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**PROPOSED 2010-2011 PROGRAM-BUDGET  
APPENDICES**

**Montego Bay, Jamaica**



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***APPENDIX 1***

***Strategic Priorities for the Contribution to the Repositioning of Agriculture and Rural Life and to  
a New Institutional Framework, and for the Direct Technical Cooperation***

***2010***

**CONTRIBUTION TO THE REPOSITIONING OF AGRICULTURE AND RURAL LIFE AND TO A NEW INSTITUTIONAL FRAMEWORK**

**GENERAL OBJECTIVE**

To contribute to the repositioning of agriculture and rural life and to a new institutional framework

**AREAS OF CONCENTRATION:** Technical cooperation will focus on:

- 1) The generation and dissemination of information, for decision making by public and private actors in agriculture and rural life; and
- 2) The promotion of the construction of a new institutional framework.

**AREA OF CONCENTRATION 1:** The generation and dissemination of information, for decision making by public and private actors in agriculture and rural life

**SPECIFIC OBJECTIVE**

*To support public and private actors in the community of agriculture and rural life of the Americas in repositioning agriculture and rural life on the development agendas of the countries*

**Lines of Action**

- To support the countries of the hemisphere in monitoring the state of and outlook for agriculture and rural life
- To continue to conduct studies showing the true contribution of agriculture and rural life to development
- To promote forums for reflection and hemispheric dialogue on critical issues related to agriculture and rural life in the Americas

***AREA OF CONCENTRATION 2: THE PROMOTION OF THE CONSTRUCTION OF A NEW INSTITUTIONAL FRAMEWORK******SPECIFIC OBJECTIVE***

*To cooperate with the member countries in modernizing the institutional framework for agriculture and rural development, in support of the new concept contained in the AGRO 2003-2015*

***Lines of Action***

To promote the creation of **a platform for hemispheric cooperation**, through the following actions:

- To develop a common knowledge base on agriculture and rural life, taking full advantage of capabilities existing in the region, both in the countries and in partner organizations (e.g., ECLAC, FAO and IFPRI)
- To promote, together with other participating organizations, the creation of an inter-agency agenda for development, with a view to enhancing the “working together” approach
- To promote horizontal cooperation among countries, via the creation of opportunities for them not only to share their experiences effectively, but also to provide training in other countries in the implementation of successful practices
- To facilitate the continuation of the ministerial process “Agriculture and Rural Life in the Americas,” and its linkage to the summit of the Americas process
- To support reforms of the ministries of agriculture and the formulation of State policies on agriculture and rural development
- To support the development and implementation of national and regional plans, as well as programs in support of the sustainable development of agriculture
- To support hemispheric integration processes

***DIRECT TECHNICAL COOPERATION***

Direct technical cooperation will be provided by focusing actions on five strategic priorities whose objectives, principal lines of action, expected results and achievement indicators are described below:

**1. Promoting trade and the competitiveness of agribusinesses*****GENERAL OBJECTIVE***

To support the efforts of the countries to take advantage of the benefits of trade opening and the establishment of free trade areas, through the development of competitive agribusinesses and the promotion of trade

***AREAS OF CONCENTRATION:*** Technical cooperation will on:

- 1) Trade integration and trade agreements, and
- 2) The development of competitive agribusinesses

***AREA OF CONCENTRATION 1: TRADE INTEGRATION AND TRADE AGREEMENTS******SPECIFIC OBJECTIVE***

*To collaborate with the member countries in establishing free trade areas and entering into bilateral, plurilateral and multilateral trade agreements*

***Lines of Action***

- To develop the capabilities needed to participate successfully in negotiations, in the effective implementation of trade agreements and in monitoring and analyzing the impact of agricultural trade negotiations on competitiveness
- To develop methodologies and generate information for measuring and assessing the actual or potential impact of new policy measures and of trade agreements on the competitiveness of the agrifood sector
- To monitor progress in agricultural trade negotiations

***AREA OF CONCENTRATION 2: DEVELOPMENT OF COMPETITIVE AGRIBUSINESSES******SPECIFIC OBJECTIVE***

*To improve the performance and competitiveness of agribusinesses, promoting capacity building, the introduction of technological innovations, business principles, the use of information systems and the development of linkages with other sectors of the economy*

***Lines of Action***

- To improve business management skills
- To identify market opportunities and provide information for making trade-related decisions
- To strengthen the public and private institutional framework associated with the development of agribusinesses
- To strengthen IICA's technical capability to cooperate in the development of competitive agribusinesses

**2. Promoting the development of rural communities based on a territorial approach****GENERAL OBJECTIVE**

To support the countries in formulating development strategies that focus on rural territories and promote prosperity in rural communities by creating employment opportunities and income and reducing the gaps between rural and urban populations

***AREAS OF CONCENTRATION:*** Technical cooperation will focus on:

- 1) the management of rural territories;
- 2) the consolidation of family agriculture;
- 3) the promotion of opportunities for rural women and youths to participate in development; and
- 4) knowledge management for rural development.

***AREA OF CONCENTRATION 1: THE MANAGEMENT OF RURAL TERRITORIES******SPECIFIC OBJECTIVE***

*To formulate policies, institutional mechanisms and projects with a territorial approach to rural development, with a view to improving the management of rural development*



***Lines of Action***

- To establish programs for the development of technical capabilities and for the dissemination of innovations, in order to increase the management capabilities of public and private actors
- To generate and disseminate methodological and operating frameworks for use in designing and evaluating rural development policies and projects
- To support the development of innovative mechanisms intended to foster collaboration, shared responsibility and urban-rural, national-local and public-private synergies
- To encourage territorial planning processes in the rural milieu
- To promote the integrated management of natural resources and the environment

***AREA OF CONCENTRATION 2: THE CONSOLIDATION OF FAMILY AGRICULTURE******SPECIFIC OBJECTIVE***

*To collaborate in the development of policies, institutional mechanisms and projects aimed at diversifying production and making family agriculture more competitive*

***Lines of Action***

- To develop institutional mechanisms aimed at promoting the linkage of micro- and small-scale rural enterprises to clusters and agricultural production chains
- To foster the development of rural businesses based on the differentiation of products, on linkages between the agricultural and natural resources sectors, on the potential for tourism in rural territories and on the provision of agricultural services
- To promote the creation of programs aimed at developing the skills needed to run businesses and manage rural agroindustries
- To promote the development of technological innovations applicable to family agriculture, with a view to strengthening the linkage among agriculture, trade and the environment
- To promote public policies and projects aimed at bringing the production patterns of small rural businesses into line with the demands of the market, taking advantage of the linkage among production, the environment and trade
- To provide guidelines for the creation of institutional mechanisms that promotes appropriate financial services

***AREA OF CONCENTRATION 3: PROMOTION OF OPPORTUNITIES FOR RURAL WOMEN AND YOUTHS TO PARTICIPATE IN DEVELOPMENT******SPECIFIC OBJECTIVE***

*To foster the equitable participation of women and youths that operate rural businesses in the development of rural territories*

***Lines of Action***

- To support the creation or consolidation of networks of women and youths that operate rural micro-enterprises
- To prepare and systematize materials on successful experiences in linking micro-enterprises run by rural women and youths with new markets
- To support the development of innovative institutional mechanisms that promote entrepreneurship among rural women and youths
- To establish guidelines for the formulation of ad-hoc policies and ad hoc institutional mechanisms aimed at making rural enterprises managed by women and youths more competitive.
- To support the formulation of projects intended to upgrade the management capabilities rural women and youths who run micro-enterprises

***AREA OF CONCENTRATION 4: KNOWLEDGE MANAGEMENT FOR RURAL DEVELOPMENT******SPECIFIC OBJECTIVE***

*To develop and disseminate knowledge on and instruments for defining, implementing, monitoring and evaluating rural development policies, programs and projects with a territorial approach*

***Lines of Action***

- To support institutional actions aimed at positioning the Institute technically in areas critical to the sustainable development of agriculture and rural communities (to prepare teaching and informational materials, conduct special studies)
- To develop instruments related to methodological and operational aspects of the management of the development of rural territories
- To conduct comparative analyses of good practices in the areas of policies, strategies and projects, and disseminate their results
- To systematize and disseminate comparative analyses of good practices in the local management of rural development

- To consolidate the Rural Development with a Territorial Approach component of the IICA knowledge management system
- To design programs aimed at developing the technical capabilities of the Institute and its stakeholders in areas of importance for the management of rural development

### **3. Promoting agricultural health and food safety (AHFS)**

#### **GENERAL OBJECTIVE**

To promote and support the development of capabilities in and the modernization of agricultural health and food safety services, in an effort to improve the sanitary and phytosanitary status of member countries and thus enable them to compete more successfully in agrifood trade

**AREAS OF CONCENTRATION:** Technical cooperation will focus on:

- 1) the modernization of public agricultural health and food safety services;
- 2) the development of capabilities for the implementation and administration of sanitary and phytosanitary measures;
- 3) emerging and emergency issues; and
- 4) food safety

**AREA OF CONCENTRATION I:** The modernization of public agricultural health and food safety services

#### **SPECIFIC OBJECTIVE**

*To support the generation and promotion of actions, tools, strategies and policies aimed at institutional modernization and capacity building vis-à-vis sanitary and phytosanitary measures*

#### **Lines of Action**

- To generate methodologies and tools designed to help the different actors in AHFS establish common agendas, and encourage their application
- To promote the design of programs and projects for institutional strengthening and capacity building in AHFS
- To promote inter-institutional efforts, with a view to making optimum use of the efforts and resources available in the international cooperation community

***AREA OF CONCENTRATION 2: THE DEVELOPMENT OF CAPABILITIES FOR THE IMPLEMENTATION AND ADMINISTRATION OF SANITARY AND PHYTOSANITARY MEASURES***

***SPECIFIC OBJECTIVE***

*To support the development of capabilities needed to promote the effective implementation and administration, based on scientific principles, of the agreements and commitments issued by international organizations involved in AHFS, to promote a balance between trade and agricultural health*

***Lines of Action***

- To promote the sharing of successful experiences as a key element in the adoption of new procedures that facilitate the effective implementation of international AHFS agreements
- To promote the active participation of the member countries in international standard-setting bodies
- To support the formulation of policies that will make it possible to adapt public and private institutions to the international regulatory frameworks
- To promote inter-institutional and inter-sectoral strategic partnerships, with a view to developing capabilities in the member countries that will ensure that sanitary and phytosanitary measures are used correctly and on the basis of scientific principles
- To promote the design of actions or projects intended to improve the development of institutional capabilities in the area of sanitary and phytosanitary measures

***AREA OF CONCENTRATION 3: EMERGING AND EMERGENCY ISSUES***

***SPECIFIC OBJECTIVE***

*To promote capacity building so that the member countries may prevent, forestall and respond effectively to emerging situations in the sanitary and phytosanitary field*

***Lines of Action***

- To support and implement programs, plans and projects designed to develop capabilities for the prevention, control and eradication of the main pests and diseases that pose a threat to the sanitary and phytosanitary status of the member countries and to trade and agri-food products

***AREA OF CONCENTRATION 4: FOOD SAFETY******SPECIFIC OBJECTIVE***

*To promote the transformation of individuals and institutions by strengthening and promoting leadership and the development of capabilities*

***Lines of Action***

- To develop programs and projects aimed at promoting leadership as a key element for change, considering the different fields of action that exist in the area of food safety
- To support specific programs on different aspects of improving food safety

**4. Promoting the sustainable management of natural resources and the environment*****GENERAL OBJECTIVE***

To support the efforts of the member countries to transform their institutions, with a view to ensuring that the environment and natural resources are managed in such a way that the sustainable development of agriculture and the rural milieu will be possible

***AREAS OF CONCENTRATION:*** Technical cooperation will focus on:

- 1) Linking agriculture, trade and the environment
- 2) The integrated management of natural resources for agricultural and rural development
- 3) The impact of global environmental changes on agrifood systems
- 4) The promotion of good environmental management practices in agricultural and rural production

***AREA OF CONCENTRATION 1: LINKING AGRICULTURE, TRADE AND THE ENVIRONMENT******SPECIFIC OBJECTIVE***

*To foster the consolidation of policies, projects and institutional mechanisms that can take advantage of the development opportunities generated by the interaction among agriculture, the environment and trade*

***Lines of Action***

- To develop guidelines for making environmental and natural resource management an integral component of agriculture and rural development policies
- To promote the development of institutional mechanisms for articulating the work of the ministries of trade, agriculture and the environment
- To support agro-environmental policies and their respective institutional mechanisms, in order to strengthen the linkage between trade and the sustainable management of agricultural and rural production systems

***AREA OF CONCENTRATION 2: THE INTEGRATED MANAGEMENT OF NATURAL RESOURCES FOR RURAL DEVELOPMENT******SPECIFIC OBJECTIVE***

*To strengthen capacity building in the integrated management of natural resources for rural development*

***Lines of Action***

- To generate and disseminate knowledge aimed at bringing about changes in attitude and actions, with a view to promoting the incorporation of integrated management of natural resources into rural development projects and activities
- To support the articulation of working agendas, in selected territories, for trade, agriculture and natural resources
- To develop and disseminate working methods and strengthen capabilities for natural resource management in watersheds shared by two or more countries
- To promote the development of networks of specialized knowledge in the integrated management of natural resources
- To support and direct the formulation of projects that will incorporate both integrated management of natural resources and the territorial approach to development
- To foster a better understanding of the management of water, and of the conflicts between sectors competing for its use

***AREA OF CONCENTRATION 3: THE IMPACT OF GLOBAL ENVIRONMENTAL CHANGES ON AGRIFOOD SYSTEMS******SPECIFIC OBJECTIVE***

*To promote the adoption of national policies for the development of agriculture and the rural milieu that take into consideration the impact of global environmental changes on agrifood systems*

***Lines of Action***

- To identify and encourage activities intended to adapt agrifood systems and rural life and mitigate the impact of global environmental changes
- To encourage dialogue among the scientific, technical and political communities regarding global climate change and its impact on agrifood systems
- To stimulate analyses of topics related to agriculture and the rural milieu within the framework of environmental agreements, and encourage the application of the results of said analyses as a means of promoting agricultural and rural development; for example, interaction among the environment, agriculture and rural life, and among water, desertification and global environmental changes
- To provide guidance in the formulation of innovative projects that can foresee scenarios of change and/or adaptation in production patterns and social relations, as well as provide support for rapid assessment after a natural disaster.

***AREA OF CONCENTRATION 4: THE PROMOTION OF GOOD ENVIRONMENTAL MANAGEMENT PRACTICES IN AGRICULTURAL AND RURAL PRODUCTION******SPECIFIC OBJECTIVE***

*To promote the adoption of, and disseminate information on, good environmental management practices in agricultural and non-agricultural rural production processes*

***Lines of Action***

- To promote the adaptation of technological innovations to environmental conditions and the characteristics of production systems
- To promote the development of mechanisms and incentives for fostering the adoption of clean technologies in agricultural and rural production
- To systematize and disseminate the experiences of rural businesses that add value through clean production, agrobiodiversity, ecotourism, denomination of origin, environmental services and other intangible assets.
- To systematize and disseminate good environmental management practices in rural production

## **5. Promoting the introduction of technology and innovation for the modernization of agriculture and rural development**

### ***GENERAL OBJECTIVE***

To support the efforts of the member countries to modernize agriculture and enhance its contribution to economic, social and environmental development by promoting technological and institutional innovation policies and processes that will promote and facilitate the incorporation of new knowledge and technologies into agricultural production chains.

***AREAS OF CONCENTRATION:*** Technical cooperation will focus on:

- A prospective vision of technology and innovation as they apply to agriculture
- Support for institutional modernization and the design of technology policies for the development and incorporation of technological innovations
- Strengthening of the hemispheric system for cooperation among countries in technological innovation for agriculture, and of its linkage to the international research system
- Promotion of the management of information in support of technological innovation processes
- Biotechnology and biosafety
- Promotion of horizontal cooperation in agro-energy and bio-fuels

### ***AREA OF CONCENTRATION 1: A PROSPECTIVE VISION OF TECHNOLOGY AND INNOVATION AS THEY APPLY TO AGRICULTURE***

#### ***SPECIFIC OBJECTIVE***

*To promote the development of a global and regional vision of the status of technology and innovation, with a view to assisting the countries in developing new products and markets, increasing the productivity and competitiveness of agriculture and reducing rural poverty*

#### ***Lines of Action***

- To create an observatory of the main scientific advances and new technologies that are applicable to agriculture in the Americas
- To monitor periodically the performance of agriculture, from the perspective of technological innovation



- To establish a system of indicators for measuring the performance and the impact of agricultural science and technology, with strategic partners
- To assess the impact of science and technology on the reduction of rural poverty in the region

***AREA OF CONCENTRATION 2: SUPPORT INSTITUTIONAL MODERNIZATION AND THE DESIGN OF TECHNOLOGY POLICIES FOR THE DEVELOPMENT AND INCORPORATION OF TECHNOLOGICAL INNOVATIONS***

***SPECIFIC OBJECTIVE***

*To support the design of policies and the transformation of institutions involved in research, extension and technology innovation, from the perspective of the national innovation systems and their member organizations*

***Lines of Action***

- To develop a hemispheric program to assist the countries in strengthening institutional innovations for technological research and innovation, based on the exchange of experiences among countries and regions
- To support the design of technology innovation policies, with emphasis on those that will promote the diversification of small-scale agriculture and its integration into markets
- To develop guidelines for designing of policies and managing intellectual property for innovation in agriculture, and for providing training in this area

***AREA OF CONCENTRATION 3: STRENGTHENING OF THE HEMISPHERIC SYSTEM FOR COOPERATION AMONG COUNTRIES IN AGRICULTURAL TECHNOLOGICAL AND INNOVATION, AND OF LINKS WITH THE INTERNATIONAL RESEARCH SYSTEM***

***SPECIFIC OBJECTIVE***

*To strengthen reciprocal cooperation in technological innovation among the countries of the hemisphere, and the links with the global research system, to contribute to agricultural production, productivity and competitiveness*

***Lines of Action***

- To consolidate FORAGRO as a mechanism for hemispheric dialogue among public and private actors and as a forum for analyzing and seeking common solutions to problems facing agriculture and agribusinesses in the region, from the perspective of research and technology innovation, and as a means of facilitating the linkage of the region and the international research system (CGIAR, GFAR)

- To provide technical support for the consolidation of FONTAGRO as a mechanism for financing regional research and technological innovation projects, by encouraging other countries to join, disseminating the results of the projects and evaluating their economic, environmental and institutional impact
- To promote the transformation of the subregional programs for reciprocal cooperation among countries (PROCl and equivalent mechanisms), with emphasis on the less developed countries, refocusing them on the search for solutions to priority problems shared by the countries, incorporating new actors and promoting new means of managing knowledge

***AREA OF CONCENTRATION 4: PROMOTION OF THE MANAGEMENT OF INFORMATION IN SUPPORT OF TECHNOLOGICAL INNOVATION PROCESSES***

***SPECIFIC OBJECTIVE***

*To increase awareness of the need for sharing, circulating and using technological information as part of the management of knowledge on agricultural technologies, provide training in this area and develop options*

***Lines of Action***

- To characterize the management of information on agricultural technologies in institutions involved in research and technology innovation in the countries, to support the design of policies and decision making on this topic
- To support the organization of national and regional technological information systems by providing training and developing conceptual frameworks and methodological options for gathering, harnessing and disseminating knowledge
- To foster the circulation of technological information in the region, and the linkage of the region to the global research system, by promoting the Scientific and Technological Information System for the Agricultural Sector in the Americas (INFOTEC) as a strategic reference source for technology innovation.

***AREA OF CONCENTRATION 5: BIOTECHNOLOGY AND BIOSAFETY***

***SPECIFIC OBJECTIVE***

*To support the efforts of the member countries to develop and incorporate agro-biotechnologies that will make the agricultural sector more competitive, and facilitate an exchange of information related to compliance with international agreements*

***Lines of Action***

- To support the development of a system of objective and scientific information on biotechnology and biosafety, to facilitate the design of policies and decision-making at the national level

- To support the member countries in identifying needs at the national and regional levels, for the development and appropriate use of agrobiotechnologies, the development and implementation of policies and regulatory frameworks and the development of technical-scientific capabilities within the framework of the regional strategies
- To promote transparent communication regarding the risks and benefits of agrobiotechnologies; and to suggest that the pertinent authorities make the topic of public perception an important component of national agrobiotechnology programs and policies
- To encourage studies, discussions and analyses of the implications of national and international norms and regulations, as well as of international negotiations and agreements, on topics related to agrobiotechnology and biosafety, with emphasis on their impact on trade.

***AREA OF CONCENTRATION 6: PROMOTION OF HORIZONTAL COOPERATION IN AGRO-ENERGY AND BIO-FUELS******SPECIFIC OBJECTIVE***

*To design a strategy and a hemispheric program for horizontal technical cooperation in agro-energy and bio-fuels that will make it possible to help the countries seize the new opportunities offered by agriculture as an alternative source of energy*

***Lines of Action***

- To formulate and implement a hemispheric program for horizontal technical cooperation in agro-energy and bio-fuels
- To collaborate with the OAS, IDB and other international and regional organizations in the development of a platform for hemispheric.

***APPENDIX 2***

***Priority Activities, IICA's Role, Expected Results, Performance  
Indicators and Allocation of the Regular Fund by Unit***

***2010***

**Central Region****IICA Office in Belize****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of trade and the competitiveness of agribusinesses*

PA.1. To contribute to the strengthening of the organizational, business and technological capabilities of rural SMEs and new undertakings in selected territories to facilitate their access to loans and markets.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Introduction of at least two new agriculture products exported to North America as a result of the export platform developed in 2009 By BELTRAIDE.

PI.1. Two training workshop for 20 participants from the private and public sector to evaluate the two new export commodities introduced to North America and engage in other new potential commodities.

PI.2. One workshop for 20 participants from the private and public sector on promotion and marketing of local agricultural products for cottage industries.

ER.2. The food security policy implemented by the GOB and supported by the private sector.

PI.1. One workshop for 20 participants from the private and public sector done on food security through an Integrated Farming System approach.

PI.2. IICA continue active participation in the new national grains task force, which provides recommendations to the GOB with respect to food security issues.

ER.3. The export platform continues and identifies other potential agricultural commodities to enter the North American market.

PI.1. Five training modules are replicated to prepare potential exporters to develop new commodities for the North American market.

PI.2. Two workshops to validate product profiles after they are delivered to potential importers from North America.

*Promotion of the technology and innovation*

PA.1. To create capabilities in public and private entities to create, access and use efficiently networks and other systems for the management of information and knowledge.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Private and public sectors using the program developed for efficient access and use of information and knowledge.

PI.1. Support MAF with active participation on a working group to develop, evaluate and implement a new information and dissemination program.

PI.2. Supports through training the new Information Officer in MAF to better manage the new information program.

PI.3. Training of professional staff of MAF and farmer organizations to collected, process and manage information to be used in the new information program.

**Promotion of the technology and innovation**

PA.2. A local system of organic production and increased availability for the local market continue, as its viability is demonstrated.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Two training workshop/seminar for 30 small and medium scale farmers on improved Integrated Farming System to support organic production techniques for organic certification.

PI.1. One training workshop/seminar for 30 small and medium scale farmers on market requirements for the domestic market and tourism.

ER.2. A local system for inspection and certification of organic products operational and managed by the Belize Organic Producers Association (BOPA).

PI.1. Ten local technicians continue to receive updated training as certified organic inspectors.

PI.2. One certification and inspection protocol document developed for producers and one certification and inspection protocol document for inspectors updated and made available to organic producers and regulatory bodies.

PI.3. At least 2 Organic products placed in two districts of the local market.

PA.3. To support the strengthening of the capabilities of the public –private institutions to formulate and implement development policies, strategies, programs and projects.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Contribute towards the advancement of technology innovation in Belize 's Agriculture Sector thru Technical assistance and information sharing.

PI.1. Continue participation in and advise on a quarterly basis the technical committees for citrus, sugar and the national committee for the coordination of agricultural research and development (NCCARD).

ER.2. The strategy for diversification and expansion of non-traditional export crops for small and medium scale farmers integrated into the new Integrated Farming System program approach.

PI.1. Local and international markets identified for the sale of non -traditional crops.

PI.2. Training of 30 farmers in improved cultural practices for four selected new commodities.

ER.3. Policy and legislation for organic agriculture and Biosafety completed and implemented with support by the private and public sectors.

PI.1. Implementation of the two legislation by the private and public sectors.

**Promotion of agricultural health and food safety**

PA.1. To support the strengthening of human capabilities to improve the performance of those involved in agricultural production and trade chains.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Standards and Trade Development Facility (STDF) implementation will continue in Belize.

PI.1. Five local technicians continue to receive training to facilitate the implement of the STDF.

***Promotion of agricultural health and food safety***

- PI.2. Support the SPS secretariat to implement the STDF regional project.
- ER.2. A traceability system for agricultural products implemented and validated along with BAHA.
  - PI.1. Two follow up workshops on monitoring and evaluation of the national traceability system conducted with stakeholders to receive feedback to improve the system.
- ER.3. Evaluation conducted for a SWOT analysis to identify areas of input for BAHA to provide better service to its stakeholders.
  - PI.1. The evaluation of BAHA completed and the findings with recommendations presented to the GOB.
  - PI.2. One project team is conformed to prioritize weaknesses and develop two projects to be implemented to improve BAHA services to its users.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. To support the strengthening of the capabilities of the public –private institutions to formulate and implement development policies, strategies, programs and projects.

***IICA's Role:***

To gather and analyze information on the situation in and performance of the agricultural sector.

- ER.1. Rural development with respect to agriculture and agro -eco-cultural tourism characterized and relevant policies developed to support rural development in Belize.
  - PI.1. Two stakeholder workshops for 25 participants from the private and public sector to collect , validate , document and disseminate rural development experiences in Belize.
  - PI.2. Presentation of policy to 20 participants from different institutions to support the development of sustainable rural development in the country.
- ER.2. Use of the territorial approach to collaborate with other regional and international organization to effectively provide support to the development of sustainable rural development in Belize.
  - PI.1. Quarterly meeting with other partners of development to coordinate activities.
  - PI.2. Develop two new projects using the territorial approach to improve living standards in two selected villages that are most needy.

***Promotion of the sustainable management of natural resources and the environment***

PA.1. To promote and strengthen the development of a public –private institutional framework that will help agricultural production and trade chains in the region to be competitive , environmentally friendly and socially inclusive.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

- ER.1. The strategy developed for the establishment of an institutional framework for the promotion of Agro -eco-cultural tourism as a key economic activity in the rural areas of Belize is adopted as a policy implemented with support from both private and public sectors.
  - PI.1. Two workshops to evaluate the agro –ecocultural tourism policy to increase its effectiveness as a major source of foreign exchange.

**Promotion of the sustainable management of natural resources and the environment**

PI.2. Two workshops to monitor and evaluate the two agro –ecocultural tourism projects developed in the country with support from the Belize Tourism Board.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. To support the implementation, monitoring and evaluation of the Central American Agricultural Policy in the priorities previously agreed upon with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council – CAC.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Ministry of Agriculture and Fisheries (MAF) strengthen through the participation in the CAAPP.

PI.1. Timely submission of national reports to regional coordinator unit.

PI.2. One national workshop to monitor and evaluate PACA to obtain feedback from stakeholders with respect to its operation and to ensure stakeholder participation and ownership.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Development of human Resources.

ER.1. Staff members adheres to all personnel and staff regulations.

PI.1. Individual files maintained in an updated manner.

ER.2. Staff benefited from a training to improve their skills and provide better service to the institute and stakeholders.

PI.1. Five staff members participated in training to be competent in an additional official language.

PI.2. Two LPPS each participated in one technical training event to improve their technical capacity in their respective field of expertise.

PA.2. Institutional learning and team work.

ER.1. Belize Agriculture benefitted through active participation at the national agriculture fora by the office contributing to the development of national policy and strategic action plans.

PI.1. Attendance at four national agriculture planning fora.

PI.2. Quarterly meetings with the MAF and key stakeholders of the agriculture sectors.

ER.2. IICA's vision and mission established and fulfilled through strategic alliances with stakeholders to impact the efficiency of operations and use of resources.

PI.1. Partnership established for execution of one technical event with two international organizations.

PA.3. Limited economic resources.

ER.1. The office complied with all financial procedures of the Institute in accordance with the Basic Procedures of the Institute, Manuals and Executive Orders in.

PI.1. Liaise with the Ministry of Agriculture and the Ministry of Finance in order for the timely payment of the annual quota.



- PI.2. Quarterly review of budget to ensure that spending targets are adhered to.  
 PI.3. Timely submissions of monthly financial requests and reports to Headquarters by the 5th of each month.  
 PI.4. Annual budget executed without entering into overdraft.
- PA.4. Targeting and prioritization.
- ER.1. IICA's accountability and transparency system adhered to.  
 PI.1. One meeting with stakeholders conducted to present and receive feedback on technical cooperation actions.  
 PI.2. An Accountability seminar conducted to present to stakeholders achievements and receive feedback from them.
- ER.2. Individual Contribution Plans (ICP) prepared, approved and evaluated.  
 PI.1. Annual ICP prepared and submitted by each staff member.  
 PI.2. ICP 's reviewed quarterly.
- ER.3. Technical cooperation executed in accordance with AAP.  
 PI.1. At least 90% of expected results programmed in 2010 AAP were accomplished.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Belize</b>	<b>246.000</b>	<b>40.000</b>	<b>286.000</b>
Promotion of trade and the competitiveness of agribusinesses	36.826	5.988	42.814
Promotion of the technology and innovation	48.954	7.960	56.914
Promotion of agricultural health and food safety	61.500	10.000	71.500
Promotion of the development of rural communities adopting a territorial approach	36.900	6.000	42.900
Promotion of the sustainable management of natural resources and the environment	61.697	10.032	71.729
Repositioning agriculture and rural life and renewing its institutional framework	123	20	143

### IICA Office in Costa Rica

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The members of four territorial action groups (GAT) in the north of the country enhanced their management capabilities and the execution of investments for food production and food security.

PI.1. Final report on the project on innovations in the bean chain in the northern region states that it achieved 80% of the goals set for it.

PI.2. Territorial action groups are managing and executing at least three food production and food security projects.

PI.3. Six producers' organizations are using at least three management tools to plan, implement and monitor projects.

**Promotion of the technology and innovation**

PA.1. Contribute to the strengthening of the organizational, business and technological capabilities of SMREs and new enterprises in selected territories, to facilitate their incorporation into the credit system and markets.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. IICA strengthened the organizational and institutional capabilities of 50 senior administrators and technical staff of the PIMA/CENADA, PRONAP and CIAGRO, to improve the quality of services in support of small and medium-sized rural enterprises (SMREs).

PI.1. Progress reports on the technical cooperation projects show that 80% of the goals set were achieved and the counterparts were satisfied with the technical cooperation service received.

**Promotion of agricultural health and food safety**

PA.1. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Students of two agricultural high schools in the northern region enhanced their capabilities for implementing good food safety practices in their daily and productive activities.

PI.1. Design, validation and application of educational materials for training in the safe handling of food.

PI.2. Application of five good practices related to the safe handling of food in daily and productive activities, with the participation of 80 students from two high schools and 40 producers in the northern region.

**Promotion of agricultural health and food safety**

PA.2. Support the strengthening of the capabilities of public and private institutions for formulating and executing development policies, strategies, programs and projects.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. SENASA improved the quality of the health and safety services offered to the private sector.

PI.1. Progress report on IICA-SENASA agreement states that 80% of the goals set were achieved.

ER.2. Senior MAG officials and administrators of the State Plant Health Service (SFE) are executing an investment program to strengthen and modernize health and safety services.

PI.1. Progress report on the strengthening and modernization program states that 80% of the goals set were achieved.

ER.3. Implementation of the project "Development and implementation of a system to control the movement of cattle in Costa Rica" was completed to the satisfaction of SENASA and the WTO.

PI.1. The WTO and SENASA received and signed off on the progress report on the first year, which states that 90% of the goals set were achieved.

ER.4. The National SPS Committee implemented a program of activities designed to strengthen it.

PI.1. The MAG, the SPS Committee and CONAFI received and signed off on the progress report on the first year, which states that 90% of the goals set were achieved.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Support the development of the leadership capabilities of key actors for the integrated management of rural territories and cross-border cooperation.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Rural leaders in selected territories (Guatuso, Upala, Los Chiles, La Cruz, Cuenca Aranjuez) increased their human and institutional capabilities for overseeing the implementation of collective activities that promote sustainable improvements in the economy and rural life.

PI.1. National and local authorities received and signed off on the progress report on the Action Training of Facilitators Program "Unleashing Local Energies," which states that 90% of the goals set were achieved.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Strengthen the capabilities of public and private entities for creating, accessing and using effectively networks and other information and knowledge management systems.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Members of the Rural Studies Network, made up of public and private entities and academia, are continually interacting and sharing information on important subjects.

PI.1. Members of the Rural Studies Network of Costa Rica (50) are participating actively in the community of practice created to facilitate their interaction.

PI.2. The territorial action groups in Costa Rica are participating in, and sharing information through, the community of practice created to facilitate their interaction.

ER.2. Leaders of national and local public and private entities have, and are making use of, up-to-date information about the situation and outlook for agriculture and rural life in Costa Rica.

PI.1. The Office prepared the report on the situation and outlook for agriculture and rural life in Costa Rica in 2008 and disseminated it in April 2009.

PA.2. Foster and strengthen the development of a public and private institutional framework designed to ensure that agricultural production-trade chains in the region operate competitively and are environmentally friendly and socially inclusive.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. SENARA improved its organizational and managerial capabilities for the execution of the integrated water resources management program.

PI.1. Progress report of the Integrated Water Resources Management Program states that 80% of the goals set were achieved.

PI.2. The technical capabilities of SENARA were strengthened by means of three horizontal cooperation actions carried out under the IICA/National Irrigation Commission of Chile/SENARA agreements.

ER.2. The National Rural Development Institute (INDER) improved its capacity to formulate territorial development strategies, programs and projects.

PI.1. investment program to reinforce and modernize INDER was formulated and is being executed.

PI.2. The Agenda for Implementing the Regional Rural Development Strategy at the National Level was drawn up and is being executed.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Interagency and joint work agenda aligned with national priorities.

ER.1. Interagency agenda with collaborative actions focused on previously agreed national priorities.

PI.1. At least three collaborative actions carried out with other international agencies. The agencies' technical and financial resources are used to complement each other's work and 90% of the goals set were achieved to the satisfaction of the national MAG authorities.

PA.2. Institutional learning and teamwork.

ER.1. The technical and administrative personnel of IICA/Costa Rica work as a high-performance team that attains the goals set for it on time and as required and specified.

PI.1. National counterparts acknowledge the technical and social interaction of the team and the quality and high performance of its technical cooperation services.

PA.3. Effective follow-up to the Integrated Cooperation Management System.

ER.1. The Office complies with the terms of the Integrated Management System satisfactorily and observes the rules agreed with the partners.

PI.1. Counterparts acknowledge that the Office's processes are satisfactory in every way and its reports are submitted on time.

PA.4. Strengthen the positioning and image of IICA/Costa Rica among key target audiences.

ER.1. The perception of the institutional projection of IICA/Costa Rica improved compared to the previous year.

PI.1. The indicators used for the report on the level of satisfaction of key audiences are higher than the previous year.

PA.5. Strengthen the positioning and image of IICA/Costa Rica among key target audiences.

ER.1. The technical and administrative personnel enhanced their expertise in areas that are improving the institution's performance.

PI.1. The progress report on the capacity-building plan shows that at least 80% of the plan was carried out. The report also includes our target audience's evaluation of the quality of our technical cooperation services.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Costa Rica</b>	<b>333.400</b>	<b>36.000</b>	<b>369.400</b>
Promotion of trade and the competitiveness of agribusinesses	66.680	7.200	73.880
Promotion of the technology and innovation	33.340	3.600	36.940
Promotion of agricultural health and food safety	66.680	7.200	73.880
Promotion of the development of rural communities adopting a territorial approach	66.680	7.200	73.880
Repositioning agriculture and rural life and renewing its institutional framework	100.020	10.800	110.820

### IICA Office in Guatemala

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

*Promotion of trade and the competitiveness of agribusinesses*

PA.1. Foster and strengthen the development of a public and private institutional framework designed to ensure that agricultural production-trade chains in the region operate competitively and are environmentally friendly and socially inclusive.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Technical Secretariat of the National Agricultural Development Council (CONADEA/MAGA) is supporting the agricultural chain committees by implementing strategic actions intended to make the respective agribusinesses more competitive at the national and/or international levels.

PI.1. CONADEA developed and approved a methodology for prioritizing strategic agricultural chains.

PI.2. CONADEA approved the creation of at least four (4) new committees of priority agricultural chains that are operating as forums for dialogue and consensus.

ER.2. ANACAFE personnel have the information and know-how needed to produce and market quality coffee on a profitable and sustainable basis.

PI.1. At least two technical and scientific events to train human resources were held in coordination with international organizations.

PI.2. ANACAFE is participating in at least two regional projects on GI and DO to improve coffee quality and differentiation processes. Support from AECID, IDB/MIF.

ER.3. ANACAFE improved competitiveness and access to trade in quality coffee; and it has methodologies for legally registering Geographical Indications and Protected Designations of Origin.

PI.1. At least one coffee-growing area in Guatemala has been characterized, in order to request GI and DO; there are at least three documents containing technical standards and regulations that were drawn up especially for the purpose; and the committee was set up to regulate the management of processes.

ER.4. ANACAFE has genetic material of *C. Arabica* and *C. canephora*, which are competitive in strength, performance and quality. Seed of the rootstock variety, tolerant of root nematodes, is available to the coffee producers.

PI.1. Evaluations of F1 hybrids were carried out and commercial plots are being established in partnership with producers. The framework document on the management of these materials is being applied.

ER.5. The production of biological agents and trapping mechanisms remains at the pre-industrial level, to protect the health of coffee in Guatemala.

PI.1. The respective biotech laboratories have operating capabilities and trained staff in place for in vitro clonal propagation and the conservation of genetic material.

PI.2. ANACAFE has a laboratory in operation that produces natural enemies for integrated pest management.

