



Foreword



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The challenges that IICA faces, and that are described in its 2010-2014 Medium-term Plan and Strategic Plan, require to find new paradigms for the provision of the Institute's technical cooperation services, as well as mechanisms of articulation that help to forge a single IICA.

For its part, the Agribusiness and Commercialization Program of the Technical Cooperation Directorate is tackling the challenge by setting itself the task of systematizing and disseminating, in a straightforward and accessible format, the technical cooperation instruments that the Institute has developed for the area of agribusiness and commercialization. The intention is for public and private stakeholders in IICA's member countries with interest and responsibility in these areas, to be able to contribute to the development and strengthening of agribusiness competitiveness and sustainability, and to improving the living conditions of producers and inhabitants in rural areas.

This document describes very succinctly the instruments IICA has developed, based on many years of experience, to strengthen the competitiveness of agribusinesses, agroindustry and commercialization —always with a high degree of social and environmental responsibility. The fact sheets in this document were distilled from the work of many IICA professionals, and represent a sweeping history characterized by a wealth of perspectives and approaches that makes it possible for these instruments to be used in a wide range of economic and social situations.

These instruments were created by a team of professionals who today make up a network committed to the ideals and principles that have characterized IICA for its almost 70 years of existence. They reflect the work of the technical teams of the Technical Cooperation Directorate, the Agribusiness and Commercialization Program, the IICA Offices, and other Institute units, who collaborated generously and transparently in this task to identify and systematize for the reader the valuable contributions of those who preceded us at the Institute. This work would not have been possible without the coordinated contribution of all these units, to whom we express our gratitude.

In making this catalog available to you, we renew our commitment, both as individuals and as a group, to the producers and the agricultural and rural entrepreneurs in our member countries, to persevere with the greatest possible steadfastness in our search for new paradigms that will build a better society.

Miguel Garcia-Winder
Manager
Agribusiness and Commercialization Program
Technical Cooperation Directorate
IICA





Introduction

The Inter-American Institute for Cooperation on Agriculture (IICA), through its Agribusiness and Commercialization Program (PAC), has prepared this catalog of cooperation instruments for agribusiness and commercialization in order to make available to public and private stakeholders in the countries of the hemisphere, the wide range of courses, guidelines, methodologies, seminars, workshops, information systems, and technical assistance tools developed and validated in different contexts and with various institutional partners. Our intention is to contribute to the design, analysis, and evaluation of public policies, contribute to institutional modernization and development, and promote stronger public and private-sector capabilities in the area of the agribusiness and commercialization.

This catalog contains fact sheets that offer a general description of each instrument as well as information on the target population, expected outputs, year they were designed, partners who contributed to their design and implementation, experience with their use, the resources needed to implement them, and materials available for distribution to interested parties.

In addition to that information, each fact sheet indicates the line of action and type of intervention of the instrument, as defined in the Institute's 2010-2014 Medium-term Plan. Each fact sheet also indicates the unit responsible for implementation of the instrument, and who can be contacted at the PAC and at IICA's Agribusiness Network (Redagro IICA) for additional information.

This first version of the catalog contains 31 fact sheets, grouped into five subject areas:

1. Support for income diversification and value adding
2. Develop and strengthen chain organizations
3. Economic management of rural territories
4. Facilitate market access and link farmers to markets
5. Strengthen agribusiness management

The catalogue has been designed so it can be updated regularly as new instruments are designed, validated and used. It is hoped that this dynamic archive will become the mechanism of choice to facilitate interaction, not only among the IICA Offices in the countries, but also between IICA's Agribusiness and Commercialization Program and its counterparts and strategic partners —at the local, national, regional, and hemispheric levels— who are engaged in actions to promote agribusiness and commercialization.

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Name of the instrument	Distance learning course on the design and formulation of agro-ecotourism projects
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Creation and development of capabilities
Description	Distance learning course consisting of seven modules on the design of agro-ecotourism projects. Course offered online, including 14 weeks of lessons.
Purpose	To provide participants with a conceptual and practical basis for designing, planning, and implementing agro-ecotourism projects.
Key characteristics	The course enables participants to move forward in the study and design of a project adapted to local conditions. At the end of the course, they will have a tool that facilitates the implementation of new tourism undertakings. Course contents include: tourism economics, project design, agro-ecotourism market studies, marketing of agro-ecotourism projects, operation of common business activities, human resources management in the agro-ecotourism enterprise, and financial viability.
Expected outputs	Profile of an agro-ecotourism project
Year it was designed	2008
Frequency	Semiannually (March and August)
Scope	Hemispheric, national, territorial, or for specific organizations
Target population	<ul style="list-style-type: none"> • Technical personnel of government institutions or universities • Owners of small- or medium-sized farms
Executing unit	IICA (PAC and Distance Education Center -CECADI-)
Resources needed for implementation	<ul style="list-style-type: none"> • IICA distance education platform • Minimum group size: 25 participants. Fee: US\$250 per person • Facilitators (1/25 participants)
Experience with its use	The course has been offered six times to date, serving a total of 335 participants in Latin America and the Caribbean
Materials available	Electronic manuals, course given through online platform, guidelines, posters
Contact person at PAC	<ul style="list-style-type: none"> • Marvin Blanco, Agribusiness and Commercialization Specialist, email marvin.blanco@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Institutional partners	Educational Portal of the Americas of the Organization of American States (OAS)
Observations	<ul style="list-style-type: none"> • The course can be offered to private groups. • The course can also be taught on location. • The course can be offered in English. • To be able to register for the course, participants should have a university degree.

Name of the instrument	Course: Guidelines for the formulation of agrotourism projects
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Creation and development of capabilities
Description	Training course on the design and formulation of agrotourism projects. It is an 8-week course offered on location (16 hours in the classroom and 28 hours outside the class, for a total of 44 hours).
Purpose	To formulate a family- or community-based agrotourism project, based on an assessment of the natural and cultural resources of the farm or community.
Key characteristics	<ul style="list-style-type: none"> • The course offers a comprehensive vision of agriculture and the rural-agricultural landscape, which are seen as resources for the design of tourism products that can diversify farm incomes. • This instrument places emphasis on assessing the tourism potential of a given farm or community, and on designing competitive tourism projects that highlight their agricultural and agroindustrial assets.
Expected outputs	Profile of an agrotourism project
Year it was designed	2010
Frequency	In response to demand from the countries and the IICA Offices.
Scope	Territorial
Target population	<ul style="list-style-type: none"> • Owners of small- or medium-sized farms and agribusinesses • Technical personnel of government institutions and NGOs • Tourism instructors and students
Executing units	IICA (PAC and Offices)
Resources needed for implementation	<ul style="list-style-type: none"> • Classroom with electricity and internet connection (desirable) • Teacher (1/20 participants) • Transportation and per diems for the instructor
Experience with its use	The course has been offered twice in Costa Rica (2010), attended by a total of 25 participants.
Materials available	Presentations, videos, selected readings, and field work guides. The course can be downloaded at www.prodarnet.org/page/course-of-agrotourism
Contact person at PAC	<ul style="list-style-type: none"> • Marvin Blanco, Agribusiness and Commercialization Specialist, email marvin.blanco@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Institutional partners	IICA Office in Costa Rica
Observations	This course can be adapted for different educational backgrounds; however, it is recommended that participants have completed secondary school studies.

Name of the instrument	Course: Train-the-trainers in HACCP and food safety and food quality management systems
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Adding value to agricultural production and keeping value in production areas • Linking producers to markets.
Type of IICA intervention	<ul style="list-style-type: none"> • Creation and development of capabilities. • Strengthening and modernization of institutions
Description	<p>The training program is based on the course “Hazard Analysis and Critical Control Points. Train-the-Trainers,” which is endorsed by the International HACCP Alliance and provides Train-the-Trainers certification.</p> <p>The course is based on the chain approach and has the following modules:</p> <ul style="list-style-type: none"> • Introduction to food safety management systems. • Prerequisites of HACCP. • GAP (Good Agricultural Practices). • GMP (Good Manufacturing Practices) • SSOP (Standard Sanitation Operating Procedures) • HACCP principles • Regulations. • Management of HACCP plans. • Adult training module.
Purpose	To provide tools for offering training in food safety and quality management systems to agrifood enterprises and organizations; to facilitate the implementation, evaluation, and monitoring of those systems; and to ensure continuous improvement of enterprises' products and operations. The aim is to improve the enterprises' possibilities to access markets whose commercialization and export requirements include the existence of food safety and quality systems.
Key characteristics	<p>The modules are taught by specialists and university professors, and include the participation of guest experts. It involves group work to design and discuss HACCP plans.</p> <p>The following is included as assistance for the training process:</p> <ul style="list-style-type: none"> • An adult education module. • Course planning strategies. • Analysis of the HACCP components that tend to generate most questions from participants. <p>Finally, students learn about the requirements that must be met in order to obtain the endorsement of the International HACCP Alliance; they also receive support in their efforts to achieve it. The course can be offered in Spanish or English.</p>
Expected outputs	Instructors trained in the subject matter and backed by International HACCP Alliance certification, which allows them to offer courses endorsed by the organization.
Year it was designed	2009
Frequency	In response to demand from the countries and the IICA Offices.

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Expected outputs	Instructors trained in the subject matter and backed by International HACCP Alliance certification, which allows them to offer courses endorsed by the organization.
Year it was designed	2009
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	Institutions, enterprises, educational organizations, consultants, educators, and experts interested in upgrading their skills and offering training courses on HACCP with the backing of an international agency.
Executing units	IICA (PAC)
Resources needed for implementation	<ul style="list-style-type: none"> • Conference rooms with installations for multimedia transmission, presentations, videos, etc. • Processing plants for practical activities and guided field trips. • Lecturers with expertise in the subject at the local level or knowledgeable about local regulations. • Local co-organizing institution interested in strengthening the country's capacities that will ensure the sustainability of the initiative.
Experience with its use	The course has been taught in Colombia, Ecuador, and Chile.
Materials available	Manuals and presentations. Additional information at http://haccp.tamu.edu
Contact person at PAC	<ul style="list-style-type: none"> • Marcos Sánchez, Food Safety Specialist, email marcos.sanchez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Marcos Sánchez, Food Safety Specialist, email marcos.sanchez@iica.int
Institutional partners	<ul style="list-style-type: none"> • Agricultural Health and Food Safety (SAIA) • International HACCP Alliance • Grocery Manufacturers Association • Texas A&M University
Observations	The cost of certification and the instruction book is US\$120 per participant.

