

## **Strategic Plan 2015-2018 CIHEAM-Montpellier**

### **A. Contexte**

Over the period 2006-2010, the IAMM implemented a strategic plan which contributed to establishing the identity of the institute within the CIHEAM and vis-à-vis its partners. The most noteworthy accomplishments of this strategic plan included the renovation of the IAMM campus and the introduction of a quality management system boasting ISO 9001 certification.

Over the years, the IAMM has gained renown as a Mediterranean institute of higher education (joint accreditation of the master's degree course with the University of Montpellier), an organisation boasting excellent research capacities, if somewhat limited in volume, and a development operator active in the field. The identity of the institute is characterised by these three facets of its activity, carried out by its own personnel, together with its position as an international organisation. This identity was reasserted in the SWOT analysis conducted in 2012 in all IAMs at the request of the CIHEAM management board.

Nevertheless, the context in which the IAMM operates has changed considerably since 2010 and even since 2012. In light of this new context and following the arrival of a new management team in autumn 2013, it is essential for a new strategic plan to be developed with a view to guiding the development of the institute over the coming four years.

#### **French context**

In France, the higher education and research law voted in 2013 together with the law on the future of agriculture currently under discussion in parliament have changed the situation considerably for the IAMM.

The new accreditation mechanism and the possibility granted to the CIHEAM-IAMM of obtaining accreditation to issue national diplomas mean that the training provided by the IAMM must be reviewed, all the more so as the current master's degree courses are already 5 years old. Our partners in the universities in Montpellier are themselves currently revising their master's courses and it is therefore important for the IAMM to revise its higher education strategy. Furthermore, the considerable pressure on public finance has a significant effect on the annual operating subsidy allocated by the Ministry of Agriculture (-17% in 2014). This adverse development in French public funding is unlikely to change in the coming years, thereby forcing the IAMM to change its economic model.

Paradoxically, the reduction in funding from the Ministry of Agriculture is accompanied by increased political visibility of the IAMM in the French arena, as the current Minister for Agriculture has made the Mediterranean a key priority in his international policy and the CIHEAM is the subject of great expectations in this domain (work on food security, wastage, the implementation of the MED-AMIN network). The institute must therefore capitalise on this increased political visibility to establish its base and find the resources enabling it to satisfy these new ambitions.

## **European context**

At the level of the European Union, the launch of a new programme 2014-2020 for all instruments (research, structural fund, CAP, neighbourhood, cooperation) and the European Commission's desire for convergence between these instruments open new possibilities for the CIHEAM as a whole. The European institutions will be renewed and the CIHEAM should be able to create collective links, in particular with the Commission. The IAMM must position itself in this new landscape, in particular by asserting its current role as the coordinator of the ENPARD initiative support programme.

## **International context**

At the same time, the new political context has generated new opportunities, expectations and needs in the fields of research, education and development which must be sized within the framework of the institute's programmes.

Since the crisis of 2007-2008, agriculture and food have moved up the international political agenda. Following 2014 which was dedicated to family agriculture, 2015 promises to be a very important year with the twentieth anniversary of the Barcelona Declaration concerning the Euro-Mediterranean area, sustainable development post-2015, the International Year of Soils, COP21 of the Climate Convention in Paris and the Universal Exhibition in Milan on the theme of "Feed the planet, Energy for life". All of these events will offer the CIHEAM the opportunity to support the cause of agricultural and rural development as well as that of food security in the Mediterranean. The IAMM must assume its role in this process to the full.

## **At the level of the CIHEAM**

Following a demand by the Ministers of agriculture of the 13 member countries and by the Governing board, the present period is marked by in-depth considerations concerning the identity of the CIHEAM, its role, its composition, its governing bodies, its operations and its external relations. Consequently, considerations on the IAMM's strategic plan coincide with the gradual definition of a new strategy for the CIHEAM under the auspices of its Secretary General and President, with this strategy giving rise to decisions adopted by the Management Board in June and December 2014.

