
- C. Agricultural Health and Food Safety: _____
- D. Sustainable Rural Development: _____

Question 4

On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following Canadian Government priority areas be for your organization over the next four years?

- A. Environmentally sustainable rural development: _____
- B. Biotechnology and other innovations: _____
- C. Animal and plant health, and food safety: _____
- D. Agribusiness: _____

Question 5

Are there any other strategic or priority areas where your organization believes IICA Canada should be involved over the next four years?

Other comments: _____

•
•
•
•
•
•
•

Question 6

On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the following activities or events be for your organization over the next four years?

A. Conference of Montreal/International Economic Forum of the Americas: _____

<http://www.conferencedemontreal.com/intro.php>

B. National Rural Conference: _____

http://www.rural.gc.ca/conference/04/index_e.phtml

C. Market Information Organization of the Americas: _____

<http://www.mioa-oima.org/>

D. Canadian Consulting Agrologists Association's North American Consulting School: _____

<http://www.consultingagrologists.com/>

E. North American Biotechnology Initiative (NABI): _____

NABI is an initiative of IICA's North American members (Canada, US, Mexico) to promote a better understanding of biotechnology and scientifically-based policies.

F. Canadian-Mexican Bean Congress: _____

http://www.manitobapulse.ca/Pulse%20Media/PulseBeatMag/PB_Winter_0405_web.pdf

(see page 8)

G. Cartagena Biosafety Protocol: _____

<http://www.biodiv.org/biosafety/>

H. Sanitary and Phytosanitary Agreement committee meetings: _____

http://www.wto.org/english/tratop_e/sps_e/spsund_e.htm

I. Meetings/capacity building in emerging diseases and pests (eg., BSE, FMD, fruit flies): _____

<http://www.paho.org/>

Question 7

Are there any other activities or events that your organization believes IICA Canada should become involved in over the next four years?

Question 8

IICA Canada's operations throughout the Americas are organized into 5 regions:

- *Northern Region* – (Canada, US, Mexico)
- *Central Region* - Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama
- *Caribbean Region*- Antigua and Barbuda, Bahamas, Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Dominican Republic, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago
- *Andean Region*- Bolivia, Colombia, Ecuador, Peru and Venezuela
- *Southern Region* - Argentina, Brazil, Chile, Paraguay and Uruguay



On a scale of 0 to 4, where 0 is not at all important and 4 is highly important, how important will each of the IICA Zones be to your organization over the next four years?

- A. Northern Region (Canada, US, Mexico): _____
- B. Central Region: _____
- C. Caribbean Region: _____
- D. Andean Region: _____
- E. Southern Region: _____

Other comments: _____

Question 9

To achieve results in the four strategic action areas, IICA Canada makes use of four technical cooperation instruments:

- *Research and Academic Exchanges* – These programs, available to Canadian and Latin American and Caribbean (LAC) citizens, allow: 1) Agricultural sciences researchers and academics working on projects in agricultural sciences to carry on part of their activities in LAC countries and Canada; 2) Agribusiness personnel, farmers, leaders and administrators of farmers’ organizations from Canada and LAC develop a cooperative and/or work relationship; and 3) Young Canadian agriculture professionals and students to develop international work experience in LAC countries.
- *Expertise Exchanges* – This program provides specific, technical, demand-driven expertise to meet the expressed needs of the agriculture sector in Canada or countries in Latin America and the Caribbean and to foster greater hemispheric integration in technical aspects.
- *Support of Events* – IICA Canada provides financial and administrative support to numerous events (conferences, workshops, international meetings) each year.
- *Other Activities* – IICA Canada undertakes numerous activities each year, from training events and capacity building workshops to deal with emerging issues in agriculture that may eventually lead to the development of projects, to the subsequent projects themselves.

On a scale of 0 to 4, where 0 is not at all useful and 4 is highly useful, how useful do you believe each of the following technical cooperation instruments will be for your organization over the next four years?

