



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA)  
CENTER FOR LEADERSHIP IN AGRICULTURE

# FORUM FOR YOUNG LEADERS IN AGRICULTURE OF THE AMERICAS

24-29 MARCH 2008



Inter-American Institute for  
Cooperation on Agriculture

Headquarters / P.O. Box: 55-2200 San Jose,  
Vazquez de Coronado, San Isidro 11101, Costa Rica  
Phone: (506) 2216-0346, 2216-0246 / Fax: (506) 2216-0247  
Web site: [www.iica.int](http://www.iica.int)  
[www.iica.int/Eng/dg/centroliderazgo](http://www.iica.int/Eng/dg/centroliderazgo)

"WE BELIEVE THAT  
LEADERSHIP IS THE  
MOST IMPORTANT  
HUMAN CONTRIBUTION  
TOWARDS CREATING A  
WORLD THAT IS MORE  
EQUITABLE, PEACEFUL  
AND ENVIRONMENTALLY  
RESPONSIBLE"



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*Chelston W. D. Brathwaite  
Director General*



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Coordination: *Hernan Chiriboga*

Organizational content: *Jan Hurwitch*

Production Assistants: *Karen Salazar and Soledad Guillen*

Conceptual Design: *Gioconda Roldan*

Editing: *Marguerite Groves*

Final Proofing: *Patricia Ross*

Cover and layout: *Karla Cruz*

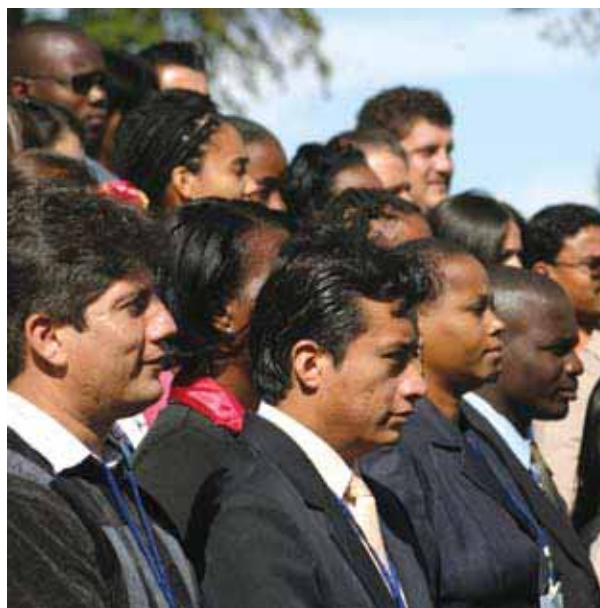
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## 1 INTRODUCTION

A Forum for Young Leaders of the Americas was held at the Center for Leadership in Agriculture in Coronado, Costa Rica during the week of March 24-29, 2008. The forum, which was attended by 81 young people from the Americas, was organized by the Inter-American Institute for Cooperation on Agriculture (IICA).

The purpose of the forum was to expose outstanding young professionals from the Americas to a global vision of agriculture and enhance their leadership skills. The event consisted of a series of strategic dialogues designed to facilitate a comprehensive view of the processes that impact agriculture and rural development in the hemisphere and improve their understanding of the new roles they will be called upon to play at both the national and international levels.

The forum used a constructivist methodology based on presentations by specialists. These were followed by discussions in small groups and final presentations in plenary meetings. Successful experiences were also discussed as part of an effort to promote the sharing of ideas and foster ongoing dialogue among participants. The program for the forum included a visit to EARTH University where participants were able to engage in various activities designed to strengthen teamwork and discuss projects and the model applied by this university to the development of leadership skills among students. Participants

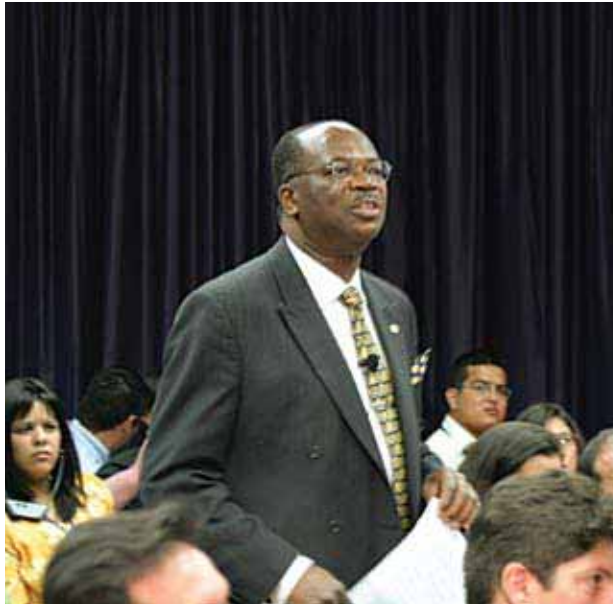


were expected to participate fully in all programmed activities.