The main elements of this strategy are now clear: the CIHEAM must adopt a "corporate" culture and means of operating while creating or reviving strong partnerships with the leading international institutions, first and foremost among which is the European Commission. Its activities must also contribute to aligning knowledge with the needs of Mediterranean countries. The IAMM's strategic plan must incorporate these dimensions completely.

## **B. Method**

Work on the strategic plan began with the arrival of the new Director in September 2013 by enhancing the awareness of the staff, in particular during a series of general assemblies. Once the staff's commitment to this project was assured, three work groups were established in January 2014 focussing on the following themes: the identity of the IAMM, its partnerships and its in-house means of operating. Open to all and chaired by volunteers, the three work groups met several times, both during plenary sessions and in sub-groups with each group preparing a report submitted to the management on 5 April.

The management team summarised these reports and used them as a source of inspiration to prepare an initial draft of the strategic objectives presented to the CIHEAM advisory scientific committee which met at the IAMM on 15 May 2014. These strategic objectives were also presented to a general assembly of the personnel and teaching staff on 20 May. A provisional version of the strategic plan was prepared before the end of May and sent to the AERES visit committee tasked with evaluating the IAMM on 17, 18 and 19 June 2014.

## C. Vision

Rooted in the founding texts of the CIHEAM, the mission of the IAMM to “*provide further education, both economic and technical, and to develop the spirit of international cooperation between agricultural decision-makers in Mediterranean countries*” is relevant now more than ever.

The proposed vision for the IAMM is that of an institute which forms an integral part of the “corporate” CIHEAM, boasting a strong identity and exercising the three activities of research, education/training and development in response to the needs of the Mediterranean countries. In the context described above, the IAMM must adopt a robust economic model based on a dynamic balance between recurrent subsidies from the French state, other sustainable sources of funding and projects which generate operating margins.

The elements of this vision can be summarised with an explanation of what they imply for the IAMM’s strategy.

### “Corporate” CIHEAM

From the end of 2014/beginning of 2015, once approved by the Management Board of the CIHEAM, the Secretariat General will launch a certain number of collective works in which all the IAMs will be asked to participate:

- Common communication strategy, beginning with the implementation of a common website
- Coordinated positioning of the institutes concerning the community tools
- Construction of a virtual CIHEAM campus (online resources, distance training courses, an interactive space for alumni)
- Construction of a Mediterranean doctoral platform
- Development of student and staff mobility between institutes

### A strong identity

The strategic plan work group devoted to the identity of the IAMM reasserted the particularity of the institute “*which lies in its inter-governmental status and in the simultaneous nature of the three activities (research/education/international cooperation/partnership)*”.

Assuming a strong identity for the IAMM is designed to differentiate it from other French higher education and agricultural research establishments while endeavouring to develop partnerships with them. Such a differentiation results from the CIHEAM’s desire to align knowledge with the needs of the Mediterranean countries: this applies to the content of the training courses which must ensure the employability of Mediterranean students; to research activities which must be applied directly to resolving issues relating to Mediterranean agriculture, food security and rural development; and to development projects intended to enable the IAMM to remain in contact with realities and developments in the Mediterranean basin. The triennial meeting of the Ministers of Agriculture of the CIHEAM countries is a key means of expressing the needs of Mediterranean countries.

### **Three activities**

Performing the three activities (research, education/training and development) to their full extent assumes that all permanent staff at the institute are committed to the process (with balances differing from one person to another) and that these three activities are implemented in synergy with one another. Accordingly, the contents of the training courses must benefit from the research and development activities, the research activities should involve the students and answer questions raised by the development projects and the development project scopes must serve as both a framework for research and a training placement opportunity for students.

### **Economic model**

The economic model of the IAMM is currently built around a recurrent contribution from the French state covering the payroll of the permanent agents, the grants allocated to the students and the everyday operations of the teaching activities. The research and development activities subsidise themselves at a marginal cost (not including the salary of the permanent staff). The recent trend towards a reduction in the French contribution has been offset by operational savings, a reduction in the budget dedicated to grants, staff cuts and staff agreeing to a freezing of the index point and the blocking of promotions. The institute has now reached the logical conclusion of this rationale: the teaching and research staff has bottomed out to ensure that the institute retains scientific and academic credibility while the number and value of the grants has reached such levels that any further reduction would cast a cloud over the image and attractiveness of the IAMM among our target audience (current and future agricultural decision-makers in Mediterranean countries).

