

## **Partners and allies**

*The proposal on IICA's Business Model defines a partner as a stakeholder who is willing to invest its image, political capital, financial resources and prestige to assist the Institute in meeting its institutional mission, and who benefits if the Institute achieves its goal.*

*This proposal makes a distinction between clients, allies and partners. Clients are stakeholders who receive a service from IICA and who are willing to pay for it. Allies are stakeholders with certain areas of work and interests that are similar to those of IICA. Partners are stakeholders with the same raison d'être as IICA.*

## **The Institute's real partners: the ministers represented by the Governing Bodies**

*IICA's partners are stakeholders that have adopted commitments in solidarity with the Institute, based on their institutional missions. One such example are the Ministers of Agriculture who are members of IICA's governing bodies, the Permanent Observer countries and the Associate Countries. It is important to discern whether a Ministry is partner or a client. As a partner, the Ministry would act in solidarity to support institutional initiatives, while demanding accountability from the administration. As a client, the Ministry would only support the Institute if it feels that the services being offered are relevant and adequately priced.*

*IICA must establish a strategy to bring the Ministers closer together and enable them to fully exercise their political capacity to advance the agenda proposed in this Business Model. As its guiding principle, this strategy should make it clear to the Ministers that IICA is one more instrument in their public policy agendas and that the Institute's achievements, including those of a political nature, are their achievements too. This strategy must emphasize what it means for the ministers to receive support from a multilateral organization that expands their influence at the supranational level and that provides them with a platform to address challenges that are not limited to their own countries, such as trade integration or environmental management issues.*

*Member States, associate countries and observer countries are partners with great potential to strengthen the Institute's future.*

## **IICA member countries**

*Antigua and Barbuda  
Argentina  
Bahamas  
Barbados  
Belize  
Bolivia  
Brazil  
Canada  
Chile  
Colombia  
Costa Rica  
Dominica  
Dominican Republic  
Ecuador  
El Salvador  
Grenada*

*Guatemala*  
*Guyana*  
*Haiti*  
*Honduras*  
*Jamaica*  
*Mexico*  
*Nicaragua*  
*Panama*  
*Paraguay*  
*Peru*  
*Saint Lucia*  
*Saint Kitts and Nevis*  
*Saint Vincent and the Grenadines*  
*Suriname*  
*Trinidad and Tobago*  
*United States*  
*Uruguay*  
*Venezuela*

***Permanent observer countries of IICA***

*Austria*  
*Belgium*  
*Czech Republic*  
*Egypt*  
*France*  
*Germany*  
*Italy*  
*Hungary*  
*Israel*  
*Japan*  
*People's Republic of China*  
*Poland*  
*Portugal*  
*Republic of Turkey*  
*Republic of Korea*  
*Romania*  
*Russian Federation*  
*The European Union*  
*The Netherlands*

***Associate country***

*Spain*

## **Allies in the Organization of American States (OAS) and the Inter-American System**

*Pursuant to the Convention on IICA, the Institute must establish and maintain relations of cooperation and coordination with the Organization of American States. To this end, it must acknowledge its membership in the Inter-American System, which is made up of the agencies listed below, as well as carefully assess the ways in which it could benefit from aligning its agendas and strategies with those of the Inter-American agencies.*

*To establish a strategy in this regard, it is important to identify and assess opportunities to join forces with the agencies that form part of this system and to capitalize on platforms that can prove valuable from a technical, political or financial standpoint.*

### **Central organs**

*General Assembly  
General Secretariat  
Meetings of Consultation of Ministers of Foreign Affairs*

### **Specialized agencies**

*Pan American Institute of Geography and History (PAIGH)  
Inter-American Indian Institute (IAII)  
Pan American Health Organization (PAHO)  
Inter-American Children's Institute (IIN)  
Inter-American Commission of Women (CIM)*

### **Other entities**

*Inter-American Council for Integral Development (CIDI)  
Inter-American Agency for Cooperation and Development (IACD)  
Inter-American Committee on Natural Disaster Reduction (IACNDR)  
Inter-American Telecommunication Commission (CITEL)  
Specialized conferences*

### **Strategic allies**

*Strategic allies are institutions, organizations or enterprises that carry out activities that are of interest and useful to IICA because they increase the possibility of meeting its mission. Partners do not compete with IICA's services and do not necessarily form part of the same value chain. However, they may share common interests that can motivate them to cooperate or engage in an activity of common interest. Key players in the field of technology are one such example; they can provide strategic support to bolster IICA's technical capabilities.*

### **Key players in the field of technology**

*Microsoft  
CORTEVA  
Bayer  
Google  
IBM*