PI.3. ANACAFE is participating in the Mesoamerican project for the integrated management of the coffee berry borer and in the regional project on coffee leaf spot disease. The coffee berry borer and other plant health problems remain at levels that are economically acceptable for producers in the region.

*Promotion of trade and the competitiveness of agribusinesses*

PA.2. Support skills development to improve the performance of the actors in the agricultural production-trade chains.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To establish knowledge networks and to design and implement training programs.

ER.1. The Technical Secretariat of CONADEA/MAGA, the Policies and Strategic Information Unit (UPIE/MAGA) and professionals of private entities linked to the work on agricultural chains are conversant with and apply participatory concepts and methodologies for the analysis of chains and the preparation of plans of action aimed at making agribusinesses more competitive.

PI.1. At least twelve (12) professionals from the public and private agricultural sectors received training and are working to support the management of plans of action of agricultural chains.

PI.2. At least one (1) horizontal cooperation activity was implemented between countries to learn about other experiences of work with agricultural chains.

ER.2. Thanks to horizontal cooperation, ANACAFE has trained staff, information and the technological know-how it needs to produce and market coffee in a profitable and sustainable way.

PI.1. Scientific knowledge was shared through at least three regional training and exchange events per semester.

PI.2. At least two regional education and training actions were coordinated with cooperating international organizations.

ER.3. Scientific knowledge is being generated, experimental information is being obtained and agro-forestry plots are being established on farms.

PI.1. Two agro-forestry plots with coffee were evaluated under the CATIE-PROMECAFE Project, and technology was transferred.

PI.2. Actions are being coordinated related to payments for coffee growers for environmental services. ANACAFE is participating in a proposal on the subject. Support from CATIE, IICA, AECID and international organizations.

PA.3. Contribute to the creation of a body of knowledge and experiences related to the management and behavior of agricultural production-trade chains.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Public and private entities linked to agriculture have strategic information about the status and competitive performance, in national and international markets, of agricultural products that are a priority and strategically important for the country.

PI.1. At least four (4) studies on the state and competitive performance of the same number of agricultural chains were prepared and disseminated among the respective key actors.

PA.4. Contribute to the strengthening of the organizational, business and technological capabilities of SMREs and new enterprises in selected territories, to facilitate their incorporation into the credit system and markets.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

**Promotion of trade and the competitiveness of agribusinesses**

ER.1. Members of the Association of the Rural Entrepreneurs (AGER) enhanced their business organization skills and their ability to prepare sustainable agribusiness plans.

PI.1. At least two (2) training events were held.

**Promotion of the technology and innovation**

PA.1. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The coordination and work methods of the SNITTA were improved.

PI.1. At least five agricultural technology research and transfer institutions are active members of the SNITTA.

PI.2. At least two strategic alliances of suppliers and users of technology are operating, to make the priority agricultural chains more competitive.

ER.2. The alliance of IICA, WFP and organizations of basic grain producers is implementing the strategy of the Purchase for Progress (P4P) Program.

PI.1. The alliance has a plan of operation that establishes the activities and the goals to be achieved in 2010.

PI.2. At least 15 associations and 1500 small and medium-scale corn and bean producers are involved.

ER.3. The MAGA and ProRural have a technical assistance strategy for supporting family agriculture and food security projects.

PI.1. A document was prepared setting out the different components of the proposed strategy, including details of the institutional arrangements, sources of human and financial resources and operating mechanisms of the model.

PI.2. Technical Assistance Strategy disseminated and agreement reached with key public and private sector actors.

ER.4. Public and private agricultural technology research and transfer institutions are participating in the implementation of projects co-financed by the SICTA Network and FONTAGRO.

PI.1. At least two SNITTA institutions are taking part in the implementation of projects co-financed by the SICTA Network.

PI.2. At least two alliances that execute projects co-financed by the SICTA Network and FONTAGRO are achieving the results programmed.

PA.2. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. ANACAFE has the infrastructure, technological information and trained staff required to carry out prevention and control activities to ensure the health of coffee, to complement the integrated improvement of quality, the protection of resources and higher incomes.



***Promotion of the technology and innovation***

PI.1. At least three ANACAFE technicians trained in the application of principles of hygiene and good practices in the coffee production chain, and control of critical points, to ensure the coffee remains healthy. Coordinated by IICA.

***Promotion of agricultural health and food safety***

PA.1. Foster and strengthen the development of a public and private institutional framework designed to ensure that agricultural production-trade chains in the region operate competitively and are environmentally friendly and socially inclusive.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Key public and private sector actors are conversant with and apply international rules, standards and guidelines, including those of the SPS Committee, the WTO/SPS Agreement, Codex Alimentarius, the OIE and the IPPC.

PI.1. Representatives of state-run agricultural health and food safety services take part in national and international SPS meetings, workshops, courses and forums.

PI.2. At least two events were carried out to inform users of the results of the meetings of the WTO/SPS Committee.

ER.2. The MAGA's Standards and Regulations Unit activated the National Committee for consultations on SPS.

PI.1. At least two events were held to learn about the experiences of other countries (useful input for the SPS forum in Guatemala).

PI.2. Representatives of the different sectors that are members of the National Committee meet at least twice a year to define SPS tasks.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Support the strengthening of the capabilities of public and private institutions for formulating and executing development policies, strategies, programs and projects.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The institutions responsible for executing rural development programs and projects have at their disposal, and are using, knowledge, guidelines and tools related to the methodology of sustainable rural development with a territorial approach.

PI.1. A plan of action exists that establishes the objectives and prioritizes the activities to be implemented in a selected territory.

PI.2. The concepts, guidelines and tools of sustainable rural development with a territorial approach are being used in at least one selected territory.

**Promotion of the sustainable management of natural resources and the environment**

PA.1. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Food security activities are being coordinated with partner institutes with a view to protecting natural resources and diversifying producers' incomes.

PI.1. Protection of natural resources and the environment; conservation of coffee forest to protect water sources, soil and biodiversity; and the diversification of production. There is a project on the subject that has the support of a financial institution. Support from IICA.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Execution of the Office Improvement Plan.

ER.1. The Office makes more efficient and effective use of its resources, and the levels and quality of its cooperation services and products have improved.

PI.1. All periodic reports on the execution of the budget were submitted on time and approved by the corresponding authorities.

PI.2. All cooperation instruments were adjusted and brought into line with the rules currently in effect.

PI.3. All agreements and projects have records of settlement that the clients, partners and IICA's management signed off on.

PA.2. Execution of a plan to develop the Office's capabilities.

ER.1. The staff of the Office is better qualified and equipped to perform the duties specified in the profiles of their posts.

PI.1. All the Office's administrative staff received training in accounting standards and procedures and administrative and financial controls.

PA.3. Improvement of permanent consultation mechanisms and participation in the work of keeping the National Technical Cooperation Agenda up-to-date and aligned with the priorities.

ER.1. The Office's technical and administrative team provides cooperation services aligned with the National Technical Cooperation Agenda and the institutional guidelines on technical cooperation and operational management.

PI.1. Accountability reports approved by the country's community of agriculture and rural life.

PI.2. The Internal Audit Unit issued a report stating that it did not detect any major breaches of the Institute's rules and regulations.

PI.3. A set of corrective measures was identified for incorporation into the National Technical Cooperation Agenda.

PA.4. Execution of a plan to rationalize the Office's costs and make improvements to administrative and financial control procedures.

ER.1. The Office improved the operating efficiency of its management processes and managed to balance the approved, budgeted resources with its operational commitments.

PI.1. The Office executes exactly the amount of resources budgeted in the AAP and manages to complete 90% of accounting closings on time, without errors being detected or observations made by Headquarters.

PI.2. No errors detected in the application of the Institute's rules, procedures and controls.

PA.5. More sources of funding thanks to strategic partnerships with other international organizations.

ER.1. The Office improved the viability of its cooperation actions by strengthening strategic partnerships and participating in priority externally funded projects, in order to provide technical cooperation.

PI.1. The country paid its entire quota on a timely basis.

PI.2. At least three new technical cooperation agreements were signed, financed with external resources.

PI.3. Agreements for at least three strategic partnerships were signed with institutions and agencies related to the areas of cooperation called for in the National Agenda.

PA.6. Execution of mechanisms that make it possible to take part in horizontal cooperation programs involving the countries.

ER.1. The Office contributed to the implementation of horizontal cooperation programs related to agricultural health and food safety issues.

PI.1. At least two direct contacts were made with the countries that support cooperation programs EMATER/RS (Brazil), INDAP (Chile).

PI.2. At least two technical cooperation proposals related to agricultural health and food safety were submitted to the Deputy Minister of Agriculture and AGROCYT.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Guatemala</b>	<b>395.673</b>	<b>34.000</b>	<b>429.673</b>
Promotion of trade and the competitiveness of agribusinesses	79.135	6.800	85.935
Promotion of the technology and innovation	79.135	6.800	85.935
Promotion of agricultural health and food safety	79.135	6.800	85.935
Promotion of the development of rural communities adopting a territorial approach	79.135	6.800	85.935
Promotion of the sustainable management of natural resources and the environment	79.135	6.800	85.935

### IICA Office in Honduras

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

*Promotion of trade and the competitiveness of agribusinesses*

PA.1. Foster and strengthen the development of a public and private institutional framework designed to ensure that agricultural production-trade chains in the region operate competitively and are environmentally friendly and socially inclusive / Organize forums for reflection, dialogue and consensus-building.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Public and private sector actors are aware of the challenges posed and opportunities offered by free trade agreements.

PI.1. A workshop was held to disseminate information about the challenges posed and opportunities offered by the new treaties and agreements, and what was achieved with each one.

ER.2. Agricultural exporters have tools they can use to make their products more competitive in international markets.

PI.1. Technical datasheets were prepared and disseminated on at least 10 agricultural products granted access on preferential terms under the new free trade agreements that were signed.

ER.3. IICA fostered the creation of partnerships among agricultural entrepreneurs in the Central American region to promote regional trade.

PI.1. At least one alliance was created between agricultural entrepreneurs in Honduras and in other Central American countries.

PA.2. Support skills development efforts designed to improve the performance of the actors in agricultural production-trade chains.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Office helped improve the capabilities for managing and analyzing agrifood chains and for partnering efforts.

PI.1. At least 30 key actors in the chains are receiving training in aspects of competitiveness.

PI.2. At least two plans of action for chains were implemented.

ER.2. The actors in the organic movement are better equipped to certify farms.

PI.1. At least 10 new individual producers or members of groups are in the process of obtaining certification.

PA.3. Contribute to the creation of a common body of knowledge and experiences related to the management and behavior of agricultural production-trade chains in the region.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Groups of small and medium-scale national farmers enhanced their capacity to collect, process and market basic grains.

PI.1. At least two groups established purchase/sale contracts with institutions such as the WFP, Hortifruti or others.

*Promotion of the technology and innovation*

PA.1. Support skills development efforts designed to improve the performance of the actors in agricultural production-trade chains.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA helped improve the capacity to manage innovation and technology in agrifood chains.

PI.1. At least 30 key actors in the chains are being trained in aspects of technological innovation.

PA.2. Contribute to the strengthening of the organizational, business and technological capabilities of SMREs and new enterprises in selected territories, to facilitate their incorporation into the credit system and markets.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. ARSAGRO, APROINY, PROLANCHO FOUNDATION AND JICATUYO FOUNDATION increased their productivity with the support of the SICTA Network.

PI.1. At least four producers' organizations are being consolidated to produce, process and market beans and bean seed.

PA.3. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Agricultural actors have access to information related to bioenergy, biotechnology and biosafety that could improve their production processes.

PI.1. At least one public-private and academic strategy is available for joint work on aspects of bioenergy, biotechnology and biosafety.

PI.2. A network was set up to afford agricultural producers access to information about more efficient and economic biotechnologies.

PA.4. Promote the design and implementation of strategies aimed at building the capacity to develop innovations in production and trade systems - with emphasis on small and medium-scale Central American producers - that will help generate employment and income in the rural sector.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Local human resources enhanced their capacity to stimulate the generation of knowledge, information and technologies and disseminate them among other producers.

PI.1. At least 30 producers were trained to promote and facilitate technology innovation and transfer processes in the service areas of PROMECOM and the SICTA Network.

PI.2. At least 30 producers were trained to support attempts to organize.

**Promotion of the technology and innovation**

ER.2. The Office enhanced the local, municipal and provincial systems of technical assistance so that small and medium-scale farmers can improve their organization, production, processing and marketing activities in the service area of PROMECOM.

PI.1. At least one network of leading producers is operational and facilitating the flow of information, knowledge and technologies.

ER.3. The production systems of groups of farmers that produce, process and market organic products were strengthened.

PI.1. At least one group of farmers is producing, processing and marketing certified organic products.

**Promotion of agricultural health and food safety**

PA.1. Support skills development efforts designed to improve the performance of the actors in agricultural production-trade chains.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The National Committee on Sanitary and Phytosanitary Measures and the National Codex Alimentarius Committee are better equipped to implement their annual work plans, thereby helping to make the chains more competitive.

PI.1. At least 18 representatives of the public-private and academic sectors are receiving training in the standards of the Codex, OIE and IPPC.

PI.2. At least one STDF project ("Strengthening the National Committee on Sanitary and Phytosanitary Measures") is being implemented.

ER.2. The Honduran standard-setting agency has technical agricultural standards that are helping to make the agricultural chains more competitive.

PI.1. At least one technical standard drafted and disseminated.

ER.3. The SAG strengthened the agricultural health and food safety component of the PROMECOM project.

PI.1. Training program designed to promote agricultural health and food safety in the service area of PROMECOM.

PI.2. At least two training documents produced and published.

ER.4. SENASA began implementing an agricultural health accreditation system to expand the coverage of its services.

PI.1. At least one diagnostic laboratory has begun the process of accreditation.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Support the efforts to enhance the capabilities of public and private institutions for formulating and executing development policies, strategies, programs and projects / Prepare and propose conceptual frameworks, methodologies, procedures and instruments for the design, planning, management, monitoring and evaluation of agricultural and rural development actions.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA enhanced the capabilities of the Belén Gualcho Management Group for promoting the development of the territory.

PI.1. The Management Group has approached at least three financial cooperation institutions about its investment programs.

***Promotion of the development of rural communities adopting a territorial approach***

PI.2. Implementation is under way of at least one project coordinated by the Management Group.

ER.2. The Standing Forum on Rural Development and Food Security (FORDESA) was strengthened by integrating its members and coordinating work among them.

PI.1. At least three documents prepared by members of FORDESA were disseminated via the portal of Central American territories.

PI.2. A project was prepared and funding sought to set up the Rural Development Observatory in Honduras, coordinated by FORDESA.

ER.3. Disseminating information about the rural development strategy with a territorial approach equipped the country to play a more active role in the implementation process.

PI.1. Information about the rural development strategy with a territorial approach was disseminated among at least 10 institutions and projects linked to rural development.

PA.2. Support the development of the leadership capabilities of key actors for the integrated management of rural territories and cross-border cooperation.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building.

ER.1. The "Unleashing local energies" program was launched, to boost the self-development of the territories in the department of Yoro, with the PROMECOM participants.

PI.1. At least 20 leaders of territories in the country are participating successfully in the program that IICA is promoting in rural territories.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Support the implementation, monitoring and evaluation of the Central American Agricultural Policy (PACA) with respect to the priorities previously agreed with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council (CAC).

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The SAG implemented the dissemination plan and is implementing measures related to the PACA.

PI.1. At least two annual reports were prepared and distributed on the progress made in implementing the PACA.

PA.2. Support the operation of and efforts to strengthen the Central American Agricultural Council.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building.

ER.1. The SAG has a plan for providing follow-up to the implementation of agreements and measures adopted by the CAC.

PI.1. The Minister of Agriculture is involved in implementing the measures and mandates adopted by the CAC and receives support from IICA.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.3. Strengthen the capabilities of public and private entities for creating, accessing and using effectively networks and other information and knowledge management systems.

*IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To develop and operate information and knowledge management system.

ER.1. Public and private agricultural sector institutions acquired new knowledge by using tools that facilitate knowledge management.

- PI.1. At least three e-bulletins were produced and distributed, containing information of interest to the agricultural sector.
- PI.2. At least two technical publications were produced and distributed.
- PI.3. The Community of Practice on Rural Development is compiling and disseminating at least three documents for discussion and feedback.
- PI.4. At least five actors in the chains are making use of the community of practice to share documents or participate in discussion forums.

ER.2. REDIFAAH strengthened the mechanisms for disseminating technical and scientific information about agricultural, environmental and forestry topics.

- PI.1. At least one technical document was produced about the bibliographic resources available to the members of the network on line.
- PI.2. At least one document produced and distributed to disseminate information about the objectives, members and activities.

PA.4. Contribute to the creation of a common body of knowledge and experiences related to the management and behavior of agricultural production-trade chains in the region.

*IICA's Role:*

- To develop and operate information and knowledge management system.

ER.1. The Office helped improve the management capabilities of the actors in the agricultural production chains in relation to competitiveness and agribusinesses; organic agriculture; health and safety; rural development and technology and innovation.

- PI.1. At least one activity held to enable actors in the chain to share experiences and lessons learned.
- PI.2. At least one study of the competitiveness of an agricultural enterprise produced and disseminated.

PA.5. Contribute to the strengthening of the organizational, business and technological capabilities of SMREs and new enterprises in selected territories, to facilitate their incorporation into the credit system and markets.

*IICA's Role:*

- To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Groups of producers improved their organization and competitiveness with respect to products with potential for the organic and/or conventional markets.

- PI.1. At least one project with a territorial approach is under way that is improving the conditions of the beneficiaries.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**



- PA.1. Promote institutional learning and teamwork.  
 ER.1. The Office's technical capabilities and cross-thematic work were improved.  
 PI.1. The technical team is developing skills related to at least one subject of mutual interest, and is participating in the design and development of the work.
- PA.2. Ensure the development of human resources.  
 ER.1. The human resources of both the technical cooperation and administrative areas of the Office were strengthened.  
 PI.1. A training plan was prepared and executed as programmed.
- PA.3. Improve the targeting and prioritization of the Office's activities.  
 ER.1. The Office responds in a timely and relevant way to the requests for technical cooperation it receives from the actors in the community of agriculture and rural life.  
 PI.1. The AAP was implemented as programmed.  
 PI.2. The 2006-2010 National Technical Cooperation Agenda was implemented as programmed.  
 PI.3. The Office responds to specific requests for technical cooperation based on its technical and financial capabilities.  
 ER.2. The Office strengthened the repositioning of the Institute as an agency specializing in technical cooperation for the sustainable development of agriculture.  
 PI.1. Key agricultural actors acknowledge the technical cooperation actions that IICA implements in the country.  
 PI.2. The 2010-2014 National Technical Cooperation Agenda was drafted and disseminated with the participation of key agricultural actors.  
 ER.3. The transparency of the Institute's operations continues to be evident at the national level, and the strategic partners and actors in the agriculture community have greater faith and trust in IICA.  
 PI.1. The community of agriculture and rural life is made aware of the actions carried out by IICA at the accountability workshop.
- PA.4. Generate more economic resources.  
 ER.1. The strategic partnerships were strengthened.  
 PI.1. At least two new strategic partnerships were forged.  
 PI.2. At least one bankable proposal was prepared to secure fresh funds for the Office.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Honduras</b>	<b>337.000</b>	<b>60.000</b>	<b>397.000</b>
Promotion of trade and the competitiveness of agribusinesses	67.400	12.000	79.400

Promotion of the technology and innovation	67.400	12.000	79.400
Promotion of agricultural health and food safety	67.400	12.000	79.400
Promotion of the development of rural communities adopting a territorial approach	71.815	12.786	84.601
Repositioning agriculture and rural life and renewing its institutional framework	62.985	11.214	74.199

## IICA Office in Nicaragua

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Strengthening the technical capabilities of the public and private sectors in the area of trade negotiations, with emphasis on the administration of agreements and the promotion of exports.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To develop and operate information and knowledge management system.

ER.1. The ministries of agriculture and development, industry and trade and administrators of producers' organizations enhanced their technical capabilities for evaluating the impact of trade agreements and working as a team in the administration of trade treaties and the promotion of exports.

PI.1. 50 specialists and officials of public and private organizations are participating in training given by specialists from IICA and from its partners, thereby creating a mechanism for networking and knowledge management.

PA.2. Development of an integrated agribusiness training forum.

##### *IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The ministries of agriculture and development, industry and trade and the private sector (UPANIC and UNAG) enhanced their capabilities for agribusiness management and for assessing opportunities at the national and regional levels.

PI.1. Working with UPANIC and UNAG, IICA trained 50 specialists from the public and private sectors in the design, analysis and execution of agribusiness policies and development efforts.

***Promotion of the technology and innovation***

PA.1. Identification and coordination of technology innovation priorities and the creation of agroindustrial clusters for food security as part of the regional trade and technology integration efforts.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Associations of small-scale producers in five departments of the country have production plans and projects, and are promoting new technologies for their production systems, incorporating new on-farm and post-harvest technologies, and diversifying their productive systems.

PI.1. Corn, bean, oilseed, coffee, cacao and honey producers are harnessing new technologies and signing agreements for alliances with various actors in the agricultural production chains.

***Promotion of agricultural health and food safety***

PA.1. Strengthening the technical capabilities of public institutions by formulating and executing an agricultural health and food safety training program.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The MAGFOR improved its ability to orient health and safety policies and actions and participate in various dialogues and agreements, such as the WTO, ALBA and Taiwan.

PI.1. Working with OIRSA, the PAHO, WTO and USDA, 20 officials took part in onsite and audiovisual AHFS courses.

PI.2. The MAGFOR is continuing to implement the SPS recommendations and agreements of the WTO and other international trade and cooperation agreements.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Promoting the participation of institutions and the civil society, gender and family sectors in studies and in the design, execution, monitoring and evaluation of sustainable rural development strategies at the local level.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Local SPAR institutions in five departments are being strengthened and are implementing actions for the sustainable development of agriculture at the territorial level.

PI.1. At least three joint training actions implemented in the field, for the development of rural agroindustry and the sustainability of agriculture and the rural milieu.

ER.2. The associations and rural communities are prepared and are making improvements to rural agroindustry, producing cacao, honey, beans and dairy products that are competitive in the international market.

PI.1. Two events held each year to share experiences with producers aimed at implementing improvements in agroindustry at the territorial level.

PI.2. Two cooperatives offer products with value added through the implementation of agroindustry at the local level.

***Promotion of the development of rural communities adopting a territorial approach***

ER.3. Rural communities in the southern Caribbean coastal region and Chontales have strategic local development plans.

PI.1. Implementation of two strategic local development plans under way in the southern Caribbean coastal region and in the department(s) of Chontales and/or Chinandega.

PA.2. Participation in the agricultural education and training system as a supplier of training services aimed at tapping opportunities and the institutional modernization of agricultural education.

***IICA's Role:***

To establish knowledge networks and to design and implement training programs.

ER.1. The Observatory on Rural Development in Nicaragua is operational. The human capital of public and private sector institutions received technical training.

PI.1. Public and private agricultural sector officials were trained in topics needed by the agricultural sector.

PI.2. 20 training events held each year involving public and private sector agricultural institutions.

***Promotion of the sustainable management of natural resources and the environment***

PA.1. Implementation of territorial plans for the management of the environment and natural resources in environmentally fragile watersheds and micro-watersheds linked to the development of agribusinesses and food security.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Producers in the northern and central regions are applying the principles of integrated natural resource management for food security.

PI.1. 1500 producers are making proper use of inputs in the production of basic grains.

PI.2. The proper management of natural resources is being replicated among 15,000 basic grain producers.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Participatory evaluation and dissemination of trends and possible scenarios in the agricultural sector.

***IICA's Role:***

To develop and operate information and knowledge management system.

ER.1. The public agricultural sector is participating actively in the exchange of agricultural and rural information and is involved in hemispheric programs aimed at improving the rural sector and agriculture.

PI.1. 15 IDR officials trained and participating in the use of information networks

ER.2. SPAR is working with the private sector and other actors on strategic issues related to agriculture and rural communities, such as the improvement of production systems, the marketing of grains and good manufacturing practices.

PI.1. Three of the strategic topics on which consensus was reached are being implemented at the territorial level.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

- PA.1. Diversify and strike a balance in relations with agencies and donors.
- ER.1. Technical and financial agencies in the country recognize the Institute's high level of specialized technical capabilities, making it possible to consolidate alliances that facilitate the management of resources.
- PI.1. Cooperation agreements established with the European Union, World Bank, DANIDA, USAID, USDA, CABEI, WFP and Finland.
- PI.2. The Office negotiated external resources in the amount of US\$3 million for direct technical cooperation actions and is executing them.
- PA.2. Consolidate the participatory style of management by developing the Interdisciplinary Steering Committee (Board of Directors or national GAP).
- ER.1. The Steering Committee is operational, meeting cooperation needs and monitoring and evaluating the actions carried out.
- PI.1. The actions contained in the agreements adopted at the meetings weekly of the Board of Directors are being implemented.
- PI.2. 10 events held and documented each year to evaluate the cooperation actions carried out (both those implemented with IICA resources and externally funded activities).
- PA.3. Consolidate the technical orientation of cooperation, and develop and take maximum advantage of the personnel's capabilities.
- ER.1. The Office enhanced its technical and administrative capacity.
- PI.1. At least 10 members of the local personnel continue to receive training each year in topics related to rural development, the appraisal of projects, repairs and maintenance, electronic equipment, vehicles, human relations and client service, and English.
- PA.4. Transparent management of internal and external resources through training, the updating of personnel and audits and accountability.
- ER.1. The Office improved the institution's image as an agency that manages resources in a dynamic, expeditious and transparent way.
- PI.1. At least two external audits of the execution of financial resources carried out each year, with reports that certify prudent and transparent resource management.
- PI.2. The annual internal audit was carried out and the recommendations made in the Office Improvement Plan were implemented.
- ER.2. IICA is recognized for its culture of accountability and for meeting the needs of the country's agricultural sector.
- PI.1. At least two annual meetings held to disseminate and present the results and the impact of the technical cooperation provided to key actors in the agricultural sector.
- PI.2. The annual accountability workshop was held with the participation of the public and private agricultural sector.
- ER.3. The country paid the balance of the overdue quota that was pending.
- PI.1. Resources from the two overdue quotas were received.
- PI.2. Arrangements were made for the payment schedule to be included in each year's national budget.
- PA.5. Provide the necessary follow-up and make any adjustments required to the implementation of the technical cooperation activities.
- ER.1. The National Technical Cooperation Agenda was updated and adjusted to the priorities identified, after agreement was reached with officials of the new Administration and the national agricultural sector.
- PI.1. An IICA-SPAR-Private Sector committee is operational and two meetings were held to review and update the priorities defined in the National Technical Cooperation Agenda each year.

PI.2. The National Technical Cooperation Agenda is being implemented and adapted continually to the national priorities.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Nicaragua</b>	<b>351.000</b>	<b>55.000</b>	<b>406.000</b>
Promotion of trade and the competitiveness of agribusinesses	52.650	8.250	60.900
Promotion of the technology and innovation	52.650	8.250	60.900
Promotion of agricultural health and food safety	35.100	5.500	40.600
Promotion of the development of rural communities adopting a territorial approach	105.300	16.500	121.800
Promotion of the sustainable management of natural resources and the environment	105.125	16.473	121.597
Repositioning agriculture and rural life and renewing its institutional framework	176	28	203

### IICA Office in Panama

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. Strengthen the capabilities of public and private entities for creating, accessing and using effectively networks and other information and knowledge management systems.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. The public agrifood sector and producers' organizations and agricultural exporters have compendiums of digitized information about exports to the country's main trading partners and international markets with most potential.

PI.1. A Web page up and running, containing information about the most promising products for export to Panama's main trading partners and markets with which the country has signed free trade or trade promotion.

PI.2. Up-to-date database containing information from the countries with which the country has signed free trade or trade promotion agreements.

PI.3. A workshop on the use of the database was held for at least 15 leaders of producers' organizations and officials.

ER.2. The agrifood sector and international cooperation agencies share information and knowledge about rural development in Panama.

PI.1. At least three forums of the country team held to share rural development experiences in Panama.

ER.3. Leaders of the country's agrifood and rural sector and their Central American counterparts have set up learning communities and exchanged knowledge related to rural development through the Territorios Centroamericanos Web page.

PI.1. Use of the Web page was promoted in at least two meetings held in the country.

PI.2. A virtual community on rural development in Panama was created and is being managed.

ER.4. Agrifood sector technicians, leaders of producers' organizations and other users have georeferenced information and virtual maps with applications for rural tourism, agroindustry and rural development in general.

PI.1. A georeferenced database was created and maps published on CD and the Web page.

PI.2. Dissemination of the use of the tool at meetings with potential users.

ER.5. Providers of the extension service have a mapping of the production systems that are most important for the country and the regions.

PI.1. Maps published on CD and the Web page.

PI.2. Dissemination of the use of the tool at meetings with potential users.

*Promotion of trade and the competitiveness of agribusinesses*

PA.2. Foster and strengthen the development of a public and private institutional framework designed to ensure that agricultural production-trade chains in the region operate competitively and are environmentally friendly and socially inclusive.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Technical assistance was provided to strengthen the advisory commissions and technical committees of at least three agricultural production chains.

PI.1. Three chain committees were set up that report to their respective advisory commissions.

PI.2. The process of consolidating the chains that have action plans was strengthened.

PI.3. Three action plans (agreements on competitiveness) were prepared through workshops with actors in the chains.

PA.3. Support skills development efforts designed to improve the performance of the actors in the agricultural production-trade chains.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To gather and analyze information on the situation in and performance of the agricultural sector.

To establish knowledge networks and to design and implement training programs.

ER.1. Technical personnel and actors in the chains are using knowledge and developing skills related to the management of competitiveness, efficiency and equity in agricultural production chains.

PI.1. Two courses given on the CADIAC chains methodology to technical secretaries and technical committees of chains and public agrifood sector officials

ER.2. Actors in the agrifood chains and SPA technical personnel are using information and knowledge about production costs and indicators of equity.

PI.1. At least one study of an agricultural production chain carried out.

ER.3. Actors in chains shared experiences with their counterparts in others countries of the region.

PI.1. Two or more producers and other actors in the chains made at least one visit to or received training in other countries in the region.

PA.4. Contribute to the creation of a common body of knowledge and experiences related to the management and behavior of agricultural production-trade chains in the region.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The experiences and lessons learned in using the chains approach in Panama were systematized and disseminated.



**Promotion of trade and the competitiveness of agribusinesses**

PI.1. A study carried out and published involving a systematization of experiences related to the use of the agricultural production-trade chains approach.

PI.2. A meeting held to present the study/systematization.

PA.5. Contribute to the strengthening of the organizational, business and technological capabilities of SMREs and new enterprises in selected territories, to facilitate their incorporation into the credit system and markets.

**IICA's Role:**

To develop and operate information and knowledge management system.

ER.1. Producers and other actors in the chain have access to a price and market information system that incorporates price projection models.

PI.1. A model and database of price projections and market information on agricultural products were implemented.

PA.6. Promote the design and implementation of strategies aimed at building the capacity to develop innovations in production and trade systems - with emphasis on small and medium-scale Central American producers - that will help generate employment and income in the rural sector.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Technical support was provided to programs aimed at guaranteeing food security carried out by the institutions of the country's public agrifood sector.

PI.1. At least three working meetings held with public and private sector leaders for the implementation of the programs in support of food security.

**Promotion of the technology and innovation**

PA.1. Support the operation and strengthening of the Central American System for Agricultural Technology Integration (SICTA).

**IICA's Role:**

To organize fora for reflection, dialogue and consensus building.

ER.1. Delegates receive technical support in implementing the decisions taken by the Council of the SICTA with regard to its work programs.

PI.1. At least two working meetings held with delegates of the SICTA in Panama.

PA.2. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a means of improving the availability of and access to wholesome, safe and nourishing food for the Central American population.

**IICA's Role:**

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA helped strengthen the national science, technology and innovation system by achieving greater coordination of the institutions that make up the system.

PI.1. The Office supported the implementation of the proposal for strengthening the SNITTA.

PI.2. At least two working meetings held to strengthen the system with member institutions.

**Promotion of the technology and innovation**

ER.2. IICA helped strengthen Panama's agricultural extension system.

PI.1. At least two follow-up meetings held to implement the proposal for enhancing the effectiveness of the agricultural extension system.

**Promotion of agricultural health and food safety**

PA.1. Foster and strengthen the development of a public and private institutional framework designed to ensure that agricultural production-trade chains in the region operate competitively and are environmentally friendly and socially inclusive.

**IICA's Role:**

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. The Office facilitated the implementation of the National SPS Agenda with the participation of the Interagency SPS Group.

PI.1. In its capacity as the technical secretariat of the Interagency Group, IICA coordinated the holding of at least three working meetings and provided technical assistance to the group.

ER.2. The Office provided technical support to the institution building efforts of the national AHFS services and on emerging issues and emergency.

PI.1. At least two training activities held for 15 public and private sector officials linked to SAIA and SPS standards.

ER.3. The Institute strengthened the capacity of technology research and innovation programs and institutions in regard to priority agricultural products.

PI.1. The national components of the regional programs and projects were implemented (SICTA Network, FONTAGRO, PROMECAFE, Frutales, etc.).

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Support the strengthening of the capabilities of public and private institutions for formulating and executing development policies, strategies, programs and projects.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. The Office provided technical support to officials and representatives of producers' and nonprofit organizations for institution building as part of rural development initiatives with a territorial approach.

PI.1. At least two training meetings held on rural development with a territorial approach.

ER.2. IICA provided technical cooperation to public institutions for the management of rural development programs and projects.

PI.1. At least four meetings held with institutions with respect to the management of rural development programs and projects.

***Promotion of the development of rural communities adopting a territorial approach***

ER.3. The Office provided cooperation to the CEGEL Darién and indigenous territories for the monitoring, formulation and implementation of rural development programs and projects.

PI.1. At least four working meetings held in situ with respect to the monitoring, formulation and implementation of projects.

PA.2. Support the development of the leadership capabilities of actors who are key for the integrated management of rural territories and cross-border cooperation.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Young leaders enhanced their leadership skills and received support with the implementation of local capacity-building initiatives.

PI.1. At least one forum held for young leaders of the rural sector.

ER.2. Leaders of territories are sharing experiences with their Central American counterparts.

PI.1. At least two local leaders received training in other countries in the region.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Support the implementation, monitoring and evaluation of the Central American Agricultural Policy (PACA) with respect to the priorities previously agreed with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council (CAC).

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Ministerial delegates and MIDA officials are receiving technical support with the development of instruments and the implementation of the PACA.

PI.1. At least three working meetings held with ministerial delegates and officials.

PA.2. Support the operation and strengthening of the Central American Agricultural Council.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Ministerial delegates and MIDA officials receive technical support for the implementation of the decisions taken by the ministers of agriculture set out in agreements and resolutions.

PI.1. At least three working meetings held with ministerial delegates and officials.

ER.2. Ministerial delegates receive technical support for the dissemination and implementation of the AGRO 2003-2015 Plan and the 2010-2011 Hemispheric Agenda.

PI.1. Report prepared on Agriculture and Rural Life.

PI.2. Report prepared on the implementation of the Hemispheric Agenda.

**Repositioning agriculture and rural life and renewing its institutional framework**

ER.3. Ministerial delegates receive support for the approval and dissemination of the Central American Strategy for Rural Development with a Territorial Approach.

PI.1. A meeting held to support the implementation of the Central American Strategy for Rural Development with a Territorial Approach.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Institutional Learning and Teamwork.

ER.1. The report on the results of the Institute's technical cooperation was presented to and discussed with public and private agrifood sector leaders and representatives of international donors and cooperation agencies.

PI.1. A meeting was held with public and private agrifood sector leaders to share the results of IICA's technical cooperation.

PI.2. Recommendations were made with a view to adjusting the National Technical Cooperation Agenda.

PI.3. At least three meetings of the Interagency Group were held to coordinate the joint technical cooperation work.

ER.2. Office personnel strengthened communication channels and exchange opinions about the implementation of the AAP and the National Cooperation Agenda.

PI.1. The Office staff met at least four times to strengthen teamwork and discuss the implementation of the AAP.

PA.2. Human resource development.

ER.1. The Office has staff trained in institutional subjects.

PI.1. At least two training days were held for the staff of the Office, on corporate policies and other topics of interest, jointly with the human resources unit and other units at Headquarters.

ER.2. The Office's personnel are evaluated to improve their performance.

PI.1. Semiannual follow-up was provided to the Individual Contribution Plan (ICP) of each staff member and the annual evaluation.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Panama</b>	<b>337.000</b>	<b>10.000</b>	<b>347.000</b>
Promotion of trade and the competitiveness of agribusinesses	134.800	4.000	138.800
Promotion of the technology and innovation	33.700	1.000	34.700
Promotion of agricultural health and food safety	33.700	1.000	34.700

Promotion of the development of rural communities adopting a territorial approach	84.250	2.500	86.750
Repositioning agriculture and rural life and renewing its institutional framework	50.550	1.500	52.050

## **IICA Office in El Salvador**

### **Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

#### ***Promotion of trade and the competitiveness of agribusinesses***

PA.1. Foster and strengthen the development of a public-private institutional framework that will ensure that the region's agricultural production-trade chains operate competitively and are environmentally friendly and socially inclusive.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The marketing of native products was facilitated, including fruits and dyes with natural colorants.

PI.1. The strategy for the marketing of native products, with emphasis on fruits and products dyed with indigo, is being executed.

ER.2. A process is under way aimed at strengthening the institutional framework of the national fruit-growing subsector.

PI.1. Actors and sources of financing identified and a mechanism designed to strengthen the institutional framework of the national fruit-growing subsector, establishing the responsibilities of the public and private actors.

#### ***Promotion of the technology and innovation***

PA.1. Contribute to the creation of a common body of knowledge and experiences related to the management and behavior of agricultural production-trade chains in the region.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Actors in the fruit chains are sharing good practices for the promotion of technological, institutional and organizational innovation.

PI.1. Opportunities for dialogue and reflection promoted to share innovations among the actors in the fruit chains.

ER.2. Network SICTA projects implemented.

PI.1. Actors of the prioritized chains are sharing knowledge through their participation in regional mechanisms for the promotion of innovation, including the SICTA Network.