Name of the instrument	Guidelines for preparation of territorial tourism development plans
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action within the IICA 2010-2014 Medium-term Plan	Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Strengthening and modernization of institutions.
Description	Guidelines for assessing the tourism potential of a territory and preparing an action plan for development.
Purpose	To coordinate the actions necessary to prepare a tourism development plan that follows a coherent methodological sequence and involves the majority of the stakeholders in a specific territory.
Key characteristics	<p>The guidelines define seven phases and their respective instruments for designing a territorial tourism development plan:</p> <ol style="list-style-type: none"> 1. Launching of the proposal. 2. Preliminary exploration of the territory. 3. Assessment of the territory's tourism potential. 4. Formulation of the tourism action plan. 5. Definition of the proposal for managing the plan. 6. Preparation of a training plan. 7. Social participation and awareness-raising plan.
Expected outputs	<ul style="list-style-type: none"> • Local tourism development advisory forum. • Tourism commission. • Assessment of territorial tourism potential. • Tourism action plan. • Management model for the tourism development plan. • Training plan. • Social participation and awareness-raising plan.
Year it was designed	2008
Frequency	In response to demand from the countries and the IICA Offices.
Scope	Territorial
Target population	Territorial development projects, local governments, government programs
Executing units	IICA (PAC and Offices)
Resources needed for implementation	<ul style="list-style-type: none"> • Technical personnel for field work (3 people). • Logistics and materials for organizing meetings and courses. • Airfare and per diems for field trips.
Experience with its use	In 2010, the methodology was applied in the territories of Huila, Colombia, and El Oro, in Ecuador
Materials available	Guidelines (in electronic form) and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Marvin Blanco, Agribusiness and Commercialization Specialist, email marvin.blanco@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Institutional partners	IICA-Costa Rica and the Rural Agroindustry Development Program (PRODAR).
Observations	The guidelines are an adaptation of the European Union's LEADER and PRODER guidelines, supplemented by instruments of the Rural Tourism Unit (University of Buenos Aires) and the Andalusian Technical Assistance and Information Society (SADAI).

Name of the instrument	Methodology for formulating strategic plans for community-based rural tourism with the chain approach
Technical concentration program	Agribusiness and Commercialization Program (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Adding value to agricultural production and keeping value in production zones. • Linking producers to markets.
Type of IICA intervention	<ul style="list-style-type: none"> • Strengthening and modernization of institutions. • Design, analysis, and evaluation of public policies and strategies
Description	<p>This is a participatory assessment and planning instrument used for formulating strategic rural tourism plans with the chain approach in municipalities and communities. This is a participatory assessment and planning instrument used for formulating strategic rural tourism plans with the chain approach in municipalities and communities.</p> <p>The planning process consists of the following stages:</p> <ol style="list-style-type: none"> 1. Prioritization of the production chain that will be associated with the program. 2. Identification of stakeholders and interest groups that will form the core group that launches the process. 3. Mapping of the tourism services chain, including analysis of business and community organizations, and evaluation of the support system. 4. Creation of multidisciplinary, inter-institutional work groups, including broad-based community participation. 5. Raising awareness among participants regarding the opportunities rural tourism offers as an agribusiness, especially viewed from the perspective of social responsibility and cohesion. 6. Community identification and ranking of the territory's natural and cultural resources that could be included in a rural tourism program. 7. Preparation of audio maps, developed on the basis of the interaction of participants in the working groups, and using GPS. 8. Participatory prospective planning of a community-based rural tourism program. 9. Dissemination of information on the tourism program, and search for local and national partners, as well as international technical cooperation, to fund the projects. Also, design of actions for implementing the program and consolidating the service chain.
Purpose	To provide information to interested parties and help plan actions for developing community-based rural tourism, incorporating the concepts of social responsibility and cohesion, recognizing the new value of natural and cultural resources and making sustainable use of them to help improve the well-being of rural families.
Key characteristics	<ul style="list-style-type: none"> • Uses the chain approach in planning tourism services. • The focus is on developing community-based tourism services.
Expected outputs	<ul style="list-style-type: none"> • The planning document for the community-based rural tourism program • Geo-referenced inventory of natural and cultural resources. • Promotional materials (fliers and videos). • Strengthened capacities in participating institutions and beneficiary communities.
Year it was designed	2007
Frequency	In response to demand from the countries and the IICA Offices.

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Scope	National and territorial.
Target population	<ul style="list-style-type: none"> Public agency officials (governments, municipalities, autonomous institutes, regional representatives of the ministries of agriculture, tourism, health and education). Community councils made up of community stakeholders. Tourism service providers.
Executing unit	IICA-Venezuela
Resources needed for implementation	<ul style="list-style-type: none"> Community stakeholders who are motivated and willing to participate in the program. Counterpart contribution to cover transportation costs, per diem, and activities. GPS for geo-referencing the resources identified. Funds to cover the cost of meeting rooms, materials, and audiovisual equipment for the workshops and the working groups.
Experience with its use	<p>In Venezuela in:</p> <ul style="list-style-type: none"> the state of Portuguesa (2007-2009) the municipality of Andrés Eloy Blanco in the state of Lara (2007-2009) the state of Yaracuy (2009-2010).
Materials available	<ul style="list-style-type: none"> Reports, presentations, videos.
Contact person at PAC	<ul style="list-style-type: none"> Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int Marvin Blanco, Agribusiness and Commercialization Specialist, email marvin.blanco@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> Isabel Balcázar, Specialist at IICA Office in Venezuela, email Isabel.Balcazar@iica.int
Institutional partners	
Observations	

Name of the instrument	Workshop: Quality, safety, and value added in poultry processing
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Creation and development of capabilities.
Description	<p>Training workshop on poultry processing practices from the farm to the table, in three modules:</p> <ul style="list-style-type: none"> • Farm practices: to improve production quality, safety, and performance • Processing practices: to improve processing quality, safety, and performance • Cooking demonstrations for consumers <p>Four to five-day course (34-40 hours) taught on location. Includes theory, technical demonstrations, and practical activities with equipment and products, as well as field trips to plants and to suppliers and equipment manufacturers.</p>
Purpose	To provide participants with know-how they can use in their businesses, through training activities and practical demonstrations. The aim is to strengthen the competitiveness and quality and safety of their products. To familiarize participants with technological and scientific advances in the poultry industry, so they can take advantage of these developments, and to inform them of regulatory aspects that affect poultry trade.
Key characteristics	<ul style="list-style-type: none"> • The presentations are given by specialists, university professors, and technical personnel from suppliers and equipment manufacturers. The ratio of participants to guest speakers is usually 1:1 or 2:1. • The practical sessions are held at the university's pilot plants and at a private-sector cooking demonstration center that allows students to participate (learn by doing methodology); this encourages questions and facilitates the assimilation of information. • Field trips to processing plants and to businesses that sell equipment and supplies. • The course ends with a "cooking show" held at a multimedia demonstration center. • The registration fee covers the direct costs of the course; in other words, it is self-financed. • The workshop is offered in English and Spanish.
Expected outputs	The participants have the know-how and tools needed to improve the quality and safety of poultry processing products, with the purpose of reducing costs and creating value-added products that meet the relevant commercialization and export requirements. In other words, participants will be in a position to improve their businesses' competitiveness.
Year it was designed	2007
Frequency	At least once a year, together with the Atlanta International Poultry Fair and the Poultry Show, or in response to demands from the countries and the IICA Offices.
Scope	National

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Name of the instrument	Course: Management of local agro-production chains
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The course consists of four units:</p> <ol style="list-style-type: none"> 1. Agro-production chains: an approach to the agro-production system. 2. Competitiveness, chains, and territory. 3. Trade, international negotiations, and their implications for the development of chains. 4. Strategic planning applied to the development of agro-production chains.
Purpose	To promote the organization and management of competitive, equitable, and sustainable agro-production chains at the local level, framed by a territorial approach to rural development.
Key characteristics	<p>The course is taught using the constructivist pedagogical approach to teaching-learning. In this model, participants' existing level of knowledge is determined, a frame of reference is established for learning, specialists and other people with relevant expertise are invited to make presentations, exercises are used to implement what was covered and to relate the learning to participants' circumstances and finally, a conceptual map is designed as a way of wrapping up the course and reviewing each unit.</p> <p>This model helps students to: 1) understand and assess their prior know-how and experience, 2) become motivated to learn new concepts, ways of proceeding, and attitudes, 3) improve criteria for searching for and selecting information for solving problems, 4) plan and organize work with a collaborative approach, 5) implement what they learned under conditions that approximate the actual situation, and 6) self-regulate their learning.</p>
Expected outputs	Technical personnel trained to manage agro-productions chains with a territorial perspective.
Year it was designed	2004
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National, and in specific territories.
Target population	Technical personnel and professionals from public and private institutions with work experience in extension projects and technical assistance to farmers.
Executing unit	IICA (PAC)
Resources needed for implementation	Rooms for lectures and group exercises; materials and audiovisual aids; financial resources to cover the direct costs of the course.