- A. Agriculture Science Research and Academic Exchanges: _____
- B. Farmer-to-Farmer Exchanges: _____
- C. Youth Exchanges; _____
- D. Expertise Exchanges: _____
- E. Support to Events: _____
- F. Other Activities: _____

Question 10

Are there any other technical cooperation instruments that IICA Canada should consider over the next four years? (If so, please explain): _____



Question 11

What would you consider IICA Canada's added value to be to your organization over the next four years? (please provide examples):

Question 12

Looking forward over the next four years, 2006-2010, what areas of expertise could your organization provide to deal with the issues facing sustainable development in Latin America and the Caribbean? (please provide examples):

Question 13

By which means would your organization prefer to be contacted by IICA Canada and learn about its activities over the next four years? (Please select all that apply)

- | | | | | |
|--------------------------|--------------------------|-----------------------------|--|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| E-mail | Web site | Hard copies of publications | Regular meetings with all stakeholders | One-on-one briefings |

Question 14

Are there any other comments or suggestions you would like to make to assist IICA Canada?

DATA SET

QUESTIONS

#	QUESTIONS																			13 13 13 13 13					Type													
	1	2	3a	3b	3c	3d	4a	4b	4c	4d	6a	6b	6c	6d	6e	6f	6g	6h	6i	8a	8b	8c	8d	8e		9a	9b	9c	9d	9e	9f	1	2	3	4	5		
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04	3	3	1	4	4	1	0	4	3	0	3	0	3	0	4	1	4	4	1	4	3	3	4	4	2	0	0	4	4	4	✓		✓				G	
05	5	4	2	2	4	0	0	2	4	2	2	1	2	1	3	3	3	4	4	3	3	3	3	3	4	2	2	4	3	3	✓			✓		✓	G	
06	3	2	1	2	4	1	1	2	3	1	1	2	1	1	2	0	2	1	4	4	3	2	3	3	4	1	4	4	4	✓	✓						A	
07	3	3	2	3	4	3	4	3	4	2	2	2	0	0	2	1	3	4	3	4	2	1	2	3	3	2	3	3	3	✓	✓				✓		G	
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09	2	2	2	2	3	3	4	2	4	2	2	2	1	1	2	1	4	3	2	0	3	2	3	1		1	1	2	1	1			✓	✓			G	
10	4	2	0	3	4	0	0	4	4	0	2	0	0	0	3	3	3	4	4	0	0	0	3	0	0	0	3	3		✓						G		
11	3	3	4	3	3	3	4		3								2		0	4	4	4	0	3		2	3		✓					✓		G		
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13	5	4	4	1	4	0	4	4	4	2	2	0	1	1	4	4	2	4	2	3	4	4	4	3	2	2	1	3	4	3	✓					✓	P	
14	4	2	2	1	1	3	4	3	2	3	2	2		0	0	0	0	0	2	4	1	1	1	2	0	3	1	3	1	✓				✓		G		
15	3	2	0	0	0	3	3	1	0	0	2	4	0	0	0	0	1	1	1	3	1	1	1	1	2	0	2	2	2	2	✓			✓	✓		G	
16	3	3	4	1	3	3	4	3	3	4	3	2	1	0	2	0	2	2	3	4	3	3	2	4	3	4	4	3	4	2	✓					✓	P	
17	4	3	3	3	3	3	3	3	3	3	3	3	3	2	4	4	3	3	3	4	3	2	3	3	3	3	3	3	3	✓	✓			✓	✓		G	
18	4	3	3	3	3	4	4	2	1	3	2	2	2	0	2	0	2	0	1	1	3	4	3	2	1	0	0	3	4	✓	✓						A	
19	1	1	1	0	1	0	1	1	4	3				1	1		2	4	2	2				1	3	4	3	4	2	2	✓			✓	✓		P	
20	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	3	4	3	3	4	4	4	3	3	4	4	3	✓	✓			✓	✓	P	
21	1	3	4	2	4	2	4	3	4	3	1	1	2	1	3	3	3	3	2	4	3	2	3	3	1	0	0	3	2	0	✓						G	
22	4	4	4	3	3	2	3	3	4	4	4	3	2	2	2	0	3	0	1	4	4	2	3	4	4	3	3	3	4	✓	✓				✓		P	
23	1	4	0	3	3	2	4	1	0	0	0	0	0	0	0	0	0	0	4	2	4	1	2	4	1	4	4	4	4	✓						A		
24	1	2	4	1	1	2	1	3	1	4	2	1	1	3	1	1	2	2	1	4	4	1	3	4	3	1	1	3	2	4	✓				✓		P	
25	2	4	4	2	3	2	2	4	3	4	3	2	2	2	4	2	4	3	2	4	3	3	3	3	2	2	2	3	4	4	✓				✓	✓	G	
26	3	2	2	3	1	1	2	4	1	2	3	1	2	1	3	1	1	1	2	4	2	2	3	4	2	0	2	2	2	✓	✓						G	
27	5	3	0	1	1	3	3	1	1	0	2	2	0	1	1	0	1	1	1	3	3	1	3	3	1	2	0	3	3	✓				✓	✓	G		
28	3	2	1	4	2	3	4	4	4	4	2	2	1	2	3	1	2	2	2	4	2	2	2	3	4	0	4	3	2	1	✓						A	
29	1	4	4	4	3	3	4	4	4	4	2	2	3	1	3	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	✓				✓		P	
30	3	3	3	3	3	3	4	4	4	4									3	4	4	4	4	4	4	4	4	4	4	✓							G	
31	1	4	4	4	4	4	4	4	4	4	4	4	4	2	3	3	4	3	4	4	2	4	3	3	4	3	3	4	3	4	✓	✓				✓	G	
32	1	2	2	3	3	3	3	3	3	1	3	2	1	1	4	1	3	3	3	4	2	2	1	3	4	2	2	4	3	✓							G	
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34	1	2	1	2	3	0	0	3	3	0	0	0	0	0	4	0	3	4	4	4	1	1	1	3	2		3	2	4	✓				✓	✓	G		
35	1	2	1	3	3	1	2	4	4	2	1	1	1	1	3	2	2	3	3	4	1	1	1	1	4	0	1	3	0	✓					✓	P		
36	1	0	3	3	1	2	3	2	2	4	3	3	2	4		3				4	1	1	1	2	3	3	3	4	4	✓	✓			✓	✓	P		
37	3	2	3	3	1	2	4	2	2	4				4					4				4	4	4	2	4	4	✓	✓	✓			✓	✓	P		
38	1	1	1	1	1	1	3	2	1	1	1	0	0	0	2	0	3	1	1	2	0	0	0	2	0	0	1	0	0	✓					✓	G		