**Promotion of agricultural health and food safety**

PA.1. Foster and strengthen the development of a public-private institutional framework that will ensure that the region's agricultural production-trade chains operate competitively and are environmentally friendly and socially inclusive.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. National capabilities for improving the safety and quality of fruits and vegetables strengthened.

PI.1. The actors in the fruit and vegetable export chains are implementing a quality and safety assurance system for their products.

PA.2. Promote the design and implementation of strategies aimed at building the capacity to develop innovations in production and trade systems - with emphasis on small and medium-scale Central American producers - that will help generate employment and income in the rural sector.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Chains strengthened in territories where food insecurity is a problem to link small-scale producers to the markets.

PI.1. Working with strategic partners, a process is being implemented to train local actors to manage agricultural production-trade chains and link small-scale producers and processors to the markets.

ER.2. The management of projects was supported to guarantee the rural population access to reasonably priced, wholesome and safe food.

PI.1. Actions were prepared and carried out to incorporate the planned approach to the use of natural resources into the production of basic grains and other foods for the population.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Support the strengthening of the capabilities of public and private institutions for formulating and executing development policies, strategies, programs and projects.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Senior management, the teams responsible for executing FOMILENIO projects and organizations involved in the country's rural development have information about the territory of the Chalatenango Highlands.

PI.1. Event to present and disseminate the document "Database on the territory of the Chalatenango Highlands," to support the design and strengthening of rural development projects in the north of the country.

PI.2. 100 CDs containing the document distributed.

ER.2. Key Salvadorian rural development organizations are familiar with the Central American Rural Development Strategy.

PI.1. Forum organized with the MAG, with the participation of at least 25 organizations that are key to the country's rural development.

PI.2. 100 copies of the document distributed among the main organizations involved in the country's rural development.

***Promotion of the development of rural communities adopting a territorial approach***

PA.2. Support the development of the leadership capabilities of actors who are key for the integrated management of the rural territories and cross-border cooperation.

***IICA's Role:***

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. IICA strengthened and enhanced the leadership capabilities of the Managing Group of the Territory of Belén Gualcho Honduras, and the Development and Coordination Team of the territory of the ZACHA, El Salvador, through the training of facilitators program.

PI.1. Twelve members of the Development and Coordination team of the territory of the ZACHA (Chalatenango Highlands) and the support agencies participated in the preparation of the biogram.

PI.2. Document containing the 2010 Biogram of the territory of the ZACHA was prepared.

PI.3. Three modules of the program were implemented with the participation of at least 20 people from the Managing Group of Belén Gualcho, Honduras, and the Development and Coordination Team of the ZACHA.

PI.4. At least three cross-border collaborative actions were defined at the end of each module.

PI.5. Three experiences were systematized in the agricultural production chains of the territory of the ZACHA.

PI.6. The two territories of Honduras and El Salvador shared their experiences.

***Promotion of the sustainable management of natural resources and the environment***

PA.1. Promote the design and implementation of strategies aimed at building the capacity to develop innovations in production and trade systems - with emphasis on small and medium-scale Central American producers - that will help generate employment and income in the rural sector.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Young entrepreneurs in the territories of Belén Gualcho, Honduras and the ZACHA, El Salvador, enhanced their business skills and developed new undertakings.

PI.1. Group of 10 young entrepreneurs consolidated in the territory of the ZACHA.

PI.2. Consolidated groups of young entrepreneurs in the two territories shared their experiences.

PI.3. At least three cross-border collaborative actions were carried out involving the two groups of young entrepreneurs.

ER.2. Salvadorian coffee growers have a strategic plan for the reforestation of unused land within the coffee-growing areas, using fruit and timber-yielding species.

PI.1. Event organized jointly with the MAG involving coordinators of rural development projects and individuals and organizations interested or involved in the development of the country's fruit-growing subsector.

PI.2. 200 copies of the document were distributed among the main organizations involved in rural development and fruit growing in the country.

*Repositioning agriculture and rural life and renewing its institutional framework*

PA.1. Strengthen the capabilities of public and private sector entities for creating, accessing and using effectively networks and other information and knowledge management systems.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To gather and analyze information on the situation in and performance of the agricultural sector.

To develop and operate information and knowledge management system.

ER.1. The private and public sectors, NGOs, academics and others are familiar with successful cases that demonstrate the multifunctional and modern nature of the agricultural sector.

PI.1. At least 150 actors participated in no less than six discussions, symposia and other opportunities for dialogue where successful cases were presented that demonstrated the multifunctional and modern nature of the agricultural sector, with emphasis on poverty reduction and the rehabilitation of the environment.

PI.2. Aspects of the multifunctional and modern nature of the agricultural sector were disseminated in five or more items that appeared in the mass media.

PI.3. At least three successful or exemplary experiences, linked to Salvadorian agriculture or related to the Office's projects, were systematized.

ER.2. Technical personnel and producers from the country's hinterland were briefed about issues of strategic importance to the national and regional agricultural sectors, including nutrition and food security.

PI.1. The Office, in coordination with at least four entities - two of them based in the interior of the country - provided four or more opportunities for reflection, open to the public, on current, key issues related to national and regional agriculture, including nutrition and food security.

ER.3. Information systems dealing with agriculture were strengthened in El Salvador.

PI.1. The three levels of the courses on agricultural information systems were documented and compiled in a digital document, for presentation to interested entities such as the association of librarians and agronomy faculties.

PI.2. Two or more printed and digital materials were produced to publicize advanced information systems or innovative mechanisms for obtaining information for the agricultural sector.

PI.3. A digital or printed document was disseminated among over 100 agricultural actors on the Office's experience in the area of knowledge management.

PI.4. The Office's Web page was updated twice monthly with content such as editorials, technical and opinion articles, news and other informational resources of public interest.

ER.4. A learning organization was created in El Salvador.

PI.1. IICA trained at least one partner institution, with which a letter of intent for joint work was signed, through two or more workshops or training activities and a follow-up agenda in the creation of a learning organization and the application of knowledge management in its operations.

ER.5. Key actors have information about the state of agriculture and rural life.

PI.1. At least two documents on the state of agriculture and rural life were published and disseminated.



**Inter-thematic actions**

PA.1. Support the development of institutional innovations that promote the strengthening of processes aimed at fostering the transfer and exchange of appropriate technologies, as a way of improving the availability of, and access to, wholesome, safe and nourishing food for the Central American population.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Institutional innovations supported to strengthen the capacity to transfer the production of food from unsuitable areas to suitable areas.

PI.1. Technical support was provided to key public and private partners for the implementation of actions for the production of basic grains in suitable areas, using efficient technologies.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Execute administrative and financial management processes and procedures efficiently and transparently, to make optimum use of resources and comply with the Institute's strict rules on accountability.

ER.1. Strict compliance with the rules and regulations governing the Institute's administrative and financial procedures.

PI.1. Five administrative and financial procedures are constantly being improved and are used to support the Office's technical cooperation actions.

PI.2. Accounting-budgetary and financial information is processed and sent weekly and periodically to Headquarters, for informational purposes and control of the Office's operations.

PI.3. At least five institutional rules were disseminated among the personnel for implementation, ensuring that the Office's work processes are efficient and effective.

ER.2. Teamwork strengthened in the processes involved in formulating, negotiating, monitoring and executing externally funded projects.

PI.1. Two technical cooperation projects were formulated at the request of the institutions concerned. The Office provided advice on budgetary matters, legal instruments and human resources and the projects were negotiated to the satisfaction of the Institute and the counterparts.

PA.2. Strengthen the capabilities of public and private entities to facilitate access to, and the use of, information and knowledge systems.

ER.1. Mechanisms were devised to permit the staff of the Office to share its knowledge.

PI.1. The Office's personnel take part in at least ten internal activities to share knowledge with specialists of the IICA System and other professionals.

PA.3. Participate in the follow-up to the Summit of the Americas process.

ER.1. The Office took part in and facilitated the coordination of the technical work of the Ministerial Delegates.

PI.1. At least two meetings were held with the Ministerial Delegate of the MAG and the National Summit Coordinator (Ministry of Foreign Affairs).

PA.4. Implement the Office Improvement Plan, to reinforce informatics resources and revise the methods used to make termination payments to staff when their contracts end.

ER.1. The computer equipment of the Office in El Salvador was reinforced and the new procedures are being used.

PI.1. The administration and security protocols of the network are being executed and recorded efficiently.

ER.2. The recommendations made for improving the area of human resources of the Office in El Salvador were implemented.

PI.1. The method of making termination payments was revised and the new procedure is being used.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in El Salvador</b>	<b>359.209</b>	<b>23.298</b>	<b>382.507</b>
Promotion of trade and the competitiveness of agribusinesses	79.026	5.126	84.152
Promotion of the technology and innovation	57.473	3.728	61.201
Promotion of agricultural health and food safety	46.697	3.029	49.726
Promotion of the development of rural communities adopting a territorial approach	75.434	4.893	80.326
Promotion of the sustainable management of natural resources and the environment	100.399	6.512	106.911
Repositioning agriculture and rural life and renewing its institutional framework	180	12	191

### Regional Technical Cooperation Plan in Policies and Trade in the Central Region

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. To support the implementation, monitoring and evaluation of the Central American Agricultural Policy in the priorities previously agreed upon with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council – CAC.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Central Region is implementing the Central American Agricultural Policy with support from IICA.

PI.1. Technical support was provided for the implementation of at least 10 measures included in the PACA, under five programs. Quarterly follow-up is being provided and an annual evaluation performed.

PI.2. Report on the actions carried out by IICA related to the implementation of the PACA prepared and presented to the CAC Technical Committee.

PA.2. To contribute to the creation of a common base of knowledge and experiences related to the management and performance of agricultural production and trade chains in the region.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The governments of the Central Region have the information they need to design instruments in support of agricultural production and thereby facilitate the international trade of the agricultural production chains.

PI.1. IICA documented in a publication a series of green box instruments permitted by the WTO, to support the production of the countries without distorting markets.

PI.2. At least one regional event held to present the publication on instruments in support of agricultural production.

ER.2. The key public and private actors in Central American agricultural production chains have information, analysis and elements that make it possible for them to understand, evaluate and use the trade agreements in effect or under negotiation in the region.

PI.1. At least two Offices received support for technical cooperation activities related to trade negotiations, trade and integration for the public and private sectors.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Year 2010 Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Central Region</b>	<b>132.114</b>	<b>7.500</b>	<b>139.614</b>

Promotion of trade and the competitiveness of agribusinesses	132.114	7.500	139.614
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## Regional Technical Cooperation Plan in Technology and Innovation in the Central Region

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the technology and innovation*

PA.1. To support the operation and strengthening of the Central American Agricultural Technology Integration System – SICTA.

##### *IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. SICTA's 2008-2012 Strategic Plan was executed with the participation of the members of the Board of Directors and strategic partners.

PI.1. Regional meeting held with CAC on regional institutional innovation strategies in the NARIs of Central America.

PI.2. Twenty-five technicians from countries in the region received training in aspects of the management of technological innovation for food security.

PI.3. Collaboration agreement established with a higher education center, for professional updating.

ER.2. Regional technological innovation strategy developed with the participation of the researchers of the region's NARIs and extension workers.

PI.1. Two meetings of the Board of Directors held to discuss and adopt measures for the implementation of the regional strategy.

PI.2. Two regional forums held on strategic issues to promote the integration of the regional technology system.

PI.3. The SICTA's scientific and technological information platform was integrated by means of links with world centers.

ER.3. The processes aimed at integrating national technological innovation systems were strengthened in coordination with the region's NARIs.

PI.1. Technical cooperation provided for the execution of the actions included in the proposals on the national technological innovation systems in Guatemala and Panama.

PI.2. Four knowledge networks are in operation, with the participation of NARI researchers and members of the national systems.

PA.2. To support institutional innovations that will strengthen processes aimed at the transfer and exchange of appropriate technologies, as a means of improving the availability of and access to safe and nutritious food in Central America.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. Regional technological innovation strategy for food security implemented, with the participation of the region's NARIs and institutional actors.

PI.1. Regional strategy designed. Implementation of regional project on technological innovation for food security, in coordination with the SICTA.

PI.2. Actions carried out aimed at promoting among the countries the regional strategy for developing consortia for technological innovations, in coordination with the SICTA and CAC.

**Promotion of the technology and innovation**

ER.2. A regional network is operating for the modernization of technology transfer and extension services, with the participation of NARI experts and the extension services.

PI.1. Thirty public sector officials from countries in the region trained in aspects of technology transfer and extension, under cooperation agreements with higher education centers in Central America.

PI.2. Technical support provided for the implementation of the integrated extension system in Guatemala and Panama.

PI.3. An inventory was carried out of the technology available in the region, with participation of the NARIs.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Technology and Innovation in the Central Region</b>	<b>136.095</b>	<b>7.500</b>	<b>143.595</b>
Promotion of the technology and innovation	136.095	7.500	143.595

**Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Central Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Promotion of agricultural health and food safety**

PA.1. To support the implementation, monitoring and evaluation of the Central American Agricultural Policy in the priorities previously agreed upon with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council – CAC.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Key actors in the countries are implementing agricultural health and food safety policy measures, as part of the Central American Agricultural Policy, in coordination with the CAC Secretariat and the Secretariat for Central American Economic Integration (SIECA).

PI.1. 2010 PACA plan of action on animal and plant health prepared and implemented (SCAC - IICA - SIECA).

PI.2. Actions carried out to monitor and evaluate health and safety aspects of the PACA, with at least two meetings with key actors in the countries, the CAC Secretariat, IICA and SIECA.

**Promotion of agricultural health and food safety**

PA.2. To support the preparation of new harmonized guidelines and procedures related to agriculture at the level of the Central American Customs Union (CACU).

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The UAC's Subgroup on Sanitary and Phytosanitary Measures (SPS) produced draft food safety regulations and procedures, with support from national liaisons, IICA and the CAC Secretariat.

PI.1. Participation in at least three meetings of the group on safety (national liaisons designated by the countries), within the framework of the SPS Subgroup, in the rounds of the UAC.

PI.2. At least two proposed sets of Central American regulations prepared and revised, based on the plan agreed by the SPS Subgroup.

PA.3. To promote and strengthen the development of a public-private institutional framework that will help agricultural production and trade chains in the region to be competitive, environmentally friendly and socially inclusive.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The counterparts of the ministries of agriculture are implementing the health and safety component of the Program to Enhance the Competitiveness of Fruit-growing in Central America (IDB project).

PI.1. IICA supported the preparation of the work program and a technical mission for the creation of the regional platform for the promotion of the health, safety and quality of fruit products for export.

PI.2. Technical support provided for the implementation of the regional platform for the promotion of the health, safety and quality of fruit products for export.

PA.4. To promote the design and implementation of strategies aimed at developing the skills needed to introduce innovations into production and trade systems, with emphasis on small- and medium-scale producers in Central America, which will lead to more jobs and higher incomes in the rural sector.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The capabilities of the institutions involved with the projects of the SICTA Network were strengthened in aspects related to health and safety.

PI.1. Training program with AHFS component implemented for the actors in the corn and bean chains under the projects of the SICTA Network.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
		<i>Year 2010</i>	

<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Central Region</b>	<b>131.380</b>	<b>7.500</b>	<b>138.880</b>
Promotion of agricultural health and food safety	131.380	7.500	138.880

## Regional Technical Cooperation Plan in Rural Communities in the Central Region

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the development of rural communities adopting a territorial approach*

PA.1. o support the implementation, monitoring and evaluation of the Central American Agricultural Policy in the priorities previously agreed upon with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council – CAC.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Rural development programs and institutes and other entities in the Central Region understand and are beginning to implement the components of the Regional Strategy for Territorial Rural Development (ECADRT).

PI.1. Information about ECADRT was disseminated.

PI.2. Specific elements of the ECADRT were incorporated into the work plans/programs of entities in the region.

ER.2. Public sector officials, producers' organizations and other social and institutional actors are familiar with the problems of family agriculture, family agroindustry and agrotourism in the region, and are implementing actions in support of these subsectors.

PI.1. Regional proposal for support for family agriculture prepared and discussed.

PI.2. Actions undertaken to support family agriculture and its value chains in at least four Central American countries.

PI.3. Forums held on agrotourism and family agroindustry.

ER.3. Rural organizations and public entities in the region are using the regional system for the management of knowledge on territorial and agricultural development.

PI.1. Central American network consolidated linked to the Observatory of World Agriculture, including the information system on territories, family agriculture and food security in the isthmus.

PI.2. Results disseminated of the national consultations and regional consultation on the knowledge and information needs/priorities for territorial rural development in the isthmus.

PA.2. Strengthen the capabilities of public and private sector entities for creating, accessing and using effectively networks and other information and knowledge management systems.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

**Promotion of the development of rural communities adopting a territorial approach**

ER.1. Territorial action groups, technicians and professionals specializing in rural development from other public and civil society institutions are actively participating in communities of practice for rural action through the Central American Territories portal.

PI.1. At least four communities of practice consolidated linked to the Central American Territories portal.

PA.3. To support the strengthening of the capabilities of the public-private institutions to formulate and implement development policies, strategies, programs and projects.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Rural development professionals and technicians and members of civil society organizations have access to the regional training program in territorial rural development (TRD).

PI.1. The mechanisms for executing the regional training in TRD agreed with counterparts.

PI.2. Execution of the regional training program in TRD under way.

PA.4. To support the development of leadership skills in key actors for the integrated management of rural territories and transboundary cooperation.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Leaders of the Territorial Action Groups are sharing learning based on their specific experiences in managing border and transboundary territories.

PI.1. Sharing of experiences between Territorial Action Groups expanded and formalized in five Central American countries.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Rural Communities in the Central Region</b>	<b>123.682</b>	<b>7.500</b>	<b>131.182</b>
Promotion of the development of rural communities adopting a territorial approach	123.682	7.500	131.182

**Promotion and Formulation of Agricultural Projects in the Central Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**



*Inter-thematic actions*

PA.1. To support the strengthening of the capabilities of the public-private institutions to formulate and implement development policies, strategies, programs and projects.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Officials of public and private agricultural sector institutions in the Central Region have knowledge and tools for designing projects in a participatory manner.

PI.1. At least 20 officials of public and private institutions and organizations in the region trained in the design of projects, using the logical framework approach.

PI.2. Methodological support material prepared and distributed among the participants.

PA.2. To promote the design and implementation of strategies aimed at developing the skills needed to introduce innovations into production and trade systems, with emphasis on small- and medium-scale producers in Central America, which will lead to more jobs and higher incomes in the rural sector.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The countries of the Central Region have a regional project for improving the competitiveness and food security of small and medium-scale producers.

PI.1. Working with the regional specialists, an advanced profile of the project was formulated that is available to support the negotiations aimed at securing preinvestment and/or investment resources.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion and Formulation of Agricultural Projects in the Central Region</b>	<b>118.813</b>	<b>0</b>	<b>118.813</b>
Promotion of trade and the competitiveness of agribusinesses	19.806	0	19.806
Promotion of the technology and innovation	23.763	0	23.763
Promotion of agricultural health and food safety	19.806	0	19.806
Promotion of the development of rural communities adopting a territorial approach	23.763	0	23.763
Promotion of the sustainable management of natural resources and the environment	31.616	0	31.616

Repositioning agriculture and rural life and renewing its institutional framework

59

0

59

## Regional Technical Cooperation Plan in Agribusiness Development in the Central Region

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. o support the implementation, monitoring and evaluation of the Central American Agricultural Policy in the priorities previously agreed upon with the Executive Secretariat and the Technical Committee of the Central American Agricultural Council – CAC.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The ministries of agriculture, representatives of the private sector and producers' organizations in Central America reached agreement on a proposal for strengthening their capacity to work together and negotiate, and for the integration of agricultural enterprises into markets within the framework of contract agriculture and other innovative mechanisms.

PI.1. A proposed program for integration into markets was prepared and approved.

PI.2. At least two financial and technical cooperation agencies evaluated the proposal and considered the possibility of financing it or participating by providing technical cooperation.

ER.2. Key public and private sector actors are using their newly acquired expertise in their countries' institutions, in programs and projects related to the integration of agricultural enterprises into the market, contract agriculture and risk management.

PI.2. At least 30 public and private actors trained.

PA.2. To promote and strengthen the development of a public-private institutional framework that will help agricultural production and trade chains in the region to be competitive, environmentally friendly and socially inclusive.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The counterparts of the ministries of agriculture are implementing the Program to Enhance the Competitiveness of Fruit-growing in Central America (IDB-BPR Program), carried out under the Puebla Panama Plan with technical support from IICA.

PI.1. Work plan prepared for the execution of the program.

PI.2. Market intelligence and knowledge management platform designed.

PI.3. Support for the formulation of fruit-growing policies and strategies in the Central American countries.

PA.3. To contribute to the creation of a common base of knowledge and experiences related to the management and performance of agricultural production and trade chains in the region.

##### *IICA's Role:*

To establish knowledge networks and to design and implement training programs.

**Promotion of trade and the competitiveness of agribusinesses**

ER.1. Public and private actors in agricultural production chains prioritized in the Central Region have acquired new knowledge and are using instruments to develop their agribusinesses.

PI.1. At least 50 technicians and farmers trained in aspects of agribusiness development.

PI.2. At least eight business plans developed in a participatory manner for implementation in the Central Region.

PA.4. To promote the design and implementation of strategies aimed at developing the skills needed to introduce innovations into production and trade systems, with emphasis on small- and medium-scale producers in Central America, which will lead to more jobs and higher incomes in the rural sector.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The beneficiaries of the SICTA Network Project in the Central Region developed capabilities and are applying instruments for improving the competitiveness of their agribusinesses under a capacity-building plan for agribusinesses.

PI.1. At least 50 producers' leaders trained in aspects of agribusiness development.

PI.2. At least four business plans (basic grains) prepared and implemented by the beneficiaries of the SICTA Network.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agribusiness Development in the Central Region</b>	<b>119.944</b>	<b>7.500</b>	<b>127.444</b>
Promotion of trade and the competitiveness of agribusinesses	119.944	7.500	127.444

**Support to Central American Agricultural Council - CAC****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators*****Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. To support the operation and strengthening of the Central American Agricultural Council – CAC

ER.1. The organization for the execution of the Central American Agricultural Policy implemented and strengthened.

PI.1. Evaluation of the execution of the PACA carried out and measures revised and adjusted.

**Repositioning agriculture and rural life and renewing its institutional framework**

PI.2. The CAC Technical Committee met on two occasions and is coordinating and monitoring execution of the PACA.

PI.3. The MAG's national counterparts for the coordination and monitoring of the execution of the PACA are assuming responsibility for the national plans for the execution of the PACA.

ER.2. The CAC Council of Ministers is operational, adopting regional agreements and articulating its actions with other regional forums and agencies.

PI.1. CAC work program prepared to the satisfaction of the President Pro Tempore and the Council of Ministers, and priority activities carried out and reviewed semiannually.

PI.2. Three meetings of the CAC Council of Ministers organized and implemented to the Council of Ministers' satisfaction.

PI.3. The Regional Agro-environmental and Health Strategy, the Regional Strategy for Basic Grain Production and Trade and the Central American Strategy for Sustainable Territorial Rural Development are all under way and being coordinated with other regional and international organizations.

PI.4. Presidential mandates for the sector carried out to the letter.

ER.3. The agricultural sector is participating in the regional decision-making process on issues that are a priority for integration, such as the Central American Customs Union (UAC).

PI.1. The Executive Secretariat of the CAC is participating in the meetings of the UAC's Subgroup on Sanitary and Phytosanitary Measures and supporting the execution of its work program.

PI.2. The Executive Secretariat of the CAC is participating in the meetings of the SICA Commission of Secretariats and providing follow-up to the execution of the agricultural sector component of SICA's Multi-annual Plan.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to Central American Agricultural Council - CAC</b>	<b>140.466</b>	<b>0</b>	<b>140.466</b>
Repositioning agriculture and rural life and renewing its institutional framework	140.466	0	140.466

**Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Panama and the Dominican Republic (PROMECAFE)****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of the technology and innovation**

PA.1. To support the strengthening of human capabilities to improve the performance of those involved in agricultural production and trade chains.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The member coffee institutes have trained staff, information and technological expertise for producing and marketing coffee in a profitable and sustainable way.

PI.1. Scientific knowledge exchanged via at least three regional training and exchange events each semester.

PI.2. Regional training actions involving the coffee organizations that are members of PROMECAFE coordinated with international cooperation agencies.

PA.2. To promote and strengthen the development of a public-private institutional framework that will help agricultural production and trade chains in the region to be competitive, environmentally friendly and socially inclusive.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Coffee sector has genetic material of superior C. arabica and C. canephora coffees and varieties of Arabic coffees that are competitive in strength, yield and quality. Seed is available for coffee producers of the rootstock variety tolerant of root nematodes.

PI.1. F1 hybrids evaluated and the region has three new superior varieties and six more to continue evaluating productivity, quality, recoverability and socialization with the producers.

PI.2. Commercial registration of the new varieties and the parental material of the F1 hybrids. Framework document for administration of the materials under way. Commercial evaluations carried out in the partner countries.

PI.3. CATIE, ANACAFE, PROCAFE and IHCAFE maintain the operating capabilities of the respective biotechnology laboratories and trained personnel for in vitro clonal propagation and the conservation of the project's genetic material.

ER.2. The partner coffee institutes maintain the production of biological agents and trapping mechanisms at the pre-industrial level for the plant health protection of coffee.

PI.1. The region's coffee agencies have laboratories that are operational and producing natural enemies for integrated pest management.

PI.2. The Mesoamerican project for the integrated management of the coffee berry borer is under way in the region. The coffee berry borer and other plant health problems remain at levels that are economically acceptable for producers in the region.

PI.3. The regional project on coffee leaf spot disease is being executed.

PA.3. To create capabilities in public and private entities to create, access and use efficiently networks and other systems for the management of information and knowledge.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. IICA's member countries were informed about the experiences in actions with the participation of PROMECAFE and the progress made in generating knowledge and technological innovation to which the program contributed.

*Promotion of the technology and innovation*

PI.1. The quarterly Bulletin of PROMECAFE is being produced and distributed in 40 countries and the website is kept up to date. Ten informational articles about regional actions are produced each year and at least three technical reports, manuals and methodological guides containing the results of regional research are published.

PI.2. The network of information for the member countries of PROMECAFE continues to operate, with support from the IICA/CATIE Orton Library.

PI.3. Information management processes under way to support the coffee libraries of member institutes. Support from IICA, the Orton Library and ECOSUR.

PA.4. To support the strengthening of the capabilities of the public-private institutions to formulate and implement development policies, strategies, programs and projects.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The Executive Secretariat of PROMECAFE is coordinating activities at the regional level, as established by the Governing Council, in accordance with IICA's administrative rules and operations and the guidelines of IICA's Directorate of Technology and Innovation.

PI.1. The program has strong ties with the cooperation agencies and proposals are being negotiated with other related organizations, such as CIRAD, FCPB, OIC, CORECA, ECOSUR, AECID, IDB/MIF and the Regulatory Council of Veracruz.

PI.2. PROMECAFE took part in the integration actions of the SICTA network and INFOTEC, and in the implementation of Central American strategies on agricultural biotechnology, working with IICA's Directorate for the Central Region and Directorate of Technology and Innovation.

PI.3. Technical and financial support coordinated with the cooperation agencies for the establishment of projects of interest to the region: maintaining CATIE's coffee collection and the scientific platform for perennial crops (PCP). A project was approved under the PCP.

PA.5. To promote and strengthen the development of a public-private institutional framework that will help agricultural production and trade chains in the region to be competitive, environmentally friendly and socially inclusive.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. PROMECAFE's coffee entities have information and technical support for the design of instruments and the coordination of measures aimed at improving the competitiveness and market access of quality coffee.

PI.1. PROMECAFE has held four annual meetings with the Governing Council and the Technical Committee, and submitted reports and proposals to CORECA, FCPB-OIC, the IDB and AECID, on strategies for, and the analysis and implementation of actions on, coffee production and trade in the region.

PI.2. Methodologies approved for the process of legally registering PGI and PDO are available in countries of the region.

PI.3. PROMECAFE has two regional projects on GI and DO being carried out in partnership with CIRAD, IICA, CATIE, AECID, IDB-MIF and other cooperation agencies; and a coffee-growing area in each country was characterized and presented an application for GI and DO. Documents containing technical and legal standards were prepared and the committees are in place to administer the processes.

*Promotion of the technology and innovation*

ER.2. Coffee institutes with approved methodologies for legally registering Protected Geographical Indications and Protected Designations of Origin. Processes under way to improve the quality, safety and traceability of coffee.

PI.1. Processes under way related to the improvement of the quality and traceability of coffee for international markets, in the areas selected to characterize coffees with DO and GI. Support from AECID, IDB-MIF.

PI.2. At least three documents prepared to systematize processes in each of the thematic networks set up.

PA.6. To support institutional innovations that will strengthen processes aimed at the transfer and exchange of appropriate technologies, as a means of improving the availability of and access to safe and nutritious food in Central America.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. The PROMECAFE countries have infrastructure, technological information and trained personnel for implementing activities to prevent diseases and control the safety of coffee that, in addition to improving the integrated quality of the product, are protecting resources and generating higher incomes.

PI.1. At least three technicians from the coffee institute in each country trained in the application of hygiene principles and good practices in the coffee production chain and critical control points, to maintain the safety of coffee in the region. Coordinated by IICA.

PI.2. At least 30 wet coffee processing plants of small and medium-scale producers restored and designed, and the quality of the coffee they produce improved under the Project to Rehabilitate the Coffee Sector in Honduras and Nicaragua. Support from FCPB.

PA.7. To support institutional innovations that will strengthen processes aimed at the transfer and exchange of appropriate technologies, as a means of improving the availability of and access to safe and nutritious food in Central America.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Food security actions coordinated with partner institutes to protect natural resources and diversify producers' incomes.

PI.1. Project formulated on the protection of natural resources and the environment, and the conservation of coffee forest to protect water sources, soil and biodiversity, with support from IICA and a financial institution.

PA.8. To support the strengthening of human capabilities to improve the performance of those involved in agricultural production and trade chains.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Scientific knowledge generated, information obtained from experiments and various agroforestry models established for the development of productive and profitable technologies, at the farm level in Central America.

PI.1. Six agroforestry plots with coffee in the region evaluated. CATIE-PROMECAFE project. The technology is being transferred to the countries. CATIE-PROMECAFE project.

*Promotion of the technology and innovation*

PI.2. Studies and actions coordinated on payments for coffee growers for environmental services. One proposal per country is under way. Support from CATIE, IICA, AECID and other international organizations.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Panama and the Dominican Republic (PROMECAFE)</b>	<b>109.065</b>	<b>0</b>	<b>109.065</b>
Promotion of the technology and innovation	109.065	0	109.065

**Support to the System for the Central America Agricultural Technology Integration System - SICTA****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of the technology and innovation*

PA.1. To support the operation and strengthening of the Central American Agricultural Technology Integration System – SICTA.

*IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To establish knowledge networks and to design and implement training programs.
- To develop and operate information and knowledge management system.

ER.1. Regional technological integration initiatives implemented to help strengthen the agricultural sector and food security.

PI.1. SICTA's corn and bean knowledge networks supported for the identification and design of a regional research project.

PI.2. Cooperation on the integration of the inventory of agricultural technology available, financed by the SICTA.

ER.2. National capabilities of the NARIs strengthened to promote processes aimed at articulating institutional actors to the regional system.

PI.1. Virtual meeting on institutional innovations held.

PI.2. Regional technological information and prospection platform promoted.



## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund		
	Quotas	Miscellaneous	Total
<b>Support to the System for the Central America Agricultural Technology Integration System - SICTA</b>	<b>5.000</b>	<b>0</b>	<b>5.000</b>
Promotion of the technology and innovation	5.000	0	5.000

## Caribbean Region

## IICA Office in Barbados

## Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

*Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promote the development of the integrated and competitive agri-food value chains by creating an enabling environment for dialogue and actions.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Barbados Agricultural Development and Management Corporation, with IICA's technical support, and in collaboration with the CTCS Network of the Caribbean Development Bank able to increase pulping and production of cherry and other fruits through the multiple processing facility.

PI.1. With IICA's technical support, and in collaboration with the CTCS Network of the Caribbean Development Bank the BADMC has developed protocols for pulping and processing multiple fruits at a pilot plant.

PI.2. Also with IICA's technical guidance, one model multipurpose processing plant to train processors established.

PA.2. Strengthen the capacity of the agribusiness groups at the regional and national levels to provide better services through technical assistance aimed at improving their structures, procedures and governance.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Agribusiness groups with technical assistance and guidance from IICA, strengthen their structures, procedures and governance to provide more effective service to their members.

***Promotion of trade and the competitiveness of agribusinesses***

PI.1. The Management Committee of the Barbados Agricultural Society, with technical assistance from IICA review and evaluate effectiveness of the institutional changes recommended by the revised strategic plan developed in 2009.

PA.3. Promote and facilitate the development and operation of transparent and efficient Agricultural and Marketing Information System in IICA Member Countries in the Region.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Barbados Agricultural Development and Marketing Corporation, with IICA's technical support able implement an improved Commodity Marketing System (CMS) in Barbados.

PI.1. With guidance from IICA the Barbados Agricultural Development and Marketing Corporation develop a more efficient distribution system for local produce in the country.

***Promotion of the technology and innovation***

PA.1. Promote the adoption of appropriate technologies and agricultural practices (eg. GAPS) to enhance sustainable food production systems in urban and rural areas.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Pig producers in Barbados sensitized about the use of bio-digesters as a means of providing energy for their farms and increasing good animal husbandry practices.

PI.1. One bio-digesting sensitization workshop targeting BAS Pig Farmers Association and Pig Farmers' Cooperative conducted with support from IICA, in collaboration with the MOA, CDB and FAO.

PI.2. At least one assessment carried out at pig farmer holding to ascertain the viability of a bio-digesting project.

ER.2. Farmers in Barbados sensitized about the use of rain water harvesting as a means of providing a reliable supply of water for irrigation and farm sanitation.

PI.1. At least one rainwater harvesting workshop targeting MOA's irrigation unit, BAS member commodity organizations and other farmers conducted with support from IICA, in collaboration with the MOA, CDB and FAO.

**Promotion of agricultural health and food safety**

PA.1. Support and facilitate Member States efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Agricultural Health and Food Safety System of Barbados has been enhanced through the establishment of the National Agricultural Health and Food Control Authority (NAHFCA).

PI.1. With technical assistance from IICA, the government authorities have established the NAHFCA.

PI.2. IICA provided information and guidance on key issues, programme/agenda, to facilitate the attendance of MOA personnel at the WTO/SPS Committee meetings and meetings of other international standard setting bodies.

PI.3. With IICA's technical assistance the MOA is able to implement international standards such as ISPM #15 (the Wood Packaging Standard).

PI.4. With IICA's technical assistance the MOA is able to plan and execute capacity developing programmes in areas such as quarantine inspection and certification and pest risk analysis.

PI.5. With IICA's technical assistance the MOA is able to implement the priority project developed under the STDF-IICA-108 Project for the strengthening of a Sanitary and Phyto-sanitary System.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Forum of Ministers, CABA,CACHE, CAFY, ANROP).

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Members of two Alliance Organizations with technical support from IICA, now have the capacity to monitor and evaluate the performance of their enterprises through the institutionalization of an M&E system.

PI.1. One workshop held by IICA to train members of AWIA and BAFY in the development of an appropriate M&E system.

PI.2. M&E system for AWIA and BAFY developed and institutionalized with technical assistance of IICA.

PA.2. Provide technical cooperation to strengthen the capabilities of agro-tourism operators and service providers within rural communities.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Policy and institutional framework for agrotourism development strengthened and capacity of agrotourism operators and service providers to develop initiatives increased.

PI.1. At least four meetings of the Multi-stakeholder Committee held to support implementation of approved policy measures in support of agrotourism.

**Promotion of the development of rural communities adopting a territorial approach**

- PI.2. At least six articles sharing local experience and best practices on agrotourism initiatives and enterprises published in the local media.
- PI.3. At least one pilot agro-tourism attraction/enterprise becomes fully operational with technical assistance from IICA.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support the formation and operation of Technical Management Advisory Committees (comprised of public and private sector) that integrate issues related to the Jagdeo Initiative Key Binding Constraints with those under the AgroPlan and National Priorities.

**IICA's Role:**

To organize fora for reflection, dialogue and consensus building.

ER.1. Planners at the Planning Unit of the Ministry of Agriculture and Rural Development now have incorporated the use of the Agro-Matrix as a regular feature in their work programme.

- PI.1. The technical staff of the Planning Unit and Senior Agricultural Officers (20 people) with guidance from IICA evaluate the usefulness and benefits of using the Agro-Matrix in their work.
- PI.2. One training seminar to evaluate the utility and benefits on the use of the Agro-Matrix in the planning process conducted by IICA for technical staff of the Planning Unit and Senior Agricultural Officers of the MOA held.

PA.2. Support Ministries of Agriculture and related agencies to realign their national agricultural policies, modernize institutions and monitor progress in sustainable development objectives.

**IICA's Role:**

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The capacity of the Ministry of Agriculture and Rural Development to deliver technical services in support of farmers and producers involved in greenhouse and organic agriculture further strengthened.

- PI.1. Through a capacity building project involving IICA, the Caribbean Development Bank and the Food and Agriculture Organization two additional extension officers each of the organic agriculture and greenhouse technology units of the MOA trained in organic certification and greenhouse operations respectively.
- PI.2. One training seminar to assist greenhouse farmers in the use of a data base for data collection, production scheduling, monitoring and evaluation targeting MOA extension officers and farmers conducted by IICA.

PA.3. Support the Alliance in implementing the Caribbean Week of Agriculture as the region's premier event for dialogue and trade facilitation in the agri-food sector.

**IICA's Role:**

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Members of the Alliance Organizations in Barbados fully prepared to participate in the 2010 Caribbean Week of Agriculture with guidance from IICA on the logistics and content of the meetings.

- PI.1. Travel arrangements and dissemination of information for the participation of members of Alliance Organisations completed and facilitated by IICA.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.4. Support assessments of the extension services in the region to define a baseline and strategic program for their modernization.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The MOA with IICA's technical support develops a new strategic plan for retooling the extension service aimed at Extension officers at MAO, BADMC and RDC.