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<p>Experience with its use</p>	<ul style="list-style-type: none"> • Taught on location in Peru, in the provinces of Huaral, Huaura, and Barranca, within the framework of the project Training managers and operators of production chains, 2004-2005. • International course offered within the framework of the Training Program for the Andean Region, promoted by the Hemispheric Training System for Agricultural Development (SIHCA), 2007. • In Ecuador, in the province of Santo Domingo de los Tsachilas, 2010.
<p>Materials available</p>	<p>Manuals, workbooks, supplementary readings, presentations, and instruments for planning the units.</p>
<p>Contact person at PAC</p>	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
<p>Contact person at the IICA Agribusiness Network</p>	<ul style="list-style-type: none"> • Luis Morán, Institution Building Specialist, at IICA Office in Peru, email luis.moran@iica.int
<p>Institutional partners</p>	
<p>Observations</p>	

Name of the instrument	Methodology: Chains and dialogue for action (CADIAC)
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	<ul style="list-style-type: none"> • Design, analysis, and evaluation of public policies and strategies. • Strengthening and modernization of institutions. • Creation and development of capabilities.
Description	<p>The methodology has three phases:</p> <ol style="list-style-type: none"> 1. Identification of factors that hinder or strengthen the competitiveness of the agro-production chain, and proposals for addressing or strengthening them (assessment) 2. Preparation of an action plan. 3. Promotion of a chain organization to execute the action plan (Chain Committee).
Purpose	To provide information and help plan actions to develop the competitiveness of agro-production chains.
Key characteristics	This participatory instrument promotes the participation of public and private stakeholders associated with the chain, in the three phases of the methodology (assessment, preparation of action plan, execution of actions).
Expected outputs	A comprehensive chain with a detail action plan that will foster its competitive development.
Year it was designed	1996
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National, regional, or territorial.
Target population	Stakeholders in the agro-production chains and from relevant institutions
Executing unit	IICA (PAC)
Resources needed for implementation	<p>For the phase covering assessment, preparation of action plan, and creation of the Chain Committee:</p> <ol style="list-style-type: none"> a. A national counterpart in the agricultural ministry or another interested institution in the country. b. Funds to cover the cost of the participatory workshops (meals, transportation, other expenses), which averages US\$3,000. <p>For monitoring the action plan:</p> <ol style="list-style-type: none"> a. An official from agricultural ministry or another institution to serve full-time as secretary of the agrifood sector chain. b. Office and office equipment. c. Secretarial support. d. Facilities for transportation. e. Funds to cover general costs.
Experience with its use	This methodology has been applied several times in Central America, Mexico, and in South American and Caribbean countries.
Materials available	Manuals and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Danilo Herrera, Agribusiness and Commercialization Specialist, email danilo.herrera@iica.int

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<p>Contact person at IICA Agribusiness Network</p>	<ul style="list-style-type: none"> • Danilo Herrera, Agribusiness and Commercialization Specialist, email danilo.herrera@iica.int • Robert A Reid, Agribusiness and Commercialization Specialist, email robert.reid@iica.int
<p>Institutional partners</p>	<p><i>Centre de coopération internationale en recherche agronomique pour le développement (CIRAD)</i></p>
<p>Observations</p>	<ul style="list-style-type: none"> • This instrument can be applied in segments. For example, an analysis can be made of a given chain's competitiveness for different purposes, without proceeding to organize the chain. • The chains can be analyzed by means of a detailed field study, or a quick assessment in a workshop with the stakeholders of the chain, vendors of equipment and services, and the relevant public institutions. • The assessment includes two additional instruments that provide further support and can be used for different purposes: <ul style="list-style-type: none"> - Methodology for preparing typologies of stakeholders (of chains). - Methodology for analyzing the international competitiveness of an agro-production chain.

Name of the instrument	Methodology for analyzing the international competitiveness of an agro-production chain
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	<ul style="list-style-type: none"> • Design and analysis of public policies and strategies. • Strengthening and modernization of institutions.
Description	This methodology is used to analyze the international competitiveness of an agro-production chain, using simulations that can compare the prices and costs of a national chain and those of a chain in another country. The simulations are made for a specific market, either national or international, and are based on the following variables: tariffs, local prices, international prices, production costs, processing costs, transportation costs, and others.
Purpose	<ul style="list-style-type: none"> • To provide inputs so that stakeholders of agro-production chains and the agricultural sector can determine how they stand in terms of competitiveness, by comparing their situation with that of chains in other countries. • To generate information for designing trade negotiation strategies to be used by countries negotiating free trade agreements.
Key characteristics	<ul style="list-style-type: none"> • It is a practical and easy to use instrument. • It is innovative. The comparisons are made by observing the chain and not the end or intermediate goods, which is more common.
Expected outputs	<ul style="list-style-type: none"> • Assessment of the international competitiveness of an agro-production chain of the country. • Criteria for formulating policies and actions to "level" the competitiveness of the national chain relative to the chain compared. • Information for defining trade negotiation positions for free trade agreements.
Year it was designed	2002
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National, regional, or territorial.
Target population	Stakeholders in the chains and from relevant institutions.
Executing units	IICA (PAC)
Resources needed for implementation	<ul style="list-style-type: none"> • A national counterpart who assumes leadership for application of the methodology. • Funds for travel and per diems, and for organizing training workshops for people who will apply the instrument at the national level.
Experience with its use	This methodology has been implemented on many occasions, by public and private users, within the framework of the chain approach (Methodology: Chains and dialogue for action, CADLAC).
Materials available	Conceptual framework; a manual that guides the exercises for comparing national and external prices; a document on the design of trade negotiation strategies for sensitive agrifood products using an approach based on the chain analysis methodology, and various presentations.

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Contact person at PAC	<ul style="list-style-type: none"> • Danilo Herrera, Agribusiness and Commercialization Specialist, email danilo.herrera@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Danilo Herrera, Agribusiness and Commercialization Specialist, email danilo.herrera@iica.int
Institutional partners	Secretariat of the Central American Agricultural Council (CAC)
Observations	

Name of the instrument	Methodology for studying market relations in agroindustrial systems
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Linking producers to markets. • Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Design, analysis, and evaluation of public policies and strategies.
Description	<p>This methodology is composed of five processes:</p> <ol style="list-style-type: none"> 1. Delimitation and mapping of the agroindustrial system. 2. Analysis of the principal forms of coordination among the stakeholders of the chain. 3. Analysis of the market structure in order to build indicators 4. Studying of the market structure. 5. Analysis of the commercialization margins and price distributions. <p>The methodology includes the creation of capacity for the practical use of the instrument.</p> <p>This methodology takes approximately three months to apply.</p>
Purpose	To produce information that will enable government officials to better understand aspects of how markets operate in agroindustrial chains, so that they can arbitrate and make decisions in response to demands from agribusiness stakeholders.
Key characteristics	<ul style="list-style-type: none"> • It facilitates the evaluation of the structures of governance observed in commercial transactions, as well as an analysis of the mechanisms used to set prices in the different segments of the production chain. • It increases opportunities for the participation and integration of less-developed and weaker stakeholders and components of the production chains, so that their influence can be brought to bear in decision-making and policy implementation.
Expected outputs	High-quality information for decision-making on sector policies.
Year it was designed	2008
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	The public sector and private stakeholders associated with the production chain.
Executing unit	IICA Office in Brazil
Resources needed for implementation	<ul style="list-style-type: none"> • A clearly identified national counterpart. • The technical, material, and financial resources needed for implementation (consultants and logistics).
Experience with its use	In 2009, with the Bank of Northeastern Brazil, the methodology was applied to the cashew-production chain in the states of Ceará, Piauí, and Rio Grande do Norte, to support the definition of new credit and agricultural insurance policies in the region.

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<p>Materials available</p>	<ul style="list-style-type: none"> • Methodology for the study of market relations in agroindustrial systems available at: http://migre.me/5lebv • Validation document <i>Cadeia Produtiva da Castanha do Caju</i>, available at: http://migre.me/5mSP4
<p>Contact person at PAC</p>	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
<p>Contact person at IICA Agribusiness Network</p>	<ul style="list-style-type: none"> • Marcos Ortega Berenguer, Coordinator of the Agribusiness and Commercialization Area, at IICA Office in Brazil, email marco.ortega@iica.int • Daniel Torres, Agribusiness and Commercialization Specialist, at IICA Office in Brazil, email daniel.torres@iica.int
<p>Institutional partners</p>	<p>Ministry of Agriculture, Livestock, and Supply, Coordinating Office of the Sectoral and Thematic Chambers, Bank of Northeastern Brazil, Core research groups at the Universities of Brasilia, Federal Fluminense (Rio de Janeiro), and San Carlos (São Paulo).</p>
<p>Observations</p>	<p>In Brazil, application of this methodology costs around US\$40,000.</p>

Name of the instrument	Methodology for developing consensus on competitiveness agendas, and for creating opportunities to discuss political, institutional, technical-productive, and commercial issues
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Linking producers to markets.
Type of IICA intervention	Design, analysis, and evaluation of public policies and strategies.
Description	<p>This methodology is a participatory process of consensus-building and strategic planning, based on a thorough understanding of an issue or value chain.</p> <p>Basically, the methodology consists of two stages:</p> <ol style="list-style-type: none"> 1. Preparation of a detailed assessment of: characteristics of production, current situation, trade (national and international), consumption, scenarios, value chain. 2. Creation of competitiveness forums or boards as a medium for discussion, to: <ol style="list-style-type: none"> a. Analyze the setting (global, regional, national) by category and by issue (innovation and dissemination of technologies, agrarian public sector, small- and medium-scale producers), based on the earlier assessment. b. Define the strategic importance of the topic c. Design a common vision. d. Reach agreements on strategic guidelines, including a SWOT matrix. e. Prepare a competitiveness strengthening agenda, to include a list of policy measures arrived at by consensus.
Purpose	<ul style="list-style-type: none"> • To create opportunities for public-private sector dialogue and consensus-building regarding policy, technical-productive, commercial, and organizational topics. • To guide the process to define and implement a consensus-based competitiveness agenda, with a view to strengthening the sector's competitiveness.
Key characteristics	<ul style="list-style-type: none"> • The methodology is used to identify which stakeholders play a key role in a process, and to facilitate their active participation in group discussions. Since the process is based on a thorough technical understanding of the position of the given topic (value chains, thematic areas/issues, sector problems) at the national and territorial levels, it also facilitates the design of future strategies that are more aligned with actual circumstances. • The creation of participatory discussion forums promotes closer ties and articulation among stakeholders associated with a common subject.
Expected outputs	Competitiveness agendas and opportunities to discuss the policy, institutional, technical-productive, and commercial aspects of the selected chain.
Year it was designed	2003
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National, regional, or territorial.