The specific objectives of the forum were as follows:

- a) To analyze different scenarios for the future of agricultural policy, production and trade;
- b) To help create a new vision of national agriculture and rural life in the context of a globalized world;
- c) To encourage the creation or modernization of institutions in the agricultural sector to meet the new challenges;
- d) To share knowledge (lessons learned) with other young leaders;
- e) To provide participants with methodologies to enable them to promote leadership in their working environments; and
- f) To instill in participants a commitment to sustainable development and rural life in the Americas.

This document is a report of the event.



*“Are you ready? Are you ready to assume the responsibility of leadership? Are you ready to help to build a new world of social justice and opportunity for all? Are you ready for the globalized world of the 21<sup>st</sup> Century?”*



## 2 INAUGURATION OF THE CENTER FOR LEADERSHIP IN AGRICULTURE



“The center, which we inaugurate today, promotes a new generation of leaders with a global vision who foster the development of a modern agricultural sector that contributes to integral sustainable development, food security, and rural prosperity in the Americas.

We believe that leadership is the most important human contribution toward creating a world that is more equitable, peaceful and environmentally responsible. The establishment of this center is not only an investment in the future of agriculture of the Americas, but also an investment in the future of humanity in the Americas.” So said Chelston Brathwaite, IICA Director General, at the inauguration of the Center.

“When I heard that young people from all over the hemisphere would be coming, I was overcome and it took me 47 years back to IICA in Turrialba, when I was seated like you young people from all over

the Americas” Edgar Ugalde (1), Deputy Minister of Foreign Affairs of Costa Rica, said.

“We must use all our ingenuity to change a pessimistic reality to an optimistic one. We must exercise good leadership so that our countries’ disadvantages become grand regional opportunities and so that agriculture can contribute to development as an economic activity, as a means of livelihood, as a provider of environmental services”, the Deputy Minister of Agriculture of Guatemala, Mario Aldana (2), said.

“Persons seeking to increase their training in the diverse prospects for and interests of the countries at this Leadership Center will be called upon to find common meeting ground with the governments and companies to improve agriculture and rural life in the hemisphere”, said Ambassador Patricio Zuquilanda (3), OAS Representative in Costa Rica.