Annex 4 – Alignment Exercise

Alignment between IICA Canada's 2006-2010 National Agenda and the priorities identified by key federal departments and the Federal Government in policies and documents.

Priority Area	Objectives	Agenda Aligned?
<i>AAFC's Agriculture Policy Framework</i>		
Food Safety and Food Quality	A. Protect human health by reducing exposure to food-borne hazards	✓
	B. Increase consumer confidence	✓
	C. Increase industry's ability to meet market requirements	✓
	D. Provide greater value-added opportunities	✓
Science and Innovation	A. Realign public science resources	✗
	B. Coordinate science efforts along the value chain	✗
	C. Create an innovation climate	✓
Business Risk Management	A. Minimize risk of trade action	✓
	B. Encourage whole farm risk management and use of private risk management tools	✗
	C. Support market-based diversification	✓
	D. Contribute to investments in technology, food safety, environment	✓
Environment	A. Reduce risks and providing benefits to water, soil and air	✓
	B. Ensure compatibility between biodiversity and agriculture	✓
Renewal	Help Canadian producers to:	
	A. Increase profitability	✓
	B. Make choices about sources of income	✗
	C. Meet market and consumer demands in food safety, food quality, and environment	✓
D. Capture opportunities from science and innovation	✓	
International Issues	A. Gain recognition and building markets	✓
	B. Improve market access	✓
	C. Overcome technical barriers	✓
	D. Enhance international development	✓
<i>AAFC's International Development Strategy</i>		
Alliance with developing countries	A. Trade-related capacity building	✓
	B. Business risk management	✓
Help to shape food safety systems in emerging markets	A. Food safety	✓
	B. Tracking and tracing system	✓
Share Canadian agri-environmental expertise	A. Sustainability of resource base	✓
	B. Long term food/fibre production	✓
Share selected production technologies and systems	A. Irrigation	✓
	B. Water management	✓
	C. Genetics	✓