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Executing unit	IICA Office in Paraguay
Resources needed for implementation	<ul style="list-style-type: none"> • National counterparts. • A subject-area specialist to conduct the preliminary assessment of the selected topic. • A group-work specialist to moderate and articulate the effort. • Financial resources for organizing forums and workshops • Rooms and audiovisual aids. • Transportation assistance.
Experience with its use	<p>This material was used by Paraguay's Ministry of Industry and Trade as the basis for creating Competitiveness Boards for its 2006 Investments and Exports Network. The following products were addressed with this methodology: cotton, poultry, sugarcane, beef, pork, grains, forestry products, fruit crops, horticulture, dairy, oleaginous, and yerba mate.</p> <p>It currently serves as a reference for the Livestock Competitiveness Program of the Ministry of Agriculture and for creating product-specific Boards in Paraguay.</p>
Materials available	Methodological guidelines, presentations, and competitiveness agendas for 12 agricultural and forestry products of Paraguay, and of the three thematic areas, in both print and digital form.
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int.
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Fátima Almada, Sustainable Rural Development and Agribusiness Specialist, at IICA Office in Paraguay, email falmada@iica.org.py
Institutional partners	<ul style="list-style-type: none"> • Ministry of Agriculture and Livestock (MAG) of Paraguay. • Agriculture and Livestock Commission of Paraguay's Chamber of Representatives.
Observations	

Name of the instrument	Agricultural Chains Observatory
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's Medium-term Plan	Modernization of markets and marketing systems.
Type of IICA intervention	Design, analysis, and evaluation of public policies and strategies..
Description	<ul style="list-style-type: none"> • The Observatory is an instrument used to study the competitive performance of agro-production chains, through analysis of the following comprehensive analysis of linkages, competitive referencing of chains, and policy measures that affect their performance, among other components. • The Observatory has a modular structure, with the following modules: competitiveness indicators, market intelligence, competitive referencing, agricultural policy, and international agribusiness.
Purpose	To monitor the competitiveness policy of agricultural chains, and to respond to requests for information and analysis from public and private agents associated with this work with a view to orienting their institutional and economic decisions at the macro, intermediate, and micro levels.
Key characteristics	<ul style="list-style-type: none"> • The Observatory's information sources are largely secondary, although consultations may be made with key stakeholders for some research projects or reports. • Other studies can be made in response to requests from chain organizations, for example: production costs, research for free-trade negotiations, and research on agroindustrial topics, among others.
Expected outputs	<ul style="list-style-type: none"> • Information for public and private sector decision-makers posted on the website. • Publications. • Discussion forums on the principal findings.
Year it was designed	2001
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	Public-sector stakeholders (national and regional levels); private stakeholders such as trade associations, entrepreneurs, producer organizations, universities, research centers, and others.
Executing unit	IICA Office in Colombia, Agribusiness and Commercialization Program (PAC), and Center for Strategic Analysis for Agriculture (CAESPA).
Resources needed for implementation	<ul style="list-style-type: none"> • Multidisciplinary technical team with training in economics, agricultural sciences, and information systems. • Databases of national and international sources. • Computers. • Statistical software. • Funds.

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Experience with its use	It was used for seven (7) years, with the following results: studies on the competitiveness of 27 chains; two statistical yearbooks on agro-production chains; and four series of reports on the level of economic activity of the following chains (2007): rice, milk, corn, cotton, and potatoes; a chain-specific database with information on area, production, performance, prices, production costs, foreign trade, agribusiness, world market, revealed competitiveness indicator, among others.
Materials available	Document describing the observatory, its structure and scope; presentations.
Contact person at PAC	<ul style="list-style-type: none"> Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> Yadira Peña, Competitiveness Specialist, at IICA Office in Colombia, email yadira.pena@iica.int
Institutional partners	Ministry of Agriculture and Rural Development of Colombia – Production Chains Directorate
Observations	<ul style="list-style-type: none"> In order to ensure the continuity of this type of instrument, it is suggested that dissemination strategies and mechanisms be designed and implemented right from the outset, with the aim of forging closer ties and working relations with the parties that request information. It is recommended that, insofar as possible, there be several sources of financing. It is important to include the design of ongoing and ex post evaluation mechanisms for the instrument, to facilitate the identification of problems and their correction on a timely basis.

Name of the instrument	Agricultural and Forestry Sector Observatory
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Prospection and management of innovation for agribusiness.
Type of IICA intervention	Knowledge management for agriculture and rural well-being.
Description	<p>This Observatory is a virtual system that offers the following sections or modules:</p> <ul style="list-style-type: none"> • Charts for the agriculture and forestry sectors. • Trend analysis by commodity/value chain. • Thematic reports of interest. • IICA Barometer, with opinion polls.
Purpose	To provide quality information in a timely fashion to people or agencies interested in the agricultural-rural sector in order to increase knowledge and facilitate decision-making.
Key characteristics	The Observatory has the advantage of concentrating up-to-date information on different aspects of the chain, such as: production, costs, processing, domestic and foreign trade, prices related to the chain, logistic support, and directories of people, agencies, and organizations associated with the subject area, in a single place.
Expected outputs	Reliable information in the form of studies that evaluate the current situation and trends of one or more specific products; thematic reports on topics including biotechnology, biofuels, and policies; and sector-wide surveys for public and private decision-makers.
Year it was designed	2004
Frequency	Ongoing
Scope	National
Target population	Public stakeholders at the national and regional levels; private stakeholders including trade associations, entrepreneurs, producer organizations, universities, research centers, and others.
Executing unit	IICA Office in Paraguay.
Resources needed for implementation	<ul style="list-style-type: none"> • Multidisciplinary technical team of individuals with expertise in economics, agricultural sciences, information systems, statistics, and research. • Databases of national and international sources. • Computers. • Statistical software. • Website for disseminating information.
Experience with its use	The Observatory has been active in Paraguay since 2004, providing information on the agricultural-rural sector and on specific categories including: soybeans, sesame seeds, cotton, sugarcane, forestry products, hogs, cattle, and poultry.
Materials available	Methodologies, manuals, presentations, Observatory website, reports on specific value chains.
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int

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Contact person at IICA Agribusiness Network	<ul style="list-style-type: none">• Fátima Almada, Sustainable Rural Development and Agribusinesses Specialist, at IICA Office in Paraguay, email falmada@iica.org.py• Fabrizio Zucchini, Head of the Electronic Documentation and Information Systems Management Center, email fabrizio.zucchin@iica.org.py
Institutional partners	<ul style="list-style-type: none">• General Planning Directorate and Directorate of Agricultural Census and Statistics (Ministry of Agriculture and Livestock); production associations of Paraguay
Observations	

Name of the instrument	Information system for the management and performance of chain organizations
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Modernization of markets and marketing systems.
Type of IICA intervention	Strengthening and modernization of institutions.
Description	<p>The system is composed of modules, with seven components considered key for the operation and functioning of chain organizations:</p> <ol style="list-style-type: none"> 1. general information, 2. strategic plan for the competitiveness agreement and annual action plan, 3. ministry's goals for the sector, 4. monitoring of the annual action plan, 5. production costs and domestic resources coefficient, 6. short-term actions, 7. meetings and documents. <p>The instrument has a website maintained and administered by the Ministry of Agriculture and the chain organizations.</p>
Purpose	To facilitate monitoring of the management and performance of chains and their organizations, as well as their ongoing evaluation, with a view to supporting decision-making by public and private stakeholders.
Key characteristics	This information system is managed by the public and private stakeholders who make up the chain organizations, and who produce, systematize, analyze, and make use of the information. Each module has a specific purpose, which is explicitly explained through a series of descriptors that analyze the specific actions taken by the organizations.
Expected outputs	Information for decision-makers (public and private), primarily those associated with the chain organizations.
Year it was designed	2009
Frequency	Ongoing
Scope	National
Target population	Public stakeholders at the national and regional levels; private stakeholders such as trade associations, entrepreneurs, producer organizations, universities, research centers, and others.
Executing unit	IICA-Colombia
Resources needed for implementation	<ul style="list-style-type: none"> • Internet platform, managed by specialized personnel. • Professionals of the chain organizations responsible for inputting and updating information on an ongoing basis.
Experience with its use	Used by 29 chain organizations in Colombia.
Materials available	Guidelines for formulating and monitoring the action plans of chain organizations; includes management and performance indicators, as well as presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Yadira Peña, Competitiveness Specialist, email yadira.pena@iica.int
Institutional partners	Ministry of Agriculture and Rural Development of Colombia – Production Chains Directorate
Observations	In order to set up this instrument, it is necessary to have an institutional and regulatory framework that promotes work with chain organizations, insofar as possible.

Name of the instrument	Course to create or strengthen community credit, marketing, and service funds
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Linking producers to markets. • Modernization of markets and of marketing systems.
Type of IICA intervention	<ul style="list-style-type: none"> • Creation and development of capabilities. • Strengthening and modernization of institutions.
Description	<p>This is a practical and conceptual course composed of modules that can be adapted to the degree of the funds' development (basic, intermediate, advanced). It includes:</p> <ul style="list-style-type: none"> • Instructional aids written in language adapted to small-scale entrepreneurs. • Forms for recording the accounting operations of the credits and the marketing of the funds. <p>It is taught on location by specialized advisers. Refresher courses can be offered by virtual means.</p>
Purpose	To provide participants with a conceptual and practical basis for creating or strengthening community credits, marketing and service funds.
Key characteristics	<ul style="list-style-type: none"> • The instructional aid (primers) provides examples that facilitate the trainer's work. • It includes methodology transfer workshops in order to create local talent that can facilitate the process in the organizations. • It involves direct contact with users, which facilitates monitoring of the process.
Expected outputs	Technical personnel and entrepreneurs trained in the process to create or strengthen of community credit, marketing, and service funds.
Year it was designed	2002
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National, territorial.
Target population	Small-scale rural entrepreneurs, state or university technical personnel responsible for programs and projects, trainers.
Executing unit	IICA - Colombia
Resources needed for implementation	<ul style="list-style-type: none"> • Conference rooms. • Materials and audiovisual aids. • Facilitators (1/25 participants). • Funds to cover printing or copies of primers, airfare, per diems, refreshments.
Experience with its use	In Colombia it has been used by approximately 400 organizations through the Plante, Pademer and Oportunidades Rurales programs. After the courses, the same number of funds were created or consolidated through this process.
Materials available	Primers and forms
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Contact person at the IICA Agribusiness Network	<ul style="list-style-type: none"> • Marcela Peña, Agribusiness Specialist, at IICA Office in Colombia, email marcela.pena@iica.int
Institutional partners	<ul style="list-style-type: none"> • Ministry of Agriculture and Rural Development, Colombia. • IFAD (Pademer and Programa Oportunidades Rurales). • Alternative Development Plan – Plante.
Observations	