# 3 PARTICIPANTS

DEVELOPING  
TEAMWORK





Fátima Almada Chávez  
fatima.almada@iica.int  
Paraguay



Selwyn Anthony  
selwyna@yahoo.com  
Guyana



Javier E. Barría Pimentel  
javierbarriap@yahoo.com  
Panama



Learrie Barry  
learrie@yahoo.com  
Grenada



Henry Benavides Barquero  
henry.benavides@iica.int  
Costa Rica



Diego P. Benavides Mosquera  
paulbenavides2004@yahoo.es  
Ecuador



María Alejandra Bentancur  
alejandra.bentancur@iica.org.uy  
Uruguay



Shauna N. Brandon  
shauna.brandon@iica.int  
Jamaica



Juan I. Buffa Cavallero  
buffa@fucrea.org  
Uruguay



Antero J. Cabrera Cardús  
ajncabrera@hotmail.com  
Paraguay



Alonso Cadenas Flores  
alonso.cadenas@gmail.com  
Mexico



Ericka Calderón Suárez  
ericka.calderon@iica.int  
Costa Rica



Humberto Cela Llumi  
huertosgz@yahoo.es  
Ecuador



Ian Chapman  
ichel31@hotmail.com  
St. Kitts & Nevis



Adriana Chavarría Lines  
adriana.chavarria@iica.int  
Costa Rica



Hugo A. Chavarría Miranda  
hugo.chavarria@iica.int  
Costa Rica



Rachelle Chery Pierre-Louis  
 rachelle.chery@iica.int  
 Haiti



Silvia Elena Chinchilla Monge  
 schinchilla@conacoop.coop  
 Costa Rica



Jacklyn Chisholm-Lightbourne  
 jackchlit@yahoo.com  
 Bahamas



Grace Ellen Del Prado  
 g\_cups@yahoo.com  
 Suriname



Valerie Anne Donat  
 val\_donat1@hotmail.com  
 Saint Lucia



Devon Ronald Dublin  
 devdub@yahoo.com  
 Guyana



Hannah Dupal-Romain  
 hanadee24@yahoo.com  
 Saint Lucia



Luciana Elustondo  
 lelustondo@iica.org.ar  
 Argentina



Cindy Cathy Eugene  
ccem247@hotmail.com  
Saint Lucia



Paola L. Falla Villa  
paola.falla@iica.int  
Colombia



Emmanuel Fenelon  
emmanuelphenelon@yahoo.fr  
Haiti



Federico Ganduglia  
fganduglia@iica.org.ar  
Argentina



Wilmont Dudley Garnett  
agbelize@yahoo.com  
Belize



Luiz A. Gazir Martins Soares  
luizandresoares@uol.com.br  
Brazil



LaMonica Simone Glinton  
lsglinton@yahoo.com  
Bahamas



Rosalina Godínez Núñez  
rosa@pronajur.org  
Costa Rica



Paula Gutiérrez Veloso  
pgutierrez@iica.cl  
Chile



Damien F. Hinds  
dfhinds@yahoo.com  
Barbados



Denise J. Hodge  
agronfp@gmail.com  
Antigua & Barbuda



Deidrie Monique Hudson  
deidriecardi@yahoo.com  
Jamaica



Conroy Cassan Huggins  
conroy1h@yahoo.com  
St. Vincent & Grenadines



Fabio Jiménez Castro  
fabio.jimenez@iica.int  
Costa Rica



Haïm Joseph  
haimjoseph@yahoo.es  
Haiti



Cherida Josta Schet  
jostaschet@hotmail.com  
Suriname



Erik Leach  
leach\_erik@hotmail.com  
Canada



Mark Lee  
chupsie7@yahoo.com  
Jamaica



Simone Lewis  
simonelewis@spiceisle.com  
Grenada



Medardo A. Lizano Sánchez  
medardolizano@yahoo.com  
El Salvador



Roberto C. Martínez Angulo  
rocamalo1@hotmail.com  
Nicaragua



Alejandro F. Matuty  
afmatuty@hotmail.com  
Honduras



Virgilio Mayol Almánzar  
vigi\_mayol@hotmail.com  
Dominican Republic



Rafael Mesén Vega  
rafamesen@yahoo.com  
Costa Rica



Luis A. Morán Cavero  
luis.moran@iica.int  
Peru



Alejandra Motiño  
alejandra.motino@iica.int  
Honduras



Kristyn Nanlal  
knanlal@iicawash.org  
U.S.A.



Rodrigo Pedrosa Marouelli  
rodrigo.marouelli@iica.int  
Brazil



Carolina Peláez Gil  
carolina.pelaez@iica.int  
Costa Rica



Martín E. Peña Taveras  
martineduardo8@yahoo.es  
Dominican Republic



Erik A. Pineda Jarquín  
erikanipi@yahoo.com  
Nicaragua



Kattia Quesada Campos  
kquesada@bp.fi.cr  
Costa Rica





Ever A. Quiñónez Basagoitia  
everquinonez@yahoo.com  
El Salvador



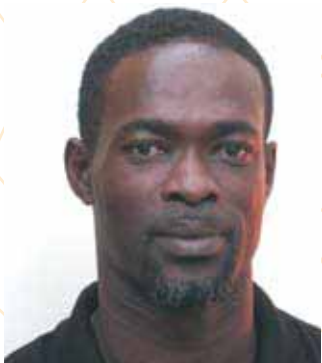
Wilbert William Ramclam  
wramclam@gmail.com  
Belize



Mariela Ramírez Goio  
maramirg@puc.cl  
Chile



Richard Rampersaud  
rics\_rampy@yahoo.com  
Trinidad & Tobago



Marcus Leontus Richards  
mlrids@yahoo.com  
St. Vincent & Grenadines



Ian Richardson  
ian1414@hotmail.com  
Canada



Eduardo A. Rojas Padilla  
eduardo.rojas@iica.int  
Costa Rica



Coraly Salazar Carrasco  
coraly.salazar@gmail.com  
Bolivia



Carlos A. Sánchez González  
 sanchezg-13@hotmail.com  
 Panama



José A. Sánchez Portilla  
 mrcochecho@gmail.com  
 Costa Rica



Christina M. Schiavoni  
 cms46@riseup.net  
 U.S.A.