PI.1. Survey of Farmers and Farmer Organisations conducted to appraise the performance of the extension service in Barbados.

PI.2. Twenty extension officers at the MOA, BADMC and the RDC trained in a refresher course organized by the MOA with technical assistance from IICA.

PA.5. Support Member States in analyzing the food security situation and in identifying policy objectives, measures and instruments through direct technical assistance and capacity building.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Rural communities with training and technical support from IICA on best practices develops skills to increase food production.

PI.1. At least six additional backyard gardens initiated with the introduction of appropriate planting material and grow box systems as demonstration plots to increase production of fruits, vegetables and herbs.

PI.2. At least one backyard farm established by one member each of the Diabetic Association, Heart & Stroke Foundation and the Barbados Association of Retired Persons.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Align National Technical Cooperation Agenda with priorities of National Authorities.

ER.1. The Ministry of Agriculture and IICA reach agreement of the 2010 National Technical Cooperation Agenda.

PI.1. The revised version of the National Technical Cooperation Agenda approved and adopted.

ER.2. The technical and administrative staff of IICA now have the capacity to provide services to enhance implementation of the National Technical Cooperation Agenda for Barbados.

PI.1. Four planning meetings held on National Agenda and individual responsibilities identified.

PI.2. Activities of the National Technical Cooperation Agenda prepared in the form document including resource scheduling each activity to assist with internal planning and control.

PI.3. Quarterly progress reports prepared and submitted to the Representative on the National Technical Agenda for review and action.

PI.4. Accounting information recorded and submitted to the Finance Division at Headquarters by established deadlines.

PI.5. Quarterly budgetary reports prepared and communicated to Representative and Specialists for review and action.

PI.6. Six ICPs for staff members finalized and performance evaluations conducted by the established deadline date.

PA.2. To maintain and enhance a strong Corporate Image of the IICA Office in Barbados.

ER.1. IICA now has a stronger corporate image.

- PI.1. Accountability Seminar to review results and progress of 2008 plan and agree on elements for 2010 Plan of Action held.
- PI.2. Six press releases prepared and disseminated and at least one press conference held.
- PI.3. The IICA Office actively participate in planning and execution of Agricultural Exhibition "AgroFest 2010 " through Membership on the planning and implementation committee and the hosting of a plantation breakfast.
- PI.4. Annual Report 2010 presented to the Minister of Agriculture, Minister of Foreign Affairs and Stakeholders.
- PA.3. To improve and strengthen the resource competencies and promote a good work environment of IICA personnel.
- ER.1. Capacity of technical and administrative staff to support implementation of national agenda enhanced.
- PI.1. Training needs of technical and administrative staff assessed and addressed.
- PI.2. Programmes in each emotional intelligence, Spanish , team development and ergonomics training to strengthen teamwork, efficiency and output at administrative and technical levels implemented.
- PI.3. Evaluation in each of the training programs with respect to all personnel carried out to ensure that the learning process has been successful and that this knowledge is being applied in their day to day activities.
- ER.2. IICA personnel have a safe and healthy working environment.
- PI.1. A "Healthy Lifestyle " agenda including good ergonomic practices, diet and exercise promoted and developed for the office.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Barbados</b>	<b>370.000</b>	<b>30.000</b>	<b>400.000</b>
Promotion of trade and the competitiveness of agribusinesses	55.500	4.500	60.000
Promotion of the technology and innovation	74.000	6.000	80.000
Promotion of agricultural health and food safety	37.000	3.000	40.000
Promotion of the development of rural communities adopting a territorial approach	74.000	6.000	80.000
Repositioning agriculture and rural life and renewing its institutional framework	129.500	10.500	140.000

### IICA Office in ECS

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

***Promotion of trade and the competitiveness of agribusinesses***

PA.1. Strengthen the capacity of the agri-business groups at the regional and national levels to provide better services through technical assistance aimed at improving their structures, procedures and governance.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Organizational and entrepreneurial capacities of agri-business groups are strengthened and they are participating actively in the agriculture diversification process.

PI.1. At least ten (10) training/development activity for agri-business groups held in six (6) countries.

PA.2. Strengthen the capabilities of agri-food value chain actors to understand and respond to market demands by providing timely and useful information and promoting the development of appropriate capacity building programmes.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Business development processes and capacity building being used to enhance development and sustainability in the agri-business sector.

PI.1. Two (2) functioning observatories being used by agri-business stakeholders in the ECS.

***Promotion of the technology and innovation***

PA.1. Promote the adoption of appropriate technologies and agricultural practices (e.g. GAPs) to enhance sustainable food production systems in urban and rural areas.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Greenhouse farmers in the ECS are better organized to supply market demand.

PI.1. Audit of greenhouse in Saint Lucia coordinated and one (1) report available.

PI.2. Directory of greenhouse farmers with available products published for the ECS countries.

PI.3. Greenhouse Association launched in at least three (3) countries.

ER.2. Introduced technologies are adopted and being utilized by the industry stakeholders.

PI.1. At least three (3) training/exposure missions conducted for farmers to gain knowledge on adaptable technology.

PI.2. At least ten (10) units installed on farmers holdings across the ECS.

**Promotion of agricultural health and food safety**

PA.1. Support and facilitate member states efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Consumer confidence in the Agricultural Health and Food Safety systems has improved.

PI.1. One (1) report of meetings and support activities to the Pesticide Control Boards in the ECS.

PI.2. Six (6) reports on assistance and actions provided by IICA to the AHFS in the ECS countries.

ER.2. Coordinating mechanisms for Agricultural Health and Food Safety is operational in the ECS.

PI.1. One (1) document with recommendations on the establishment of the Agricultural Health and Food Safety Coordinating mechanisms available.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support Ministries of Agriculture and related agencies to realign their national agricultural policies, modernize institutions and monitor progress in sustainable development objectives.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The policies, actions and implementation processes related to Food Security across the ECS are enhanced.

PI.1. At least three (3) Agriculture Policies drafted for three (3) countries.

PI.2. Three (3) Action Plans to implement policy goals for countries available.

PA.2. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Forum of Ministers, CABA, CACHE, CAFY CANROP).

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Inter Agency Consortium established in the ECS is strengthened and its programmes are being implemented.

PI.1. A comprehensive programme of activities for the ECS Consortium available for implementation by members.

PI.2. One (1) Project Profile developed for funding and activities being implemented by Consortium Members.

PA.3. Support the Alliance in implementing the Caribbean Week of Agriculture as the region's premier event for dialogue and trade facilitation in the agri-food sector.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The Caribbean Week of Agriculture (CWA) provides a forum and avenue for increased networking, dialogue and trade between and among agriculture and related stakeholders in the ECS and the wider Caribbean.



**Repositioning agriculture and rural life and renewing its institutional framework**

PI.1. All Constituent Members of The Alliance in the ECS participate in CWA 2010 and their contributions documented in one (1) report.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Promote the strengthening and consolidation of The Alliance and other support mechanisms and programmes to facilitate dialogue and partnerships in agriculture and rural life.

ER.1. Understanding The Alliance, its role, constituent members and functioning has increased among internal and external clients.

PI.1. One (1) document on the Alliance prepared for distribution.

ER.2. Awareness of IICA ECS Staff and external stakeholders to IICA's actions and issues of relevance in the changing environment at the global, hemispheric, regional and national context has increased.

PI.1. At least three (3) volumes of the ECS Newsletter published.

PI.2. At least one (1) meeting to discuss programme interventions between IICA and its primary clients conducted.

PI.3. Updated database of agriculture stakeholders and IICA clients available in all countries.

PI.4. Six (6) national consultations/accountability seminars held.

PI.5. Feedback mechanism established in all countries in the ECS.

ER.3. The ECS Consortium is fully recognized with the development agenda of the ECS.

PI.1. At least three (3) meetings of the ECS Consortium Steering Committee held and Action Plan being implemented.

PI.2. National authorities in all countries sensitized through notes from the Secretariat to the elements considered for joint action.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in ECS</b>	<b>751.700</b>	<b>70.000</b>	<b>821.700</b>
Promotion of trade and the competitiveness of agribusinesses	225.510	21.000	246.510
Promotion of the technology and innovation	150.340	14.000	164.340
Promotion of agricultural health and food safety	225.510	21.000	246.510
Repositioning agriculture and rural life and renewing its institutional framework	150.340	14.000	164.340

**IICA Office in Guyana**

**Priority Activities of Technical Cooperation, Expected Results and Performance Indicators*****Promotion of trade and the competitiveness of agribusinesses***

PA.1. Promote mechanisms that enhance the competitiveness of the agri-food value chains, e.g. post harvest management, contract negotiations, quality control, risk management, credit, financing, etc.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The MoA (IDB) has successfully executed the Private Sector Entrepreneurship in Agribusiness Programme with appropriate technical and logistical support from the IICA Office in Guyana.

PI.1. At least (3) agribusiness clusters prioritized following market analysis.

PI.2. At least (3) groups of Exporters are trained in best practices for export of non-traditional crops.

ER.2. The capabilities of Cassava producers and processors have been enhanced through strategic partnerships between the IICA Office, MoA, and Canadian Executive Service Overseas (CESO) in the implementation of the IFAD Rural Enterprise & Agriculture Development Programme (READ) in Regions 7, 8 & 9 in Guyana.

PI.1. The Office coordinated training of farmers in at least (3) rural communities in post harvest management of cassava.

PI.2. The Office assisted three (3) farmers' groups in preparing project proposals for financing under the IFAD READ Project.

PI.3. The Office coordinated the design, construction and upgrade of processing facilities for at least three (3) cassava processing groups.

***Promotion of the technology and innovation***

PA.1. Promote the adoption of appropriate technologies and agricultural practices (e.g. GAPS) to enhance sustainable food production systems in urban and rural areas.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Small producers (in urban and rural areas) have adopted Shade-house Vegetable Production with hydroponics and organic technology as a viable business through technical support and training from the IICA Office, and materials and other inputs through an LOU with the Partners of the Americas, CASRI, and St. Stanislaus College Association Farm (SSCF).

PI.1. At least 200 people trained in shade-house and hydroponics technology.

PI.2. At least 20 shade-houses and 100 home-based micro-units producing vegetables for local consumption.

PI.3. Increased awareness through proper communication strategy of shade-house and hydroponics as a risk minimization strategy in flood-prone areas on the East Coast Demerara and West Coast Berbice.

PI.4. A financial viability document for adapted hydroponics systems in Guyana completed.

**Promotion of agricultural health and food safety**

PA.1. Support and facilitate Member States' efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Country of Guyana has now a completed draft National Agricultural Health and Food Safety Policy with support from the IICA Office in Guyana.

PI.1. At least (4) public sector/private sector consultations held by the Office with the MoA for contributions to the Draft Policy.

PI.2. The Office assisted the country in sourcing at least (4) similar type documents from countries in the Hemisphere.

ER.2. The MoA has commenced the implementation of the recommendations of the STDF Project with support from IICA.

PI.1. The IICA Office has prepared the technical officials and coordinated the participation of at least two (2) such Officials in at least two (2) regular meetings of the WTO/SPS Committee.

PI.2. At least two (2) seminars organized by the Office to facilitate the dissemination of information arising from the WTO/SPS Committee meetings.

ER.3. The Country has commenced the revision of the legal framework for AHFS with support from IICA.

PI.1. The Office has collaborated with the Directorate of AHFS and made available copies of modern legislation for AHFS systems from at least (4) Member Countries.

PI.2. The Office has assisted the MoA in organizing at least (2) visits of its Technicians/Consultants and Officials to countries in the Hemisphere with modernized AHFS systems.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Identify opportunities for staff training in areas of teamwork, effective communication and enhancing technical capacities.

ER.1. The Office staff have improved their professional, technical and administrative capacities.

PI.1. Each member of the Staff participated in at least one (1) training programme in their respective technical/administrative discipline.

ER.2. The Office Staff is functioning as a cohesive unit through training in team-building and group dynamics.

PI.1. At least one (1) 1-day session held for the Staff in team- building skills.

PA.2. Implementation of corrective measures stemming from the Office Improvement Plan.

ER.1. The Office has complied with the OIP as reflected in improved quality of service to our clients.

PI.1. At least two (2) ergonomics seminars held for the Staff at the Office.

PI.2. A GAP is in place at the Office to programme, review and follow up on the Office's actions as per the approved AAP.

PA.3. Meetings and discussions held with the partners, including the MoA, other public sector entities, private and international agencies in the country.

ER.1. The Office intensified its relations as a preferred partner by the MoA, NGO's, farmers' groups and International Organizations.

PI.1. At least three (3) new LOU's established with strategic partners for agro-processing, training in organic and hydroponics technologies, and AHFS systems.

PI.2. The Office participated in at least six (6) national consultations/meetings presenting strategic reports/plans of the Government, private sector, and International Organisations' cooperation programmes.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Guyana</b>	<b>326.000</b>	<b>10.000</b>	<b>336.000</b>
Promotion of trade and the competitiveness of agribusinesses	130.400	4.000	134.400
Promotion of the technology and innovation	81.500	2.500	84.000
Promotion of agricultural health and food safety	114.100	3.500	117.600

### IICA Office in Haiti

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

##### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Support the Alliance in implementing the Caribbean Week of Agriculture as the region's premier event for dialogue and trade facilitation in the agri-food sector.

##### *IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Haitian private enterprises get large advantages with their participation in the celebration of the Week of Agriculture.

PI.1. A Delegation of at least three private enterprises participate in this event.

PA.2. Promote the development of the integrated and competitive agri-food value chains by creating and enabling environment for dialogue and actions.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Capabilities of export enterprises are improved.

PI.1. Training sessions organized for technicians from the private sector.

ER.2. Organic agriculture is promoted as a significant way to increase incomes in some areas of the country.

PI.1. Celebration of the Organic Agriculture Day in cooperation with key partners.

***Promotion of agricultural health and food safety***

PA.1. Support and facilitate Member States efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building.

ER.1. Capabilities of the Ministry of Agriculture in controlling major pests and diseases are improved.

PI.1. Seminars and workshops organized for technicians from public and private sectors involved in plant and animal health.

ER.2. Both national and bi national Committee on SPS are better armed to carry out their activities.

PI.1. At least two (2) working sessions organized by the bi national Committee on SPS Measures with the logistical support of the Office.

PI.2. All the WTO meetings are attended by a high level technician from the Ministry of Agriculture.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Support Member States and national stakeholders in identifying opportunities for investment in the food production activities and in strengthening institutional capacity to mobilize external resources in partnership with donor and financial institutions.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Capabilities of social actors are reinforced for a better participation in local development.

PI.1. One project document is elaborated and contacts are established to get the financial resources to implement it.

PI.2. Organization of workshops with technicians from partner institutions and grass roots organizations.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Support Ministries of Agriculture and related agencies to realign their national agricultural policies, modernize institutions and monitor progress in sustainable development objectives.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Ministry of Agriculture is better organized to face the major problems in the agricultural sector.

PI.1. Availability of a state policy document about the development of agriculture and rural life.

PI.2. The Ministry of Agriculture attends all the main Caribbean and hemispheric meetings aimed at overcoming agriculture crisis.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.2. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Forrum of ministers, CABA, CACHE, CAFY, CANROP).

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The country participation in most of the Caribbean networks is improved.

PI.1. Meetings of CABA, CACHE, and CANROP attended by at least one Haitian representative from the private sector.

PI.2. Meetings of COTED and the Alliance attended by the Minister of Agriculture.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Dissemination of information about the activities carried out by the Office.

ER.1. The stakeholders and the key partners are well informed about IICA's activities through valuable information provided by the Office.

PI.1. Four (4) editions of the quarterly bulletin elaborated by the Office (IICA-HAITI Info) are produced and distributed.

PI.2. The annual report of the Office is distributed to all the partners and stakeholders.

PI.3. The web page of the Office is operational and periodically updated.

PA.2. Improvement of the institutional image of the Office.

ER.1. The stakeholders and technicians from institutions operating in the agricultural sector are well informed about the achievements of the Office.

PI.1. At least two (2) articles about the activities of the Office are published in one of the most famous newspaper of the country.

PI.2. Organization of at least 3 technical meetings involving technicians from partner institutions.

PI.3. Organization of at least one workshop to present the results of some work achieved by the Office.

ER.2. Students and professionals have at their disposal a good way to look for valuable information all over the world.

PI.1. A virtual library is operational in the Office.

PA.3. Promotion of horizontal cooperation and exchange of experience.

ER.1. The horizontal cooperation between countries from the region and from the hemisphere is reinforced.

PI.1. Cooperation with Argentina and Brazil is extended to more areas and involved more institutions.

PI.2. Cooperation with Dominican Republic on issues related to the agricultural sector is consolidated.

PI.3. Cooperation with other Member States of the Institute is promoted.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Haiti</b>	<b>408.400</b>	<b>50.000</b>	<b>458.400</b>
Promotion of trade and the competitiveness of agribusinesses	200.116	24.500	224.616
Promotion of agricultural health and food safety	81.680	10.000	91.680
Promotion of the development of rural communities adopting a territorial approach	122.520	15.000	137.520
Repositioning agriculture and rural life and renewing its institutional framework	4.084	500	4.584

## IICA Office in Jamaica

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promote the development of the integrated and competitive agri-food value chains by creating an enabling environment for dialogue and actions.

##### *IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Greenhouse and fisheries sectors enhanced through the implementation of a CIDA/IICA/MOA project.

PI.1. Quarterly reports submitted to CIDA on the implementation of the project activities.

PA.2. Promote mechanisms that enhance the competitiveness of the agri-food value chain e.g. post harvest management, contract negotiations, quality control, risk management, credit financing etc.

##### *IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Mechanisms for the development of a local fresh produce distribution facility established under the IICA/MOA/CIDA project.

PI.1. Establishment of a local distribution mechanism to reduce the glut and scarcity of at least two (2) commodities (CIDA/IICA/MOA project).

PA.3. Strengthen the capacity of the agribusiness groups at the regional and national levels to provide better services through technical assistance aimed at improving their structures, procedures and governance.

##### *IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

***Promotion of trade and the competitiveness of agribusinesses***

ER.1. The capacity of selected agribusiness groups at the national level have been enhanced through improved structures, procedures and governance.

PI.1. The quality of service offered to members and clients has improved.

PI.2. Members have access to technical information that resides within the group as a whole and individual members.

PI.3. Two training programmes designed and implemented to build technical capacities of the group and its members.

PA.4. Strengthen the capabilities of the agri-food value chain actors to understand and respond to market demands by providing timely and useful information, and promoting the development of appropriate capacity building programmes.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Greenhouse and Pig Farmers in Jamaica have market intelligence to enable identification of producers, volume of produce, to facilitate forecasting of supply.

PI.1. Electronic Database for Jamaica Greenhouse Association completed and is being used.

ER.2. Technical assistance provided to the Pig Farmers Association in conducting a pig survey.

PI.1. Guidance provided to the survey process.

PA.5. Support Member States and national stakeholders in identifying opportunities for investment in the food production activities and in strengthening institutional capacity to mobilize external and internal resources in partnership with donor and financial institutions.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Ministry of Agriculture has access to additional resources to promote increased and safer food production through the IICA/MOA/CIDA project.

PI.1. At least 10 greenhouses established for horticulture production.

PI.2. Rehabilitation started on at least 2 fishing beaches to improve sanitation of fishing and handling facilities.

PI.3. Rehabilitation of reefs using the casita technology started on at least one beach.

***Promotion of agricultural health and food safety***

PA.1. Support and facilitate Member States efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Ministry of Agriculture has successfully addressed gaps relating to agricultural health and food safety standards with technical assistance provided by IICA.

PI.1. Gap manuals for two (2) crops grown under protected agriculture developed and reviewed.



**Promotion of agricultural health and food safety**

ER.2. Improved understanding by stakeholders of the rights and obligations of the WTO/SPS Agreement.

PI.1. Information on the meetings and activities regarding the WTO/SPS Agreement provided to the Ministry of Agriculture.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Fprum of Ministers, CABA, CACHE, CAFY, CANROP).

**IICA's Role:**

To organize fora for reflection, dialogue and consensus building.

ER.1. Governance and organizational capabilities of women and youth organisations strengthened.

PI.1. At least two (2) meetings of the Jamaica Network of Rural Women Producers (JNRWP) executive facilitated.

PI.2. At least two (2) meetings of the Jamaica Professional Young Farmers Association (JPYFA) executive facilitated.

ER.2. Ministry of Agriculture has explored the development of a more extensive programme to assist youth in agriculture.

PI.1. Programme developed to improved the capacities of youth in agriculture through exposure to modern technology, business management and leadership training.

PA.2. Provide technical cooperation to strengthen the capabilities of agro-tourism operators and service providers within rural communities.

**IICA's Role:**

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Agro-tourism in Jamaica promoted as a viable strategy to spur growth in selected rural communities.

PI.1. The Office has continued to provide support to the Corridor Management Council, which is overseeing the activities of the Buff Bay Agro-Tourism programme.

ER.2. Farmers and agricultural sector have greater awareness and appreciation for the produce demands of the hotel sector.

PI.1. Brochures outlining the quality specifications of four (4) products highly demanded by the hotel sector produced.

PA.3. Provide technical cooperation for the establishment of policies, programmes and an institutional framework for the development of community based agro tourism in the region.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Jamaica has now a model and policy guidelines for strengthening agro-tourism linkages developed from the lessons learnt from the EU-funded project.

PI.1. Quarterly reports disseminated with the lessons learnt from the Buff Bay Agro-Tourism project with recommendations for Agro-Tourism policy makers and rural communities.

PI.2. Ongoing dialogue with the Ministries of Agriculture and Tourism to strengthen linkages.

**Promotion of the development of rural communities adopting a territorial approach**

PI.3. The Buff Bay Agro Tourism model initiated in at least one other rural community.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support the formation and operation of Technical Management Advisory Committees (comprised of public and private sector) that integrate issues related to the Jagdeo Initiative Key Binding Constraints with those under the AgroPlan and National Priorities.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Capabilities of the MOA to comply with its responsibilities related to the Technical Management Advisory Committees enhanced.

PI.1. IICA has provided support to the Ministry toward convening the Technical Management Advisory Committees.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Promote and strengthen the articulation between hemispheric (AgroPlan 2015), regional development objectives (Jagdeo Initiative) and national strategies (Agri sector strategy and Rural Development Policy).

ER.1. IICA 2006-2010 Medium Term Plan understood and supporting Inter-American dialogue to reposition agriculture and rural life.

PI.1. At least one meeting held with GOJ/MOA and private sector to articulate on IICA 2006-2010 Medium Term Plan and ensure clear link between national, regional and hemispheric agendas (National Accountability Seminar).

PA.2. Articulate at the office and regional level development efforts of relevant institutions and agencies operating at the national level.

ER.1. The IICA Office relationship with Ministry of Agriculture and strategic partners strengthened to promote the priorities of the country.

PI.1. At least bi-annual inter-agency meetings with agricultural stakeholder agencies (FAO, CARDI, OAS, EU) and MOA held.

PI.2. At least one meeting held with international development partners.

ER.2. IICA Office has explored funding from donor agencies to assist in the execution of technical cooperation activities in line with the cooperation agenda.

PI.1. At least one new project funded with external resources developed.

PA.3. Improve the technical proficiency of Office staff.

ER.1. IICA Office staff capacity developed.

PI.1. Weekly spanish classes for all staff continued.

PI.2. Programme for the professional development of staff developed and implemented.

PA.4. Improve the awareness and visibility of IICA and its programmes.

ER.1. IICA Promoted to key stakeholders and the wider public.

PI.1. Office participation in one major agricultural exposition.

PI.2. Communications programme ongoing to improve IICA visibility and awareness.

PI.3. IICA Awards presented for excellence in the sector (Agribusiness Awards, CASE, National Youth in Agriculture).

PA.5. Improved efficiency in technical, administrative and financial operations.

ER.1. Administrative and financial requirements of the office efficiently executed.

PI.1. Annual Budget and Work Plan, ICPs, Half Year and Annual Reports prepared as per Institute guidelines.

PI.2. Monthly accounting batches prepared and submitted.

PI.3. Administrative guidance provided to staff.

PI.4. General office equipment and supplies maintained.

PI.5. Necessary support provided to technical programmes.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Jamaica</b>	<b>392.100</b>	<b>10.000</b>	<b>402.100</b>
Promotion of trade and the competitiveness of agribusinesses	82.341	2.100	84.441
Promotion of agricultural health and food safety	43.131	1.100	44.231
Promotion of the development of rural communities adopting a territorial approach	62.736	1.600	64.336
Repositioning agriculture and rural life and renewing its institutional framework	203.892	5.200	209.092

### IICA Office in Bahamas

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

##### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promote the development of the integrated and competitive agri-food value chains by creating an enabling environment for dialogue and actions.

##### *IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Local Producers' association improve capacity to penetrate local markets, strengthen value chain & develop capacity to benefit from cluster formation and strengthen food security.

PI.1. One vegetable producing cluster develops one product (tomatoes) and contract with buyer/market.

**Promotion of trade and the competitiveness of agribusinesses**

PI.2. Through IICA's/MAMR demonstration training, two root crops cluster group increase production by 20% of 2 food security root crops (sweetpotato, cassava).

PA.2. Promote mechanism that enhance the competitiveness of the agri-food value chains e.g. post harvest management, contract negotiations, quality control, risk management, credit, financing, etc.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Local association has improved its capacity to negotiate and honor contract with one major buyer.

PI.1. Two national groups (BAPA and Cooperative) increase regular meetings convened at IICA and participation in annual Ag-Expo event.

PI.2. Two risk management (production and marketing) training courses delivered, one to vegetable cluster in Andros and one to small ruminant cluster in Long Island.

PA.3. Strengthen the capabilities of agri-food value chain actors to understand and respond to market demands by providing timely and useful information, and promoting the development of appropriate capacity building programs.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Improve understanding of stakeholder groups of the importance of keeping data on production activities, input & output and using market information.

PI.1. Through advocacy and technical support, MAMR internalize the coordination of market information system of four stakeholder groups, BAPA, CANROP, Cooperatives and CAFY.

**Promotion of the technology and innovation**

PA.1. Promote the adoption of appropriate technologies and agricultural practices to ensure sustainable food production systems in urban and rural areas.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Vegetable clusters in the Bahamas increase knowledge and adopted improved greenhouse production technologies.

PI.1. In collaboration with partners, IICA convenes two trainings on greenhouse technology delivered to Andros and New Providence vegetable cluster group.

ER.2. Wide adoption of improved production techniques by producers and back yard growers.

PI.1. Back yard gardening program launched on 3 Family Islands and food security strategy strengthened.

***Promotion of agricultural health and food safety***

PA.1. Support assessment of the extension services in the region to define a baseline and strategic program for their modernization.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Local inter-ministerial SPS committee (Ministry of Agriculture & Fisheries, Ministry of Health & private food exporters) formalized and operational.

PI.1. Three producer clusters (vegetables, small ruminant, home garden) on 3 Family Islands implement/comply with GAP standards.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Provide technical cooperation to member states for the development and modernization of policies, institutions and instruments aimed at the sustainable use of their natural resources.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Decision makers at MAMR have restructured and improve capacity through the appointment of research station coordinator and IICA's support provided to review strategy/policy.

PI.1. IICA moderate one forum held with ministry's research team to discussion mission and review current implications on sector.

***Promotion of the sustainable management of natural resources and the environment***

PA.1. Provide technical cooperation for the establishment of policies, programs and an institutional framework for the development of community based agro-tourism in the region.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Local fruits and small ruminant clusters improve capacity to market products locally and increase local sales.

PI.1. Deliver of two formal agro-tourism promotional seminars, and one strategic plan delivered by IICA in partnership with BAPA and STEMM.

PI.2. Personnel of 2 ministries participate in an inter-ministerial (tourism and agriculture) forum to discuss linkage and policy frameworks which will help to improve understanding of agro-tourism linkages.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support the formation and operation of technical management advisory committees (public and private sector) that integrated issues related to the Jagdeo Initiative Key Binding Constraints with those under the AgroPlan and National Priorities.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Policy makers have greater awareness of the true role that agriculture can play in the economy.

PI.1. IICA & Chamber of Commerce host one round table discussion to highlight the real contribution of agriculture to economy and increase involvement of stakeholders.

PI.2. One workshop organized by IICA, BAPA, STEMM that will catalyze linking agriculture to tourism.

PA.2. Support member states in their preparations for the V Summit of the Americas and V Ministerial Meetings on Agriculture and Rural Life in 2009, encouraging the participation of key stakeholders.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Policy makers have greater awareness of the true role that agriculture can play in the economy.

PI.1. Round table discussion held to highlight the real contribution of agriculture to economy and increase involvement of stakeholders.

PI.2. One training workshop that will catalyze linking agriculture to tourism.

PA.3. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Forum of ministers, CABA, CACHE, CAFY, CANROP).

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Local chapters of CABA, CAFY, CANROP, and CACHE strengthened through increased membership and participation in IICA capacity building workshops.

PI.1. Two national groups are formed and consolidated with regular meetings and participation in one national Agro-Expo & one Family Island community event.

PI.2. IICA & College of the Bahamas will review one community model initiative in Andros that helps to strengthen food security.

PA.4. Support member states and national stakeholders in identifying opportunities for investment in the food production activities and in strengthening institutional capacity to mobilize external and internal resources in partnership with donor and financial institutions.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Policy makers from MAMR and Finance provide incentives to private sector to invest in the sector/underserved areas of 2 Family Islands (Andros and Abaco communities).

**Repositioning agriculture and rural life and renewing its institutional framework**

PI.1. One consultation workshop held on revitalization initiative of the agriculture sector and 5 ministry and BAIC personnel & 12 private sector representatives & international partners attend.

PI.2. On investment project completed and two donors approached for support.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Improve hemispheric cooperation with other IICA offices.

ER.1. AMR has improved knowledge on the impact of agricultural policies & enhance flow of information among MAMR, Jamaica and Argentina.

PI.1. IICA office facilitate improved cooperation in one project with Jamaica, Argentina and Miami.

PA.2. Improve web page delivery of information.

ER.1. IICA's corporate website improved by receiving regular updates to its Bahamas site regularly posted on web site.

PI.1. Quarterly updates of IICA's website with highlight of activities from office of IICA Bahamas.

PA.3. Improvement of institutional image.

ER.1. IICA's image improved by consolidating collaboration with agri-business/cluster partners and the attraction of new strategic partnership from donors and rural milieu.

PI.1. Two technical presentations on strategic partnership delivered to special committees, round table and council leaders.

PI.2. Clients and strategic partners in country manifest their satisfaction by letters, reports and increased participation.

PA.4. Training of sustainable Ag. Technician, secretarial and driver personnel.

ER.1. IICA office team have enhanced analytical programming and skill by sustained implementation of good institutional practices.

PI.1. One training sessions on software for data management.

PI.2. Two training sessions on leadership, public relations and communication to office team.

ER.2. Improve technical, data management and planning skills of IICA office team.

PI.1. One training on computer, web-page management.

PI.2. Weekly Spanish language training for one quarter.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Bahamas</b>	<b>236.000</b>	<b>26.277</b>	<b>262.277</b>

Promotion of trade and the competitiveness of agribusinesses	94.400	10.511	104.911
Promotion of the technology and innovation	23.600	2.628	26.228
Promotion of agricultural health and food safety	23.600	2.628	26.228
Promotion of the development of rural communities adopting a territorial approach	35.400	3.942	39.342
Promotion of the sustainable management of natural resources and the environment	58.882	6.556	65.438
Repositioning agriculture and rural life and renewing its institutional framework	118	13	131

## IICA Office in Dominican Republic

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Strengthen the capacity of regional and national agrifood groupings to offer better services, by means of technical assistance aimed at improving their structures, procedures and governance.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. At least six producers' organizations are better equipped to implement agribusiness projects with support from IICA.

PI.1. At least one report on the implementation of agribusiness projects of at least five producers' organizations that IICA is supporting.

PI.2. At least one Agribusiness Center set up for the benefit of producers' organizations as part of IICA's program.

PA.2. Enhance the capacity of actors in agrifood value chains to understand and respond to market demands, provide timely and useful information and promote the implementation of effective capacity building programs.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. At least 10 agricultural exporters and their organizations have modern, quality tools for negotiating and selling their export products in international markets, thus improving the quality of life of the country's small and medium-sized farmers.

PI.1. Agro-export platform project initiated and/or executed and a report prepared by IICA containing: a) validation of products selected, b) selection of companies, and c) implementation of training modules.



**Promotion of trade and the competitiveness of agribusinesses**

PA.3. Promote the development of integrated and competitive agrifood chains value by creating an enabling environment for dialogue and action.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Producers' organizations benefited from the implementation of the agricultural chains methodology (their operation and coordination with regard to their respective systems/products).

PI.1. At least two internal reports on the transfer of the methodology and implementation of the methodology in at least two agricultural chains.

PA.4. Provide technical cooperation to enhance the capabilities of agrotourism operators and service providers in rural communities.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Rural communities are improving their capacity to meet the demand for agricultural products and agrotourism services from the country's tourism sector, with support from IICA.

PI.1. IICA initiated, or is executing, at least one agreement on agro-ecotourism with local or international counterparts.

PI.2. Two semiannual reports on the implementation of the agro-ecotourism project in rural communities, especially Samaná.

**Promotion of the technology and innovation**

PA.1. Provide technical cooperation to support innovation systems and promote collaboration between countries.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The management and operation of SINIAF, created by Executive Decree 687-00, was strengthened by converting the decree into legislation.

PI.1. A survey was conducted of the institutions that form part of the SINIAF, to confirm that it is operating efficiently following the implementation of the law.

ER.2. The DR's technology institutions were linked with IICA's hemispheric and regional coordination mechanisms.

PI.1. At least three SINIAF institutions are integrated into IICA's regional and hemispheric mechanisms.

ER.3. The Office promoted the adoption of policies on technological innovation linked to food security, agricultural exports and rural poverty alleviation among the agricultural sector authorities.

PI.1. A semiannual report prepared on the promotion activities carried out.

ER.4. With support from IICA, the SINIAF has a methodology for gauging the impact of investment in research on the development of the agricultural sector.

PI.1. A report on the activities carried out distributed among the institutions of the SINIAF.

PI.2. A report on the activities carried out to support the preparation of the study on the impact of research on the agricultural sector.

**Promotion of the technology and innovation**

ER.5. National institutions that work with biotechnology are participating in IICA's biosafety actions.

PI.1. Report on the promotion of links of at least three national institutions with the biosafety actions.

ER.6. The country's production units are benefiting from the existence of a technology policy for the agricultural sector, adapted to their needs and potential, to promote their modernization and make them more competitive.

PI.1. Technological profiles formulated for at least four basic food products and five potential export products, which will form part of the policy on the competitiveness of the agricultural sector.

**Promotion of agricultural health and food safety**

PA.1. Support and facilitate the efforts of the Member States to strengthen and modernize their agricultural health and food safety systems and comply with international agreements, standards and conventions.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Office strengthened the country's participation in international meetings aimed at promoting the application of the WTO's sanitary and phytosanitary measures.

PI.1. Three reports on the participation of the national authorities in the annual meetings organized by the WTO/SPS Committee.

ER.2. The Office supported the execution of bilateral actions related to agricultural health and food safety involving the Dominican Republic and Haiti.

PI.1. A report on the technical bilateral meeting on agricultural health and food safety involving Haiti and the Dominican Republic.

ER.3. The country has a more robust traceability system that will permit the corresponding national bodies to take better decisions.

PI.1. At least one semiannual follow-up report on the project to implement a traceability system for cattle.

PI.2. Twenty agricultural sector technicians were awarded certificates following their participation in a training workshop on the implementation of traceability systems for animal-based foods.

ER.4. The National Committee for the Application of Sanitary and Phytosanitary Measures (CNMSF) was strengthened.

PI.1. At least one report on the support actions for the CNMSF carried out under Headquarters' STDF project.

PI.2. Four aides-mémoire on IICA's support and participation in the meetings of the CNMSF.

ER.5. The operating capacity of the AHFS system was strengthened for evaluating and providing follow up to projects implemented in the area, and the capacity to respond to plant and animal health emergencies was improved.

PI.1. At least 20 agricultural health officials were awarded certificates after taking part in the training course-workshop on the administration of agricultural health and food safety programs.

PI.2. Three four-monthly progress reports and a final evaluation report on the project Strengthening the Animal Health Protection Infrastructure for Avian and Human Influenza, carried out by the country with funds donated by the World Bank, under the SEA/IICA/World Bank agreement.

**Promotion of agricultural health and food safety**

PI.3. Monthly reports on the execution of the Veterinary Epidemiologists/Para-epidemiologists Project (VEP Project), which is being carried out under the IICA/APHIS agreement.

PA.2. Promote the adoption of appropriate agricultural technologies and practices (e.g., GAPs) to improve sustainable food production systems in urban and rural areas.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Department of Agrifood Safety of the Ministry of Agriculture (SEA) improved the operation of its system for controlling the safety of the production, marketing and use of agricultural products, for the benefit of the health of national and foreign consumers.

PI.1. A workshop was held on techniques for applying GAPs and GMPs, and a report submitted to the pertinent authorities.

PI.2. Meeting-workshop held, involving leaders of organizations of producers and marketers of agricultural products, on the campaign to promote the consumption of food produced by farmers/processors that use GAP and GMP practices, and a report presented to the pertinent authorities.

**Promotion of the sustainable management of natural resources and the environment**

PA.1. Provide technical cooperation to the Member States for the development and modernization of policies, institutions and instruments aimed at the sustainable use of their natural resources.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Ministry of Agriculture and the private agricultural sector have a new set of policies and instruments on organic agriculture that will guarantee and facilitate the adoption of good practices in this field by the country's agrifood sector.

PI.1. Two semiannual follow-up reports on IICA's support for the organic agriculture policies presented to the corresponding authorities.

PI.2. Training and technical assistance in organic agriculture provided to select members of the public and private sectors in the DR.

ER.2. The agricultural sector has the policy instruments needed to promote the adoption of organic fertilizers in agricultural production.

PI.1. At least 10 training and technical assistance actions related to the use of organic fertilizers.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support the Member States with the analysis of the food security situation and the identification of objectives, measures and instruments, by providing direct technical assistance and developing capabilities.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The Office supported the efforts of the public and private agricultural sector to provide follow-up to the conclusions of the Third Agrifood Policy Seminar.