Name of the instrument	Methodology for characterizing and strengthening local agrifood systems (SIAL)
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Adding value to agricultural production and keeping value in production zones.
Type of IICA intervention	Creation and development of capabilities.
Description	This methodology facilitates the mobilization and coordinated use (activation) of rural agribusiness resources and stakeholders whose products and know-how are strongly linked to the territory. It has three major stages: assessment, dialogue for activation, and activation of the concentration.
Purpose	To help improve the competitiveness of a local agrifood system (SIAL) by activating passive advantages, and strengthening the ties between the production activities and the territory.
Key characteristics	<ul style="list-style-type: none"> • It recognizes and generates value from the potential for agroindustrial concentrations in rural areas. • It generates value from the relationship between the products and services, and the territory from which they originate. • It promotes the participation and integration of all agents involved in the activity in the territory.
Expected outputs	<ul style="list-style-type: none"> • Assessment of the local agrifood system. • Proposal for activating the SIAL. • Stronger ties among the stakeholders of the SIAL. • Territory with an improved basket of goods and services.
Year it was designed	1998
Frequency	In response to demand from the countries and the IICA Offices.
Scope	Territorial
Target population	<ul style="list-style-type: none"> • Small- and medium-scale agroindustrial producers in disadvantaged rural territories that produce products with strong links in the territory. • Institutions that promote and support the development of small- and medium-scale agribusinesses.
Executing units	IICA-Mexico-CIRAD Agreement (<i>Centre de Coopération Internationale en Recherche Agronomique pour le Développement</i>).
Resources needed for implementation	<ul style="list-style-type: none"> • Funds for mobilizing facilitators, institutional and agroindustrial stakeholders to the territories (including per diems), and for conducting the workshops. • A committed local counterpart.
Experience with its use	Partially used in Cajamarca-Peru, Salinas-Ecuador, Turrialba-Costa Rica, Minas-Brazil, Chiriquí-Panama and Cauca Valley and Valle del Cauca and Hoya del Río Suárez-Colombia; Cotija, Aculco, Tlalnepantla, Tecomatlán and Ocosingo-Mexico, for different products.
Materials available	Methodological guide, supplementary readings, workbooks, presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int

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<p>Contact person at IICA Agribusiness Network</p>	<ul style="list-style-type: none"> • Francois Boucher, CIRAD Researcher-IICA Associate Professional, email fboucher@iica.org.mx, fymboucher@yahoo.com
<p>Institutional partners</p>	<p>CIRAD (<i>Centre de Coopération Internationale en Recherche Agronomique pour le Développement</i>)</p>
<p>Observations</p>	<p>SIALs are defined as systems comprising production and service organizations (farms, agrifood enterprises, business enterprises, restaurants, etc.) that are associated, by their characteristics and operations, with a specific territory (Muchnik and Sautier, 1998).</p>

Name of the instrument	Methodology to prioritize interventions to promote products with territorial identity (PTI)
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Design, analysis, and evaluation of public policies and strategies.
Description	<p>The methodology features the following sequence:</p> <ol style="list-style-type: none"> 1. Definition of the objectives of the intervention. 2. Definition of the criteria and variables to be considered for prioritizing interventions with PTIs. 3. Pondering of the criteria and variables. 4. Identification and listing of the PTIs to be evaluated. 5. Collection, systematization, and analysis of the market information, production and marketing of each product taking into account the relevant criteria and variables. 6. Rating of the variables for each product. 7. Calculation of the score or "rank" of each product. 8. Ranking of the products by score (prioritization).
Purpose	To generate qualified information that can be used to set priorities for the purpose of promoting products with territorial identity of rural agribusinesses as a strategy to support the development of producers, entrepreneurs, and the territory in which they work.
Key characteristics	This methodology adapts and applies the priority score method to the development of products with territorial identity.
Expected outputs	List of products of rural agribusinesses with territorial identity organized hierarchically as a means to help set priorities for interventions aiming to promote their development.
Year it was designed	2006
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National and territorial.
Target population	Technical personnel of state institutions, at the national and local levels, responsible for rural development programs and projects.
Executing units	IICA (PAC and Office in Ecuador)
Resources needed for implementation	<ul style="list-style-type: none"> • Preliminary list of products to be assessed. • Socioeconomic information on the territory where the methodology will be applied. • Specialized informants willing to participate in consultations. • Sites and materials for the group consultations.

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<p>Experience with its use</p>	<p>In 2007, in Ecuador, where it was used to define the priority among four previously selected agroindustrial products with territorial identity, for interventions in the Cotopaxi province.</p> <p>In 2011, in selected territories of Bolivia, Colombia, Ecuador, and Peru, to assess and consider PTIs as part of agrotourism projects.</p>
<p>Materials available</p>	<p>Methodological guide.</p>
<p>Contact person at PAC</p>	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
<p>Contact person at the IICA Agribusiness Network</p>	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
<p>Institutional partners</p>	
<p>Observations</p>	

Name of the instrument	Methodology for identifying agribusinesses with development potential in rural territories
Technical concentration program	Agribusinesses and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	<ul style="list-style-type: none"> • Design, analysis, and evaluation of public policies and strategies. • Strengthening and modernization of institutions.
Description	<p>The methodology has four phases:</p> <ol style="list-style-type: none"> 1. Appraisal of the situation and prospects for economic activity in the territory. 2. Identification of the territory's comparative advantages. 3. Identification of agriculture-based economic activities in the territory and assessment of their sustainability with regard to their comparative advantages. 4. Identification of agriculture-based economic activities with development potential in the territory, and assessment of their prospects relative to their comparative advantages.
Purpose	To perform a rapid assessment of the development potential of the economic activities in a territory, based on comparative advantages, taking into account economic-productive, political-institutional, sociocultural-human, and environmental dimensions.
Key characteristics	<ul style="list-style-type: none"> • This methodology adapts the concept of comparative advantages to apply it, for qualitative purposes, in participatory workshops with local stakeholders. • It is an eminently participatory exercise involving stakeholders from different areas of expertise and who have differing experience with the economic, social, environmental, and cultural aspects of the territory. • Educational status is not a limitation for participation. • It is a low-cost instrument. • It generates basic information.
Expected outputs	<ul style="list-style-type: none"> • Information that will help target the interventions of public and private institutions seeking to stimulate economic endeavors in a given territory. • It will facilitate decision-making by entrepreneurs, relative to the economic activity they want to restructure or where it would be most advantageous to invest.
Year it was designed	2006
Frequency	In response to demand from the countries and the IICA Offices.
Scope	Territorial

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Target population	<ul style="list-style-type: none"> • Technical personnel and staff members from public institutions of regional or local scope. • Educators and researchers. • Local leaders.
Executing units	IICA (PAC and Office in Peru).
Resources needed for implementation	<ul style="list-style-type: none"> • Technical personnel for field work (3 people). • Site for workshops and group work. • Materials for preparing maps and exercises. • Funds to cover transportation, food, and lodging expenses in the territories, as well as logistics.
Experience with its use	<p>In Peru:</p> <ul style="list-style-type: none"> • In 2006, through the Red de Pueblos program in the Huarua valley. It was used in the program's economic component to prioritize projects by chains. • In 2009 and 2010 it was used by the Regional Tourism and Foreign Trade Directorate, of the San Martín Regional Government, to help set priorities for its interventions. • In 2010, in five provinces, within the framework of a program to strengthen the capacities of provincial and local governments, financed by PL-480 program.
Materials available	Guidelines and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Luis Morán, Institution Building Specialist at IICA Office in Peru, email luis.moran@iica.int
Institutional partners	
Observations	

Name of the instrument	Technical assistance for developing equivalent sanitary measures for food inspection
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets
Type of IICA intervention	<ul style="list-style-type: none"> • Strengthening and modernization of institutions. • Creation and development of capabilities.
Description	<p>The technical assistance involves the following stages:</p> <ul style="list-style-type: none"> • Appraisal of the situation of equivalence processes for food inspection relative to the target market. This includes examination of the regulatory framework, of inspectors' technical capabilities, and of the needs the given industry would like to address in order to complete an equivalence inspection process. The findings of the appraisal will determine the form of intervention. • Interventions to assist a country in attaining equivalence include: <ul style="list-style-type: none"> - Courses on inspection, safety systems, GAP, GMP, HACCP, safety audits, canned foods, labeling, export requirements, etc. - Visits to processing plants to evaluate their inspection systems and to identify areas that need to be changed in order to obtain equivalence. - Monitoring modifications in the regulatory frameworks. • Monitoring and evaluation. The following are evaluated to determine the impact of the initiative, future needs, and sustainability: inspectors' practices, the operation of the support system of the official inspection process, and the facilities of the plants or operations being considered for equivalence.
Purpose	To help the country and companies interested in exporting to certain markets attain inspection equivalence.
Key characteristics	<ul style="list-style-type: none"> • Specialized technical assistance for overcoming structural limitations that bar certain products from accessing certain export markets. • Due to the complexity of the process, the technical assistance is provided in three stages and over a period of 1 to 3 or more years, depending on the country's needs, and its economic and logistic capacity to implement the changes.
Expected outputs	<ul style="list-style-type: none"> • Inspection systems that have benefitted from institution building, as seen in the upgraded capacities of their personnel and improved support for the inspection process. • Improved capacities of the personnel at the plants and operations benefitting from the technical assistance.
Year it was designed	IICA has been applying it since 2009.
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	Official agencies responsible for food safety inspection and verification of export requirements.
Executing units	IICA (PAC and Offices in the countries) with support from the Foreign Agricultural Service (FAS) of the United States Department of Agriculture (USDA) and the U.S. Agency for International Development (USAID).