The savings that can still be made with regard to operating costs are very limited. The IAMM's budget is currently balanced by means of an unsustainable deduction from the available reserves. A new economic model must be identified based on obtaining alternative, and if possible sustainable, funding and identifying projects which generate a margin with a view to offsetting at least the amount deducted from the reserves. The institute will need to pay the greatest possible attention to the methods of funding the projects in which it invests with the aim of generating a margin which can fund less profitable activities. This does not mean that the institute should select projects on the sole basis of the margin available, but that it should reconcile its involvement in activities corresponding to the vision and missions of the CIHEAM with the need to satisfy its margin requirements. A key requirement is to implement a steering tool which can calculate total costs and precise margins in real time (i.e. from the moment the project is developed). This also requires the creation of a privileged partnership with the agencies providing full-cost funding (European Commission, AFD, etc.).

## **D. Strategic objectives: new directions**

The strategic plan must federate the energies of the institute's agents around a limited number of priorities enabling it to respond to the changing context and to adapt to new demands and emerging opportunities. The strategic objectives listed below are not, therefore, intended to provide exhaustive cover for the institute's activities (some of which do not require immediate adjustment), but are instead designed to propose changes and new directions.

### **In the field of education and training**

Since its creation, one of the founding missions of the CIHEAM has been to train agricultural decision-makers in Mediterranean countries. This mission still applies today, although the terms of its implementation must be reviewed in light of the changing context described above.

#### ***Objective 1: Obtain accreditation to issue national diplomas (master)***

This accreditation will enable the institute to enjoy complete control over the content of its training courses and the means of organisation, to coordinate Erasmus+ programmes and to allocate its own grants and support

funding and finally to develop strategic partnerships more easily with other higher education establishments both in Europe and on the southern shores of the Mediterranean. Obtaining accreditation means preparing a dossier showing the institute's training offer to be consistent with its missions which is then examined by the Ministry of Higher Education and Research which issues the accreditation after approval from the Ministry of Agriculture. The composition of the dossier and the specific conditions must be the subject of discussions with the two ministries.

***Objective 2: Develop and consolidate the jointly designed and provided international master's degrees: Lebanon, Tunisia, Algeria, Morocco, Egypt***

The master's courses designed and provided jointly with the Mediterranean higher agricultural education institutions offer a means of establishing strategic partnerships with them and contributing to the reflections aimed at adapting the teaching to reflect the needs more accurately. The rate of unemployment in the countries of the Maghreb is inversely proportional to the level of studies, which is something of a dramatic paradox. The IAMM will contribute – at its own level and by way of example – to revising the means of developing training courses by facilitating the use of concepts such as professional profiles or the definition of target capacities for the courses. This practical approach would be of use in complementing the more institutional approaches that the CIHEAM might implement with regard to reorganising the national higher education and research mechanisms.

Initially, such courses will be consolidated or initiated with partners who have already expressed an interest (University of Lebanon in Beirut, INA Tunis, ENSA Algiers, University of Cairo and possibly the IAV in Rabat). These courses will need to promote the mobility of students between the different countries involved. They will initially be based on modules already taught in the jointly-approved masters of the IAMM, modules which will gradually be adapted and complemented by new contents according to the partners' demands.

***Objective 3: Develop short-term elite training courses satisfying the demands of senior civil servants, company managers and leaders of the civil society***

A direct and efficient means of satisfying the need for alignment between knowledge and needs lies in the organisation of targeted short-term training courses intended for decision-makers. The IAMM will have to adopt a proactive strategy of developing and proposing this type of training course. These courses must satisfy the demands expressed and call on appropriate skills both in-house and from outside the institute. One of the favoured means of funding such training courses is to include a budget line systematically in the projects developed by the institute intended for these training activities. Furthermore, if they satisfy a clearly expressed need, it is entirely possible that the beneficiaries of these training courses or their employers will finance them (professional entrepreneurs' courses, courses linked to the implementation of a specific policy, etc.).