PI.1. A document containing a program for executing the proposals put forward at the seminar.

PI.2. Four quarterly reports on the implementation of the proposals.

ER.2. Consolidation of the capabilities for generating policies, strategies and the design of instruments to promote the development of the agricultural sector.

PI.1. An international seminar on agrifood policies was held and the proceedings and conclusions were presented to the pertinent authorities.

PA.2. Support the efforts of the ministries of agriculture and related agencies to realign their national agricultural policies, modernize institutions and monitor progress made in attaining sustainable development objectives.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The country's agricultural sector has a better, more modern institutional framework, with regulations and strategies, for the efficient management of agricultural and rural development.

PI.1. Four quarterly follow-up reports on policies and strategies, legislative initiatives and regulations adopted as a result of the Office's efforts.

ER.2. The public and private agricultural sector is better equipped to address the strategic issues of agricultural and rural development.

PI.1. 30 technicians and professionals trained and awarded certificates in strategic topics such as trade, agribusinesses, project management, health, rural development and agro-ecotourism. The training activities were facilitated by the IICA Office in the DR.

ER.3. IICA supported the public agricultural sector by means of a technical cooperation agreement, initiated or under way, for the implementation of an integrated system for garnering, processing and using agricultural statistical information.

PI.1. Agreement signed and initiated or carried out on behalf of the public agricultural sector.

PI.2. At least one semiannual report on the execution of the agreement.

PA.3. Support evaluations of extension services in the region to devise a basic strategic program for their modernization.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Office supported the establishment of the Rural Development Institute by training the staff and establishing methodologies and systems for programming and promoting rural development.

PI.1. At least two semiannual follow-up reports on the establishment of the Rural Development Institute prepared and submitted to the IAD and the SEA.

**Repositioning agriculture and rural life and renewing its institutional framework**

ER.2. The Office assisted the Ministry of Agriculture with the establishment and operation of a department known as the Agricultural Development Service.

PI.1. At least two semiannual follow-up reports on the establishment of the Agricultural Development Service produced and submitted to the SEA.

**Inter-thematic actions**

PA.1. Support the efforts of the Member States and national actors to identify investment in food production and strengthen institutional capabilities for leveraging external and internal resources with donors and financial institutions.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Office set up and is operating a preinvestment program, focused on different actions and projects linked to the National Technical Cooperation Agenda, to make it possible to seek the external resources needed to execute projects.

PI.1. A preinvestment program in operation.

PI.2. Four projects prepared and funds sought from donors.

PA.2. Promote and facilitate the development and operation of transparent and efficient systems of agricultural and market information in IICA member countries in the region.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Ministry of Agriculture and the National Statistics Bureau, with support from IICA, are improving the design and operation of the national agricultural information system.

PI.1. A report on the technical assistance provided and the progress made in implementing the system.

PA.3. Provide technical cooperation for policy-making, programs and an institutional framework for the development of agrotourism based on the communities.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Office promoted the adoption of the strategy and actions for rural development with a territorial approach, for decision-making in the agricultural and rural sector, included in the National Program for Competitive Rural Development (IICA coordinated the formulation of the program).

PI.1. Two semiannual reports on the execution of a rural development program with a territorial approach using the methodologies developed by IICA, coordinated with the Ministry of Agriculture, other public and private sector institutions and other cooperation agencies, to promote the integrated development of rural communities in the Dominican Republic.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Consolidate the Office in the DR as a center of excellence for information and training.

ER.1. The Office continues to be a supplier of quality information about the agricultural sector.

- PI.1. Two semiannual reports detailing the progress made in organizing and systematizing information on the sector and making it available to the public via the Web page, videoconferences, bulletins and other media.
- PI.2. Report on the use of the videoconferencing center.
- PI.3. Over the course of the year, the Office's Information and Documentation Center processed at least 300 requests for documents, information and technical support.
- ER.2. The Office strengthened IICA's image as an institution of technical excellence that is effective and transparent.
- PI.1. Two semiannual reports on the implementation of at least four initiatives designed to disseminate the Institute's image, such as documentaries, videos, posters, seminars and workshops, as well as dissemination via the press and the Office's Web page.
- PA.2. Coordinate the work of addressing national priorities and their links with regional priorities, and horizontal technical cooperation relations.
- ER.1. The Office's national cooperation actions are aligned with the regional and hemispheric priorities.
- PI.1. Two semiannual reports describing at least two cooperation actions that link national priorities with the regional and hemispheric ones.
- ER.2. The Office supported the technical cooperation actions with other member countries, in response to specific needs and requests for exchanges.
- PI.1. Two semiannual reports describing at least one horizontal technical cooperation action coordinated as a supplier of cooperation.
- PA.3. Strengthen the management performance of the Office team (basic structure and personnel coordinated) to provide a better response to requests for cooperation and improve the application of the evaluation system.
- ER.1. A training program approved and under way, aimed at enhancing the technical expertise of the staff of the Office in the Institute's areas of strategic action and in administrative management and the management of cooperation.
- PI.1. Two semiannual reports describing the execution of training for each member of staff in at least one activity related to their area of work or an area of interest to the institution.
- ER.2. The Institute's evaluation system was implemented. It is applied as a tool for recognizing the performance of the staff of the Office and improving technical cooperation.
- PI.1. Performance evaluation reports on each member of the Office staff (detailing their contribution to the expected results and the other variables of the Evaluation System).

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Dominican Republic</b>	<b>491.600</b>	<b>12.000</b>	<b>503.600</b>
Promotion of trade and the competitiveness of agribusinesses	88.488	2.160	90.648

Promotion of the technology and innovation	39.328	960	40.288
Promotion of agricultural health and food safety	98.320	2.400	100.720
Promotion of the development of rural communities adopting a territorial approach	49.160	1.200	50.360
Promotion of the sustainable management of natural resources and the environment	216.058	5.274	221.332
Repositioning agriculture and rural life and renewing its institutional framework	246	6	252

**IICA Office in Suriname****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promote mechanisms that enhance the competitiveness of the agri-food value chains e.g. post harvest management, contract negotiations, quality control, risk management, credit, financing etc.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Fruit and Vegetable Producers and Exporters in Suriname enhance their competitiveness.

PI.1. One (1) handbook published on storage and handling of fruit and vegetable.

PI.2. One (1) training workshop on packaging and marketing conducted for fruit and vegetable exporters.

*Promotion of the technology and innovation*

PA.1. Promote the adoption of appropriate technologies and agricultural practices (eg. GAPS) to enhance sustainable food production systems in urban and rural areas.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Public and Private sector stakeholders in the agricultural milieu of Suriname kept informed through relevant training activities and publication on a regular basis of agricultural information in local media.

PI.1. Three (3) "Partnership" bulletin prepared annually to inform actors on agricultural events and other sector news.

PI.2. Four (4) articles published annually in local media on agricultural and rural life.

ER.2. Two (2) Rural Communities in Suriname Strengthen food security with the introduction of appropriate technologies.

PI.1. Two (2) training activities conducted to transfer appropriate technologies to hinterland communities in Suriname.

**Promotion of agricultural health and food safety**

PA.1. Support and facilitate Member States efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Effective and efficient pest monitoring and surveillance system implemented by the Ministry of Agriculture (LVV).

PI.1. Pest and Disease information management systems functioning affectively.

ER.2. Ministry supported in the transfer of GAPs principles.

PI.1. Two (2) workshops conducted for vegetable farmers on GAPS.

PI.2. One (1) manual on GAPs principles published and disseminated.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Provide technical cooperation to strengthen the capabilities of agro-tourism operators and service providers within rural communities.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Agro-Tourism providers and operators strengthened capacities to improve quality of life of rural communities.

PI.1. One (1) workshop on strengthening the linkage between rural communities and tourism enterprises.

PI.2. One document published on agrotourism opportunities in Suriname.

PA.2. Support Member States in analyzing the food security situation and in identifying policy objectives, measures and instruments through direct technical assistance and capacity building.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Ministry of Agriculture (LVV) and Ministry of Regional Development – Agricultural Department improve their analysis and management of food security situation in the country.

PI.1. One (1) food security assessment conducted analyzed and report disseminated.

PI.2. One (1) food security rehabilitation activity designed and supported.

PA.3. Support Member States and national stakeholders in identifying opportunities for investment in the food production activities and in strengthening institutional capacity to mobilize external and internal resources in partnership with donor and financial institutions.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Suriname benefit from the developed and/or strengthened relations with national and international organizations working in an agriculture and rural development.



***Promotion of the development of rural communities adopting a territorial approach***

PI.1. One (1) joint project implemented with partners to improve quality of life in rural areas.

***Promotion of the sustainable management of natural resources and the environment***

PA.1. Provide technical cooperation to Member States for the development and modernization of policies, institutions and instruments aimed at the sustainable use of their natural resources.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Suriname enhanced the integration of natural resource management into agricultural and rural development initiatives.

PI.1. One (1) seminar/workshop executed on the incorporation of resource management into agricultural and rural development initiatives.

PI.2. One (1) survey of wildlife around the Johan Adolf Pengel airport conducted.

PI.3. One survey of bio-energy status of Suriname conducted and report analyzed and published.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Sensitize and build knowledge capacity within IICA and Ministries of Agriculture on the role of the Alliance in agriculture and rural development.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Ministries of Agriculture, Animal Husbandry and Fisheries (LVV) and Regional Development (RO) are better informed on the role and functions of the different Alliance members and provide support to the chapters.

PI.1. Two (2) seminars conducted for officials of the Ministries of Agriculture (LVV) and Regional Development (RO).

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Sustain sound relation with authorities and other actors in the agricultural sector and rural milieu to develop strategy in the context of CSME and the Jagdeo initiative/Develop strategic alliance among actors in the agricultural sector and rural life.

ER.1. Agriculture has higher importance through the implementation of a National forum to discuss agriculture and rural life.

PI.1. One coordinating group comprising representatives of Ministries of Agriculture, Regional Development, Privates and IICA established to discuss agriculture and rural life.

PI.2. One IICA technical staff assigned to support the Ministry of Agriculture in the implementation of the agriculture Sector Plan.

PI.3. One report produced and presented to authorities on the state of agriculture and rural life in the region.

PI.4. One annual report prepared and presented to stakeholders.

PI.5. One agreement signed with donors to implement income generation activities in rural communities.

PA.2. Take appropriate measure to guarantee human resources development in IICA Suriname Office through training opportunities and adequate support for work ambient, commitment and motivation among staff.

- ER.1. IICA Suriname staff performed better through training program implemented.
- PI.1. One Spanish language training program prepared and implemented for technical and administrative staff.
  - PI.2. One (1) Technical Training in Project Formulation and Implementation prepared and implemented for technical staff.
  - PI.3. Technical and administrative staff participated in training on different topics including information technology and preparing of publications.
- ER.2. The office improved its capacity to manage internal and external resources by financial prudence and transparency.
- PI.1. Training organized for staff on IICA financial system.
  - PI.2. Training organized for administrator on the computerized accounting system for reporting on accounting and management issues.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Suriname</b>	<b>303.000</b>	<b>20.000</b>	<b>323.000</b>
Promotion of trade and the competitiveness of agribusinesses	60.600	4.000	64.600
Promotion of the technology and innovation	45.450	3.000	48.450
Promotion of agricultural health and food safety	60.600	4.000	64.600
Promotion of the development of rural communities adopting a territorial approach	60.600	4.000	64.600
Promotion of the sustainable management of natural resources and the environment	75.599	4.990	80.589
Repositioning agriculture and rural life and renewing its institutional framework	152	10	162

### IICA Office in Trinidad and Tobago

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. Strengthen the capabilities of agri-food value chain actors to understand and respond to market demands by providing timely and useful information, and promoting the development of appropriate capacity building programmes.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Entrepreneurial capabilities of farmers, exporters and agroprocessors have been strengthened in order to have improved market access under a 3 year Technical Cooperation Programme between IICA and NAMDEVCO.

PI.1. At least 3 training programmes delivered to strengthen managerial and marketing capabilities among agribusiness operators.

PI.2. At least one meeting/workshop on the development of marketing promotion activities.

PI.3. Research and analysis conducted on the value chains for at least 2 commodities and an action plan developed and reviewed by stakeholders to enhance the competitiveness of the selected value chains.

PA.2. Provide technical cooperation for the establishment of policies, programmes and an institutional framework for the development of community based agro-tourism in the region.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Improved policy and institutional framework which facilitates small and medium sized rural enterprises in engaging in community-based agro-tourism in Trinidad and Tobago.

PI.1. Policy guidelines and strategy for community-based agro-tourism developed.

PI.2. Agro-tourism Task Force, with support from IICA, is strengthened.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support Member States and national stakeholders in identifying opportunities for investment in the food production activities and in strengthening institutional capacity to mobilize external and internal resources in partnership with donor and financial institutions.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Stakeholders have the capacity to mobilize resources to support food production activities.

PI.1. At least 3 groups are successful in mobilizing resources for their food production activities.

PI.2. Implementation of Cost of Production models by at least 2 commodity groups.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Deliver improved secretarial, administrative and logistical support to technical specialists, consultants and collaborating units.

ER.1. Technical specialists and units provided with enhanced secretarial, administrative and logistical support.

PI.1. Schedule of activities prepared and plan for the delivery of secretarial, administrative and logistical support developed.

- PI.2. Technical missions, meetings, seminars, workshops and horizontal technical cooperation activities successfully conducted and convened with secretarial, administrative and logistical support from IICA TT office.
- PA.2. Enhance the mobilization of external resources through closer collaboration with donors/funding agencies and the development of projects and technical cooperation instruments with partner agencies.
- ER.1. Office in Trinidad and Tobago secures external resources to enhance delivery of technical cooperation programme.
- PI.1. At least 2 Memoranda of Understanding signed with strategic partners.
- PI.2. At least 4 project proposals prepared and submitted to donor agencies.
- PI.3. Plan for resource mobilization developed and executed.
- ER.2. Inter-agency cooperation strengthened in Trinidad and Tobago.
- PI.1. Annual Accountability Seminar convened with active participation of development partners.
- PI.2. At least 2 inter-agency meetings held.
- PI.3. Annual Report prepared and shared with agencies and stakeholders.
- PA.3. Streamline and strengthen the financial/accounting system in support of effective delivery of technical cooperation programme and general office operations.
- ER.1. Improved system for the timely processing of financial transactions and submission of financial reports.
- PI.1. Sub-Committee on finance/accounting matters meeting on a monthly basis.
- PI.2. Regular office batches and financial reports on externally funded projects submitted in keeping with agreed schedule.
- PI.3. Financial transactions processed and financial information submitted to CACHE on a timely basis.
- PI.4. Payments and other financial transactions undertaken on a timely basis.
- PA.4. Strengthen teamwork within the IICA TT Office and improve net-working with other IICA Offices to generate the expected results and accomplish the Institute's mission.
- ER.1. Staff in IICA TT Office working effectively in teams and networking with IICA units to deliver results under the AAP.
- PI.1. Monthly staff meetings convened to review and analyze progress under the AAP, plan upcoming activities and facilitate general team building.
- PI.2. Meetings of Sub-committees on technical cooperation programme, administration and finance matters and social activities convened on a monthly basis.
- PI.3. Project/activity and Committee reports prepared on a monthly basis to keep team members informed of progress under the AAP and the status of work of the sub –committees.
- PI.4. At least one team building/emotional intelligence session conducted for staff.
- PA.5. Strengthen the administrative procedures and improved efficiency of operations of the IICA office.
- ER.1. The administrative and management Systems and operating procedures audited and office improvement plan in effect.
- PI.1. At least 2 training sessions conducted to sensitize/train staff on IICA TT Office procedures.
- ER.2. Improved office layout and accommodation facilities.

- PI.1. IICA TT Office occupying office accommodation with improved layout, space allocations and functionality at new location.
- PA.6. Strengthen the ICT platform to achieve greater efficiency and effectiveness in communication, use of Integrated Management System and knowledge/information management.
- ER.1. Improved information and communication system in place in the IICA TT Office.
- PI.1. Implementation of plan for improved efficiency and effectiveness for the ICT system.
- PI.2. Website updated and in active use as a mechanism for knowledge management and information exchange with stakeholders.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Trinidad and Tobago</b>	<b>410.000</b>	<b>20.000</b>	<b>430.000</b>
Promotion of trade and the competitiveness of agribusinesses	246.000	12.000	258.000
Repositioning agriculture and rural life and renewing its institutional framework	164.000	8.000	172.000

### Regional Technical Cooperation Plan in Policies and Trade in the Caribbean Region

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

##### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Support Ministries of Agriculture and related agencies to realign their national agricultural policies, modernize institutions and monitor progress in sustainable development objectives.

##### *IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Strengthened information and communication tools in Ministries of Agriculture and related agencies to enhance policy formulation, decision making and accountability.

PI.1. Web-based agriculture information system implemented.

PI.2. National situation and outlook reports on agriculture and rural life formulated and distributed.

ER.2. Enhanced capacity of Ministries of Agriculture and related agencies to interpret and develop programmes to comply with international trade-related agreements.

**Promotion of trade and the competitiveness of agribusinesses**

PI.1. One regional trade policy workshop on implementation of EU-ACP Economic Partnership Agreement commitments in agriculture.

PI.2. Quarterly briefs of emerging trade policy and international compliance issues circulated to policy makers.

PA.2. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Forum of Ministers, CABA, CACHE, CAFY, CANROP).

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Transformed policy network into a virtual agriculture community/platform encourages and enables greater dialogue and public-private partnerships.

PI.1. Strategic plan elaborated and mechanisms for membership and resource mobilization for the policy network implemented.

PI.2. Building and Upgrading the e-community policy platform using Web-2 tools.

PI.3. Published a range of information products, including AgriView, In a Nutshells, Critical Issues, Options and Perspectives book, etc.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Caribbean Region</b>	<b>128.696</b>	<b>7.500</b>	<b>136.196</b>
Promotion of trade and the competitiveness of agribusinesses	128.696	7.500	136.196

**Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Caribbean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

*Promotion of agricultural health and food safety*

PA.1. Support and facilitate Member States efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Agricultural health and Food Safety systems established and/or upgraded in countries within the region assisted by IICA providing technical input for the establishment of National Agricultural health and Food Safety systems and the assessment of existing AHFS systems through the application of the PVS tool.

PI.1. The upgrading or establishment of Agricultural Health and Food Safety Systems in the region through the support of IICA in the form of technical input to the various planning committees formed for the establishment of National Agricultural Health and Food Safety Systems. The technical input provided the form of reviewing and/or assisting in the preparation of business plans or feasibility studies for the establishment of NAHFSS.

PI.2. The Caribbean Agricultural Health and Food Safety Agency (CAHFSA) is operational and its functions supported by providing technical input to the CARICOM Secretariat and to the CAHFSA technical committees.

PI.3. The Performance, Vision, Strategy (PVS) evaluation tools has been applied by the Regional and National AHFS specialists in the region.

PI.4. The development and implementation of programmes such as GAP, HACCP, risk analysis, surveillance and food safety standards and practices in the region. Programmes developed in conjunction with the Ministry of Agriculture of the countries and consist of training workshops and/or the production of manuals.

ER.2. Institutional capacity of both private and public sector personnel such as farmers, exporters, importers, extension officers and plant protection and quarantine officers within Ministries of Agriculture strengthened and through the promotion and design of programmes and projects in AHFS.

PI.1. Planning and participation of one annual meeting and three technical working group meetings of the Plant Health Directors Forum.

PI.2. The plant health technical working groups such as the Red Palm Mite, Giant African Snail, the Palm Pest Complex and the Emergency Response working groups supported through attending at least one meeting each of the working groups and by providing technical input in the development of protocols and guidelines.

PI.3. At least one public forum on relevant AHFS topics such as the SPS Agreement and Food Safety held in selected countries in the Region.

PI.4. Regional consultation on draft international standards on phytosanitary measures (ISPMs) held in collaboration with FAO.

ER.3. Increased implementation of programmes by Ministries of Agriculture for the control and/or eradication of the main pests and diseases that pose threats to the sanitary and phytosanitary status of the member countries and to trade in agri-food products through the support of IICA in the form of technical input for the development and implementation of these programmes.

PI.1. Actions by the Ministries of Agriculture and other partner agencies for the control and /or diseases such as Classical Swine Fever, Red Palm Mite, Giant African Snail and various other pests and diseases that occur in countries in the Region supported through the planning, implementation and monitoring of at least two of these programmes.

PI.2. At least two regional capacity building workshops held to address emerging pest and disease issues such as Avian Influenza.

**Promotion of agricultural health and food safety**

PI.3. The work of the Caribbean Invasive species Working Group (CISWG) and its Caribbean Invasive Species Strategy (CRISIS) and other regional inter-agency actions to protect agricultural production and trade through the prevention, eradication and efficient management of economic/exotic pests and disease supported through attendance of at least two meetings and providing technical support for the UNEP-GEF project on 'Mitigating the Threats of Invasive Alien Species in the Insular Caribbean.

PI.4. Monitoring the implementation process of the regional Veterinary Epidemiology Programme for the development of a Regional Epidemiology response team. Attending at least two planning meetings and providing relevant information on a monthly basis to the VEPs in the participating countries.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Caribbean Region</b>	<b>120.430</b>	<b>7.500</b>	<b>127.930</b>
Promotion of agricultural health and food safety	120.430	7.500	127.930

**Promotion and Formulation of Agricultural Projects in the Caribbean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Inter-thematic actions**

PA.1. Promote mechanisms that enhance the competitiveness of the agri-food value chains in, risk management, credit, and financing.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Enhanced ability for national authorities of agriculture and rural development in the Caribbean region to formulate, implement and monitor risk management programs and projects.

PI.1. Agreement or MOU between IICA and related institutions in risk management established and agreed upon.

PI.2. Performance, Vision and Strategy (PVS) instrument developed in collaboration with partners.

PI.3. PVS instrument is being used by national and regional authorities to develop risk management programs and projects.



**Inter-thematic actions**

PA.2. Provide technical cooperation to support innovation systems and promote collaboration among countries.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Strengthen the capabilities of regional institutions to compile and analyze information on the state of adoption and diffusion of environmentally friendly technologies on both rural communities and rural institutions.

PI.1. Assessment of adoption and diffusion of Organic technology implemented in the countries within the Caribbean Region.

PI.2. One (1) sub-regional project developed for funding under UNDP facility in collaboration with GEF and other environmentally friendly related agencies.

PA.3. Provide technical cooperation to Member States for the development and modernization of policies, institutions and instruments aimed at the sustainable use of their natural resources.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Improved plans, programs and projects by national authorities in the Caribbean region to manage natural resources in a sustainable manner.

PI.1. One regional strategy for Natural Resource Management developed.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion and Formulation of Agricultural Projects in the Caribbean Region</b>	<b>111.738</b>	<b>0</b>	<b>111.738</b>
Promotion of trade and the competitiveness of agribusinesses	18.627	0	18.627
Promotion of the technology and innovation	22.348	0	22.348
Promotion of agricultural health and food safety	18.627	0	18.627
Promotion of the development of rural communities adopting a territorial approach	22.348	0	22.348
Promotion of the sustainable management of natural resources and the environment	29.733	0	29.733
Repositioning agriculture and rural life and renewing its institutional framework	56	0	56

**Regional Technical Cooperation Plan in Agribusiness Development in the Caribbean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promote the development of the integrated and competitive agri-food chains by creating and enabling environment for dialogue and actions.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The environment for dialogue and collective action by Caribbean Agribusiness stakeholders improved by IICA's articulation of mechanisms for collaboration between commodity value-chain stakeholders and by building the capacity of technical support services that strengthen the integration of commodity value-chains.

PI.1. Value-chain Dialogue Forums adopted by Ministries, chain actors and development support agencies in at least three Caribbean countries as a useful mechanism for developing integrated, competitive commodity value-chains.

PI.2. Selected technical personnel in the Caribbean countries receive training in Value Chain Analysis and Commodity Systems Assessment Methodology and are applying acquired knowledge/skill.

PA.2. Support Member States and national stake holders in identifying opportunities for investment in food production activities and in strengthening institutional capacity to mobilize external and internal resources in partnership with donor and financial institutions.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Institutional collaboration and coordination for Technology Transfer , as one of the key mechanisms to increase food production, is improved through IICA's collaboration with Strategic Partners (e.g. CARDI, FAO, IDB, CDB) and the Ministries of Agriculture.

PI.1. IICA participates and assists in the execution of at least two Regional Forums with Strategic Partners to support improvement in Technology Transfer, Adoption and Funding for identified commodity value-chains and associated modes of improved production and marketing.

PA.3. Support the formation and operation of Technical Management Advisory Committees that integrate issues related to the Jagdeo Initiative's Key Binding Constraints with those under the AgroPlan and National Priorities.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA'S support for the Caribbean Agribusiness Association as Lead Agency for Technical Management Advisory Committees on Marketing and Fragmented Private Sector , improves the process of defining a Regional Plan of Action and timeliness of implementation.

PI.1. Plan of Action for Technical Management Advisory Committee and Fragmented Private Sector is approved by CARICOM Secretariat and is being implemented.

## Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agribusiness Development in the Caribbean Region</b>	<b>122.691</b>	<b>7.500</b>	<b>130.191</b>
Promotion of trade and the competitiveness of agribusinesses	122.691	7.500	130.191

## Support to Alliance for Sustainable Development in the Caribbean

## Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

*Inter-thematic actions*

PA.1. Support the formation and operation of Technical Management Advisory Committees (comprised of public and private sector) that integrate issues related to the Jagdeo Initiative Key Binding Constraints with those under the AgroPlan and National Priorities.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Institutions' capacity and modernization enhanced through the generation and promotion of actions, tools, laws, strategies and policies for the building of AHFS Systems and promotion of the Agribusiness development within the Region.

PI.1. Documented efforts of inter-agency (FAO, PAHO, CABA and CARICOM Secretariat) and inter-thematic collaboration to support the alleviation of the appropriate Key Building Constrains.

PI.2. Participated in COTED and ALLIANCE meetings.

PI.3. Areas of support for the Alliance and its constituent's members, with respect to alleviation of relevant Key Building Constraints in the Jagdeo Initiative identified defined and documented.

PI.4. Listing of funding initiatives prioritized and presented to and realized from partner agencies for rural and agri-business developmen.

PI.5. Matrix of investments and instruments pursued and accessed via the international and Regional financial mechanisms.

PI.6. Investment/feasibility profiles for a portfolio of enterprises elaborated and packaged and made available to the agribusiness community in the Caribbean for decision making.

**Inter-thematic actions**

PA.2. Support Ministries of Agriculture and related agencies to realign their national agricultural policies, modernize institutions and monitor progress in sustainable development objectives.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Stakeholders will have increased availability of information and documentation related to progress in agricultural repositioning.

PI.1. National reports.

PI.2. IICA Newsletter Articles on Policy, Trade and New Agriculture topics.

ER.2. Agricultural stakeholders have comprehensive analysis on the Situation and Outlook for agriculture and progress re the MDGs, Agro Plan and JI especially ECS, Haiti, Jamaica, and Trinidad and Tobago.

PI.1. Regional and National S&O Reports publishes, translated as necessary and distributed to stakeholders.

ER.3. Programmes, experiences and good practices developed and shared using horizontal linkages and inter- and intra-regional cooperation for improved agricultural health and food safety systems.

PI.1. At least three examples of greater inter- and intra-thematic collaboration and exchanges both inter-and intra-regionally documented.

PA.3. Design and propose intervention strategies and methodologies and strengthen the coordinating mechanisms at the national and regional levels for enhancing the sustainability of the Alliance (Forum of Ministers, CABA, CACHE, CAFY, CANROP).

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The initiation/promotion of inter-agency and inter-institutional cooperation to optimize benefits from scarce inputs accruing to stakeholders.

PI.1. Inter- agency cooperation, particularly between PAHO, FAO, CDB, The International Credit Union Movement, ECLAC, and CARICOM Secretariat through the development of frameworks for cooperation documented.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to Alliance for Sustainable Development in the Caribbean</b>	<b>130.000</b>	<b>0</b>	<b>130.000</b>
Promotion of trade and the competitiveness of agribusinesses	3.796	0	3.796
Promotion of the technology and innovation	62.439	0	62.439

Promotion of agricultural health and food safety	65	0	65
Promotion of the development of rural communities adopting a territorial approach	17.043	0	17.043
Promotion of the sustainable management of natural resources and the environment	24.518	0	24.518
Repositioning agriculture and rural life and renewing its institutional framework	22.139	0	22.139

## Support to Caribbean Agricultural Research & Development Institute - CARDI

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the technology and innovation*

PA.1. Promote the adoption of appropriate technologies and agricultural practices (eg. GAPS) to enhance sustainable food production systems in urban and rural areas.

##### *IICA's Role:*

To fund in part the actions of CATIE and CARDI.

ER.1. A more effective technology and innovation network available in the Caribbean, for use by researchers and decision makers.

PI.1. Revitalized and restructure PROCICARIBE is operational.

ER.2. An improved CARDI as an essential component of the network.

PI.1. At least two projects identified and completed with tangible results funded within the IICA-CARDI agreement.

PI.2. All elements of a CARDI/CATIE/ IICA working relationship agreed to.

PI.3. At least 10 jointly identified research projects (supportive of the Jagdeo Initiative) initiated/continued and the results disseminated.

ER.3. New technologies, processes, etc., included "New Agriculture" being promoted in the Region.

PI.1. At least two new projects identified within the Caribbean Biotechnology Strategy (CBS) submitted to funding agencies.

PI.2. Caribbean Herbal businesses strengthened through the development of at least six productivity enhancing projects.

PA.2. Provide technical cooperation to Member States for the development and modernization of policies, institutions and instruments aimed at the sustainable use of their natural resources.

##### *IICA's Role:*

To fund in part the actions of CATIE and CARDI.

ER.1. Partial implementation of technology and innovation related strategies to facilitate enhanced productivity of agricultural operations.

PI.1. Three documents with strategies on Agro-biotechnology/biodiversity, agro-energy and organic agriculture completed and disseminated to countries.

PI.2. Project documents prepared and available in collaboration with stakeholders for submission to financing institutions to affect implementation strategies.

## Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to Caribbean Agricultural Research &amp; Development Institute - CARDI</b>	<b>200.000</b>	<b>0</b>	<b>200.000</b>
Promotion of the technology and innovation	200.000	0	200.000

## Coordination of the Caribbean Regional Agenda

## Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

*Inter-thematic actions*

PA.1. Support the formation and operation of Technical Management Advisory Committees (comprised of public and private sector) that integrate issues related to the Jagdeo Initiative Key Binding Constraints with those under the AgroPlan and National Priorities.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Decision making process within the framework of the "Jagdeo Initiative (JI) on Agriculture" enhanced through the provision of up-to-date and timely information, made possible by the strengthening of the coordination, monitoring, evaluation and reporting mechanism of the Initiative.

PI.1. Information Platform that was established for monitoring, evaluating and reporting on progress in the implementation of interventions within the framework of the JI, operating successfully.

PI.2. Liaison mechanism with National Focal Points (Permanent Secretaries) that was established to facilitate the updating JI Information Platform as well as to provide information to the Lead Minister of each Key Binding Constraints and the Lead Head of agriculture in the region, is operational.

ER.2. Planning and Implementation of interventions within the framework of the JI enhanced through the continued strengthening and operationalization of the Nine (9) Technical management Advisory Committees.

PI.1. Nine (9) Technical management Advisory Committees (TMAC's), one for each of the Key Binding Constraints, which were established, with the lead country Minister or his/her Nominee as Chairperson and the Lead Agency having responsibility for ensuring the technical and regional perspectives and implementing the work programme, functioning efficiently and effectively under the Terms of Reference agreed upon.

PI.2. Funding for the effective and efficient functioning of the Committees accessed, in place and documented.

PI.3. At least two (2) Annual work programmes of the Committees developed and in the coordination and execution mode, including the integration of activities across the nine Key Binding constraints.

*Inter-thematic actions*

ER.3. Investment flows to the agricultural and rural sector in Member States of the Caribbean region increased through support provided to the TMAC related to the Constraint "Inadequate Financing and Investment in the sector" and the Lead Agency, the Caribbean Development Bank (CDB) in actions to mobilize resources for the implementation of projects under the JI.

PI.1. Operationalization of the CDB's Caribbean Agricultural Modernization Fun, including the resource capitalization.

PI.2. Elaboration of at least three (3) Bankable investment projects in selected countries of the Region.

PI.3. Implementation of follow-up activities of the Agricultural Donors Conference (of June 2007) and the Agri-Business Investment Forum (JUNE 2008).

ER.4. Capacity of the Caribbean Region agricultural enterprises and industries to successfully compete in all markets enhanced through the implementation of interventions aimed at the alleviation of Key Binding Constraints within the framework of the JI at the national and regional levels.

PI.1. Development of a Plan of Action and at least one (1) Feasible Business Plan aimed at the provision of adequate, affordable and quality transport facilities for the shipment of agricultural products intra and extra regionally, jointly with the Transport Unit of the CARICOM SECRETARIAT and the TMAC related to the Constraint "Inadequate Transport System".

PI.2. Jointly with the Caribbean Agri-business Association (CABA) and the TMAC related to Market and Market Development and its Linkages", development and execution of activities aimed at strengthening the marketing infrastructure with integrated agricultural information and intelligence systems.

PI.3. Strengthening and organizing the private sector to take advantage of opportunities for investment in agriculture, including the development of Industry Action Plans for prioritized commodities. This is a joint effort with CABA and the TMAC related to the Constraint "Disorganized uncoordinated Private Sector".

ER.5. Trade enhanced through the establishment of modern, efficient and effective Agricultural health and Food Safety Systems and infrastructure in Member States, with respect to Policy Formulation, Institutional Strengthening, Capacity Building, infrastructure Development and Legislation (Harmonization).

PI.1. Establishment of the Caribbean Agricultural Health and Food Safety Agency (CAHFSA) with full staff compliment, office equipment and budgetary resources.

PI.2. Elaboration of a Strategic Plan of Actions and Work Programmes to address Agricultural Health and Food Safety issues in selected Member States, utilizing the prototypes developed in Trinidad and Tobago and Barbados.

PI.3. Establishment of the National Agricultural Health and Food Safety Agency (NAHFSA) in at least one (1) Member States of the Caribbean.

ER.6. Member states of the Caribbean Region have their research and development efforts coordinated and integrated.

PI.1. Definition and elaboration of a Plan of Action for relevant applied research technology for production and post harvest and processing technologies for the sector in the Caribbean jointly with CARDI and the TMAC on "Inadequate Research and Development".

PI.2. Execution of a Plan of Action to satisfy the Human Resource requirements of the agricultural sector of the Region. This effort is carried out jointly with the University of the West Indies (UWI), the TMAC on "Lack of Skilled Human Resources" and the Caribbean Association of Colleges of Higher Education in Agriculture (CACHE).

ER.7. The region has management systems implemented as a tool for having Good water and enhanced land use.

*Inter-thematic actions*

PI.1. Definition and elaboration of a Plan of Action and at least two projects aimed at strengthening and enhancing land and water management systems in the Caribbean region. To be developed jointly with FAO and the TMAC on "Inefficient Land and Water Resources Distribution and Management System".

ER.8. The Caribbean Region strengthen the management of the environment and natural resources through the enhancement of disaster risk management measures, including the building of capacity for risk preparedness and reduction.

PI.1. Development of an effective and efficient Agricultural Insurance Scheme for the Caribbean as a risk transfer mechanism jointly with TMAC on "Deficient and Uncoordinated Risk Management Measures, including Praedial Larceny" as well as other relevant Strategic Partners.

PI.2. In collaboration with UNECLAC, training is provided to at least two (2) Caribbean countries in disaster damage assessment of the agricultural sector utilizing a sustainable livelihood approach.

PI.3. Damage assessment conducted on demand for the agricultural sector in at least one (1) country, but hopefully none and report made available.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Coordination of the Caribbean Regional Agenda</b>	<b>133.475</b>	<b>0</b>	<b>133.475</b>
Promotion of trade and the competitiveness of agribusinesses	22.250	0	22.250
Promotion of the technology and innovation	26.695	0	26.695
Promotion of agricultural health and food safety	22.250	0	22.250
Promotion of the development of rural communities adopting a territorial approach	26.695	0	26.695
Promotion of the sustainable management of natural resources and the environment	34.250	0	34.250
Repositioning agriculture and rural life and renewing its institutional framework	1.335	0	1.335

**Andean Region****IICA Office in Bolivia****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**



**Promotion of trade and the competitiveness of agribusinesses**

PA.1. Support the actions of the countries aimed at promoting partnerships and the development of mechanisms and tools that facilitate the integration into the market of small and medium-scale agricultural producers.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The producers in the reference territory and the Nor-Yungas Region have a Competitive Fund for Technological Innovation that will help improve the efficiency and sustainability of their productive activities.

PI.1. Proposal prepared for the Competitive Fund for Technological Innovation and resources secured for its operation.

PI.2. Two manuals prepared and published on product development and markets, and the procedure for seeking financing from the Competitive Fund.

**Promotion of the technology and innovation**

PA.1. Promote the development of institutional innovations, conceptual and methodological frameworks and the sharing of experiences on the institutional framework for food security and the sustainable development of agriculture and rural life.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Bolivian Innovation System has the INIAF, which is operating as a new institutional model for agricultural technological innovation; and human resources trained in concepts and methodologies for research, development and technological innovation.

PI.1. Three reports prepared on the support provided to the work of the INIAF.

PI.2. A report on each meeting held by the National Biosafety Committee.

ER.2. The National Biosafety Committee was strengthened and operates on a permanent basis; and the institutions of the Biotechnology and Biosafety System in Bolivia are implementing the "2009-2012 Bolivian Agrobiotechnology and Biosafety Agenda" as a tool for the sustainable development of agriculture and rural life in the country.

PI.1. A report on each meeting held by the National Biosafety Committee.

PI.2. The proceedings published of a course on biosafety and risk management.

PI.3. A manual published on protocols for agro-biotechnology laboratories.

PI.4. Diagnostic assessment of safety in agro-biotechnology laboratories.

PA.2. Promote the development and incorporation of technological innovations that include both scientific and ancestral knowledge.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Institutions of the National Technological Innovation System in Bolivia incorporated into their work plans the use of native plant genetic resources, as a strategy for contributing to food security in the country.