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Resources needed for implementation	<ul style="list-style-type: none"> • Counterpart in the official inspection agency. • Commitment of the authorities and inspection personnel to participate in the process. • Processing plants or operations that volunteer to allow practical activities and demonstration visits to take place on their premises.
Experience with its use	This technical assistance has been provided on five occasions in the Central American countries and the Dominican Republic, within the framework of the CAFTA-DR project, in order to facilitate the export of meat and poultry products to the United States.
Materials available	Guidelines and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Marcos Sánchez, Food Safety Specialist, email marcos.sanchez@iica.int
Contact person at the IICA Agribusiness Network	<ul style="list-style-type: none"> • Marcos Sánchez, Food Safety Specialist, email marcos.sanchez@iica.int
Institutional partners	<ul style="list-style-type: none"> • USDA-FAS, and USAID (economic support). • Food safety inspection units of the ministries of agriculture of the Central American countries and the Dominican Republic.
Observations	

Name of the instrument	Technical assistance for participating in trade fairs and trade missions
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>This service assists public and private institutions interested in participating in trade fairs and trade missions for the agrifood sector, in the following ways:</p> <ol style="list-style-type: none"> 1. Selection of the country in which they wish to participate. 2. Selection of the type of event: fair, mission, or both. 3. Support to organize their participation in the fair or mission. 4. Support to prepare participating companies through a workshop that includes at least: <ol style="list-style-type: none"> a. A profile of the country to be visited. b. A profile of the agrifood sector. c. Requirements for accessing the selected market. d. How to conduct market research in the target destination. e. Logistics for shipping products to the selected market. 5. Support during the trade event. 6. Support in monitoring results.
Purpose	<ul style="list-style-type: none"> • To support the institutional system of the agrifood sector by facilitating more effective participation in trade fairs and missions. • To strengthen the export capacities of small- and medium-scale agribusinesses that wish to participate in trade fairs or trade missions.
Key characteristics	<ul style="list-style-type: none"> • This instrument prepares enterprises with sufficient advance time to enable them to take better advantage of opportunities offered at trade fairs or trade missions. • Can be offered in both English and Spanish.
Expected outputs	<ul style="list-style-type: none"> • Institutions of the agrifood sector better prepared to organize their participation in trade fairs and trade missions. • Enterprises of the agrifood sector better prepared to take advantage of trade opportunities that arise at trade fairs or during trade missions.
Year it was designed	2004
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National and regional
Target population	Enterprises and organizations of the agrifood sector interested in entering the international market through participation in trade fairs and trade missions.
Executing organizations	IICA (PAC and Offices in the countries), and public and private institutions involved in the promotion of agrifood exports.
Resources needed for implementation	<ul style="list-style-type: none"> • National counterpart that supports the process. • Funding to cover the cost of materials and logistics, travel and per diems of the instructors, and the organization of events. On average the cost of organizing a trade mission for 15 companies is US\$30,000 and of organizing a trade fair for 10 companies is US\$50,000. In both cases, that does not include the travel and per diems of participants.

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Experience with its use	Support has been provided in organizing participation in more than 23 trade fairs and trade missions in the Canadian, United States, and European Union markets.
Materials available	Guidelines and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Institutional partners	
Observations	

Name of the instrument	Methodology: Platforms for accessing local markets and boosting commercial inclusion of small- and medium-scale producers
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The implementation phase has three stages:</p> <ol style="list-style-type: none"> 1. Characterization of organizations of entrepreneurs, and definition of differentiated intervention methodologies according to degree of development. 2. For the highly developed group, the following phases apply: <ul style="list-style-type: none"> • Individualized training and technical assistance. Provides participants with information and tools for preparing an agribusiness plan for the local market, consists of a series of modules that include presentations, group work, testimonials, and visits to markets. Activities are supplemented by individual work that the participants do at their own companies, which is reviewed and supplemented with the assistance of an adviser who visits them periodically. • Preparation of a specific marketing strategy for each organization. The purpose of this phase is to identify what adaptations the companies need to make for their products to meet official requirements, it also helps identify buyers' needs. • Commercial contacts. This phase consists of two activities: a) the organizations participate in a national trade fair in order to familiarize themselves with consumers and to contact potential clients, and b) participants meet individually with buyers who showed an interest in their products. 3. For less developed groups: <ul style="list-style-type: none"> • Promotion of exchanges among pairs of companies, so that participants in the advanced group can share their experiences and lessons learned with the organizations that did not classify for phase two. • Definition of mechanisms that facilitate improvements in the development of the business, and as well as greater participation in the market.
Purpose	<ul style="list-style-type: none"> • To promote commercial inclusion of small- and medium-scale producers in local markets and in this way contribute to food security in the country. • To boost the capabilities of small-scale producers so they can access the local market on a sustainable basis.
Key characteristics	<ul style="list-style-type: none"> • The instrument not only helps more highly developed enterprises establish links with the market; it also benefits less developed enterprises. The methodology combines conceptual and practical training, technical assistance, mechanisms for paired learning, participation in national fairs, and establishment of specific contacts in the potential market. • Can be offered in both English and Spanish.

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Expected outputs	<ul style="list-style-type: none"> This instrument contributes to sustainable commercial inclusion of small- and medium-scale producers in the market; it also contributes to food security in the territories. <p>The groups of entrepreneurs will have:</p> <ul style="list-style-type: none"> an agribusiness plan and a commercial strategy for accessing specific potential clients, the opportunity to negotiate with potential buyers, and concrete business proposals.
Year it was designed	2010
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National and territorial
Target population	<ul style="list-style-type: none"> Institutions and organizations that support commercial inclusion of small-scale producers and entrepreneurs, as well as producers, entrepreneurs, and organizations interested in improving their access to local markets.
Executing organizations	IICA PAC and Office in Ecuador
Resources needed for implementation	<p>Funds for:</p> <ul style="list-style-type: none"> Field work to characterize the enterprises. Materials and audiovisual aids for the training process and for the paired exchanges. Airfare and per diems for the facilitators and instructors (training and technical assistance). Transportation and room and board for participants in the training process and the paired exchanges. Hiring a consultant to prepare the commercial strategy. Development of commercial exchange activities. Participation in a national fair.
Experience with its use	It was applied for the first time in Ecuador in 2010 within the framework of a project promoting the commercial inclusion of small-scale producers, implemented jointly by IICA and the Ministry of Agriculture, Livestock, Aquaculture, and Fisheries (MAGAP).
Materials available	Manuals, guidelines, presentations, survey forms, video, and a document systematizing the experience in Ecuador
Contact person at PAC	<ul style="list-style-type: none"> Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int Margarita Baquero, Agribusiness Specialist, at IICA Office in Ecuador, email margarita.baquero@iica.int Adriana Lucio-Paredes, Agribusiness Consultant, at IICA Office in Ecuador, email adriana.lucio-paredes@iica.int
Institutional partners	
Observations	If possible, it is recommended that a budget category be included for introducing changes (in the logo, appearance) of the products, and to meet requirements for health permits, for example.

Name of the instrument	Methodology: Export platforms
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Linking producers to markets. • Adding value to agricultural production and keeping value in production zones
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The export platforms methodology has three stages:</p> <ol style="list-style-type: none"> 1. International business training: Provides participants with the information and basic tools needed to begin to export, or to strengthen their export capabilities, and to design their own business plan for the selected market. Includes a series of training modules offered one day a week, over a period of three weeks. In addition, entrepreneurs are assigned tasks between modules to perform at their organizations. 2. Validation of the products in the destination market: The purpose of this stage is to determine the product's acceptance in the selected market, define what adaptations would be necessary to meet official requirements, and to find out more about buyers' needs, as well as consumer tastes and preferences. 3. In situ marketing (participation in a trade fair or trade mission). Participants meet with buyers who previously manifested their interest in the product through the validation process. To take advantage of the visit to the destination market, visits are made to retailers, such as supermarkets and specialized stores (gourmet and ethnic stores, among others), as well as wholesalers.
Purpose	<ul style="list-style-type: none"> • To increase the number of exporters, diversify destinations, and increase the value of agrifood exports. • To strengthen the export capacity of small- and medium-scale agribusinesses.
Key characteristics	<ul style="list-style-type: none"> • The key factor of success has been the integrated application of three traditional export promotion tools: training, market research, and participation in trade fairs and trade missions to access a specific market. • This methodology can be implemented in both English and Spanish.
Expected outputs	<ul style="list-style-type: none"> • The instrument contributes to developing new exporters, and improves the possibilities of accessing international markets. <p>Participating companies and organizations will have:</p> <ul style="list-style-type: none"> • the capacity to design an export business plan, • detailed information on the characteristics of the market to which they wish to export, and information on how to adapt their products to the selected market, • the opportunity to negotiate with potential buyers in their target market.
Year it was designed	2000
Frequency	In response to demand from the countries and the IICA Offices.

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Continuation...

Scope	National
Target population	Institutions and organizations that support export promotion in the agrifood sector, as well as enterprises and organizations of the agrifood sector interested in accessing international markets.
Executing unit	IICA (PAC and Office in the countries) together with national counterparts.
Resources needed for implementation	Each platform has a cost ranging between US\$50,000 and US\$100,000, which is covered by the participating companies and organizations, and by the national counterparts.
Experience with its use	Eighteen export platforms have been developed so far: four in Costa Rica, four in El Salvador, three in Honduras, two in Nicaragua, four in the Dominican Republic, and one in Belize. Destination markets have included: Montreal, Toronto, Vancouver, Los Angeles, Miami, New York, and Paris.
Materials available	Training notebooks, guidelines, and presentations.
Contact person at PAC	<ul style="list-style-type: none"> Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Institutional partners	Forum for International Trade Training (FITT), a Canadian institution specialized in international business training.
Observations	Implementation of a platform takes between 6 to 8 months.