**With regard to research**

Conducting research assumes a level of excellence ensuring peer recognition. This means that the teaching/research staff at the IAMM must satisfy publication requirements as well as other research evaluation criteria. They must work in an environment conducive to scientific dialogue and comparison. This also means that the institute must maintain a sufficient critical mass in terms of research time, without which its notoriety – necessary to its recognition – would wane. It must maintain or even increase its capacity to provide doctoral scholarships which contribute to its attractiveness, in part by encouraging the provision of dedicated funding. To respond to these challenges while respecting the necessity for the social utility of the research conducted, the institute must benefit from an objective, authorised and constructive outside viewpoint accompanying it in defining and implementing a real scientific strategy. This accompaniment could be provided by an informal committee consisting of renowned international researchers willing to devote a little time to supporting the institute.

Two specific research objectives are targeted:

***Objective 4: Develop the doctoral platform within the framework of the CIHEAM***

The doctoral platform is one of the institute's privileged tools used to accomplish its research mission which in turn extends its teaching remit. The doctoral students at the institute contribute to its research projects on themes reflecting the priorities of the Mediterranean countries. This mechanism represents a good guarantee of both the relevance of the research and of the employability of the doctoral students while contributing to extending the institute's scientific influence. The institute's doctoral platform is currently saturated in terms of the teachers'/researchers' supervisory capacities, the institute's financial capacity to allocate doctoral scholarships and the physical accommodation capacities.

At the same time, the Secretariat General of the CIHEAM endeavours to coordinate and strengthen the activity of the IAMs in terms of providing support for doctoral studies. The institute must seize this opportunity to develop its capacity to welcome doctoral students in a broader framework and to become a source of proposals and a driving force of this project within the CIHEAM. One avenue to be explored involves the gradual implementation of an international consortium of universities which are partners of a Mediterranean doctoral platform systematically adopting a principle of joint sponsorship. External funding is required.

***Objective 5: Position the institute within the world of Euro-Mediterranean research as part of Horizon 2020 by promoting research teams from the South***

The new Horizon 2020 European programme has been entrusted to the DG Agriculture for the agricultural and food research sector. This major reform means that the calls for Horizon 2020 research projects in this sector are primarily oriented towards innovation and development. At the same time, the desire expressed by the Commission to ensure the convergence of its instruments encourages increased proximity between Horizon 2020 and the European neighbourhood tool, in particular for the southern neighbourhood with the Mediterranean countries. This context is highly favourable to the CIHEAM and its Secretariat General intends to exploit this situation by negotiating privileged partnership agreements with the European Union including a delegated cooperation agreement, a grant agreement and the status of operator within the framework of an important research programme concerning the Mediterranean. The IAMM must participate in these discussions and remain ready to capitalise on the results.

In the shorter term, the IAMM must adopt an optimum position concerning the H2020 calls for projects which are very rewarding in terms of scientific recognition, conducive to Euro-Mediterranean partnerships and funded in their entirety. This positioning must be undertaken in coordination with the other institutes of the CIHEAM. To accomplish its mission with regard to the Mediterranean countries, the IAMM will endeavour to promote the research teams from the southern shores of the Mediterranean in order to contribute to their successful insertion within the international scientific community.

**With regard to development**

The involvement of the IAMM in development projects is essential in order to accomplish its missions. This enables it to:

- perform full-scale tests of solutions relating to food security, territorial dynamics, actor participation and the sustainability of agriculture and food systems;
- provide research and training scopes anchored in reality;
- provide tangible cases for teaching purposes;
- pose questions to the research sector.

This involvement is required at different levels: in the field, where the reality of development can be seen, at national decision-making level and at the Euro-Mediterranean regional dialogue level.