***Promotion of the technology and innovation***

PI.1. Proceedings of event held with the municipal governments to discuss the harnessing and use of native genetic resources as a strategic contribution to food security.

PI.2. Profile prepared of a project designed to incorporate products from native crops and animals into the School Breakfast Program.

***Promotion of agricultural health and food safety***

PA.1. Promote the development of institutional innovations, conceptual and methodological frameworks and the sharing of experiences on the institutional framework for food security and the sustainable development of agriculture and rural life.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To develop and operate information and knowledge management system.

ER.1. The National Agricultural Health and Food Safety Service (SENASAG) of Bolivia is being modernized and consolidated. It has a policy that was strengthened by incorporating experiences from institutional models in other countries; and its programs are being strengthened through projects.

PI.1. Document produced on institutional models and policy experiences in the field of AHFS.

PI.2. Nine project proposals prepared, one for each program prioritized, with the participation of regional and hemispheric AHFS specialists and horizontal cooperation from the Offices.

PI.3. Document prepared on the National System for Controlling Ecological Production in Bolivia.

PA.2. Promote the application of quality management systems in food production, and compliance with national and international sanitary and phytosanitary standards.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

To establish knowledge networks and to design and implement training programs.

ER.1. Bolivia's National Committee on Sanitary and Phytosanitary Measures (CNMSF) is improving its operation and management by applying a method for the identification of areas that need to be strengthened.

PI.1. Proposal to optimize the operation of the CNMSF and report on its approval and implementation.

PI.2. At least four specialists from the MDRAYMA trained in the international agricultural negotiations of the WTO.

*Promotion of the development of rural communities adopting a territorial approach*

PA.1. Develop and disseminate studies on subjects of strategic importance to agriculture and rural life (credit, insurance, climate change, etc.).

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The National Agricultural Insurance Committee, headed by the MDRAYMA, adopted an insurance model for Bolivia; IICA supported this effort.

PI.1. Report on the incorporation of the best agricultural insurance experiences identified in Bolivia.

PI.2. Proposal and final report on the dissemination and promotion of Bolivia's Agricultural Insurance Model at the national level.

PA.2. Working with public and private Institutions, support the sustainable development processes of the rural territories, fostering the participation of small and medium-scale producers and rural communities by means of tools and methodologies tailored to the conditions in the territories.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The institutions of the Reference Territory in Carmen Pampa are being strengthened and proposals were prepared for investment and training projects aimed at its development.

PI.1. An investment project profile was prepared for Carmen Pampa, based on a prior participatory territorial prioritization exercise.

PI.2. Report on the second training course held on the management of the biogram, for penultimate and last-year students of the UAC - Carmen Pampa (a total of 40 participants).

PA.3. Develop knowledge management mechanisms for experiences related to the promotion and implementation of mechanisms for linking actors; the development, adaptation and adoption of technologies that help raise productivity; the strengthening and implementation of quality management and AHFS systems; and the strengthening and implementation of technological innovation systems.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The Universidad Mayor de San Andrés, in partnership with other universities in the Andean region and with support from IICA, implemented the Andean Master's Degree Program in Rural Development.

PI.1. Report on IICA's academic experiences with master's degree programs on development with a territorial approach.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Developing and disseminating impact assessments of the mega trends in, performance of, agriculture and rural life.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The Intersectoral Committee for Implementing and Providing Follow-up to the 2003-2015 AGRO Plan has information about the content of the Ministerial Agreement Jamaica 2009.

PI.1. At least three sets of minutes of meetings of the Intersectoral Committee, during which complementary information was provided about the Ministerial Summit and the Ministerial Agreement Jamaica 2009.

PA.2. Promote and develop the Andean Partnership for Dialogue and the Revaluation of Agriculture and Rural Life and other forums on strategic issues of interest to the region.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To develop and operate information and knowledge management system.

ER.1. The INIAF is linked to universities, nongovernmental organizations, producers' organizations and national, regional and hemispheric research centers, which is benefiting the Bolivian Agricultural and Forestry Innovation System; and has an Agricultural and Forestry Extension System in operation.

PI.1. Report on new cooperation agreements involving the INIAF and its counterparts in other countries, international centers and the cooperative programs (PROCIANDINO, PROCITROPICOS and PROCISUR).

PI.2. At least three profiles for research projects, in partnership with other countries, presented in response to the FONTAGRO 2010 call for proposals.

PI.3. Framework cooperation agreement between the INIAF and the Bolivian Association for Higher Education in the Agricultural Sciences (ABESCA).

PI.4. Report on research on technologies available for agroecological production systems in Bolivia (CONFEEES, INIAF and AOPEB).

PI.5. Report on the performance of the technical forums on camelidae and cacao.

PI.6. Report on the implementation and operation of the INIAF extension system.

ER.2. The Bolivian Chapter of the Hemispheric Forum of Young Leaders in Agriculture is facilitating interaction among its members at the national, regional and hemispheric levels.

PI.1. Proceedings of the Second Meeting of the Bolivian Chapter of the Hemispheric Forum of Young Leaders in Agriculture.

ER.3. The IICA Office in Bolivia keeps the National Chapter of the Andean Alliance for Dialogue updated, identifying problems and requests for technical cooperation.

PI.1. At least three sets of minutes of meetings of the National Chapter, which is operational and kept updated.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Internal capacity building based on knowledge management and reference territories.

- ER.1. Contributed to the design and application of an annual training and updating program on priority technical topics.
- PI.1. At least three staff members trained in topics related to the improvement of the technical and administrative management of the Office.
  - PI.2. At least two progress and performance reports prepared and studied in the courses, and corrective measures taken to improve future performance.
- ER.2. Participation in the operation of the Regional Mechanism for Sharing Technical Information among the Offices in the Andean Region.
- PI.1. The Office is playing an active part in the Regional Mechanism and made at least three specific contributions.
- PA.2. Gathering and dissemination of good management practices.
- ER.1. The most important lessons learned in managing cooperation at the regional and hemispheric levels disseminated among the staff of the Office.
- PI.1. Document of an important practice in the management of IICA technical cooperation identified during the year, using the indicators defined with Headquarters.
  - PI.2. The staff of the Office is familiar with the three most important good management practices identified in the Andean Region in 2009, through an internal seminar-workshop.
  - PI.3. The staff of the Office is familiar with the three most important cases of good management practices identified in the hemisphere in 2009, through an internal seminar-workshop.
- PA.3. Improvement of the corporate image and efforts carried out to differentiate it from other agencies.
- ER.1. Contributed to the implementation of activities to disseminate IICA's cooperation actions.
- PI.1. A quarterly newsletter published on the actions carried out by IICA in Bolivia.
  - PI.2. An internal seminar held on successful horizontal cooperation experiences at the level of the Andean Region in 2009.
- ER.2. Permanent accountability, with the broad participation of actors and ensuring adequate feedback.
- PI.1. Two explanatory meetings held to brief staff of the ministries of Bolivia (MDRAYMA, Planning and Foreign Affairs), representatives of international cooperation agencies, universities, NGOs, companies, social movements and professionals linked to the agricultural and rural development sector about the results and outcomes of the 2009 Annual Action Plan and the proposed 2011 Annual Action Plan of IICA/Bolivia.
  - PI.2. Two documents prepared that contain the proceedings of: i) Accountability 2009, using the AGRO Matrix; and, ii) Presentation of the 2011 Annual Action Plan.
- ER.3. The contributions of the counterparts and partners recognized systematically.
- PI.1. At the Accountability Meeting on the actions carried out in 2009, tribute was paid to the most important partner and/or counterpart (international agency and national partner) in the Office's cooperation actions in Bolivia this year.
- ER.4. Interagency agendas promoted.
- PI.1. A seminar-workshop was held to inform the staff of the Office about the interagency actions and strategies for relations with other stakeholders implemented in 2009.
  - PI.2. Report prepared on interagency actions and strategies for relations with other stakeholders employed by the Office in 2010.
- PA.4. Make changes in the human resource policy to make the Institute more competitive in the labor markets of the region.

ER.1. The functional structure of the Office was maintained at an optimal level to implement the technical cooperation and corporate actions programmed; the aim was to improve the coordination and articulation of IICA's work at the hemispheric, regional and national levels.

PI.1. The Office reviewed the organization and functions of the Office's staff in light of external and internal demands, and prepared a situation report and recommendations aimed at making it more competitive.

PI.2. least two courses held on the improvement of the working environment for the staff of the Office.

PI.3.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Bolivia</b>	<b>402.000</b>	<b>40.000</b>	<b>442.000</b>
Promotion of trade and the competitiveness of agribusinesses	80.400	8.000	88.400
Promotion of the technology and innovation	80.400	8.000	88.400
Promotion of agricultural health and food safety	100.500	10.000	110.500
Promotion of the development of rural communities adopting a territorial approach	80.400	8.000	88.400
Repositioning agriculture and rural life and renewing its institutional framework	60.300	6.000	66.300

### IICA Office in Colombia

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

***Promotion of trade and the competitiveness of agribusinesses***

PA.1. Support the actions of the countries aimed at promoting partnerships and the development of mechanisms and tools that facilitate the integration into the market of small and medium-scale agricultural producers.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Organizations of small and medium-scale rural producers in targeted areas promoted entrepreneurship, partnerships and the establishment of links between production and trade.

PI.1. Organizations of producers that execute projects related to production and trade possess the management capabilities required to do so.

***Promotion of the technology and innovation***

PA.1. Promote the development and incorporation of technological innovations that draw on both scientific and ancestral knowledge.

***IICA's Role:***

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Colombian institutions responsible for food security have a portfolio of alternative crops with a high nutritional content.

PI.1. Institutional partnerships organized to transfer technologies used in the production of native crops with small-scale producers.

***Promotion of agricultural health and food safety***

PA.1. Promote the application of quality management systems in food production, and compliance with national and international sanitary and phytosanitary standards.

***IICA's Role:***

To establish knowledge networks and to design and implement training programs.

ER.1. The Office promoted the application of quality and food safety rules and standards among small and medium-scale agricultural producers.

PI.1. Process of sensitization and training in quality assurance systems carried out with organizations of small and medium-scale producers.

PA.2. Support capacity building in the countries to facilitate their participation in the international dialogue on the public and private technical and sanitary standards that must be observed to gain access to markets.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The government institutions responsible for health services in Colombia are engaged in a process of modernization as part of the AHFS policy defined by the CONPES (National Council on Economic and Social Policy).

PI.1. The INVIMA has an improvement plan based on the recommendations made following the application of the PVS tool.

***Promotion of agricultural health and food safety***

ER.2. The National Committee on Sanitary and Phytosanitary Measures and the Codex Alimentarius received technical support by participating in expert groups in charge of issuing technical concepts and recommendations on standards and procedures.

PI.1. Technical concepts and recommendations issued by the National Committee and Codex.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Working with public and private Institutions, support the sustainable development processes of the rural territories, fostering the participation of small and medium-scale producers and rural communities by means of tools and methodologies tailored to the conditions in the territories.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The National Ad Hoc Group on Rural Development has tools and methodologies for generating sustainable development processes in rural territories, based on the work carried out in the Sur de Tolima reference territory.

PI.1. The strategy of rural development with a territorial approach is being implemented in the Sur de Tolima reference territory.

PI.2. The experience in the reference territory was systematized.

PA.2. Develop knowledge management mechanisms for experiences related to the promotion and implementation of mechanisms for linking actors; the development, adaptation and adoption of technologies that help raise productivity; the strengthening and implementation of quality management and AHFS systems; and the strengthening and implementation of technological innovation systems.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The local rural development network in the Sur de Tolima territory was strengthened as part of the process of implementing the projects "Andean Rural Development Forum" and "Rural Development Models with a Territorial Approach in the Andean Community."

PI.1. The territorial rural development network in the in the Sur de Tolima reference territory is operational.



**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Promote the sharing and the analysis of successful experiences with regard to policies and instruments for food security and the sustainable development of agriculture and rural life.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To develop and operate information and knowledge management system.

ER.1. The IICA Offices in the Andean Region have access to information about Colombia's experience in implementing policies for the agricultural and rural sector.

PI.1. Methodology developed to enable Colombia and other countries in the region to share their experiences with each other regarding the design and implementation of policies aimed at promoting inclusive competitiveness in the agricultural sector.

PI.2. Information updated on the situation and outlook for food security in Colombia, for the hemispheric system of analysis and follow-up.

PA.2. Carry out and disseminate impact assessments of the mega trends in, performance of, agriculture and rural life.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

To develop and operate information and knowledge management system.

ER.1. Sectoral institutions in Colombia have information about the performance of, and outlook for, the agricultural sector and rural life.

PI.1. The report "IICA's Contribution to Agriculture and the Development of Rural Communities in Colombia: 2009" was prepared and disseminated.

PI.2. Chapter prepared on the situation and outlook for Colombian agriculture and rural life in 2010.

ER.2. Public institutions have a tool to support local, regional and national planning processes.

PI.1. The Rural Development Index was validated and published.

PA.3. Promote and develop the Andean Alliance for Dialogue and the Revaluation of Agriculture and Rural Life and other forums on strategic issues of interest to the region.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The national chapter of the Andean Alliance is operational, with the participation of key actors in Colombia's agricultural and rural sector.

PI.1. Two meetings of the national chapter held.

PI.2. Key actors in Colombia's agricultural and rural sector are playing an active part in the regional meetings of the Andean Alliance.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Internal capacity building.

ER.1. The Specialist Technical Group (GTC) is carrying out integrated cooperation actions, in coordination with interdisciplinary working groups.

- PI.1. The new cooperation management model of the Office in Colombia is operational.
- PI.2. The members of the GTC and professionals of the Office are participating in training events and activities for the analysis of priority issues.
- PI.3. The Office's strategic planning was documented and shared as a good management practice.
- ER.2. The units responsible for analyzing and negotiating cooperation projects were strengthened.
- PI.1. The Pre-GAP and Expanded GAP operate as a mechanism for the analysis, negotiation and articulation of projects.
- PI.2. The proposals presented and the projects executed by the Office place greater emphasis on the technical cooperation component.
- ER.3. The administrative management and support services are meeting the needs of the Office and the counterparts satisfactorily.
- PI.1. The administrative work is carried out pursuant to established procedures and on time.
- PI.2. The financial reports delivered to the counterpart contain accurate, timely information.
- PI.3. The SAP is meeting the management and information needs of the Office and the projects, and has become a tool for supporting decision-making.
- PI.4. The computer network and computers produce optimum results and the team that provides informatics support meets users' needs satisfactorily.
- PI.5. The Office strengthened human resource management and carried out actions to guarantee a good organizational environment.
- PA.2. Improvement in the corporate image and efforts to differentiate the Institute from other agencies.
- ER.1. The Office strengthened the image of IICA in Colombia as a technical cooperation agency that works to promote and support the efforts of national institutions aimed at achieving the development of the agricultural sector and the well-being of rural communities.
- PI.1. IICA's cooperation actions were disseminated via the monthly e-bulletin and different publications on the Web page.
- PI.2. The Office's Web page is updated continually, pursuant to the policies established by Headquarters.
- ER.2. A policy of transparency and accountability was promoted as an element of the institutional culture.
- PI.1. Follow-up to, and evaluation of, the Annual Action Plan (AAP) and Individual Contribution Plans (ICP).
- PI.2. The accountability event was held and the Annual Report was delivered to the public authorities, the private sector and the international agencies with which IICA works.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Colombia</b>	<b>467.000</b>	<b>1.037.441</b>	<b>1.504.441</b>
Promotion of trade and the competitiveness of agribusinesses	46.233	102.707	148.940

Promotion of the technology and innovation	22.883	50.835	73.718
Promotion of agricultural health and food safety	208.609	463.425	672.034
Promotion of the development of rural communities adopting a territorial approach	102.740	228.237	330.977
Repositioning agriculture and rural life and renewing its institutional framework	86.535	192.238	278.773

## IICA Office in Ecuador

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Support the actions of the countries aimed at promoting partnerships and developing mechanisms and tools that facilitate the integration into the market of small and medium-scale agricultural producers.

##### *IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. A standard methodology was developed for research and for gathering, validating, publishing, using and analyzing the prices generated in the markets selected (Cotopaxi, Manabí, Chimborazo, Tungurahua).

PI.1. Design and preparation of a valid methodology for gathering, validating, publishing, using and analyzing the prices generated in the markets selected.

PI.2. The methodology is being validated in the local information centers.

PI.3. A methodological model is being developed for replication in the other national markets.

PI.4. The products that establish prices at the market level are being identified.

ER.2. An integrated, expeditious and efficient information system was implemented that will make it possible to gather data on prices.

PI.1. The architecture of the information system is being designed.

PI.2. The communications environment for the system is being defined.

PI.3. The desktop system, adapted to the price analysis methodology, is being developed.

PI.4. The system for mobile devices adapted to the price gathering methodology is being developed.

PI.5. The Web system is being developed for the publication of information on prices and markets, adapted to the promotion and dissemination methodology.

ER.3. The institutional framework of the MAGAP has a plan that guarantees the sustainability of the project and its replicability in the markets of the other provinces.

PI.1. A sustainability plan is being developed for the project.

PI.2. A replicability plan is being developed for the other provinces.

*Promotion of the technology and innovation*

PA.1. Develop mechanisms for managing knowledge about experiences related to the promotion and implementation of mechanisms for linking actors; the development, adaptation and adoption of technologies that help raise productivity; the strengthening and implementation of quality management and AHFS systems; and the strengthening and implementation of technological innovation systems.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The national research sector was strengthened in relation to the state of basic and applied agro-biotechnological research.

PI.1. National inventory of R+D+i in agro-biotechnology uploaded to the Andean Biotechnology Web Portal.

PI.2. At least two working meetings held to implement the national component of the regional horizontal cooperation plan for research on native crops using modern biotechnologies.

ER.2. Knowledge management supported in food security plans, programs and/or projects with components involving the inclusion of biotechnologies.

PI.1. At least two technological innovation guides disseminated as part of the Office's cooperation in food security plans, programs and/or projects.

PA.2. Promote the development of institutional innovations, conceptual frameworks and methodologies and the sharing of experiences on the institutional framework for food security and the sustainable development of agriculture and rural life.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. As a result of IICA's knowledge management, the MAGAP and the institutions that operate under the aegis of the ministry (INIAP and INCCA) have instruments and documents that are helping them achieve their institutional objectives.

PI.1. Documents and instruments that synthesize lessons learned in technology innovation and transfer.

PI.2. The National Training and Technology Transfer Plan has funding and is being executed by the MAGAP and INCCA.

ER.2. The Ministry of Agriculture, Livestock and Fisheries, with technical cooperation from IICA, is implementing a System of Technical Assistance and Agricultural Extension with a Territorial Approach.

PI.1. Technical Assistance and Agricultural Extension System project, to support the reactivation of production in the country.

PA.3. Technical Assistance and Agricultural Extension System project, to support the reactivation of production in the country.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The National Autonomous Agricultural Research Institute (INIAP) and five universities in the country are involved in developing the chains and rural territories of El Oro, Chimborazo and Azuay.

PI.1. Technology Innovation and Transfer Program generated by INIAP and universities.

*Promotion of agricultural health and food safety*

PA.1. Support capacity building in the countries, to facilitate their participation in the international dialogue on the public and private technical and sanitary standards that must be observed to gain access to markets.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. AGROCALIDAD is operating under its new structure.

PI.1. Process-based structure approved by SENRES.

PI.2. Management indicators defined.

PI.3. Personnel hired for the structure of AGROCALIDAD.

PI.4. Training plan approved and executed.

PI.5. Contracts for at least 20 consultancies signed, to develop manuals of procedures.

ER.2. Integrated information platform in operation.

PI.1. Administrative and technical processes automated and regulations governing them in place.

PI.2. Local service centers automated and in operation.

PI.3. Communication network set up in the AGROCALIDAD offices.

PA.2. Promote the application of quality management systems in food production, and compliance with national and international sanitary and phytosanitary standards.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Regulations in place for slaughterhouses.

PI.1. Two manuals on good practices produced.

PI.2. Around 100 public sector officials trained.

ER.2. Establishments where food is sold have begun complying with international hygiene guidelines.

PI.1. At least two manuals on good practices produced and training provided.

PI.2. Form created for evaluating sanitary aspects of tourism.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Working with public and private Institutions, support the sustainable development processes of the rural territories, fostering the participation of small and medium-scale producers and rural communities by means of tools and methodologies tailored to the conditions in the territories.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. In Ecuador, the province of El Oro is designing and implementing development policies based on the territorial approach. The different ministries linked to agriculture and rural life are involved and, with support from the Institute, have developed the conceptual, methodological and operational aspects of the instruments that will permit the effective development of the rural communities situated in territories of the region.

PI.1. Two rural development projects with a territorial approach are being executed in two cantons of the province of El Oro.

PI.2. Territorial development plan of the province of El Oro, based on the new competencies assigned under the Constitution.

PA.2. Promote the development of institutional innovations, conceptual and methodological frameworks and the sharing of experiences on the institutional framework for food security and the sustainable development of agriculture and rural life.

***IICA's Role:***

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The Ministry of Agriculture, Livestock, Aquaculture and Fisheries - working with a local government, sharing experiences with Brazil and receiving technical cooperation from IICA - is designing and implementing a pilot food security program for vulnerable populations, initiating the decentralization of actions down to the territorial level, as specified in the Constitution.

PI.1. Pilot food security program for vulnerable populations in El Oro.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Promote the sharing and analysis of successful experiences with regard to policies and instruments for food security and the sustainable development of agriculture and rural life.

***IICA's Role:***

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The national development plan, the 2003-2015 plan for the reactivation of the agricultural sector, the 2007-2010 state policies for agriculture and the different strategies in place for strengthening agriculture were harmonized with the Constitution.

PI.1. Document containing the plan for harmonizing current strategies for priority issues.

PI.2. National policy to strengthen agriculture and food sovereignty published in the official gazette.

ER.2. A body was set up to provide technical advice to the MAGAP, the institutions that operate under its aegis and projects. The body has powers to formulate and execute state policies for the agricultural sector and issue the respective implementing regulations.

PI.1. Technical advisory body set up and in operation.

PI.2. Plan for the implementation of the state policies focused on the agricultural sector is being executed.

**Repositioning agriculture and rural life and renewing its institutional framework**

ER.3. Policy instruments for food sovereignty designed and implemented, with emphasis on storage, the commercialization of products in the domestic market and the development of markets, in the areas for which the MAGAP, the institutions that operate under its aegis and projects are involved.

PI.1. Studies, and design and implementation of policy models.

PI.2. Report and recommendations by the international mission for the design of the organizational structure for auctions.

PI.3. Internships for MAGAP officials in countries that have successful and replicable experiences.

ER.4. IICA strengthened the technical structure of the MAGAP, the institutions that operate under its aegis and projects. The priority is the National Storage Unit, as a mechanism for implementing the policies on storage, the commercialization of products in the domestic market and food sovereignty.

PI.1. Plan for further technical training for officials of the MAGAP and the agencies under its aegis.

PI.2. Institution building plan addressing administrative aspects and services of the MAGAP and the agencies under its aegis.

PA.2. Support the construction of conceptual and methodological frameworks for the design and implementation of strategies and policies that promote food security, targeting vulnerable populations and foods that are of strategic importance for human consumption.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Office strengthened the technical capacity of the national agricultural sector for sustainable food security projects involving partnerships, based on the needs of each territory.

PI.1. At least one course held for provincial technical staff of the MAGAP and representatives of associations, on the formulation of partnering projects aimed at improving food security.

ER.2. The Office assisted the MAGAP in formulating the profile of a project designed to strengthen agricultural extension in the country.

PI.1. The profile of an agricultural extension project was prepared and validated. The project entails technical assistance and the transfer of technology from the MAGAP to the country's rural communities and associations of small farmers.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Institutionalize the creation of an Evaluation Committee in the IICA Office in Ecuador, with a view to making the staff evaluation process as transparent and impartial as possible. This committee will comprise the Representative, the Administrator and the immediate superior of each staff member, and will meet to evaluate the individual concerned and reach agreement on his/her performance rating. The final decision will then be communicated to the staff member involved.

ER.1. The personnel performance and evaluation system was strengthened.

PI.1. A Performance Evaluation Committee was set up and implemented, comprising the Representative, the Administrator and the immediate superior of each staff member.

PA.2. Promote knowledge management as an institutional culture, so that each staff member becomes involved in the continuous process of analyzing the information that circulates within the organization, in order to achieve creativity and innovation.

ER.1. Mechanism (matrix) institutionalized for systematizing good administrative management and technical practices, which will make it possible to amass an institutional collection for use in future national, regional or hemispheric initiatives.

PI.1. Updating of the document entitled "Systematization of good administrative management and technical practices of the IICA Office in Ecuador".

PA.3. Promote horizontal and cross-thematic technical cooperation and the strengthening of a permanent process of accountability, with a view to maintaining a positive image and the transparency of the Institute's operations.

ER.1. Public and private national counterparts have confidence in the Office's work, are pleased with the results and have an electronic tool for sharing information.

PI.1. An annual accountability event held, with the participation of the public and private sectors and international agencies.

PI.2. Annual report published containing the main results of the Office's technical cooperation.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Ecuador</b>	<b>450.000</b>	<b>143.375</b>	<b>593.375</b>
Promotion of trade and the competitiveness of agribusinesses	45.000	14.338	59.338
Promotion of the technology and innovation	45.000	14.338	59.338
Promotion of agricultural health and food safety	157.500	50.181	207.681
Promotion of the development of rural communities adopting a territorial approach	135.000	43.013	178.013
Repositioning agriculture and rural life and renewing its institutional framework	67.500	21.506	89.006

### IICA Office in Peru

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators



**Promotion of trade and the competitiveness of agribusinesses**

PA.1. Promote the development of institutional innovations, conceptual frameworks and methodologies and the sharing of experiences on the institutional framework for food security and the sustainable development of agriculture and rural life.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. MINAG received technical assistance with the formulation and implementation of policy instruments for national and international trade.

PI.1. Reports and minutes of participation in technical meetings.

PA.2. Support the actions of the countries aimed at promoting partnerships and the development of mechanisms and tools that facilitate the integration into the market of small and medium-scale agricultural producers.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Strategies and mechanisms for strengthening public and private capabilities for chain and agribusiness management, incorporating a territorial vision, developed, replicated and improved.

PI.1. At least one training program replicated and systematized.

PI.2. External resources secured for the implementation of projects.

ER.2. MINAG received technical assistance with the formulation and implementation of plans and strategies for the development of agricultural production chains.

PI.1. Reports and minutes of participation in technical meetings of the organizations that represent chains.

**Promotion of the technology and innovation**

PA.1. Design strategies that help strengthen and articulate regional technical cooperation bodies and enhance IICA's participation in them.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The Office contributed to the strengthening of the INIA, in its new stage as the National Agricultural Innovation Institute, through the INIA's activities with PROCANDINO and PROCITROPICOS in Peru.

PI.1. INIA officials take part in at least 80% of the activities programmed by the cooperative programs.

**Promotion of agricultural health and food safety**

PA.1. Support the actions of the countries aimed at promoting partnerships and the development of mechanisms and tools that facilitate the integration into the market of small and medium-scale agricultural producers.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The National Food Safety System received technical assistance with the implementation of its strategic plan.

PI.1. Reports and minutes of participation in technical meetings.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Working with public and private institutions, support the sustainable development processes of the rural territories, fostering the participation of small and medium-scale producers and rural communities by means of tools and methodologies adapted to the conditions in the territories.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. A project was formulated that promotes local development with a territorial vision.

PI.1. At least one new project formulated for a prioritized territory.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Promote the development of institutional innovations, conceptual frameworks and methodologies and the sharing of experiences on the institutional framework for food security and the sustainable development of agriculture and rural life.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Public and private institutions and technical cooperation agencies are promoting mechanisms for dialogue, knowledge management and the development of proposals incorporating a territorial and/or chains approach.

PI.1. At least 20 public and private institutions are playing an active role in the formulation and implementation of the work plan of the Peruvian Rural Development Network.

PI.2. At least 12 international technical cooperation agencies and public sector institutions are playing an active role in the formulation and implementation of the work plan of the Alliance for Learning Peru on the Management of Chains.

PI.3. Proceedings of meetings, forums, workshops and other events organized by the Peruvian Rural Development Network and the Alliance for Learning Peru on the Management of Chains.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.2. Promote and develop the Andean Alliance for Dialogue and the Revaluation of Agriculture and Rural Life and other forums on strategic issues of interest to the region.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Key actors in Peru's agricultural and rural sector are formulating and providing follow-up to the implementation of proposals within the framework of the national chapter of the Andean Alliance.

PI.1. The national chapter has a work plan, which it is implementing in keeping with the objectives of the Andean Alliance.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Consolidation of good management practices.

ER.1. The country is kept informed of the progress made in addressing the strategic priorities defined in the New Technical Cooperation Management Model.

PI.1. The Office published the Annual Report on IICA's Contribution to the Development of Agriculture and Rural Life in Peru.

PI.2. An institutional video describing the main results of IICA's technical cooperation in Peru during 2009.

PI.3. Workshop to present the results of IICA's cooperation in Peru during 2009, with the participation of the public and private actors linked to agriculture, the rural milieu and other related sectors.

ER.2. The Office promotes interagency cooperation, partnerships with public and private actors and intersectoral links, in order to strengthen the "working together" approach and horizontal cooperation, complementing physical, human and financial resources.

PI.1. At least one meeting promoted for the definition of interagency agendas.

PI.2. At least one cooperation action is being executed in which the competencies of other international cooperation agencies are being used to complement IICA's own.

PI.3. At least one horizontal cooperation experience facilitated involving Peru and other countries in the region.

ER.3. The system for monitoring and evaluating the performance of individual staff members and the Office is being strengthened.

PI.1. The ICPs prepared dovetail with the expected results of the 2010 AAP.

PI.2. All members of staff have an annual planner, prepared based on their ICP, which they keep at their workstation.

PI.3. Evaluators and staff members monitor the progress of the ICP every four months.

ER.4. The Office's material and financial resources are administered and services in support of cooperation are provided based on the criteria of quality, clarity, timeliness and accountability.

PI.1. The Office conducted a survey to find out how satisfied internal and external clients were with its management of administrative, financial and accounting matters and the execution of externally funded cooperation actions, under the agreements signed with national and foreign public and private institutions, and pursuant to institutional policies. The results were highly satisfactory.

PI.2. The Office conducted a survey to find out how satisfied internal clients were with the general services in support of the management of the Office, based on the principles of client service, effectiveness and respect for institutional policies, rules and procedures. The results were highly satisfactory.

ER.5. Further actions to promote the strengthening of the working environment in the Office.

PI.1. At least three staff integration activities held and promoted by the Representative and the support units.

PA.2. Internal capacity building based on knowledge management.

ER.1. The Office was strengthened as a unit that generates information and knowledge.

PI.1. At least one technical cooperation experience systematized and disseminated via informational or training events.

PI.2. Online repository of the main documents and tools that facilitate the management of technical and administrative processes.

PI.3. The documentation center is operational.

PI.4. Web page updated.

PI.5. At least one press release disseminated each month, and four e-bulletins over the course of the year.

PI.6. Videoconferencing equipment used for cooperation services and training in at least two events requested by the beneficiaries.

PA.3. Implement changes in the human resources policy in order to make the Institute more competitive.

ER.1. The capabilities of the Office's human resources are being strengthened based on the sharing of experiences and knowledge, training in emerging issues, the enhancement of technical expertise and reflection with emphasis on the institutional values.

PI.1. Training plan drawn up based on the new management model and the results of the 2008 evaluation.

PI.2. Regular meetings held to share knowledge ("La hora del conocimiento").

PI.3. At least two videoconferences held with regional or hemispheric specialists or directors of thematic areas on strategically important technical cooperation topics.

PI.4. At least two workshops held to boost the adoption of institutional principles and values.

PI.5. At least one updating course held to update the competencies of the technical personnel.

PI.6. At least one updating course held to update the competencies of the administrative personnel.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Peru</b>	<b>448.200</b>	<b>100.000</b>	<b>548.200</b>
Promotion of trade and the competitiveness of agribusinesses	89.640	20.000	109.640
Promotion of the technology and innovation	89.640	20.000	109.640

Promotion of agricultural health and food safety	89.640	20.000	109.640
Promotion of the development of rural communities adopting a territorial approach	89.640	20.000	109.640
Repositioning agriculture and rural life and renewing its institutional framework	89.640	20.000	109.640

## **IICA Office in Venezuela**

### **Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

#### ***Promotion of trade and the competitiveness of agribusinesses***

PA.1. Support the actions of the countries aimed at promoting partnerships and the development of mechanisms and tools that facilitate the integration into the market of small and medium-scale agricultural producers.

##### *IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Ministry of Tourism has tools for making decisions aimed at developing and managing rural tourism linked to family agriculture.

PI.1. Implementation under way of the national component of the Andean regional rural tourism program.

#### ***Promotion of the technology and innovation***

PA.1. Promote the development and incorporation of technological innovations that draw on both scientific and ancestral knowledge.

##### *IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Ministry of Science and Technology and the INIA have improved their processes for managing technology innovation and transfer by facilitating access to new technologies that guarantee food security for small and medium-scale producers.

PI.1. Agreement was reached on a program to promote native species as a strategy to support food security in Venezuela and execution of the program is under way.

***Promotion of agricultural health and food safety***

PA.1. Promote the application of quality management systems in food production, and compliance with national and international sanitary and phytosanitary standards.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. The MPPCT and the SASA have methodologies for the adoption of GAPs and quality management systems in production activities.

PI.1. Implementation is under way of the program "Good Agricultural Practices, Food Safety and Verification of Quality Management Systems in the Poultry Sector."

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Working with public and private Institutions, support the sustainable development processes of the rural territories, fostering the participation of small and medium-scale producers and rural communities by means of tools and methodologies adapted to the conditions in the territories.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Venezuelan Universities are implementing the proposal on the management of rural territories ("Universities and Territories").

PI.1. At least two (2) Venezuelan universities are carrying out activities under the "Universities and Territories" program.

ER.2. The ministries of agriculture and lands and development planning and PDVSA have methodological frameworks that are useful for preparing sustainable rural development plans in reference territories in Venezuela.

PI.1. Sustainable rural development projects were identified and formulated for rural territories in the states of Portuguesa, Lara, Sucre and/or Monagas.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Promote the sharing and analysis of successful experiences with policies and instruments for food security and the sustainable development of agriculture and rural life.

***IICA's Role:***

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Initiatives were identified and disseminated among the public institutions involved in the agricultural and rural sectors that are designed to guarantee access to food for the most vulnerable populations.

PI.1. The Office systematized and disseminated at least two (2) experiences related to the efficient distribution of, and timely access to, food for the most vulnerable segments of the Venezuelan population.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.2. Promote and develop the Andean Alliance for Dialogue and the Revaluation of Agriculture and Rural Life and other forums on strategic issues of interest to the region.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The Venezuela chapter of the Network of Young Leaders of Agriculture and Life Rural was set up.

PI.1. The training program for the Venezuela chapter of Young Leaders of Agriculture and Rural Life is under way.

ER.2. Venezuela is playing an active role in the Andean Alliance for Dialogue and the Revaluation of Agriculture and Rural Life.

PI.1. Implementation of the proposal for the Venezuela chapter of the Andean Alliance for Dialogue and the Revaluation of Agriculture and Rural Life is under way.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Compile and disseminate good institutional practices.

ER.1. The Office disseminated lessons learned about good practices for improving institutional performance.

PI.1. At least two (2) successful experiences of the Office in Venezuela were documented and disseminated, dealing with topics such as the delivery of technical cooperation services, the development and strengthening of strategic partnerships, communications and the improvement of the institutional image, and/or human resource management and development.

PA.2. Improve the corporate image and differentiate the Institute from other agencies.

ER.1. The country values IICA's presence and work. There is greater awareness of the scope of the Institute's work and activities.

PI.1. Mechanisms are in place for coordinating the planning and execution of IICA's activities in the country, as well as follow-up and feedback, with the national authorities, counterparts and other agencies.

PI.2. Promotion and public information, including the production of e-bulletins, the Web page, the "IICA Contacto" newsletter, informational leaflets, etc., on IICA and its projects in Venezuela, and participation in pertinent public events.

ER.2. IICA's human and financial resources are managed efficiently and expeditiously, pursuant to the Medium Term Plan and the AGRO 2003-2015 Plan, and in accordance with the principles of transparency, accountability and austerity.

PI.1. The organization's administrative, accounting and financial rules are applied efficiently in executing 100% of the budget in accordance with the Office's priorities.

ER.3. The Office's strategic partnerships and interagency coordination were strengthened.

PI.1. Work programs are under way with FAO, PAHO, APHIS, SELA, IDB and CAF involving the execution of joint activities that promote the participation of national organizations, to support and monitor the technical cooperation actions implemented in the country.

PA.3. Establish mechanisms for institutional dialogue and horizontal communication in the region.

ER.1. A horizontal communication platform is in place in which the Office's technical personnel participate.

- PI.1. The Office's technical personnel have the computer and communication mechanisms they need to perform their duties better.
- PA.4. Make changes in the human resource policy, to make the Institute more competitive in labor markets in the region.
- ER.1. The working environment and conditions of the Office personnel were improved.
- PI.1. Internal evaluation meetings were held with the staff of the Office.
- PI.2. A plan is being implemented to improve the working environment and conditions in the Office.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Venezuela</b>	<b>511.700</b>	<b>25.000</b>	<b>536.700</b>
Promotion of trade and the competitiveness of agribusinesses	76.755	3.750	80.505
Promotion of the technology and innovation	127.925	6.250	134.175
Promotion of agricultural health and food safety	127.925	6.250	134.175
Promotion of the development of rural communities adopting a territorial approach	76.755	3.750	80.505
Repositioning agriculture and rural life and renewing its institutional framework	102.340	5.000	107.340

### Regional Technical Cooperation Plan in Policies and Trade in the Andean Region

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

##### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promoting the sharing and analysis of successful experiences with regard to policies and instruments for food security and the sustainable development of agriculture and rural life.

##### *IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Public and private entities have enhanced capabilities for designing, implementing and evaluating public policies and related instruments that effectively promote the sustainable development of the agricultural and rural sector.

PI.1. System for evaluating policies and instruments implemented.