Henry Silva Guzmán  
 henrysilvag@yahoo.es  
 Venezuela



Abidemi Smenkh-Ka-Ra  
 abidemi.smenkhkara@gmail.com  
 Trinidad & Tobago



Diego F. Soto Juárez  
 dsoto@agrocaribe.com  
 Guatemala



Ashton Stanley  
 doastk@sisterisles.kn  
 St. Kitts & Nevis



Enrique Strassburger Madrigal  
 estrassburger@yahoo.com  
 Mexico



Darwin T. Telemaque  
tropicalfarm@gmail.com  
Dominica



Carol Kathy-Ann Thompson  
torani2000@yahoo.com  
Barbados



Iván A. Urquiaga Huaman  
ivan.urquiaga.huaman@gmail.com  
Peru



Mario Vargas Condori  
mario.vargas@iica.int  
Bolivia



Yanira I. Vásquez González  
yanira.vasquez@gmail.com  
Venezuela



Daniel Villalobos Ferrero  
davifer07@hotmail.com  
Costa Rica



Federico Villarreal  
fv@agro.uba.ar  
Argentina



Malcolm Xavier Wallace  
xwallda@hotmail.com  
Dominica



María A. Zuluaga Gaviria  
antoniazuluaga@hotmail.com  
Colombia

## 4 THE AGENDA



### MONDAY, MARCH 24, 2008

08.30-09.00	<b>Official photograph</b>
09:00-9:15	<b>Introduction and Outline of the Course</b> <i>Hernan Chiriboga</i> , Coordinator of the Center for Leadership in Agriculture <i>Chelston W. D. Brathwaite</i> , Director General
09:15-11:00	<b>Presentation of the Participants</b> <i>Pamela Stroude</i> , Coordinator, Office of the Director General Dynamic for meeting each other through matching the flag
11:00-11:30	<b>Refreshments</b>
11:30-12:00	<b>Agriculture in the 21<sup>st</sup> Century</b> <i>Dr. Chelston W. D. Brathwaite</i> , Director General
12:00-12:30	<b>Dialogue</b>
14:30-15:30	<b>Tour of IICA</b> <i>Pamela Stroude</i> , Coordinator of the Office of the Director General With the team: Marianela Rivera, Ericka Calderón, Sacha Trelles, Fabio Jiménez, Santiago Vélez, Eduardo Rojas, Henry Benavides, and Oswaldo Segura
15:30-16:00	<b>Free</b>
16:00	<b>Inauguration of the Center for Leadership in Agriculture</b> <i>Dr. Chelston W. D. Brathwaite</i> , Director General

## TUESDAY, MARCH 25, 2008

	Program	Facilitator
08:30-10:00	<b>Leadership Module 1</b> Principles of values-based leadership	<i>Eric Liljenstolpe</i> , FranklinCovey Organization Services
10:00 -10:30	<b>Refreshments</b>	
10:30 -13:00	<b>Leadership Module 1</b> (continued)	
13:00 - 14:00	<b>Lunch</b>	
14:00 - 15:00	<b>Group dynamic</b> Visualizing the future	<i>Juan Caliva</i> , Specialist in Education and Agricultural Extension
15:00 - 16:10	<b>Thematic Module 1</b> Systemic thinking and use of the Agro Matrix as a leadership tool	<i>Bernardo Badani</i> , Director, and <i>Fabio Jiménez</i> , Specialist, Office of Follow up to the Summits of The Americas Process
16:10 - 16:30	<b>Refreshments</b>	
16:30 - 18:00	<b>Thematic Module 1</b> (continued)	