Insofar as is possible, a “training component” will be incorporated into the projects in order to facilitate the achievement of objective 3. The institute will also have to accord greater attention to the conditions for financing projects in which it invests so that they generate as large a margin as possible.

***Objective 6: Obtain the renewal of ENPARD and implement phase 2***

The ENPARD project (European Neighbourhood Partnership on Agricultural and Rural Development) represents a fundamental activity for the institute as it places it at the heart of national, regional and Euro-Mediterranean dialogue concerning agricultural and rural development. ENPARD also provides a framework conducive to the deployment of short-term training courses intended for senior ministry staff and which are much appreciated and in great demand. It also generates a significant margin as a result of the terms for implementing this type of service contract with the DG DEVCO of the European Commission (complete funding and consulting fees).

Phase 1 of the ENPARD project will be complete at the end of 2014 and pursuing the project represents a strategic objective for both the IAMM and the CIHEAM. The decision to pursue it or not and to entrust the IAMM with coordinating phase 2 will test the quality of the relationship between the CIHEAM and the European Commission. The discussions focusing on the next phase of ENPARD also relate to a renewal of the Commission’s approaches and are aimed at ensuring the convergence of instruments, in this case the Horizon 2020 neighbourhood policy. The IAMM and the CIHEAM must incorporate this aspect into their discussions with Brussels.

***Objective 7: Coordinate and develop the MED-AMIN network***

MED-AMIN (Mediterranean Agricultural Markets Information Network) is an information network concerning agricultural markets implemented at the beginning of 2014 and linking the 13 CIHEAM countries. It aims to share information with a view to combating price volatility on the agricultural markets and to inform decision-makers with the ultimate goal of improving food security in the Mediterranean region. Its initial activities involve creating a climate of trust between the members of the network and ensuring improved mutual knowledge through meetings, exchanges of experience and best practices as well as joint work on monitoring and anticipating the Mediterranean cereals markets.

The hypothesis underlying the creation of MED-AMIN is based on the hope that improved mutual knowledge of the market monitoring methods and tools will create a level of trust between countries conducive to improved monitoring of food security in the Mediterranean region and to concerted action, rather like the AMIS network implemented within the framework of the G20. By asserting the importance of this network, the CIHEAM meeting of Ministers of Agriculture held in Algiers (February 2014) ensured its legitimacy. The implementation and coordination of the network were entrusted to the CIHEAM and more particularly to the IAMM and its Secretariat General.

In light of the significant political dimension of this network and the expectations expressed concerning it, the IAMM must devote itself fully to its success. The potential impacts concerning the visibility and legitimacy of the IAMM are strong, be they positive or negative. To sustain the operations of the network, a short-term priority is to secure its funding.

***Objective 8: Maintain and develop the involvement of the IAMM in field projects***

While MED-AMIN symbolises the IAMM’s action at regional level of the CIHEAM countries and ENPARD highlights the involvement of the institute in the national and Euro-Mediterranean dialogue dynamics concerning agricultural and rural development, it is important for the institute to maintain and develop its involvement in field projects – in parallel to these two flagship projects – which guarantee its proximity to the grass-roots actors and which enable it to detect weak signals heralding key development issues for the future and thus to enhance the relevance of its activities in the medium term.

## **With regard to partnerships**

In its 52 years of existence, the IAMM has forged a reputation and a comprehensive network of contacts and partners around the Mediterranean basin. The network of former IAMM and CIHEAM students represents an inestimable capital on which a series of very solid links is built, all the more so as these former students have often become decision-makers in the agricultural and agri-food sector in their countries of origin. In this respect, the CIHEAM Secretary General's desire to establish an interactive platform designed to strengthen the CIHEAM's links with the former students of the four IAMs is an important project in which the IAMM will play an integral role.

The partnerships resulting from all these contacts are often institutionalised with the main higher education and research organisations on the southern shore, in particular in the Maghreb, Lebanon or Egypt. There are also less institutional partnerships, based on people, which are no less rich for all that: it can therefore be said that each professor/researcher at the IAMM is at the head of a network capable of involving colleagues in research or development projects as they are established.