*Promotion of trade and the competitiveness of agribusinesses*

PA.2. Implement and disseminate assessments of the impact of the mega-trends and performance of agriculture and rural life / Prepare and propose conceptual frameworks, methodologies, procedures and instruments for the design, planning, management, monitoring and evaluation of agricultural and rural development actions.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Public officials and actors of the main agricultural production chains linked to the international agricultural negotiations are able to foresee the economic and social impact of bilateral, regional and multilateral agricultural trade agreements.

PI.1. Report prepared containing results of the impact of the trade agreements on the food sector.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Andean Region</b>	<b>131.273</b>	<b>7.500</b>	<b>138.773</b>
Promotion of trade and the competitiveness of agribusinesses	131.273	7.500	138.773

**Regional Technical Cooperation Plan in Technology and Innovation in the Andean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of the technology and innovation**

PA.1. Design strategies that help strengthen and articulate regional technical cooperation entities and enhance IICA's participation in them / Reach agreement on, program and coordinate horizontal cooperation actions between countries.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Reciprocal cooperation actions implemented in the area of technology and innovation in the Andean Region through the operation of the Executive Secretariat of PROCIANDINO.

PI.1. PROCIANDINO 2010 Plan of Operation implemented, to strengthen the integration and sharing of knowledge among the countries of the Andean Region.

PA.2. Support the construction of conceptual and methodological frameworks for the design and implementation of strategies and policies that promote food security, targeting vulnerable populations and foods that are strategically important for the human diet.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Public and private research institutions in the region have conceptual and methodological frameworks for designing policies and implementing technological services related to technology transfer and/or agricultural extension.

PI.1. An analysis of the current situation and outlook for the technology transfer/agricultural extension complex in the Andean Region was prepared and disseminated.

PI.2. Regional workshop on institutional vision, policies, programs and arrangements for agricultural extension.

PI.3. At least two successful experiences documented in two territories of the Andean Region.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Technology and Innovation in the Andean Region</b>	<b>20.000</b>	<b>0</b>	<b>20.000</b>
Promotion of the technology and innovation	20.000	0	20.000

**Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Andean Region**

**Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of agricultural health and food safety*

PA.1. Promote the development of institutional innovations, conceptual and methodological frameworks and the sharing of experiences related to the institutional framework for food security and the sustainable development of agriculture and of rural life.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The capabilities of the agricultural health and food safety services of countries in the region were strengthened and improved.

PI.1. Venezuela and Peru received technical assistance and support for projects designed to strengthen food surveillance and control.

PI.2. Work programs on avian influenza and food safety were prepared and coordinated with PAHO and APHIS.

PI.3. Execution got under way of a regional project on the prevention and control of avian influenza in markets of live birds in the region.

ER.2. IICA strengthened the strategic alliances and interagency coordination with PAHO and APHIS.

PI.1. Work programs on avian influenza and food safety were prepared and coordinated with PAHO and APHIS.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Andean Region</b>	<b>136.597</b>	<b>7.500</b>	<b>144.097</b>
Promotion of agricultural health and food safety	136.597	7.500	144.097

**Regional Technical Cooperation Plan in Rural Communities in the Andean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Working with public and private institutions, support the sustainable development processes of the Rural Territories, encouraging the participation of small and medium-scale producers and rural communities and using methodological instruments tailored to the conditions in the territories.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Public and private institutions in the Andean Region have enhanced capabilities for creating rural training and technology transfer systems targeted at the reference territories and fostering the development of family agriculture, the agribusinesses of small and medium-scale producers and the recovery of ancestral knowledge.

PI.1. A forum was developed for sharing experiences related to rural training and technology transfer from a territorial approach, as a chapter of the Andean Sustainable Rural Development Network.

PI.2. The most recent experiences of rural training and technical assistance programs for small and medium-scale producers carried out in the countries of the Andean Region were systematized, disseminated and analyzed.

PI.3. With support from IICA, training and technology transfer programs were formulated and are under way designed to help rural territories become more competitive.

ER.2. University institutions are strengthening their technical capabilities and their interaction with the environment for the application of the territorial approach in the SRD processes of the reference territories.

PI.1. The Universities and Territories Project is being executed in the Andean Region with universities that offer agricultural, livestock or forestry courses.

ER.3. IICA strengthened the technical capabilities of rural young people as leaders of sustainable rural development with a territorial approach.

PI.1. Execution of the Plan of Action is under way with the young people rural leaders in the Andean Region.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Rural Communities in the Andean Region</b>	<b>118.206</b>	<b>7.500</b>	<b>125.706</b>
Promotion of the development of rural communities adopting a territorial approach	118.206	7.500	125.706

**Promotion and Formulation of Agricultural Projects in the Andean Region**

**Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Inter-thematic actions*

PA.1. Develop and disseminate studies on issues of strategic importance for agriculture and rural life.

ER.1. Institutions involved in the issue are negotiating and implementing projects related to food sovereignty and food security, biotechnology, bioenergy and climate change.

PI.1. At least one project is being carried out on each topic.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion and Formulation of Agricultural Projects in the Andean Region</b>	<b>125.857</b>	<b>0</b>	<b>125.857</b>
Promotion of trade and the competitiveness of agribusinesses	20.980	0	20.980
Promotion of the technology and innovation	25.171	0	25.171
Promotion of agricultural health and food safety	20.980	0	20.980
Promotion of the development of rural communities adopting a territorial approach	25.171	0	25.171
Promotion of the sustainable management of natural resources and the environment	33.491	0	33.491
Repositioning agriculture and rural life and renewing its institutional framework	63	0	63

**Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCIANDINO****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of the technology and innovation**

PA.1. Design strategies to help strengthen and articulate the regional technical cooperation entities and enhance IICA's participation in them.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The national research institutes of the Andean Region have set up a platform to address the issue of food safety and sovereignty, under the leadership of Venezuela.

PI.1. Regional projects are under way on the issues of food sovereignty and security, bioenergy, agro-biotechnology, climate change, and institutional development.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCIANDINO</b>	<b>110.345</b>	<b>0</b>	<b>110.345</b>
Promotion of the technology and innovation	110.345	0	110.345

**Regional Technical Cooperation Plan in Biotechnology and Biosafety in the Andean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Promotion of the technology and innovation**

PA.1. Design strategies to help strengthen and articulate the regional technical cooperation entities and enhance IICA's participation in them.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Andean working group for biotechnology and biosafety was consolidated and is operational.

PI.1. An Andean team was set up for work on biotechnology and biosafety.

PI.2. A document was published containing and analyzing the papers and publications that already exist on the state of biotechnology in LAC, with emphasis on the Andean Region.

**Promotion of the technology and innovation**

PA.2. Support the construction of conceptual and methodological frameworks for the design and implementation of strategies and policies that promote food security, targeting vulnerable populations and foods that are strategically important for the human diet.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The Andean countries are incorporating agro-biotechnological alternatives into food security plans, programs and projects.

PI.1. The first guides to technological innovation with native species in the Andean region were disseminated.

PI.2. A proposal was developed for a regional plan for horizontal cooperation between research institutes to support research on native species using modern biotechnologies.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Biotechnology and Biosafety in the Andean Region</b>	<b>40.123</b>	<b>0</b>	<b>40.123</b>
Promotion of the technology and innovation	40.123	0	40.123

**Southern Region****IICA Office in Argentina****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

*Promotion of trade and the competitiveness of agribusinesses*

PA.1. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Officials, producers, technicians, academics and the general public are familiar with critical aspects of both the potential and constraints of agroenergy and the biofuel chain.

PI.1. Twelve issues of the "News of the World and Argentine Biofuel Market" produced and mailed to 800 subscribers.

PI.2. Expansion and updating of the information on agroenergy on IICA/Argentina's Web page.

PI.3. The Office took part in seminars and forums, presenting IICA's studies on agroenergy.

ER.2. The Office is providing technical support to the SAGPyA's National Biofuel Program for actions related to economic, environmental and social aspects of biofuels and the raw materials from which they are produced.

PI.1. Reports, studies, workshops and/or videoconference on specific topics, requested by, or implemented jointly with, the SAGPyA's National Biofuel Program.

ER.3. Argentina is included in the actions carried out on the subject under the Hemispheric Agroenergy and Biofuel Program and the Regional Agenda.

PI.1. Documents or activities agreed upon with the Hemispheric Coordinator of Agroenergy and Biofuels.

PA.2. Promote the management of information and knowledge, the formulation of policies and the institutional framework required for the development of organic agriculture.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The efficiency and scope of the generation and dissemination of information about organic production in Argentina and other countries was improved by coordinating the efforts of IICA and the SAGPyA to construct a single specialized Web page.

PI.1. The SAGPyA-SENASA-IICA Web page for organic agriculture is functioning on the SAGPyA website.

ER.2. The Argentine organic agriculture sector has (approximately 50) new professionals specialized in aspects of organic production.

PI.1. The Office provided technical materials for, and helped disseminate information about, the implementation of at least of eight training and/or sensitization courses under the project Development of Organic Production in Argentina (IDB/SAGPyA).



*Promotion of agricultural health and food safety*

PA.1. Assist the CAS and its specialized bodies in implementing its activities in Argentina.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The AHFS services are applying the Performance, Vision and Strategy (PVS) tool.

PI.1. Report on the application of the PVS tool for food safety in national and/or provincial institutions.

ER.2. Twenty technicians of provincial AHFS services are equipped to apply the PVS.

PI.1. At least two PVS training courses were given.

PA.2. Support for the public and private sectors with the negotiation, implementation, updating and harmonization of sanitary and phytosanitary and biosafety standards for trade, based on the international agreements.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Officials, producers, technicians and academics in the country and in the region are familiar with the negotiations and agricultural health and food safety standards and their bearing on trade. They also enhanced their capacity to negotiate and implement international agreements on the subject.

PI.1. Reports on dissemination and training activities for public and private officials on the negotiation and implementation of international agreements.

*Promotion of the development of rural communities adopting a territorial approach*

PA.1. Promote horizontal technical cooperation / Reach agreement on programs and coordinate horizontal cooperation actions.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The rural communities of Haiti and other Caribbean countries improved their vegetable garden production and the feeding of the rural population.

PI.1. Reports on IICA's support for the efforts of Argentina's INTA to disseminate its PROHUERTA program in those countries.

PA.2. Promote public and private innovation and institution building processes at the regional, national and local levels that promote opportunities for family farmers and other actors to generate sustainable income and food production.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Training of family farmers in the use of ICTs and other priority topics, coordinating the participation of the INTA and the Mi PC Program of the Ministry for Economic Affairs.

PI.1. At least five Informatics Teaching and Access Centers were assisted.

**Promotion of the development of rural communities adopting a territorial approach**

PA.3. Develop the planning and management skills of social and institutional actors and development agents in the territories.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Several Argentine provinces revised their strategies for the agrifood sector and updated their respective Agricultural Development Programs (PDA).

PI.1. At least seven documents produced to update provincial strategies for the development of the agrifood sector.

ER.2. The SAGPyA is in a position to submit twenty-two projects to the IDB and the World Bank for the financing of irrigation and drainage, basic infrastructure (rural electrification, rural roads, water supply systems for livestock), commercial development, technology transfer and information systems.

PI.1. Twelve projects were completed whose formulation began in 2009; and ten new projects for Argentina's agrifood and rural sector were formulated and presented to the SAGPyA for approval.

PA.4. Optimize the knowledge and successful experiences related to agrotourism, in order to take advantage of the opportunities that arise in the member countries of IICA and its partners.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The authorities responsible for rural tourism in Argentina are receiving contributions from the rural tourism program at Headquarters.

PI.1. Documents on the dissemination given to the contributions from the rural tourism program at Headquarters.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support the participation of the Argentine Government in the process of Ministerial Meetings.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. The Argentine authorities are actively involved in the process of Ministerial Meetings.

PI.1. Reports and documents that facilitate the participation of the Argentine Government.

PA.2. Assist the CAS and its specialized bodies in implementing its activities in Argentina.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Office assisted the CAS and its specialized bodies with activities implemented in Argentina.

PI.1. The Agenda for Argentina of the CAS and its bodies implemented with support from the Office.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.3. Increase the public and private sectors' knowledge of the trends in, and performance of, the agricultural and agrifood sector and food security in the region and in Argentina.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Officials, producers, technicians and academics are familiar with the trends in, and performance of, the agrifood sector and rural life, and the contribution made by the Office in Argentina.

PI.1. Report on "IICA's contribution to agriculture and the development of rural communities in Argentina-2010".

ER.2. The agricultural community in the Southern Region and IICA Offices in other regions are familiar with the trends in, and performance of, the agrifood sector, rural life and food security in the Southern Region, and IICA's contribution.

PI.1. The Office participated in the preparation of the Report on agriculture and rural life and food security in the Southern Region in 2010.

ER.3. Officials, producers, technicians and academics in the country and the region are familiar with the latest legislative developments and the production forecasts for the countries of the region.

PI.1. The Argentine section of the e-bulletin of the MERCOSUR Forum was produced and 20 issues were mailed to 500 recipients.

ER.4. Public sector officials, producers, public and private technicians, academic and the general public have access to information generated by IICA and know about IICA's activities.

PI.1. The Office's Documentation and Information Center organizes and disseminates the knowledge generated by the institution.

PI.2. The institutional publications of the Office in Argentina can be consulted via the Office's Web page and IICA's Institutional Repository.

**Inter-thematic actions**

PA.1. Support the development and incorporation of technological innovations into priority chains, to make them more competitive.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Officials, producers and technicians are familiar with the results of one/several PROCISUR research projects on chain priorities.

PI.1. At least one training event (seminar, videoconference, workshop, etc.) held to disseminate the results of a PROCISUR project, for an estimated 50 people.

PA.2. Strengthen business management and the skills needed to export, with emphasis on small and medium-scale entrepreneurs.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. IICA is strengthening the capacity to export of small and medium-scale producers and entrepreneurs, and their articulation with the public sector on aspects of the quality, technical and sanitary standards that must be met in the case of exports.

PI.1. At least one training event (seminar, videoconference, workshop, etc.) held on technical, sanitary and quality standards for agrifood exports.

**Inter-thematic actions**

PA.3. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The agrifood audience and the general public have access to information from the 151 libraries in the hemisphere included in the SIDALC.

PI.1. The Argentine node of the SIDALC Network is operational and offering its services to users.

ER.2. Ninety Argentine agricultural libraries belong to the SIDALC Network.

PI.1. Argentine libraries continue to play an active role in the SIDALC.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Promote and coordinate interagency technical cooperation.

ER.1. IICA's cooperation is strengthened by the implementation of joint activities with the local offices of FAO, PAHO, the OIE, the IDB and the World Bank, and the CARI (Argentine Council for International Relations).

PI.1. Joint technical cooperation activities with PAHO and FAO on aspects of agricultural health and food safety.

PI.2. The Office cooperates in the management of projects with the World Bank and the IDB in the areas of rural infrastructure, agricultural development, agricultural health, etc.

PI.3. The Office works with the OIE under the aegis of the Global Framework for Transboundary Diseases (GFTD).

PI.4. The Office participates in academic activities held by the CARI linked to agriculture and trade.

PA.2. Coordinate the Office's technical capabilities with Headquarters, the Southern Regional Directorate and PROCISUR.

ER.1. The impact of the Office's technical cooperation is increasing with the incorporation of the cooperation products of the Regional Directorate, Headquarters and PROCISUR.

PI.1. The Office is disseminating studies and technical documents produced by the different areas of the Directorate of Technical Leadership and Knowledge Management.

PI.2. Studies and technical documents produced in the Southern Regional Directorate and by the CAS are being disseminated.

PI.3. Results of PROCISUR's activities are being disseminated.

PI.4. The Office is facilitating the participation of specialists and technicians from Argentina in PROCISUR's activities.

PI.5. The Office supports the cooperation activities of other Offices and Headquarters that are carried out in Argentina.

PA.3. Provide technical cooperation to the country to promote agricultural development and the well-being of rural communities.

ER.1. Agricultural and fishery activities in Argentina were strengthened by IICA's activities in its different areas of technical cooperation.

PI.1. The 2010 Annual Action Plan is being carried out.

PI.2. The Office is preparing for presentation its annual accountability report for 2009, entitled "IICA's Contribution to the Development of Agriculture and Rural Communities in Argentina."

- PI.3. The institutions that receive cooperation express their satisfaction and emphasize the quality of the Office's technical work.
- PI.4. The tasks performed using the integrated management system (preparation of semiannual reports, annual report for 2010 and formulation of the 2011 Annual Action Plan) are being carried out.
- ER.2. The resources of the Office and externally funded projects are managed efficiently, expeditiously and transparently.
- PI.1. Financial reports on externally fund projects delivered as programmed.
- PI.2. Integrated management system functioning normally.
- PI.3. Internal audits approved.
- PI.4. The Office's human resources are managed correctly and the personnel are familiar with the Office's activities.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Argentina</b>	<b>571.000</b>	<b>98.062</b>	<b>669.062</b>
Promotion of trade and the competitiveness of agribusinesses	100.953	17.337	118.290
Promotion of agricultural health and food safety	199.850	34.322	234.172
Promotion of the development of rural communities adopting a territorial approach	171.300	29.419	200.719
Repositioning agriculture and rural life and renewing its institutional framework	98.897	16.984	115.882

### IICA Office in Brazil

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. Expand the public and private sectors' knowledge of the trends in, and performance of, the agricultural and agrifood sector and food security in the region by preparing studies and the national and regional reports for 2009, managing the information contained in IICA's various electronic systems (those that already exist and others that are under construction) and technical documents, and holding seminars and forums to discuss important issues.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Ministry of Agriculture, Livestock and Supply (MAPA) and other institutions in the public, private and social sectors whose work includes Brazil's agribusinesses will have up-to-date information about agricultural policy and the most modern tools for supporting agribusinesses, to promote an efficient response to the needs of the actors in Brazil's agribusinesses.

PI.1. The expansion of CERAGRO to include the other countries in the Southern Region was concluded and the institutional framework for governance (IICA-counterparts) was strengthened.

PI.2. (1) Report on the Situation and Outlook for Agriculture in Brazil, (2) Studies on the behavior and impact of sectoral policies in collaboration with IICA's main counterparts in Brazil, to make them available to policymakers, (2) Books on agribusiness topics, (2) Bulletins on the latest developments with regard to biofuels in Brazil. Creation and implementation of the CERAGRO Business Model, which was made available to IICA's counterparts and other Offices in the Southern Region.

PI.3. (2) Seminars in the Southern Region on the most important agribusiness issues during the reporting period.

**Promotion of the technology and innovation**

PA.1. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Brazil's agricultural sector is more competitive thanks to the generation and transfer of knowledge and technology.

PI.1. Studies were carried out on natural resource management, production systems and protected technologies.

PI.2. Protocols, technical procedures and good laboratory and field practices were enhanced.

PI.3. Studies were carried out and recommendations made for the technological development and management of family agriculture.

ER.2. Scientific and technological knowledge used for social inclusion.

PI.1. Strategies proposed to increase the participation of social actors in social inclusion programs.

PI.2. Mechanisms proposed for cooperation among local actors, educational and research institutions and branches of government.

PI.3. System devised for the control and evaluation of social inclusion measures.

***Promotion of agricultural health and food safety***

PA.1. Assist the public and private sectors with the negotiation, implementation, updating and harmonization of sanitary and phytosanitary and biosafety standards for trade, based on the international agreements.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The ministries of agriculture will benefit from the strengthening and institutional repositioning of the Secretariat for the Defense of Agriculture (SDA) in relation to the ministry's strategic management activities, through initiatives and projects aimed at strengthening and equipping specific areas of the SDA to provide a prompt response to society's needs.

PI.1. Training of technicians of the MAPA and other institutions in the application and use of the Performance, Vision and Strategy (PVS) instruments (plant health, veterinary and food safety and SPS) and the guide for preparing and managing profiles of projects for the modernization of government health services.

PI.2. Production, dissemination and application of the PVS instrument for laboratories, based on the ISO 17025 standard.

PI.3. Technical exchanges (2) in the AHFS area.

PI.4. The Office met the needs of the IICA-WB-CAS Prevention of Avian Influenza Project.

PI.5. Coordination of the institution building project related to WTO/SPS sanitary and phytosanitary measures. Focal point of the IICA-STDF Project.

PI.6. Activities carried out and materials produced under the cooperation framework (PAHO-USP-IICA-MAPA) and for strengthening the MAPA's diagnostic laboratory network.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Promote horizontal technical cooperation inside and outside the region.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The Standing Forum on Sustainable Rural Development in Brazil will operate as a mechanism for coordinating national work and knowledge management for the rest of the hemisphere.

PI.1. (8) one-day activities, (24) monthly bulletins, (10) one-on-one meetings, (4) technical exchanges via the Permanent Forum on Rural Development in Brazil and (8) publications.

PI.2. Joint rural development initiatives with other IICA Offices.

***Promotion of the sustainable management of natural resources and the environment***

PA.1. Promote public and private innovation and institution building processes at the regional, national and local levels that promote opportunities for family farmers and other actors to generate income and produce food in a sustainable way.

***IICA's Role:***

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Implementation of Stage II of the Program to Combat Desertification (IICA-IDB project based at IICA Brazil) and expansion to include the Mesoamerican countries and four more South American countries.

PI.1. Approval of Stage II of the Program to Combat Desertification (IICA-IDB project based at IICA Brazil) and expansion to include four more South American countries.

ER.2. Preparation of a manual on rules and procedures for maintaining the services and functions of ecological systems.

PI.1. Manual prepared and published.

ER.3. Training of planners and managers of environmental programs and projects.

PI.1. Planners and managers of environmental programs and projects trained at two courses.

ER.4. Preparation of instruments for planning and managing irrigated agriculture.

PI.1. Two instruments for planning and managing irrigated agriculture prepared.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Expand the public and private sectors' knowledge of the trends in, and performance of, the agricultural and agrifood sector and food security in the region by preparing studies and the national and regional reports for 2009, managing the information contained in IICA's various electronic systems (those that already exist and others that are under construction) and technical documents, and holding seminars and forums to discuss important issues.

***IICA's Role:***

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Public rural development policies enhanced.

PI.1. Studies on rural development policies, exchanges and technical and scientific cooperation among the social actors carried out.

PI.2. Technicians, managers and social actors trained to participate in the management of public rural development policies.

ER.2. The Office strengthened and expanded the strategic partnerships with technical cooperation agencies and national and international financial institutions.

PI.1. New funding sources and initiatives to secure resources with a view to the IICA Office in Brazil implementing cooperation activities.

PI.2. Partnerships with international technical cooperation and financial institutions to boost the effects of cooperation.

PI.3. Consolidation of CERAGRO in the Southern Region and supply of information, documents and experiences to expand horizontal cooperation between all IICA Offices.



**Repositioning agriculture and rural life and renewing its institutional framework**

PA.2. Promote horizontal technical cooperation inside and outside of the region.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The Office optimized the successful knowledge and experiences of agribusinesses and oriented the opportunities between IICA member countries and their counterparts.

PI.1. Book systematizing the experience of IICA's direct cooperation with the Municipality of Formosa (second stage concluded).

PI.2. Documents produced: (4) Reproduction of Successful Experiences / Brazil, (2) Reproduction of Successful Experiences / External, (1) Review of Successful Experiences, Southern Region.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Consolidate the repositioning of IICA in Brazil as a benchmark for technical cooperation and as an institution of excellence in the production and dissemination of knowledge for sustainable rural development in Brazil.

ER.1. The IICA Office in Brazil is responding to the priorities agreed with the senior management of the institutional counterparts, set out in the National Technical Cooperation Agenda, pursuant to the institutional policies established by the governing bodies.

PI.1. Basic National Technical Cooperation Plan enhanced in line with the Government's guidelines and policies, especially those of the Ministry of Agriculture, the Ministry of Agricultural Development, the Ministry of National Integration and other key actors in the expanded agricultural sector.

PI.2. IICA's technical cooperation products produced with quality and efficiently and effectively, as reflected in the statements made by the institutional counterparts in progress reports, qualitative opinion surveys and annual meetings to review the results.

PI.3. Results of IICA's technical cooperation shared widely with interested institutions by means of an efficient system of knowledge management that includes the use of performance indicators to measure the results.

ER.2. The IICA Office in Brazil will have a consolidated management model keyed to its strategy, as well as optimized indicators and processes, underpinned by the institutional rules and procedures.

PI.1. Strategic map of each strategic priority reviewed.

PI.2. Performance indicators of the IICA Office in Brazil prepared monthly.

PI.3. Study carried out of the costs of the IICA Office in Brazil in 2009.

PI.4. Flow charts of technical cooperation instruments reviewed to detect at what levels of the business processes obstacles could be encountered.

ER.3. The Office will have a team trained to carry out the technical cooperation with the institutional counterparts.

PI.1. 2010 Training Program prepared and approved by the IICA Office in Brazil.

PI.2. Training events held during 2010.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Brazil</b>	<b>832.999</b>	<b>996.852</b>	<b>1.829.851</b>
Promotion of trade and the competitiveness of agribusinesses	166.600	199.370	365.970
Promotion of the technology and innovation	133.280	159.496	292.776
Promotion of agricultural health and food safety	166.600	199.370	365.970
Promotion of the development of rural communities adopting a territorial approach	183.260	219.307	402.567
Promotion of the sustainable management of natural resources and the environment	182.843	218.809	401.652
Repositioning agriculture and rural life and renewing its institutional framework	416	498	915

## IICA Office in Chile

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Strengthen the regional institutional framework of the private agricultural sector, to improve the performance of agricultural production and trade chains by providing support to the Federation of Rural Associations of MERCOSUR (FARM).

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The Office is assisting with studies, workshops and seminars to support the Federation of Rural Associations of MERCOSUR (FARM).

PI.1. The Office's technical personnel supported 100% of the actions requested under the IICA-FARM Agreement.

#### *Promotion of the technology and innovation*

PA.1. Support the development of technological innovations and their incorporation into priority chains to make the chains more competitive.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Contribute to the strengthening of the national sheep plan by means of conferences on genetic improvement in the city of Punta Arenas, Chile.

PI.1. The Office's technical personnel organized a conference on genetic improvement in the city of Punta Arenas, Chile.

**Promotion of the technology and innovation**

- PI.2. The staff of MINAGRI's services and producers involved in meat production participated in the conference on genetic improvement.
- PI.3. SAC professionals specializing in genetic improvement took part in the conference.
- ER.2. The Office coordinates technical cooperation agreements involving SAC and INIA and SAC and INDAP.
  - PI.1. The Office's technical personnel participated in the generation of these agreements, promoting communication among the parties, mainly by means of videoconferences.
  - PI.2. Implementation of the technical cooperation agreements is under way.
- PA.2. Support capacity building and the implementation of actions on aspects of biotechnology, biosafety, biofuels and ICTs.

**IICA's Role:**

- To organize fora for reflection, dialogue and consensus building.
- To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.
- To design and propose institutional models for the development of agriculture and rural life.
- To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.
- To gather and analyze information on the situation in and performance of the agricultural sector.
- To establish knowledge networks and to design and implement training programs.

ER.1. IICA-PIPRA joint effort to ascertain the status of institutional policies on intellectual property in Chile.

PI.1. The Office's technical personnel prepared the report on the status of institutional policies on intellectual property in Chile.

ER.2. Hold IICA-PIPRA workshops for public institutions, on the strengthening of institutional policies on intellectual property and disseminate information about policies of this kind.

PI.1. The Office's technical personnel held workshops on intellectual property aimed at providing training on the subject and generating strategies for disseminating information.

ER.3. Generate debate and dialogue on the use of GMOs for commercial production in Chile.

PI.1. The Office's technical personnel prepared the report on the status of biotechnology and the production of GMOs in Chile and presented the information to the appropriate authorities.

ER.4. Provide training in experimentation in the field with GMOs.

PI.1. The Office's technical personnel coordinated a training workshop on biosafety and issued the respective report.

***Promotion of agricultural health and food safety***

PA.1. Support the development of technological innovations and their incorporation into priority chains to make the chains more competitive.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The Chilean Food Safety Agency was strengthened.

PI.1. The Office coordinated the support for the strengthening of the Chilean Food Safety Agency.

PI.2. The Office identified needs and prepared an exchange and training plan with the officials in charge of the health and food safety services.

PA.2. Support for the public and private sectors with the negotiation, implementation, updating and harmonization of sanitary and phytosanitary and biosafety standards for trade, based on the international agreements.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Support the coordination of the efforts of the countries in the Southern Region to implement the SPS, Codex, IPPC and OIE agreements.

PI.1. Two training activities for representatives of the public, private and academic sectors (videoconferences).

PI.2. The participants in the training activities on the application of SPS measures acquired new knowledge.

***Promotion of the development of rural communities adopting a territorial approach***

PA.1. Promote public and private innovation and institution building processes at the regional, national and local levels that promote opportunities for family farmers and other actors to generate income and produce food in a sustainable way.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To gather and analyze information on the situation in and performance of the agricultural sector.

To establish knowledge networks and to design and implement training programs.

ER.1. A rural development plan with a territorial approach was formulated for the Comuna de Corral.

PI.1. The technical team presented a work program that included a report on the characterization of the Comuna, validated via participatory workshops and training activities on topics that the community identified as relevant.

PI.2. Sectors linked to the Comuna give the Office's actions at least a 70% approval rating.

*Repositioning agriculture and rural life and renewing its institutional framework*

PA.1. Support the strengthening of the regional institutional framework in the CAS countries / Promote IICA's joint technical cooperation actions with the CAS (modernization of the ministries of agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REDPA, COPROFAM, etc).

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To gather and analyze information on the situation in and performance of the agricultural sector.

To establish knowledge networks and to design and implement training programs.

ER.1. The IICA Office in Chile is supporting the regional work of the CAS Technical Secretariat aimed at improving the conditions for harmonizing agricultural policies and renewing the institutional frameworks of the agricultural sectors of countries in the region.

PI.1. The staff of the Office in Chile supported the organization of three regular meetings of the CAS held during the year and any special meetings required.

PI.2. The technical personnel of the Office in Chile supported the implementation of the regional agreements and specific resolutions adopted by the CAS ministers.

PI.3. The administrative staff provided support by managing resources for the CAS Technical Secretariat.

PI.4. The Office disseminated information about the activities in support of the CAS and its groups via the national Web page.

ER.2. The team technical of the Office in Chile supports and collaborates in regional studies and technical proposals approved by the ministers of the region in accordance with their priorities.

PI.1. The technical personnel of the Office prepared at least one strategic CAS document.

PA.2. Support the participation of the countries in the Ministerial Meeting Jamaica 2009.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Support for the informational actions related to the participants in the Ministerial Meeting Jamaica 2009. Chile's delegates have up-to-date information.

PI.1. The Office's technical personnel has up-to-date information about the Ministerial Meeting Jamaica 2009.

PI.2. The Office's technical personnel held regular meetings with the national ministerial delegates.

PI.3. The national ministerial delegates received up-to-date information regularly.

PI.4. The Office in Chile disseminated information about the Ministerial Meeting Jamaica 2009 via its Web page.

*Inter-thematic actions*

PA.1. Promote horizontal technical cooperation inside and outside of the region.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Implement a horizontal technical cooperation program under a technical cooperation agreement with the Agricultural Development Institute (INDAP) to respond to the needs of organizations and institutions in the Central American countries.

PI.1. A horizontal cooperation node was implemented to share the agricultural development experiences of Chile's INDAP with Central America.

PI.2. The Office's technical personnel prepared an evaluation report of the horizontal cooperation process carried out by the IICA-INDAP technical group.

ER.2. The producers in INDAP's priority chains are better equipped to make the production of sheep, cattle, honey, berries and milk more efficient.

PI.1. The Office's technical personnel supported the implementation of at least one technical tour in each of the areas mentioned.

PI.2. The participants in the technical tours gave them at least a 70% approval rating.

PI.3. The Office's technical personnel prepared an evaluation report of the horizontal cooperation process carried out by the IICA-INDAP technical group.

PA.2. Expand the public and private sectors' knowledge of the trends in, and performance of, the agricultural and agrifood sector and food security in the region by preparing studies and the national and regional reports for 2009, managing the information contained in IICA's various electronic systems (those that already exist and others that are under construction) and technical documents, and holding seminars and forums to discuss important issues.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The health and food safety services of the CAS countries have up-to-date information about the latest developments and trends in food prices and their impact on the application of SPS and on trade.

PI.1. The CERAGRO website is up and running and available to agricultural stakeholders.

PI.2. The Office disseminated the CERAGRO portal and provided training in the use of this information tool.

ER.2. The development of rural communities with a territorial approach is being promoted by strengthening technical capabilities, sharing experiences and implementing cooperation actions in thematic groups.

PI.1. The rural development specialist is involved in 100% of the activities carried out by the regional technical team.

PI.2. The rural development specialist presents the results of the meetings to the local technical team no more than two weeks after each activity.

PI.3. The national specialist identified at least one successful action for presentation at regional meetings.

ER.3. The Second Chilean Rural Development Congress is being organized to help improve the prospective capabilities of the public, private and civil society sectors linked to agriculture and rural development.

PI.1. The staff of the Office is involved in the organization of the Second Chilean Rural Development Congress.

PI.2. All the sectors linked to rural development (public, private, academic, civil society) were invited to take part in the Second Chilean Rural Development Congress.

PI.3. The staff of the Office in Chile prepared a report on the results of the Second Chilean Rural Development Congress.

**Inter-thematic actions**

PI.4. The Office's technical personnel established and/or strengthened at least one action for work with each of the sectors identified linked to the rural sector.

ER.4. A workshop on agriculture, environment and climate change is being organized to support the development of the prospective capabilities of senior public and private officials in the rural sector for providing follow-up to the situation of agriculture and rural life.

PI.1. The Office's technical personnel prepared a report on the workshop and/or technical meetings carried out, containing the main results and agreements reached.

ER.5. Information about life in the rural areas of Chile is being gathered for a study on the subject.

PI.1. The Office's technical personnel prepared the study "Life in the rural areas of Chile."

PA.3. Support the development of technological innovations and their incorporation into priority chains to make the chains more competitive.

**IICA's Role:**

To establish knowledge networks and to design and implement training programs.

ER.1. IICA strengthened the capabilities and knowledge of the public and private sectors in regard to good agricultural practices (GAPs).

PI.1. Training activities held on GAPs for representatives of the public, private and academic sectors.

PA.4. Develop the planning and management skills of social and institutional actors and development agents in the territories.

**IICA's Role:**

To establish knowledge networks and to design and implement training programs.

ER.1. Support the development of an internship program for officials of SENAVE and SENACSA/SAG, MAG/ODEPA and CAH/INDAP, with support from the AGCI.

PI.1. The Office supported the internship program for officials of the services mentioned.

PI.2. The technical team prepared a report on the results of the internship program.

PI.3. The Office coordinated the delivery of a proposal for the formulation of a plan for horizontal cooperation and institutional modernization to a government agency in Paraguay.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Promote and coordinate interagency technical cooperation.

ER.1. Improve the coordination of interagency technical cooperation and make it more complementary.

PI.1. Links were strengthened with the technical personnel of counterpart institutions.

PI.2. A periodic work plan was generated with the technical personnel of the counterpart institutions that makes it possible to carry out the activities programmed efficiently.

PI.3. The technical personnel participated in at least 80% of the meetings, workshops and other activities with the technical staff of counterpart institutions.

PI.4. Evaluation report prepared on the interagency meetings held.

- PA.2. Strengthen the regional technical team.
- ER.1. The technical team takes part in regional actions.
    - PI.1. Periodic communication with the technical personnel of other IICA Offices and with the regional specialists.
    - PI.2. The technical team played an active part in the regional activities programmed by the thematic groups that were set up.
    - PI.3. An evaluation report is available on each regional activity in which the national technical personnel took part.
- PA.3. Strengthen the training of the technical and general services personnel.
- ER.1. Members of the Office's technical and administrative teams participate in seminars, workshops and training activities linked to their areas of competence.
    - PI.1. At least one semiannual talk coordinated by each specialist, according to his/her area of competence.
    - PI.2. Talks given by the technical personnel on topics related to their areas of competence, with at least 70% of the Office's personnel in attendance.
    - PI.3. Participation in talks given by the consultants related to their areas of competence, with at least 70% of the staff in attendance.
    - PI.4. At least one request for training submitted by an individual, linked to his/her area of competence.
    - PI.5. Staff training schedule ready for the Representative to approve.
- PA.4. Evaluation and updating of the 2009 NTCA.
- ER.1. National Technical Cooperation Agenda aligned with the region's strategic priorities and our counterpart's needs.
    - PI.1. Links with the technical personnel of counterpart institutions were strengthened, with periodic meetings being held.
    - PI.2. The NTCA is updated periodically in line with the counterpart's technical cooperation needs.
    - PI.3. The NTCA was sent to Headquarters for analysis and approval.
- PA.5. Strengthen ties between IICA and the CAS and its support groups.
- ER.1. Technical Secretary of the CAS receives support from the Office in Chile.
    - PI.1. IICA assisted the Technical Secretariat of the CAS with the preparation of quarterly reports on the actions carried out.
  - ER.2. The Office strengthened the dissemination of information about the activities in support of the CAS and its groups.
    - PI.1. The Office supported the dissemination of information about the meetings, and other activities of the CAS via the national Web page.
    - PI.2. The Office supported the implementation of meetings organized by the Technical Secretariat of the CAS.
- PA.6. Develop tools for managing the work of the Office.
- ER.1. Establish rules for flows of procedures
    - PI.1. The Office Improvement Plan (OIP) approved by Headquarters is available.
    - PI.2. Flows of procedures are regulated and the rules are being applied to 100% of its operational actions.
    - PI.3. The procedures that are regulated are updated semiannually.
    - PI.4. The flows applied sent to Headquarters.
  - ER.2. The Office's accountability practices were made more transparent.