## WEDNESDAY, MARCH 26, 2008

	Program	Facilitator
08:30	<b>Thematic Module 2</b> Leadership for sustainable rural development	<i>Carlos Jara</i> , Director of Sustainable Rural Development; and <i>Melania Portilla</i> , Sustainable Rural Development Specialist
10:00-10:30	<b>Refreshments</b>	
10:30-13:00	<b>Thematic Module 2</b> Workgroup on Felipa Case	
13:00-14:00	<b>Lunch</b>	
14:00-15:00	<b>Group dynamic on Negotiation</b>	Francisco Enciso, Regional Specialist in Technology and Innovation
15:00-16:10	<b>Thematic Module 3</b> Policies, Institutions and Leadership	Rafael Trejos, Director in Charge of Institutional Modernization Unit; and Guillermo Toro, Director of Horizontal Technical Cooperation, and José Antonio Chaves, Costa Rican Organic Agriculture Movement, MAOCO
16:10-16:30	<b>Refreshments</b>	
16:30-18:00	<b>Thematic Module 3</b> (continued)	



## THURSDAY, MARCH 27, 2008

	Program	Facilitator
08:30	<b>Thematic Module 4</b> Inclusive Rural Businesses	<i>Hernando Riveros</i> , Andean Regional Specialist in Agribusiness; <i>Luis Morán</i> , Responsible, Andean Education and Training Unit; <i>Hugo Chavarría</i> , Institutional Modernization Specialist
10:00-10:30	<b>Refreshments</b>	
10:30-13:00	<b>Thematic Module 4</b> (continued)	
13:00-14:00	<b>Lunch</b>	
14:00-15:00	<b>Group dynamic</b> Leadership and team building	<i>Santiago Vélez</i> , <i>Fabio Jiménez</i> , <i>Sacha Trelles</i> , <i>Mercedes Quirós</i> , <i>Katia Chaves</i> , <i>Ronald Aragón</i> , <i>Alfredo Valerio</i> , <i>Henry Benavides</i>
15:00-16:10	<b>Thematic Module 4</b> Inclusive Rural Businesses Work groups on Jambi Kiwa Case	
16:10 -16:30	<b>Refreshments</b>	
16:30-17:30	Leadership and Team building Trade negotiations	Ambassador <i>Suzanne Hale</i> , U.S.A.
17:30-18:15	<b>Thematic Module 5</b> Trends in Information Services for Agriculture	<i>Federico Sancho</i> , Head Documentation and Publications



FRIDAY, MARCH 28, 2008:

## EARTH UNIVERSITY

	Program	Facilitator
06:30-18:00	<p><b>Leadership Module 2</b></p> <p>Field trip: EARTH University A series of team exercises to develop overall leadership potential</p>	<p><i>Dr. Manuel Cerrato, Dean of Academic Affairs; Junior Acosta Peña, Professor and Coordinator of the Admissions Office; Dr. Hardin Rahe; Guest Professor</i></p>





# LEARNING ABOUT OURSELVES AND OTHERS AS LEADERS...



*We challenged ourselves as individuals and as teams to learn the “ropes” of a new century...*



*our century,  
our destiny,  
ours to lead.*



*And in this process, we learned that in our hearts and minds exist the trust, the confidence and the commitment... to bring about change in our century.*



# ...AND TEAM-MEMBERS



*Amidst all the apparent differences, we are one people which is the most beautiful thing there is. Yes! together we can as one people in the Americas working as one team.*  
 Conroy Cassan Huggins, Saint Vincent and the Grenadines



*The boom that we caused should not slow down. The change begins with ourselves and the group that gathered showed to be one of leaders. Count on a friend in Ecuador*  
 Paul Benavides