Name of the instrument	Workshop: Identifying and meeting export requirements for specific markets
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	<ul style="list-style-type: none"> • Creation and development of capabilities. • Strengthening and modernization of institutions.
Description	<p>The workshop offers training modules, by market (USA, Canada, European Union, Asia), and by product (shellfish, canned foods, meat, fresh produce, processed products, etc.), on topics including:</p> <ul style="list-style-type: none"> • Product admissibility. • Maximum levels of chemical residues in food. • Quality standards. • Food-Safety and quality programs: Good Agricultural Practices (GAP), Good Manufacturing Practices (GMP), allergens, sanitary design. • Safety management programs: Hazard Analysis Critical Control Point (HACCP) system and other management systems. • Traceability programs. • Use of additives and other ingredients. • Labeling. • Packaging and distribution. <p>The talks are given by specialists in the field and by university professors with expertise in the different subject areas. The modules have different formats, including on site lectures and virtual modules.</p>
Purpose	<ul style="list-style-type: none"> • To strengthen participants' capacity to identify and meet export requirements to different markets and for different products. • To provide tools and materials that enable participants to reproduce the knowledge acquired through the workshop.
Key characteristics	<ul style="list-style-type: none"> • The workshop is tailored to a specific product and market, and is offered by international specialists from different institutions and universities. • It can be offered both in English and in Spanish.
Expected outputs	<p>The capacities of institutions and organizations interested in promoting exports will be strengthened with:</p> <ol style="list-style-type: none"> a. more information and more knowledge to meet the needs of exporters; b. methodologies and tools that will enable them to reproduce the workshops.
Year it was designed	2004
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National

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Target population	Technical personnel and staff members of institutions and organizations that promote agrifood exports, as well as consultants and instructors interested in the subject.
Executing units	IICA (PAC and AHFS--Agricultural Health and Food Safety-) in collaboration with the following universities: Texas Tech University, University of Nebraska-Lincoln, Zamorano Pan American Agricultural School.
Resources needed for implementation	<ul style="list-style-type: none"> • Conference rooms. • Material and audiovisual aids for training events. • Funds to cover trainers' travel and per diem expenses.
Experience with its use	This instrument has been implemented at least eight times in countries that include Belize, Costa Rica, Ecuador, El Salvador, Honduras, Nicaragua, and the Dominican Republic.
Materials available	The publication Agribusiness Series. Export Handbooks; copies of specific regulations; internet addresses; various presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Marcos Sánchez, Food Safety Specialist, email marcos.sanchez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Daniel Rodríguez, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int • Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int
Institutional partners	IICA's Agricultural Health and Food Safety Program (AHFS).
Observations	

Name of the instrument	Technical assistance to strengthen agribusiness and managerial capacities
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>This process consists of four stages:</p> <ol style="list-style-type: none"> 1. Agribusiness assessment. 2. Capacity building 3. Assistance for preparing action plans. 4. Technical assistance for the management and execution of action plans.
Purpose	To strengthen business management and the managerial capabilities of small- and medium-scale agribusinesses, in strategic areas, to help them boost their competitive positions.
Key characteristics	<ul style="list-style-type: none"> • The instrument is applied to the companies' actual conditions. • Includes the participation of the institutions in the territory. • During the process, participants formulate and implement an action plan, which enables them to improve business management. • It can be offered both in English and in Spanish.
Expected outputs	<ul style="list-style-type: none"> • An assessment of the managerial situation of the company. • An action plan to improve the situation identified through the assessment. • Improved business and managerial capacities for the participating companies.
Year it was designed	2008
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	Small- and medium-sized enterprises interested in strengthening their competitiveness in the market.
Executing unit	IICA (PAC and Offices in the countries)
Resources needed for implementation	<p>Funds for:</p> <ol style="list-style-type: none"> a. Materials and audiovisual aids for the training process. b. Airfare and per diem for the facilitators and instructors of the training and monitoring processes. c. Transportation and room for participants in the training process. d. Technical support from the participating institutions (monitoring).

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Experience with its use	It has been applied in four countries: Guatemala, Honduras, Nicaragua, and Panama.
Materials available	Guidelines and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int • Marcelo Nuñez, Agribusiness and Commercialization Specialist, email marcelo.nunez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int • Marcelo Nuñez, Agribusiness and Commercialization Specialist, email marcelo.nunez@iica.int
Institutional partners	
Observations	

Name of the instrument	Technical assistance for preparing business plans
Technical concentration program	Agribusiness and Commercialization Program (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The process consists of three phases:</p> <ol style="list-style-type: none"> 1. Training on agribusiness plan development, with components that cover the market, production, finances, and environmental and social analysis, among other aspects. 2. Support for preparing the plan. 3. Support for submitting the plan to possible funding sources.
Purpose	<ul style="list-style-type: none"> • To provide information and tools for designing a business plan that facilitates implementation of an idea—for a product or service—or that orients the search for a new market. • To promote the use of business plans as a risk mitigation tool.
Key characteristics	<ul style="list-style-type: none"> • This instrument uses the “learn by doing” approach. • It takes environmental and social factors into consideration. • It monitors formulation of the plan and efforts to find funding sources. • It can be offered in both English or in Spanish.
Expected outputs	Bankable business plan for each participating company.
Year it was designed	2008
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	Entrepreneurs or managers of agricultural enterprises that want to develop a new product or service, or to venture into a new market.
Executing unit	IICA (PAC)
Resources needed for implementation	<p>Funds for:</p> <ul style="list-style-type: none"> • Materials and audiovisual aids for the training process. • Tickets and per diems for the facilitators and instructors of the training and monitoring processes. • Tickets, room and board for participants in the training process. • Technical support from participating institutions (monitoring).
Experience with its use	It has been applied in four countries: Guatemala, Honduras, Nicaragua, and Panama.

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Materials available	Guidelines and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int • Marcelo Nuñez, Agribusiness and Commercialization Specialist, email marcelo.nuñez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int • Marcelo Nuñez, Agribusiness and Commercialization Specialist, email marcelo.nuñez@iica.int
Institutional partners	
Observations	

Name of the instrument	Basic course on market identification
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The course consists of two modules.</p> <p>The first covers basic concepts on: what is the market, what are supply and demand, what is price, and what is a market segment, with the idea of facilitating participants' understanding of factors that should be taken into account when conducting market studies.</p> <p>The second explains, progressively, the basic steps of a market study. It includes easy and practical exercises to illustrate the analysis and the use of findings.</p>
Purpose	To provide participants with a conceptual and practical basis for conducting a rapid and easy market study.
Key characteristics	<ul style="list-style-type: none"> • The course emphasizes market research as that should be regarded as an ongoing activity, involving, if possible, the participation of all members of the organization or microenterprise. • A primer is used, written in straightforward language and adapted for micro-entrepreneurs throughout the hemisphere. • It uses the "learn by doing" methodology.
Expected outputs	Participants will be familiar with and understand a methodology that will enable them to conduct a baseline market survey for an agricultural or agroindustrial product.
Year it was designed	2010
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National and territorial.
Target population	Rural micro-entrepreneurs, technical personnel from government institutions, instructors, leaders of rural development programs and projects.
Executing units	IICA (PAC and Office in Colombia)
Resources needed for implementation	Funds to cover the tickets and per diems of the facilitators, as well as the cost of meeting rooms, materials, and audiovisual aids.
Experience with its use	This course has been offered twice in Colombia, attended by 70 people: agroindustrial entrepreneurs, tourism service providers, and agricultural producers.

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Materials available	<ul style="list-style-type: none"> • Market identification primer: Basic guidelines for rural micro-entrepreneurs. Can be accessed at the following address: http://www.iica.int/Esp/regiones/andina/colombia/Paginas/publicacionesica.aspx • Workbooks and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Marcela Peña, Agribusiness Specialist, at IICA Office in Colombia, email marcela.pena@iica.int
Institutional partners	<ul style="list-style-type: none"> • IICA-Colombia • Ministry of Agriculture and Rural Development of Colombia – Programa Oportunidades Rurales
Observations	

Name of the instrument	Training course on the management of associative rural enterprises
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	<ul style="list-style-type: none"> • Linking producers to markets. • Adding value to agricultural production and keeping value in production zones.
Type of IICA intervention	Creation and development of capabilities
Description	<p>The course consists of four training modules:</p> <ol style="list-style-type: none"> 1. The agro-production system, chains, and competitiveness 2. Organization of agro-enterprises and the associative model 3. Planning applied to associative rural enterprises 4. Post-harvest and marketing support services <p>Each module includes an assessment of prior knowledge, a characterization of the environment, a conceptual presentation, exercises that apply the concepts to participants' actual conditions, and building a conceptual map for purposes of summing up and final reflection.</p>
Purpose	To contribute to strengthening capabilities for the development of competitive agribusinesses among leaders of associative rural enterprises.
Key characteristics	<ul style="list-style-type: none"> • The course was designed on the basis of a conceptual framework developed by IICA, essentially the one that links agribusinesses to chains and territories. • It uses the competencies-based training approach. • The course can be applied in its entirety or partially (by unit), depending on time availability, priorities, and the circumstances of interested parties. • The course can be offered both in the distance format and on location.
Expected outputs	<p>Depending on the nature of the demand and resources available, the course can generate different products, including:</p> <ul style="list-style-type: none"> • Participants with improved know-how, attitudes, and skills. • Plans and monitoring instruments for upgrading agribusinesses. • Participants trained as course facilitators. • Better training and technical assistance services, both among extension agents and institutions that provide agricultural services.
Year it was designed	2004
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	Leaders of rural business organizations, and technical personnel of public and private institutions that promote agribusiness development in the rural setting.
Executing units	IICA (PAC and Offices in the countries)

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<p>Resources needed for implementation</p>	<ul style="list-style-type: none"> • Airfare and per diems for three facilitators. • Adaptation and reproduction of materials. • Meeting rooms, materials, and audiovisual aids for the training modules.
<p>Experience with its use</p>	<ul style="list-style-type: none"> • Training program for leaders of potato producer organizations in two provinces of Ecuador (2005). • Distance learning course through the platform of the regional project on Technical Cooperation for Training in Economics, Agricultural Policies and Rural Development in Latin America (FODEPAL) promoted by the UN Food and Agriculture Organization (FAO). It was attended by 49 people from some 15 Latin American countries (2006). • Adapted to the ACCESO Program, for use with cacao producer organizations in Colombia, Ecuador and Bolivia (2007). • Program to strengthen the capabilities of managers of economic development and technical personnel in six regions of Peru, implemented by the Ministry of Agriculture and the PL480 Program of the Ministry of Economy of Peru (2008). • Training course for technical personnel of the Rural Development Institute in Mendoza, Argentina (2009). • Distance learning course under an agreement with the Fundación Centro de Educación a Distancia para el Desarrollo Económico y Tecnológico (CEDDET Foundation), attended by 25 people from 12 countries (2011).
<p>Materials available</p>	<ul style="list-style-type: none"> • A curriculum (general description, modules, teaching units, and model plans for teaching sessions). • A facilitator's manual, which explains in greater detail the course of study and methodological approach. • A commented guide of readings, to help participants learn more about the contents of the course. • The course can be accessed at: http://www.rlc.fao.org/es/agricultura/agro/gestion/
<p>Contact person at PAC</p>	<ul style="list-style-type: none"> • Hernando Riveros, Agribusiness and Commercialization Specialist, email hernando.riveros@iica.int.
<p>Contact person at IICA Agribusiness Network</p>	<ul style="list-style-type: none"> • Luis Morán, Institution Building Specialist, at IICA Office in Peru, email luis.moran@iica.int • Margarita Baquero, Agribusiness Specialist, at IICA Office in Ecuador, email margarita.baquero@iica.int • Marvin Blanco, Agribusiness and Commercialization Specialist, email marvin.blanco@iica.int.
<p>Institutional partners</p>	<p>FAO - Rural Infrastructure and Agro-Industries Division, FODEPAL, and CEDDET Foundation.</p>
<p>Observations</p>	<p>FAO adapted and translated the package of course materials for use in English- and French-speaking African countries.</p>