This great wealth of partnerships and their historical depth are essential factors of trust between the IAMM and the actors in Mediterranean countries. All these networks must be maintained and updated and it is crucial that the new generations of professors/researchers and decision-makers in Mediterranean countries be incorporated into them.

The Secretariat General of the CIHEAM also intends to negotiate privileged partnership agreements with international organisations and funding agencies involving all the IAMs. To this end, the agreements currently being negotiated with the European Commission (delegated cooperation, article 185) will be decisive for the future and the IAMM must play its role to the full. Within these flourishing partnerships, the institute's work is perfectly coherent with its missions, although there are two types of partners with regard to whom it is necessary to develop a strategy that is, as yet, lacking.

### ***Objective 9: Develop and implement a strategy with regard to the private sector***

The institute's myriad Mediterranean partnerships would be further consolidated by means of a more proactive approach with regard to the private sector. The CIHEAM's missions, revisited within the framework of the new strategy, aim to align knowledge with needs and it is therefore necessary to be attentive to all actors, including economic actors. Sustainable agricultural and rural development together with food security are based *in fine* on the activity of the private sector, in the broadest sense of the word including producers, companies upstream and downstream of production and service providers.

In this respect, it is important for the institute to adopt a strategy which is currently lacking and which must guide efforts to ensure greater proximity with the private sector. This strategy shall prioritise the types of activities undertaken in conjunction with the private sector:

- search for partnerships
- promotion policy
- support for the emergence of companies
- support for innovation and the implementation of clusters
- short-term professional training offering a qualification
- consultation with the private sector containing teaching
- training placements for students
- grants, sponsoring and patronage

This strategy shall also endeavour to limit the risk of conflicts of interest and to ensure the neutrality and impartiality that the institute must maintain as part of an inter-governmental organisation.



### ***Objective 10: Adopt a partnership strategy in Montpellier and within the region***

Montpellier and the surrounding region form one of the main French hubs in the field of agricultural training and research, with a marked international valency. The institute has developed strong partnerships with the local universities, agricultural schools and research centres, in particular with the joint masters and mixed research units. For all that, it is clear that, due to its small size and its particularities, the institute encounters certain difficulties in being recognised for what it is: an international institution devoted to Mediterranean countries, in particular the countries of the CIHEAM. Misunderstandings sometimes surface, for the most part linked to the institute's partners having incorrect information concerning these particularities.

To facilitate partnership based in and around Montpellier and to develop existing links further, it is time for the institute to develop a strategy distinguishing it from the other establishments: the IAMM is not a small university or a small "Montpellier SupAgro" but an institute linked to the CIHEAM with specific remits.

This strategic approach will help to specify the nature and products expected of the links with:

- Agropolis international
- Montpellier SupAgro
- the universities
- the local satellites of the CIRAD, the INRA and the IRD
- the consortium of CGIAR centres
- the business nursery
- the Qualimed competitiveness cluster
- CG 34 and the regional council
- the professional agricultural organisations

### **With regard to internal operations**

The internal operations of the IAMM are facilitated by its small size, the close-knit nature of the teams and a strong devotion to the CIHEAM's cause. Considerable efforts have been made by the institute over the past four years to implement management procedures which have resulted in its being awarded the ISO 9001 quality assurance label for the sphere of training and continuing education. It is important for this quality management system to be aligned with the objectives of the new strategic plan in the future and for its scope to be extended gradually to the institute's other remits, in particular that of research.

Within this general framework, four strategic objectives have been identified.

### ***Objective 11: Improve internal efficiency***

The strategic plan work group dedicated to internal operations noted that it was globally satisfactory although there was room for improvement in terms of efficiency. This is linked to the improvement of internal communication between the different services of the institute, the simplification of the decision-making chains and improved handling of the flows linked to budget management. The group's proposals will be tested collectively within the framework of this strategic plan. These include the implementation of "project groups" for each of the institute's major work sites consisting of staff from the different services concerned; the implementation of a "budget group" consulted by the management in real time with regard to budget management and the systematic identification of management actions which can give rise to increased delegation of responsibility. The feasibility of implementing an integrated management software package (PGI/ERP) which could satisfy the needs indicated above while facilitating streamlined management will be studied.