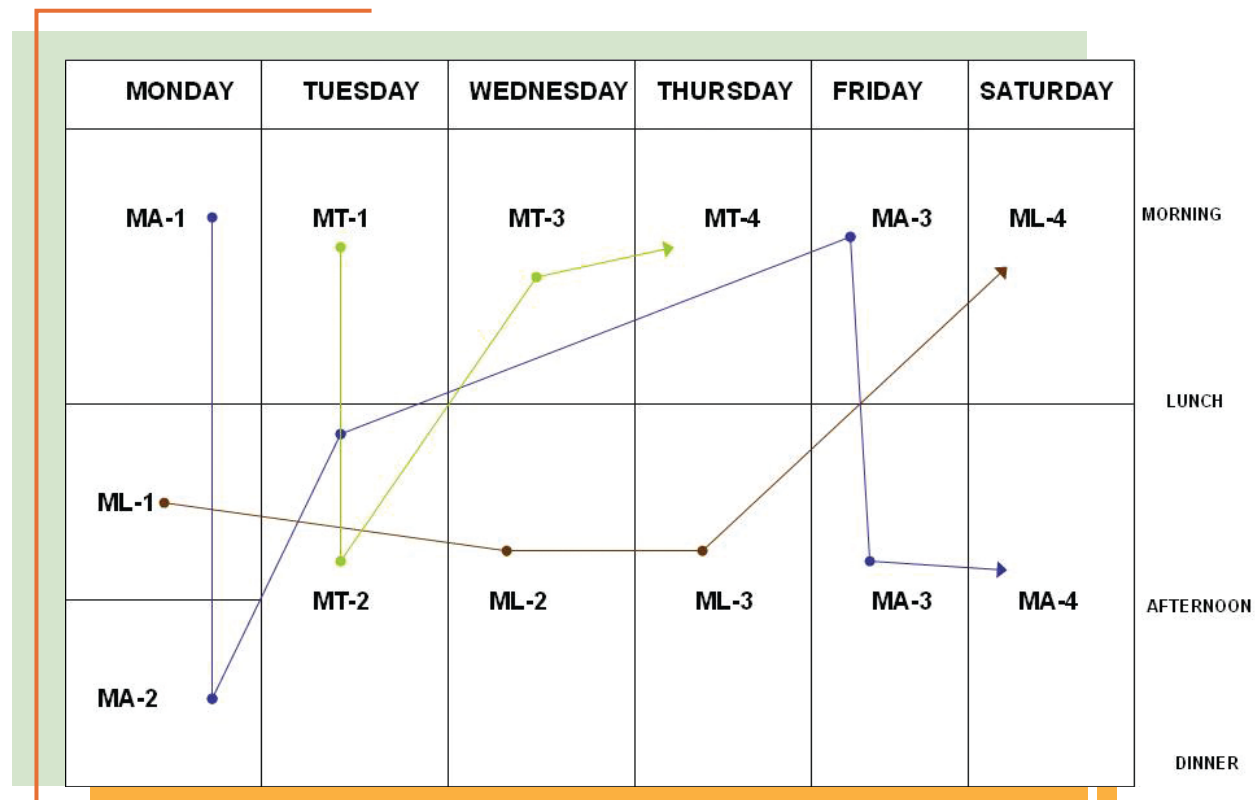


**SATURDAY, MARCH 28, 2008**

	Program	Facilitator
08:30-10:00	<b>Leadership Module 3</b> Visualizing the Future	<i>Juan Caliva</i> , Specialist in Education and Agricultural Extension
10:00-10:30	<b>Refreshments</b>	
10:30-16:00	Declaration of Young Leaders of Agriculture in the Americas IICA 2008	<i>Hernán Chiriboga</i> , Coordinator of the Center for Leadership
16:00- 16:30	<b>Closing ceremony</b>	<i>Dr. Chelston W. D. Brathwaite</i> Director General



## 5 THE METHOD



**M**ethodologically, the concept of a forum was divided into three inter-related learning streams:

Leadership (ML), agriculture and sustainable rural development (MT), and the operations of an interamerican agency (MA).

In the chart above, a braided effect is developed by intertwining these three streams, thus stimulating more learning and leadership development throughout the week.

For additional information on the learning methodology, please contact us at [hernan.chiriboga@iica.int](mailto:hernan.chiriboga@iica.int)

The learning methodology was designed with the following question in mind:

How can we strengthen young leaders so as to address in the future the issues delineated in the following quotes with courage, integrity and commitment?

*“Eight years ago, more than 100 nations agreed, in the Millennium Declaration, to reduce poverty by 50% by the year 2015. Today, as we approach the halfway mark, it is clear that that goal will not be achieved by the majority of our countries. But the global goal is important. We have an unfinished agenda.”*

*“According to a recent report by ECLAC, 96 million people, or 18.6% of the population of Latin America, are in a situation of extreme poverty, and the total number of the poor is 200 million, or 40% of the population.”*

*“Latin America and the Caribbean continue to be a region of social inequality where the richest 10% receive 50% of national income and the poorest 10% only 1.6%.”*

Specific examples of two leadership exercises may be found on the following page.