Priority Area	Objectives	Agenda Aligned?
<i>CFIA's Report on Plans and Priorities for 2004-05</i>		
Food Safety and Public Health	A. Managing food safety risks	✓
	B. Controlling transmission of animal diseases to humans	✓
Science and Regulation	A. Promoting science-based regulation	✓
	B. Maintaining an effective regulatory framework	✗
	C. Protecting Consumers and the marketplace from unfair practices	✗
	D. Certifying exports	✗
Animal and Plant Resource Protection	A. Protecting Canada's crops and forests	✓
	B. Protecting Canada's livestock	✓
	C. Assessing agricultural products	✗
Public Security	A. Preparing for emergencies	✓
	B. Enhancing capacity to respond to emergencies	✓
<i>CIDA's Promoting Sustainable Rural Development through Agriculture</i>		
Strengthening National Capacity	A. Sector assessment, domestic policy formulation, and strategic planning	✓
	B. To formulate and implement trade policies, develop infrastructure, overcome trade barriers	✓
	C. To respond to the opportunities and risks of biotechnology	✓
	D. Gender analysis, manage natural resources, and response to agriculture-related conventions and protocols	✓
Creating and Using Traditional and New Knowledge for Development	A. Strengthen agricultural research and transfer capabilities	✓
	B. Improve crop and livestock adaptation to stress, enhance efficiency of natural resources utilization	✓
	C. Increase the food and feed value of staple crops	✗
Enhancing Food Security, Agricultural Productivity and Income	A. Improve access, management and administration of land	✓
	B. Diversify and intensify agricultural systems	✓
	C. Reduce post-harvest losses	✓
	D. Improve food safety, nutrition education, and the use of available food	✓
Agricultural Sustainability and Natural Resources Management	A. Reverse current trends of land degradation	✓
	B. Integrated natural resource management at farm, community, and watershed level	✓
	C. Efficiency and effectiveness of water use in agriculture	✓
Developing Well-Functioning Markets	A. Support agro-based processing and rural entrepreneurship	✓
	B. Strengthen local market organizations and institutions	✓
	C. Cooperatives and rural agricultural education	✓
	D. Access of farmers in developing countries to international markets	✓



Priority Area	Objectives	Agenda Aligned?
<i>Government of Canada's International Policy Statement</i>		
Canada to become more effective and influential	A. North American Partnership	✓
	B. Global security	✓
	C. Domestic and global prosperity	✓
	D. Good governance	✗
	E. Flexible diplomacy	✗
Development	A. Good governance	✗
	B. Health (HIV/AIDS)	✗
	C. Basic education	✓
	D. Private-sector development	✓
	E. Environmental sustainability	✓
Commerce	A. Attracting talent and investments to Canada	✗
	B. Advancing strategic relationship with select trading partners	✓
	C. Providing business services	✗

Methodology for Calculating Degree of Alignment:

To calculate the degree of alignment between the priority areas within policies of departments and agencies of the Federal Government and the IICA 2006-2010 National Agenda, it was first determined if the IICA Agenda supported the objectives of the priority area. If so, then the Agenda was said to be aligned with this objective. The total number of aligned objectives was converted into a percentage.

Sample Calculation:

For example, under the Government of Canada's International Policy Statement and the specific Priority Area of "Canada to become more effective and influential", the IICA Agenda is aligned with 3 of the 5 objectives. This converts to a 60% alignment with this priority area.



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