Name of the instrument	Course on export business plans
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The course has seven day-long training modules, with a three-week period between each module. The modules are:</p> <ol style="list-style-type: none"> 1. Preparing to export. 2. Export business plan. 3. Evaluating export opportunities (marketing plan). 4. How to adapt products to the destination market (requirements for entering market and production plan). 5. How to close the deal (preparing for negotiations). 6. Payment methods (financial plan). 7. Executing the business plan. <p>Each module includes conceptual talks accompanied by home study, group work, and testimonials on production enterprises or service providers. Guidelines that cover the course plan are available.</p>
Purpose	<ul style="list-style-type: none"> • To strengthen the capacities and services provided by public and private institutions to their users to improve market access for agrifood products. • To strengthen the export capacity of small- and medium-scale agribusinesses.
Key characteristics	<ul style="list-style-type: none"> • The methodology was developed by a specialized international business training institute, the Forum for International Trade Training of Canada (FITT), and adapted by IICA to conditions in the agrifood sectors of its member countries. • It can be offered in both English and in Spanish.
Expected outputs	<ul style="list-style-type: none"> • The institutions will have a methodology for designing export business plans. • Enterprises will have export business plans.
Year it was designed	2000
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National
Target population	<ul style="list-style-type: none"> • Public and private institutions in the agrifood sector involved in promoting exports and strengthening export capabilities.
Executing organizations	IICA (PAC and Offices in the countries)
Resources needed for implementation	<ul style="list-style-type: none"> • Commitment on the part of the counterpart to teach the methodology to producers and agro-entrepreneurs, and to support and monitor the development of beneficiaries' business plans. • Counterpart contribution to cover the cost of training materials and logistics, instructors' travel and per diems, and the royalties for using the materials.

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Experience with its use	Since 2001, more than 300 companies and organizations in the agrifood sector have received this training, including: Belize, Costa Rica, El Salvador, Honduras, Nicaragua, and the Dominican Republic.
Materials available	Manuals, guidelines, and presentations.
Contact person at PAC	<ul style="list-style-type: none"> • Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Institutional partners	Forum for International Trade Training (FITT), an internationally recognized Canadian institution that specializes in international business training
Observations	

Name of the instrument	Self-directed guide for designing strategies to access dynamic markets
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>The guide consists of seven modules that enable small- and medium-scale rural producers to set their own pace in learning how to develop business and trade strategies for accessing dynamic markets.</p> <p>The modules are:</p> <ol style="list-style-type: none"> 1. How do I know what stage my agribusiness is in? 2. How do I begin my agribusiness? 3. How do I sell my product/service, where, and to whom? 4. How am I going to produce, and how much can I charge for my product or service? 5. How do I organize my agribusiness? 6. How much money do I need for my agribusiness to function well? 7. How do I ensure the success of my agribusiness? <p>Initial activities require the participation of a facilitator.</p>
Purpose	To strengthen or develop the business management capacities of small- and medium-scale rural producers so they can access dynamic markets.
Key characteristics	<ul style="list-style-type: none"> • Self-directed guides based on research questions, checklists of actions taken, and exercises. • Methodology based on andragogical processes and the question theory.
Expected outputs	A business and commercial strategy for accessing markets.
Year it was designed	2009
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National, territorial.
Target population	Small- and medium-scale rural producers.
Executing unit	IICA Office in Costa Rica.
Resources needed for implementation	<ul style="list-style-type: none"> • Resources to cover trainer's travel and per diems (first session). • Resources for implementing the first session: meeting rooms, materials, audiovisual aids. • Resources for reproducing the training modules.

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Experience with its use	It has been implemented in the northern zone of Costa Rica since 2009, with bean, cassava, banana, root and tuber producers, as well as livestock ranchers.
Materials available	<ul style="list-style-type: none"> • Seven modules contained in a manual on accessing dynamic markets for small- and medium-scale rural agribusinesses. • Guidelines and presentations for the first session.
Contact person at PAC	<ul style="list-style-type: none"> • Daniel Rodríguez Sáenz, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> • Santiago Vélez, Agribusinesses Specialist, at IICA Office in Costa Rica, email santiago.velez@iica.int
Institutional partners	IICA (PAC)
Observations	

Name of the instrument	Seminars to strengthen export capacities
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Linking producers to markets.
Type of IICA intervention	Creation and development of capabilities.
Description	<p>A series of seminars and workshops for strengthening export capacities. Some of the main topics are:</p> <ol style="list-style-type: none"> 1. Export business plans. 2. Assessment of export readiness. 3. Importance of export planning. 4. Market research. 5. Preparation of product profiles for selected countries (Canada, United States, European Union). 6. Requirements for accessing selected markets (Canada, United States, European Union). 7. Production plan. 8. The importance of quality and safety. 9. Logistics for exporting fresh and processed agricultural products. 10. Organizational structure of the company. 11. Costing for exports. 12. Price determination for exports. 13. Financial plan. 14. Means of payment. 15. Risk management for exports. 16. International contracting. 17. How to identify and negotiate with a business agent abroad. 18. How to participate successfully in trade fairs and trade missions.
Purpose	<ul style="list-style-type: none"> • To strengthen the institutional system associated with the development of export capabilities. • To strengthen the export capacities of small- and medium-scale agribusinesses in the hemisphere.
Key characteristics	<ul style="list-style-type: none"> • Each topic can be addressed individually or as a group, depending on the interest of the beneficiaries. • This instrument can be offered in both English and Spanish.
Expected outputs	<ul style="list-style-type: none"> • Institutions with upgraded capacities. • Institutions with more services available for users. • Businesses and organizations with improved ability to access international markets.
Year it was designed	2004
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National

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Target population	<ul style="list-style-type: none"> Public and private-sector institutions in the agrifood sector involved in export promotion and in strengthening export capacities. Enterprises and organizations of the agrifood sector interested in strengthening their export capacities.
Executing units	IICA (PAC and Offices in the countries)
Resources needed for implementation	<ul style="list-style-type: none"> A national counterpart to help identify topics of interest and to support the organization and implementation of the seminars. Contributions by participating enterprises or counterparts to cover the cost of materials and logistics in the country where the seminar will be held, as well as instructors' travel and per diem.
Experience with its use	Seminars have been held in: United States, Mexico, Belize, Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panama, Dominican Republic, Trinidad and Tobago, Guyana, Ecuador, and Paraguay, attended by 1,000 agrifood enterprises and organizations.
Materials available	Publication Agribusiness Series. Export Handbooks; various presentations.
Contact person at PAC	<ul style="list-style-type: none"> Daniel Rodríguez, Agribusiness and Commercialization Specialist, email daniel.rodriguez@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none"> Marcos Sánchez, Food Safety Specialist, email marcos.sanchez@iica.int Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int
Institutional partners	Agricultural Health and Food Safety (AHFS) for the section on Good Manufacturing Practices (GMP), Good Agricultural Practices (GAP), and the Hazard Analysis and Critical Control Point (HACCP) system.
Observations	

Name of the instrument	Workshop: Price analysis, a market intelligence tool
Technical concentration program	Agribusiness and Commercialization (PAC)
Line of action in IICA's 2010-2014 Medium-term Plan	Modernization of markets and marketing systems.
Type of IICA intervention	Creation and development of capabilities.
Description	<ul style="list-style-type: none"> • The workshop offers a technical and historical analysis of data series (prices) in order to shed light on trend behavior and to predict future cycles, as well as seasonality. This analytical tool supplements the market intelligence process. • The workshop is interactive and participatory, and uses actual data from agricultural market information systems. Its duration is 2.5 days.
Purpose	To provide personnel of public and private institutions with training on the analysis of data series (prices) as a tool for market intelligence.
Key characteristics	<ul style="list-style-type: none"> • The workshop uses actual national data. • It is participatory (100%). • It uses the "learn by doing" method. • Sophisticated software is not needed. • It can be offered in both English and Spanish.
Expected outputs	Staff members who know how to use the technical and historical price analysis methodology.
Year it was designed	2008
Frequency	In response to demand from the countries and the IICA Offices.
Scope	National and regional.
Target population	Personnel of public and private institutions, for example, Central Bank units responsible for market information systems, and producers' associations that perform price analysis.
Executing unit	IICA (PAC, CAESPA -Center for Strategic Analysis for Agriculture)
Resources needed for implementation	<ul style="list-style-type: none"> • Financial support from the agricultural market information system and some other institution in the country or region, to cover the cost of instructors' travel and per diems, meeting rooms, materials, and audiovisual aids. • At least one computer equipped with Office 2007 per 1 or 2 participants.
Experience with its use	It has been offered twice: once at the Agricultural Marketing Institute (IMA) of Panama, and the other time at the Secretariat of Agriculture of the Dominican Republic.

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Materials available	Guidelines and presentations.
Contact person at PAC	<ul style="list-style-type: none">• Frank Lam, Agribusiness and Commercialization Specialist, email frank.lam@iica.int
Contact person at IICA Agribusiness Network	<ul style="list-style-type: none">• Joaquín Arias, CAESPA Specialist, email joaquin.arias@iica.int
Institutional partners	Center for Strategic Analysis for Agriculture - CAESPA
Observations	