# LEADERSHIP AND TEAM BUILDING



“I once took a leadership course for US government officials. We spent the whole week watching short segments of old movies. We saw segments from old cowboy movies, gangster movies, space thrillers and comedies. Then, after each segment, we analyzed how different characters had shown leadership and talked about why they had been effective in influencing others. I learned a lot that week, but the most important thing I learned was to always, always, keep watching and learning. Over the years, I have found that I have learned more about leadership from colleagues and the people who work for me than I have from my bosses.”

“I would like to say what an honor it has been for me to join this conference. This is an extraordinary group of talented people whom I expect to make a real difference in our world. My guess is that we have at least one future president in this group, several senators and, maybe, five to ten future ministers of agriculture. There are probably also several future leaders of national farm organizations, a few trade negotiators and a handful of future CEOs of top agribusinesses and NGOs. I encourage you to work hard to maintain the contacts you are making here this week. If you do, you will have a very powerful set of potential partners to work with 15 years from now.”

**Susan Hale** did the following exercise with cards, asking that each person place a word on a colored card which, in their opinion, best described the leadership quality of Carlos Jara (the facilitator of Module 3).

The cards were typed and projected while she spoke. The following list of attributes were the final result and she asked the group to comment on these attributes as they perceived them to be in relationship to the qualities of a leader:

INSPIRATION	STRENGTH	MOTIVATOR
CONNECTION	HUMILITY	SOUL
PASSION	HEART	IN LOVE
LOVE	ENTHUSIASM	HUMANIST
MYSTICAL	PRINCIPLES	EMPATHY
LIGHT	COMMITMENT	TRUST
HAPPY	TRUSTWORTHY	KNOWLEDGE
FRIENDLY	ARTICULATE	CHARISMATIC
SPIRITUAL	INVOLVEMENT	POSITIVE
EQUALITY	GREAT	DREAMER

# HEADLESS WORMY

- How does leadership emerge when we are headless?
- How does one regain one's center when sightless?
- Which direction do we take in unknown territory?
- When is planning important in leadership?
- What type of communication is essential to survival?
- Are we inter-connected?
- Do we work well together?
- Are we humanity evolving?

*Santiago Vélez, facilitator*



## 6 REFLECTIONS OF YOUNG LEADERS

*I came as a Jamaican.  
And left as a Latin Caribbean  
I came as a national.  
And left as a person of the  
hemisphere.*

Mark Lee, Jamaica



*The week was so incredible  
that it was difficult  
to return.*

Luciana Elustondo, Argentina



*It was a pleasure to meet you  
friends at the forum.  
More than that, it was  
amazing the passion,  
enthusiasm and commitment  
that you have shown.  
These are keys for a better  
future. Don't you think?*

Antero Cabrera, Paraguay



*In particular, we have tried to put into practice the spirit of leadership to generate well-being in the agriculture sector of El Salvador. I had the opportunity to ask the majority of students at ENA to point to the North with their eyes closed, and even though the majority were correct, there were some who were not, and the exercise was positive, and fostered our unity, without any importance being given to whether they were students, professors, or administrators. I believe we communicated happiness, the goal of achieving a common objective, and creating greater closeness.*

Ever Quiñonez, El Salvador







*Sharing experiences and agreeing on the way forward is the essence of leadership.*

*Remember, people are leaders or actors, last week we demonstrated that we are all leaders.*



*Wilmont Dudley Garnett, Belize*

*Abidemi and I had a safe flight back to Trinidad and Tobago.*

*I would really like to thank you all for making the week in Costa Rica enlightening, enjoyable, productive, informative and, most of all, an unforgettable experience.*



*Richard Rampersaud,  
Trinidad & Tobago*

*I think it was a wonderful experience for everyone, but in my case I want you to know that I return to my country with batteries recharged and with a desire to do new things that really have an impact.*



*Virgilio Mayol, Dominican Republic*

*One of the key things that I learned over the last week is that the problems that we're facing in agriculture are almost universal from top to bottom of the Americas, and it is so important to have young educated leaders helping to resolve these problems for the future of MANKIND.*

*Some day the general population will realize just how important farmers are!*



*Ian Richardson, Canada*

## 7 THE DECLARATION

Meeting at the Headquarters of the Inter-American Institute for Cooperation on Agriculture (IICA), in San Jose, Costa Rica;

Mindful of the importance of reassessing the value of, and publicizing, the true contribution of agriculture and rural life to the sustainable development of our countries with a view to achieving greater competitiveness, sustainability, equity and good governance;