### ***Objective 12: Identify new sources of sustainable funding***

The need to adapt the institute's economic model has already been mentioned. This adaptation aims to offset the trend towards a reduction in the annual subsidy granted by the French government as part of its contribution to the CIHEAM by developing projects generating a margin and by identifying new sources of funding which are as sustainable as possible.

New sources of sustainable funding could result from partnership agreements signed by the CIHEAM with international organisations and sponsors (in particular the European Commission), but the IAMM itself must make an effort in this respect to secure its position. The management team must therefore take the time to coordinate these efforts and present the institute's cause to potential sponsors. This procedure involves obtaining student scholarship funding, professional training contracts and possible partnerships with companies and private foundations referring back to objective 9. Introducing the institute's agents into the numerous international networks described above should be promoted when identifying the potential sources of funding.

### ***Objective 13: Strengthen human resource management (HRM) and develop the IAMM's capacities with regard to research and education***

With 10 professors/researchers among approximately 50 officers, the IAMM has reached a threshold below which it will no longer enjoy the critical mass necessary to maintain its scientific and pedagogical credibility. It is essential that the institute increase the number of professors/researchers employed after the previous contraction phase. Naturally, the problematic financial period at present is not conducive to such an increase. To achieve this, the IAMM will have to make use of all the margins generated in terms of HRM, in particular when staff changes can be anticipated (retirement). An anticipatory strategy for future recruitments must be developed while recruitment profiles must be established with regard to the institute's scientific strategy and the needs identified in terms of competencies. Similarly, the renewal of support staff will be justified according to the demands of this new strategic plan. This anticipatory vision concerning the necessary competencies and posts of the personnel will be developed by the management team and the HR division in collaboration with the institute's governing bodies.

### ***Objective 14: Make the campus and the use of the Mediterranean park more dynamic***

The IAMM campus is pleasant and welcoming. With the exception of the old student residence which is currently closed, the buildings are functional and in good condition. The new student residence, the *Villa Méditerranée* intended for guests, the cafeteria, the restaurant and the 7-hectare Mediterranean park offer a quality lifestyle and an excellent study and work environment.

For all that, it would appear that beyond its main functions (student and staff reception and accommodation), better use could be made of this complex with the organisation of more opportunities to meet and discuss in appropriate premises and with the implementation of projects designed to showcase the 7 hectares of parkland. These projects should be coherent with the institute's fields of teaching and research and could reflect peri-urban or agro-ecological topics.

Finally, the fate of the former residence must be decided. A project envisaged with Agropolis international as part of the FEDER 2015-2020 programme is currently being studied to transform it into a business nursery together with work areas for doctorate students and visiting professors and researchers. If the project does not come to fruition, alternative solutions must be identified (project with the Montpellier business school, student residence project, demolition pure and simple).

## **E. Conclusion**

The IAMM's new strategic plan has been divided into fourteen strategic objectives which dovetail with the global strategy of the CIHEAM. The plan will be implemented within the framework of the quality management system which will gradually be extended. In this context, and for each strategic objective, a series of operational objectives, actions to be implemented and indicators will be introduced with a view to ensuring global coherence.

This four-year roadmap is designed to guide the management of the institute and ensure the cohesion of its teams in a delicate period of transition during which the IAMM will have to renew some of its executives and adapt its economic model by generating new scope for manoeuvre in order to enhance its teaching and research capacities while reasserting its identity within the CIHEAM and vis-à-vis its partners. Our shared ambition must remain to that of training new generations of managers and decision-makers in the agricultural, rural and food sectors with a view to satisfying the countries' needs by calling on useful research and development projects rooted in local realities and to contributing to regional cooperation within the Mediterranean.