Acknowledging the need to work jointly with public, private and social stakeholders who interact in rural territories, agricultural value added chains and the national and international setting;

And acknowledging as a resource the cultural, environmental, social and economic diversity of the countries of the Americas and the unique conditions that exist in each of our countries,

As Young Leaders of Agriculture and Rural Communities of the Americas, we renew our commitment to:

1. Contribute to establishing and reinforcing opportunities and mechanisms for reaching consensus on State policies that incorporate the principles of social inclusion and gender, environmental sustainability, competitiveness and participation.
2. Participate in the identification and dissemination of information on the true contribution of agri-food chains and rural territories to the general well-being of societies, so that decision makers can acknowledge the importance of agriculture and rural life in designing public policies.
3. Promote innovative agricultural commercial enterprises and thereby contribute to the development of a competitive, innovative, inclusive and sustainable entrepreneurial system.
4. Empower young leaders by instilling an awareness of the importance of environmental conservation in mitigating the effects of climate change and promoting sustainable development.
5. Enhance leadership in young people based on trust and integrity with a view to promoting respect for cultural identity.
6. Recommend that other fora continue to be conducted to assess the work accomplished by leaders in each member country in promoting the repositioning of agriculture and rural life.
7. Follow up on the commitments made through the available mechanisms for this purpose.

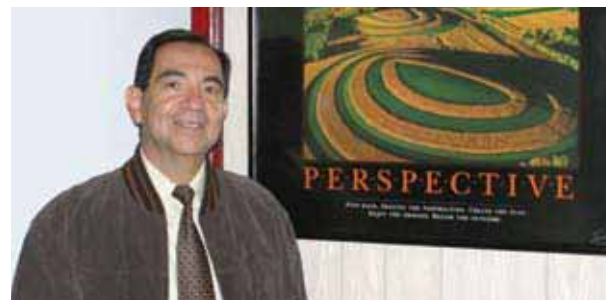
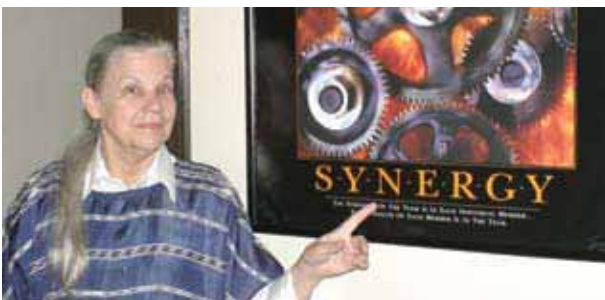
## 8 THE CLA TEAM



*Hernán Chiriboga, CLA Coordinator.*



*Patricia Ross, CLA Administrator.*



*Jan Hurwitch and Juan Caliva, CLA Leadership Specialists.*



*Soledad Guillén and Karen Salazar, CLA Assistants.*

## 9 CONCLUSION

As a result of the Forum for Young Leaders in Agriculture from the Americas, a number of concrete activities have been developed, such as:

1. A virtual community of practice is operating and may be accessed via <http://cop/sites/Liderazgo/default.aspx>
2. Selected participants will be sent to countries as interns for up to one year to specialize in such professional areas as:
  - Sustainable rural development
  - Agri-business development
  - International trade
  - Training and education
  - Leadership and management
3. Fifteen fellows from El Salvador will visit Mexico to learn more about sustainable rural development and leadership in the Mexican context.
4. A national forum for young leaders was held in the Dominican Republic on July 18, 2008.
5. A regional forum for leaders was held in the Andean Area from 28-30 July 2008.
6. A new magazine, *Leadership in Agriculture*, is being launched.
7. The Declaration of the First Forum for Young Leaders in Agriculture and the rural Communities of the Americas.
8. The democratic election of Medardo Lizano from the Spanish-speaking countries and Marcus Richards from the English-speaking countries to represent the entire group at IICA's Twenty-Eighth Executive Committee Meeting (22-24 of July, 2008) to present the results of the Youth Forum.
9. Business exchanges: emerging leaders offering and looking for agricultural products and using the net to further rural businesses.
10. Participation in the World Youth Congress, in Canada this year.

These are the more tangible products that are beginning to emerge as a result of this memorable event. There are many products that are less tangible –those that have connected us as human beings, that foster peace between us and with our environment and that engage us and motivate us to have higher aspirations.