- PI.1. The entire staff participated in the preparation of the AAP.
- PI.2. The Office prepared a semiannual report on the execution of the AAP in a participatory manner.
- PI.3. The Office prepared the annual report in a participatory manner.
- PI.4. The Office's annual report was delivered to public and private sector authorities on time.
- PI.5. The administrative personnel prepared reports on budgetary execution each month that were presented to the Representative and the technical team for timely, corrective and preventive decisions to be taken.
- PI.6. IICA's work was evaluated by means of a semiannual survey of the counterpart.
- PA.7. Improve the teamwork of the Office's personnel.
- ER.1. The Office's personnel hold periodic meetings.
- PI.1. The technical team held fortnightly meetings with the Representative.
- PI.2. The entire staff took part in monthly general meetings.
- PI.3. The Administrator, the Representative, the specialist and the secretary met once a week to discuss the Office's operations.
- PI.4. Minutes were taken at the meetings to provide follow up to the decisions adopted.
- PA.8. Strengthen IICA's institutional image in Chile.
- ER.1. The Office's institutional image is being consolidated.
- PI.1. The Office's technical personnel prepared a dissemination and institutional communication policy that is available.
- PI.2. In their semiannual evaluations, the counterparts gave IICA a 70% approval rating.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Chile</b>	<b>413.000</b>	<b>38.646</b>	<b>451.646</b>
Promotion of trade and the competitiveness of agribusinesses	82.600	7.729	90.329
Promotion of the technology and innovation	82.600	7.729	90.329
Promotion of agricultural health and food safety	41.300	3.865	45.165
Promotion of the development of rural communities adopting a territorial approach	82.600	7.729	90.329
Repositioning agriculture and rural life and renewing its institutional framework	123.900	11.594	135.494

**IICA Office in Paraguay****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of trade and the competitiveness of agribusinesses*

PA.1. Support the public and private sectors with the negotiation, implementation, updating and harmonization of sanitary and phytosanitary and biosafety standards for trade, based on the international agreements.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Technical personnel of the MAG's International Trade Unit and Marketing Directorate and the private sector, CAPECO, CAP and FECOPROD are better equipped to improve the results of the international agricultural negotiations.

PI.1. At least one training course held on international agricultural negotiations with public and private sector actors, in partnership with the MAG's International Trade Unit and with support from the AGCI.

PI.2. The Office trained at least 15 technical officers from the public and private agricultural sectors. List of participants presented.

*Promotion of the technology and innovation*

PA.1. Promote public and private innovation and institution building processes at the regional, national and local levels that promote opportunities for family farmers and other actors to generate income and produce food in a sustainable way.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Enhance the expertise of the members of the National Innovation and Technology Committee, which is operational and promoting positive changes in the conditions for agricultural production.

PI.1. At least six members of the National Commission for Innovation and Technology are improving their performance (Ministry of Agriculture and Livestock, FCA of the UNA, PARPOV and APROSEMP) thanks to their participation in meetings of the committee aimed at achieving coordinated actions to promote the management of technological innovations for the agricultural sector, promoted and articulated by the Technical Secretariat.

ER.2. Technical staff from the public agricultural sector (MAG, SENAIVE) and the private agricultural sector (ALTER VIDA and Manufactura Pilar S.A.) are better equipped to forge strategic partnerships and implement the National Strategy for the Development of Organic and Agroecological Production in Paraguay. This is benefiting small-scale organic and agroecological producers in the family agriculture subsector, linked with Empresas Industriales (Manufactura Pilar S.A.), producers' cooperatives (Arroyos and Esteros and Coronel Oviedo) and the Association of Organic Producers (APRO).

PI.1. Progress reports on the actions carried out by the Executing Unit of the MAG's National Strategy for the Development of Organic Production confirm that the different actors of the organic production chain are increasingly articulated.

**Promotion of the technology and innovation**

PI.2. The Office strengthened the technical capabilities of the agencies responsible for certifying organic production (SENAVE and SENACSA) by training their professionals at seminars on the certification of organic production and good agricultural practices, carried out under the aegis of the MAG Technical Committee, ALTER VIDA and IICA, with support from IICA's specialist in organic production and the Southern Region's specialist in technology and innovation.

PA.2. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

**IICA's Role:**

To establish knowledge networks and to design and implement training programs.

ER.1. The MAG, SENAVE, SENACSA and INBIO acquired new knowledge about negotiations under the Cartagena protocol on biotechnology and biosafety, and are promoting higher productivity and the sustainability of the productive sector. In its capacity as the Technical Secretariat, IICA promotes the holding of periodic meetings in tandem with the MAG's International Trade Unit and facilitates the implementation of training activities.

PI.1. At least 80 professionals trained by means of at least two seminars on the management of information about agricultural technology, based on documents on the flow of information and the strategic plan of the Southern Region.

PI.2. A 25% increase in the number of visits to websites and the virtual library specializing in technology and innovation and biotechnology.

ER.2. INBIO has a training program for its technical personnel and agricultural producers and is carrying it out efficiently.

PI.1. At least 80% of the training program for INBIO technical personnel and producers carried out.

PI.2. At least two professionals have started postgraduate courses at universities overseas.

PI.3. At least two training workshops held in the country for technical personnel and producers.

ER.3. IICA enhanced the capabilities of technical personnel from the agricultural sector who took part in the postgraduate course in biotechnology given by the National University of Asuncion.

PI.1. At least 15 professionals successfully completed the first postgraduate course in biotechnology given by the National University of Asuncion.

**Promotion of agricultural health and food safety**

PA.1. Support the public and private sectors with the negotiation, implementation, updating and harmonization of sanitary and phytosanitary and biosafety standards for trade, based on the international agreements.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. SENAVE and SENACSA are achieving better results by implementing a food safety assurance policy.

PI.1. The proposed policy on food safety, prepared and presented with technical cooperation from IICA, was approved.

PI.2. Annual operating plans (AOPs), prepared with technical cooperation from IICA, incorporate activities for implementing the policy on food safety.

PI.3. Reports on the implementation of the AOPs of SENAVE and SENACSA confirm that progress was made with food safety assurance.

ER.2. The beneficiaries of the services of SENACSA and SENAVE are playing a key role in the activities and in the sustainability of the achievements made in the area of food health and safety.

**Promotion of agricultural health and food safety**

- PI.1. The communication strategy was prepared and presented via the media with technical cooperation from IICA.
  - PI.2. A plan with indicators was prepared and presented, to evaluate the effectiveness of the communication activities on food health and safety.
  - PI.3. Report on result of the implementation of the communication strategy.
- ER.3. With technical cooperation from IICA, SENAIVE and SENACSA set up a follow-up and evaluation system to permanently monitor the health situation and what is being achieved, to prevent contingencies with endemic and exotic diseases.
- PI.1. List of SENAIVE and SENACSA technical personnel trained to implement the monitoring and evaluation system prepared with cooperation from IICA.
  - PI.2. At least one report prepared and submitted based on the results of the implementation of the monitoring and evaluation system.
- ER.4. The National Technical Committee on Sanitary and Phytosanitary Standards, with technical cooperation from IICA, is preparing and seeking funding for the implementation of a Project to Strengthen the National Technical Committee on SPS, in order to support the country's export policy effectively.
- PI.1. With technical cooperation from IICA, a Project to Strengthen the National Committee on Sanitary and Phytosanitary Standards was prepared and presented.
  - PI.2. Report on IICA's involvement, in an advisory capacity, in securing financing for the project.

**Promotion of the development of rural communities adopting a territorial approach**

- PA.1. Develop the planning and management skills of social and institutional actors and development agents in the territories / Prepare and propose institutional models for the development of agriculture and rural life.

**IICA's Role:**

To design and propose institutional models for the development of agriculture and rural life.

- ER.1. Technical personnel from the MAG, FCA/UNA, INDERT, SEAM, NGOs and cooperatives are participating in a mechanism for dialogue, reflection and updating on aspects of rural development with a territorial approach.
- PI.1. At least 80 members of the technical staffs of public and private institutions belong to the Rural Development Network set up by IICA.
  - PI.2. An electronic forum was coordinated, with a debate on "Territories as a space for the articulation of rural development" for the members of the Rural Development Network.
- ER.2. Technical personnel from the public and private sectors are acquiring new expertise by taking part in the Postgraduate Course on Sustainable Rural Development developed by the UNA's School of Agricultural Sciences, assisted by IICA.
- PI.1. List of students enrolled for the course.
  - PI.2. Reports on the evaluation of the course.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Support the strengthening of the regional institutional framework in the CAS countries (modernization of the ministries of agriculture and national and regional services such as AHFS, NARIs, COSAVE, CVP, PROCIs, REAF, REDPA, COPROFAM, etc.) / Promote IICA's joint technical cooperation actions with the CAS and its support bodies.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Vice Ministry of Agriculture is better equipped to manage a program for the development of the organizational and productive capabilities of family agriculture, following implementation of the Technical Cooperation Program to Strengthen Family Agriculture and Rural Development, prepared and carried out by IICA.

PI.1. Progress reports of the capacity building process of the national counterpart team for the development of family agriculture and the territory for at least 20 members of the technical personnel and rural leaders in the selected territory.

PI.2. Plan for Intervention and Capacity Building at the territorial level designed and implementation under way.

ER.2. Minister and MAG Delegate are participating effectively in the ministerial and CAS meetings and effectively incorporating the decisions taken into the MAG's work plans.

PI.1. The actions required to monitor and implement the agreements adopted at the meetings were incorporated into the AAPs of the IICA Office.

PI.2. MAG reports on the incorporation of the decisions taken at the ministerial summits and meetings of the CAS were received by the Office.

PA.2. Increase the public and private sectors' knowledge of the trends in, and performance of, the agricultural and agrifood sector and food security in the region by preparing studies and the national and regional reports for 2010, managing the information contained in IICA's various electronic systems (those that already exist and others that are under construction) and technical documents, and by holding seminars and forums to discuss important issues.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Public institutions (Ministry of Agriculture and Livestock, Agricultural Credit Agency) and private institutions (Agricultural Coordinator of Paraguay, Federation of Production Cooperatives, Agricultural Biotechnology Institute) have timely, up-to-date information about the performance of the agricultural sector and rural life, contained in printed and digital reports and studies prepared by IICA.

PI.1. The Office produced the report on the "Situation and Outlook for the Agricultural Sector 2010," prepared by a consultant hired for four months. At least 80% of the institutions received printed and electronic copies of the reports. List of institutions that received the documents. Survey of the institutions' opinion of the value of the information contained in the documents disseminated.

PI.2. The IICA Observatory on the Agricultural and Forestry Sector of Paraguay is updated continually and is available on the Web page.

PI.3. At least two publications on specific topics of national interest published and disseminated at the national level. The documents were prepared in partnership with academic institutions and the MAG. Printed and electronic versions of the documents distributed. List of institutions that received the documents.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Consolidate the IICA Office in Paraguay as a documentation center for the repositioning of agriculture and rural life.

- ER.1. The Office is consolidating and improving the institutional image by implementing a policy for dissemination and institutional communication and the distribution of publications for the rural sector.
- PI.1. A report was prepared and disseminated on the “Situation and Outlook for the Agricultural Sector. 2008 Farming Year.”
  - PI.2. Semiannual sectoral reports prepared and disseminated on the agricultural products covered by the “IICA Observatory for the Agricultural Sector.”
  - PI.3. At least two technical documents prepared and disseminated on topics yet to be selected.
- PA.2. Make IICA’s operations more transparent, with greater accountability.
- ER.1. The correct preparation and execution of the Office’s Annual Action Plan ensures the transparency of the actions carried out and accountability reports to the public and private institutions of the national agricultural sector.
- PI.1. Annual Action Plan (AAP) approved.
  - PI.2. Semiannual reports on the execution of the AAP, describing the progress made in achieving the results expected for the Office and each LPP, measured using performance indicators.
  - PI.3. Executive summary, containing the results of the implementation of the AAP, prepared on a timely basis and sent to the DORI and Headquarters.
  - PI.4. A public accountability activity held with the national authorities on the execution of the AAP, including the presentation of the Annual Report.
  - PI.5. List of participants and summary of the main observations made by the people who took part.
- ER.2. Clients and partners who benefit from IICA’s technical cooperation satisfied with the cooperation services received.
- PI.1. Notes of thanks and congratulations received by the Office.
  - PI.2. According to an opinion survey, IICA’s clients and partners gave the implementation of the AAP an 80% approval rating.
- ER.3. The Office’s administrative and financial execution of its resources was transparent, in accordance with institutional rules and procedures.
- PI.1. Reports sent to Headquarters on a timely basis.
  - PI.2. Technical and financial reports sent to the counterparts each month.
  - PI.3. Monthly financial reports submitted and analyzed by the Office for timely, corrective and preventive decisions to be taken.
  - PI.4. External audit reports of the projects administered by the Office approved the Institute’s financial statements without observations.
- PA.3. Train and develop the Office’s human resources to respond to the needs and new challenges faced by the national agricultural sector.
- ER.1. The Office’s technical and general services personnel are improving their skills and professional and working performance in accordance with the institution’s new values.
- PI.1. Training program prepared and approved in March.
  - PI.2. At least 80% of the internal training program has been implemented.
  - PI.3. At least 80% of the participants in the program are satisfied with its execution.
- PA.4. Strengthen the performance management and personnel evaluation systems.
- ER.1. The individual contribution plans (ICP) were formulated, taking into account the possible complementary actions among the personnel.

- PI.1. The ICPs of the Office personnel were prepared on time.
- PI.2. The quarterly reports on the implementation of the ICPs were presented and analyzed.
- ER.2. Monthly meetings were held to review the implementation of the ICPs and make any necessary adjustments.
- PI.1. Documents committing each staff member to making any necessary adjustments needed to implement his/her ICP better.
- PA.5. Strengthen the Office's organizational structure, seeking technical and administrative excellence.
- ER.1. The Office's teamwork was improved by reengineering internal processes.
- PI.1. At least one internal process simplified and reorganized each year, as agreed with the Office staff.
- PA.6. The Office is strengthening the links with the strategic partners at the national, regional and hemispheric levels.
- ER.1. The 2006-2010 National Technical Cooperation Agenda was adjusted to bring it into line with the needs of the agricultural sector and coordinated with the national authorities. It dovetails with IICA's MTP and was approved by the corresponding institutional entities.
- PI.1. The 2006–2010 National Technical Cooperation Agenda was updated as requested by the authorities of the sector.
- PA.7. Promote and carry out interagency and horizontal technical cooperation.
- ER.1. The IICA-FAO-PAHO-Paraguay Interagency Committee is efficiently coordinating cooperation on AHFS.
- PI.1. Minutes of at least four meetings of the committee.
- ER.2. The Office facilitated the execution of the Chile-Paraguay Cooperation Plan through the AGCI, with the cooperation of Chilean agencies.
- PI.1. At least 80% of the cooperation plan has been implemented.
- PA.8. Strengthen the Regional Technical Team.
- ER.1. The staff identified the supply of cooperation available at the IICA Office in Paraguay and the cooperation required by other Offices in the Region.
- PI.1. List of supply and demand sent to the Southern DORI.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Paraguay</b>	<b>390.000</b>	<b>20.000</b>	<b>410.000</b>
Promotion of trade and the competitiveness of agribusinesses	78.000	4.000	82.000
Promotion of the technology and innovation	58.500	3.000	61.500
Promotion of agricultural health and food safety	89.700	4.600	94.300
Promotion of the development of rural communities adopting a territorial approach	97.500	5.000	102.500

Repositioning agriculture and rural life and renewing its institutional framework

66.300

3.400

69.700

## IICA Office in Uruguay

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Promote horizontal technical cooperation with countries in the region and outside it.

##### *IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Links with relevant institutions and actors in Chile's agrifood sector are being strengthened by means of missions in both directions and seminars, with the active participation of the IICA Office in Uruguay.

PI.1. At least three missions to and from Uruguay carried out to study the dynamics of agricultural chains and strategic issues in the two countries.

#### *Promotion of the technology and innovation*

PA.1. Support for capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and TICs.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. By means of a synergistic effort among the IICA Offices in the region, with the special participation of IICA/Uruguay and support from the Regional Specialists in T&I and biotechnology, the countries are being assisted in carrying out strategic planning actions and creating regional networks of the MERCOSUR countries.

PI.1. Regional report on results planning in the area of biotechnology for MERCOSUR was prepared and disseminated.

ER.2. Support for public and private institutions in preparing the Agricultural Digital Agenda, through the rational and intelligent use of TICs.

PI.1. At least three meetings held with the participation of national institutions involved in the subject.

PI.2. Document on priorities of the Agricultural Digital Agenda prepared and submitted to the consideration of the agency responsible for the subject.

ER.3. The "Uruguay Agroalimentario al Mundo" Distance Learning Platform was consolidated. Comprised of 10 national institutions and IICA, which operates the Secretariat, it receives support from CECADI. Courses were given on strategic agricultural topics.

PI.1. At least eight courses given as programmed.

PI.2. In their evaluations, students rated the courses as either "Very Good" or "Excellent."

ER.4. IICA assisted the Model Market of Montevideo in implementing the project "Democratization of the use of TICs," with financing from the IDB.

PI.1. At least 60 small and medium-sized operators of the Model Market are members of a virtual community and are incorporating the use of TICs into the management of their enterprises.



**Promotion of agricultural health and food safety**

PA.1. Support the efforts of the public and private sectors to negotiate, implement, update and harmonize animal and plant health and biosafety standards for trade, based on the international agreements.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Through a joint IICA-PAHO effort, the PAHO methodology is being applied to assess the degree to which food safety institutions have been strengthened.

PI.1. The PVS methodology was applied successfully, with support from the Regional Specialist and the Directorate of AHFS.

PI.2. Report on the workshops was produced and the national institutions signed off on it.

ER.2. National technical capabilities are being strengthened in areas related to the standards for international trade in agricultural products (Codex, FAO, the IPPC, etc.), through national and/or regional training events implemented in tandem with other international agencies.

PI.1. At least 100 national technical personnel trained through onsite seminars or by means of videoconferences.

ER.3. Partnership consolidated with the INAC for the formulation of strategic documents on the integration of Uruguay's meat chain into international markets.

PI.1. At least three documents prepared under the partnership arrangement.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Promote public and private innovation and institution building processes at the regional, national and local levels that will promote opportunities for family farmers and other actors to generate income and produce food in a sustainable way.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Network of Departmental Development Offices is being strengthened as a mechanism for dialogue and coordination and a generator of supra-departmental proposals. IICA is responsible for its Technical Secretariat.

PI.1. Three regular meetings held.

PI.2. Three supra-departmental projects, based on the creation of territorial networks, prepared and submitted for financing.

ER.2. Through the Directorate of Rural Development and the Rural Uruguay Program, MGAP officials are supporting the Food Security Map prepared by IICA.

PI.1. Food Security Map prepared and disseminated.

***Promotion of the development of rural communities adopting a territorial approach***

ER.3. The call for entries for the sixth competition entitled “What the protagonists of rural development have to say” was published. Institutions involved in the subject (MGAP, MIDES, PUR, UDELAR) are providing support and a sizable number of experiences are being evaluated.

PI.1. Thirty experiences presented and analyzed as part of the sixth competition.

PI.2. Activity held as programmed with the presence of senior national officials.

PA.2. Training to develop the planning and management capabilities of social and institutional actors and development agents in the territories.

***IICA's Role:***

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. Rural educators are better equipped to promote rural development processes with a territorial approach through the use of TICs, thanks to an action coordinated with ANEP and the MGAP's Rural Uruguay Program.

PI.1. 300 rural teachers took part in a course, part of which involved onsite activities.

PI.2. The participants evaluated the course satisfactorily.

ER.2. Dissemination among rural educators of the conceptual framework for territorial development generated by IICA is being strengthened through the ANEP educational platform and under the Ceibal Plan.

PI.1. IICA document on the Territorial Approach to Rural Development was disseminated among rural educators and assimilated by them.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. Increase the public and private sector's knowledge of the trends in, and performance of, the agricultural sector by preparing national reports; managing the information contained in various IICA electronic systems that already exist and others under development and in technical documents; and holding seminars and forums to discuss important issues.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building.

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Public and private actors acknowledge the contribution to the national debate on agriculture made by the seventh series of lectures entitled “State policies: what lies ahead for the agricultural sector,” organized jointly with the newspaper El País and the consulting firm SERAGRO.

PI.1. Three lectures took place, attended by 1500 people and broadcast via the Web (streaming video and audio).

PI.2. Surveys after each lecture showed that the participants were very satisfied with them.

ER.2. The Uruguay Agroalimentario en Cifras section of the Web page of the IICA Office in Uruguay contains up-to-date information on 10 of the country's main production chains.

PI.1. Nine reports on individual chains and products are being updated and uploaded to the Web.

PI.2. The section receives at least 500 visitors per month.

**Repositioning agriculture and rural life and renewing its institutional framework**

ER.3. The Agrifood Bulletin of the Southern Region is being consolidated as a tool for disseminating information about the main agrifood developments in the MERCOSUR countries, thanks to a coordinated effort by the IICA Offices in the member countries.

PI.1. Agrifood Bulletin published and disseminated among users in the region as programmed.

PI.2. 200 Uruguayan users receive the Agrifood Bulletin of the Southern Region.

PA.2. Support the coordination of the public and private sectors for the design of regional strategies and mechanisms for risk management and agricultural insurance.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA helped boost the capacity for coordination between public and private actors for dealing with extreme climatic events.

PI.1. A proposal was prepared for a system for managing climatic risks for at least one productive subsector.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Keep up-to-date and implement the National Technical Cooperation Agenda (NTCA)

ER.1. The NTCA is adjusted through dialogue with the counterparts about changes in priorities.

PI.1. At least one annual meeting with the counterparts to discuss the NTCA.

PI.2. Document updated and disseminated reflecting changes in the institutional and national context.

ER.2. Clients and beneficiaries express satisfaction with the work carried out by IICA.

PI.1. Annual survey reveals levels of satisfaction of 85% or more.

PA.2. Expand changes in the technical cooperation management model.

ER.1. Knowledge management model and use of TICs are being incorporated into the technical cooperation management model.

PI.1. Workshop to train all members of the team, within the framework of the SGC.

PI.2. Web page of the Office of IICA in Uruguay receives 20,000 visitors per month.

PA.3. Strengthen the technical cooperation model to improve the coordination between national and regional actions.

ER.1. Support is being provided for the regional projects, and technical support received for the actions prioritized in the NTCA.

PI.1. At least one technical activity is being carried out under each regional project based at the IICA Office in Uruguay.

PA.4. The Office is meeting its clients' needs better because of the application of the philosophy of continuous improvement.

ER.1. The philosophy of continuous improvement is being further applied with the implementation of the Quality Management System.

PI.1. Internal audits are being carried out as programmed.

PI.2. The management reviews the whole system every year.

PI.3. An external audit is carried out to re-certify the system.

PI.4. Annual training program carried out as programmed and its effectiveness evaluated.

PI.5. Office provided follow-up to, and improved, corrective and preventive processes and actions.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Uruguay</b>	<b>406.000</b>	<b>15.000</b>	<b>421.000</b>
Promotion of trade and the competitiveness of agribusinesses	89.320	3.300	92.620
Promotion of the technology and innovation	36.540	1.350	37.890
Promotion of agricultural health and food safety	36.540	1.350	37.890
Promotion of the development of rural communities adopting a territorial approach	101.500	3.750	105.250
Repositioning agriculture and rural life and renewing its institutional framework	142.100	5.250	147.350

### Support to the Agricultural Policy Coordination Network of the South - REDPA and Support to the Informal Group of the Agricultural Negotiators - GINA

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

##### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.)

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The ministries of agriculture of the CAS, through support from REDPA and the STA-CAS, are better equipped for teamwork aimed at harmonizing agricultural policies at the regional level in accordance with the seven key priorities established by the CAS ministers, and topics related to food security and rural life in the Southern Region.

PI.1. Interdisciplinary working groups set up to work on at least three priority topics per year.

PI.2. At least two documents prepared working with other institutions (REAF-COPROFAM), on contingent topics of agricultural policies.

*Promotion of trade and the competitiveness of agribusinesses*

PI.3. Equal numbers of meetings of REDPA and RO-CAS organized, with any special meetings that may have been necessary. At least two meetings of each of the five thematic working groups organized each year.

PI.4. At least four reports of REDPA's working groups published and disseminated.

PI.5. The IDB-BPR-CAS project executed and the REDPA information system operational.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to the Agricultural Policy Coordination Network of the South - REDPA and Support to the Informal Group of the Agricultural Negotiators - GINA</b>	<b>224.889</b>	<b>0</b>	<b>224.889</b>
Promotion of trade and the competitiveness of agribusinesses	224.889	0	224.889

**Regional Technical Cooperation Plan in Technology and Innovation in the Southern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of the technology and innovation*

PA.1. To provide support for the development and incorporation of technological innovations in priority chains in order to improve their competitiveness.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The region's agrifood sector has information about the evolution of, and trends in, Asian and European markets with regard to food safety and food quality. Analysis carried out under the aegis of PROCISUR's Regional Technological Platform on the Quality of Agrifood Chains.

PI.1. A study published and disseminated on "Analysis of the evolution of, and trends in, Asian and European markets."

**Promotion of the technology and innovation**

PA.2. To promote innovation and institutional strengthening in the public and private sectors at the regional, national and local levels with a view to increasing opportunities for family agriculture and other stakeholders in the generation of income and the sustainable production of food.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The main actors in the region linked to small-scale agriculture have information about the advances achieved with appropriate technologies resulting from the actions carried out by PROCISUR's Regional Technological Platform on Family Agriculture and their links with the production systems of countries in the region.

PI.1. Inventory of R&D projects focusing on family agriculture available on the platform's website on PROCISUR Online.

PI.2. Manual on appropriate machinery for small-scale agriculture available in the countries of the Southern Cone (digital and printed versions).

PA.3. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The region's research systems have capabilities for high-performance genomic, transcriptomic, metabolomic and proteomic analysis, developed by the project Genetic Resistance to Asian Soybean Rust (SOUTHnomics Platform).

PI.1. The annual work plan of work packages 4-9 of the project Genetic Resistance to Asian Soybean Rust (RAS- SOUTHnomics Platform) was implemented.

ER.2. Latin America's agricultural sector, oil and gas industry and scientific community possess broader knowledge of the role of biofuels in the energy sector.

PI.1. Publication, with a regional study on the subject, available in the digital library of PROCISUR Online

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Technology and Innovation in the Southern Region</b>	<b>20.000</b>	<b>0</b>	<b>20.000</b>
Promotion of the technology and innovation	20.000	0	20.000

**Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Southern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of agricultural health and food safety*

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.)

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The institutional framework of the veterinary services of the Southern Region were strengthened by coordinating actions to prevent emerging transboundary diseases.

PI.1. Plan of activities executed of the Regional Project for the Control of HPAI and other transboundary diseases.

ER.2. The technical and administrative work of the regional agricultural health organizations (Plant Health Committee of the Southern Cone -COSAVE- and the Standing Veterinary Committee -CVP- of the Southern Cone) was strengthened.

PI.1. Technical documents and progress reports prepared related to the annual work plan of COSAVE and the CVP.

PA.2. To provide the public and private sectors with support in negotiating, implementing, updating and harmonizing trade-related, sanitary and phytosanitary and biosafety rules and regulations derived from international agreements.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. IICA supported the coordination and implementation of the agreements of the WTO/SPS, Codex Alimentarius, OIE and IPPC with the Codex and SPS focal points, the national AHFS services, producers' organizations, industry and academia.

PI.2. Three e-bulletins called Codex-MSF Foro de Opinión published and disseminated.

ER.2. The state-run services of countries in the Southern Region have enhanced technical capabilities for risk analysis management in food safety.

PI.1. At least 10 high-level officials of the AHFS services of the Southern Region were trained and the processes for managing the implementation and documentation of risk analysis were harmonized.

ER.3. IICA improved the knowledge of agricultural producers, the agrifood industry, AHFS services and the regional organizations linked to the CAS with regard to the impact of the implementation of private standards on some areas of agricultural production in the region.

PI.1. At least one case study of private standards carried out and published in each country of the Southern Region.

**Resources Allocation of the Regular Fund**

Unit / Strategic Priority	Resources Allocation of the Regular Fund		
	Quotas	Miscellaneous	Total
<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Southern Region</b>	<b>121.530</b>	<b>7.500</b>	<b>129.030</b>
Promotion of agricultural health and food safety	121.530	7.500	129.030

## Regional Technical Cooperation Plan in Rural Communities in the Southern Region

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the development of rural communities adopting a territorial approach*

PA.1. To promote innovation and institutional strengthening in the public and private sectors at the regional, national and local levels with a view to increasing opportunities for family agriculture and other stakeholders in the generation of income and the sustainable production of food.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. The national SRD specialists are participating in IICA's SRD Network for the exchange of documents and experiences related to rural development and food security.

PI.1. Analytical documents available on the subject of rural development and food security.

PI.2. At least two Web-based discussion forums created on specific, critical issues related to rural development and food security.

PI.3. At least two videoconferences held with IICA's regional SRD specialists

ER.2. IICA supported the adoption of public policies for family agriculture and rural development with a territorial approach in Argentina, Uruguay, Chile and Paraguay.

PI.1. Public policy experiences for family agriculture and rural development with a territorial approach systematized and disseminated.

ER.3. Successful experiences of linking small farmers with markets identified in the Southern Region.

PI.1. At least two good practices of linking small-scale production with organic markets or production identified.

PA.2. To develop the planning and management capabilities of social and institutional stakeholders and of agents for development in the territories.

##### *IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. The institutional capabilities of the public and private sectors were strengthened for intervening and operating in the territories of the region.

PI.1. At least 30 technicians in the region trained in rural development planning with a territorial approach.



**Promotion of the development of rural communities adopting a territorial approach**

PI.2. Three regional courses organized on training for technical personnel in investment projects, agribusinesses and family agriculture.

PI.3. Three activities implemented to share experiences related to the social management of territories and food security, and two exchanges carried out among the IICA Offices in the Southern, Andean and Central regions.

ER.2. The capabilities of the national public and private sectors were strengthened in relation to sustainable rural development with a territorial approach and food security.

PI.1. At least two seminars held on sustainable rural development with a territorial approach.

PI.2. Two one-day activities on food security and three debates via videoconference organized.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Rural Communities in the Southern Region</b>	<b>126.867</b>	<b>7.500</b>	<b>134.367</b>
Promotion of the development of rural communities adopting a territorial approach	126.867	7.500	134.367

**Promotion and Formulation of Agricultural Projects in the Southern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Inter-thematic actions**

PA.1. To strengthen the regional institutional framework of the private agricultural sector, in order to improve the performance of commercial-scale agricultural production chains, by providing support to the Federation of Rural Associations of the MERCOSUR (FARM).

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. A work program coordinated with public and private institutions was implemented to improve the performance of agricultural production and trade chains, in collaboration with FARM.

PI.1. ICA-FARM joint program under negotiation with the funding agencies.

PI.2. At least two priority actions carried out with FARM and at least two videoconferences held with the IICA's regional SRD specialists.

*Inter-thematic actions*

PA.2. To make the public and private sectors more aware of trends in and the performance of the agricultural and agrifood sectors, and of the food security situation in the region, by preparing studies and the 2009 national and regional reports, managing the information contained in IICA's different electronic systems and technical documents, and holding seminars and fora on important topics.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Up-to-date information provided about the situation and outlook for agriculture and rural life in the Southern Region.

PI.1. The respective inputs for the report were prepared and sent.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion and Formulation of Agricultural Projects in the Southern Region</b>	<b>145.717</b>	<b>0</b>	<b>145.717</b>
Promotion of trade and the competitiveness of agribusinesses	24.291	0	24.291
Promotion of the technology and innovation	29.143	0	29.143
Promotion of agricultural health and food safety	24.291	0	24.291
Promotion of the development of rural communities adopting a territorial approach	29.143	0	29.143
Promotion of the sustainable management of natural resources and the environment	38.775	0	38.775
Repositioning agriculture and rural life and renewing its institutional framework	73	0	73

**Cooperative Program for the Development of Agricultural Technology in the Southern Cone -PROCISUR****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of the technology and innovation**

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.).

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The Executive Secretariat of PROCISUR performed its duties to the satisfaction of the member countries and IICA, carrying out the mandate established in the agreement and following the guidelines of the MTP.

PI.1. The PAT was executed satisfactorily, carrying out the activities planned under its three components (prospection / programming / follow-up and evaluation-annual report).

ER.2. The region's NARIs strengthened their institutional framework and have the support of their governments and the rest of the actors in the national innovation system.

PI.1. The institutional research framework was consolidated in Paraguay and Bolivia, with their institutions set up and operational.

PI.2. The NARIs are playing a clearly defined, decisive role in the national innovation systems, as part of a stable institutional system.

ER.3. The NARIs have up-to-date information about research trends and research needed.

PI.1. One prospective study per year on technology and agricultural innovation in the region.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Cooperative Program for the Development of Agricultural Technology in the Southern Cone - PROCISUR</b>	<b>147.947</b>	<b>0</b>	<b>147.947</b>
Promotion of the technology and innovation	147.947	0	147.947

**Support to the Development and Strengthening of National Agricultural Health Systems in the Countries of the Southern Cone to Facilitate International Agricultural Trade - COSAVE****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of agricultural health and food safety**

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.).

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. COSAVE's 2010 work plan agreed and implemented.

PI.1. IICA coordinated and participated in at least three meetings of the Steering Committee and seven ad hoc working groups.

PI.2. Technical and financial progress reports prepared on the assistance provided to COSAVE.

ER.2. Through COSAVE, IICA contributed to the process of harmonizing international plant health standards in the Southern Region.

PI.1. IICA supported the technical and administrative management of COSAVE to ensure its operation.

PI.2. IICA organized and participated in at least five international technical events.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to the Development and Strengthening of National Agricultural Health Systems in the Countries of the Southern Cone to Facilitate International Agricultural Trade - COSAVE</b>	<b>20.000</b>	<b>0</b>	<b>20.000</b>
Promotion of agricultural health and food safety	20.000	0	20.000

**Support to the Secretariat of the Agricultural Council of the South - CAS****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.).

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The CAS is better prepared to harmonize agricultural policies at the regional level and renew the institutional framework of the region's agricultural and rural sector.

PI.1. Three regular meetings of CAS, and any special meetings required, organized during the year.

PI.2. The regional agreements and specific resolutions adopted by the ministers of the CAS were implemented.

PI.3. Activities of the CAS incorporated into the agenda of the Southern Region.

ER.2. The Technical Secretariat (TS) of the CAS supported the preparation of regional studies and technical proposals approved by the ministers of the region, based on their priorities.

PI.1. At least three documents prepared on issues of strategic importance to the CAS.

ER.3. The TS of the CAS promoted and shared regional integration experiences with the regional councils, the CAC and the Andean Region (for the creation of an Andean Agricultural Council).

PI.1. Document comparing the CAS and the CAC prepared.

PI.2. IICA supported the design of the strategy for the possible creation of a Council of Ministers of Agriculture of the Andean Region.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to the Secretariat of the Agricultural Council of the South - CAS</b>	<b>71.015</b>	<b>0</b>	<b>71.015</b>
Promotion of trade and the competitiveness of agribusinesses	71.015	0	71.015

**Support to the Permanent Veterinary Committee of the Southern Cone****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of agricultural health and food safety**

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.).

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The Technical Secretariat of the CVP was strengthened by executing regional actions.

PI.1. IICA participated in at least five regular and special meetings of the CVP and took minutes.

PI.2. Regional project coordinated with international organizations in the Southern Region.

ER.2. Regional animal health and animal-based food safety actions coordinated in the Southern Region.

PI.1. Agreements of the meetings held by the committee's two commissions and five ad hoc groups implemented.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Year 2010 Miscellaneous</i>	<i>Total</i>
<b>Support to the Permanent Veterinary Committee of the Southern Cone</b>	<b>60.000</b>	<b>0</b>	<b>60.000</b>
Promotion of agricultural health and food safety	60.000	0	60.000

**Regional Technical Cooperation Plan in Biosafety in the Southern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of the technology and innovation**

PA.1. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA supported the cooperation mechanisms (REDPA GT5-Biotechnology) for promoting and boosting the region's technical capabilities in biotechnology and biosafety.

PI.1. Working meetings held with the GT5/REDPA to make progress with agro-biotechnology and biosafety policies in the region.

PI.2. Workshops were held on intellectual property and the status of the issue was analyzed at the country and regional levels.

ER.2. IICA supported the process of identifying critical points needs for the formulation of regulatory frameworks in biotechnology and biosafety in the Southern Region and in other regions where it was necessary.

PI.1. IICA participated in and provided technical support for regional meetings held to define national biosafety frameworks in the Andean Region (Bolivia).

ER.3. IICA promoted studies, discussions and analyses of national, regional and international standards.

PI.1. Legal and technical documents developed and distributed on topics included in the international agreements, for use by decision-makers, negotiators and technical personnel of IICA's member countries.

ER.4. IICA promoted hemispheric, regional and country-to-country technical cooperation, identifying opportunities for cooperation and supporting the consolidation and participation of the member countries in hemispheric and world mechanisms.

PI.1. Preparatory meetings organized and coordinated for the negotiations under the Cartagena Biosafety Protocol (Japan 2010). IICA participated in negotiation meetings to provide technical support to countries in the hemisphere.

PI.2. IICA strengthened the program's participation in cooperation models such as NABI-GT5-REDPA.

PI.3. The Institute supported the Andean Region project "Diversification of the food supply for vulnerable populations through the use of biotechnological tools applied to native species of the Andean Region."

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Biosafety in the Southern Region</b>	<b>160.720</b>	<b>7.500</b>	<b>168.220</b>
Promotion of the technology and innovation	160.720	7.500	168.220

**Regional Technical Cooperation Plan in Trade in the Southern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of trade and the competitiveness of agribusinesses*

PA.1. To support the strengthening of the regional institutional framework in the countries of the CAS, and to promote joint technical cooperation actions between IICA and the CAS. (Modernization of the Ministries of Agriculture, national and regional AHFS services, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.)

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. IICA strengthened the capacity to monitor and analyze REDPA policies during 2010 and 2011.

PI.1. The countries themselves updated national matrixes of agricultural policies each year, with methodological support from IICA.

PI.2. At least one annual policy analysis document on issues of current interest to the region, prepared by the GT1 with support from IICA.

PA.2. To make the public and private sectors more aware of trends in and the performance of the agricultural and agrifood sectors, and of the food security situation in the region, by preparing studies and the 2009 national and regional reports, managing the information contained in IICA's different electronic systems and technical documents, and holding seminars and fora on important topics.

*IICA's Role:*

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. IICA prepared the annual regional report on the situation and outlook for agriculture (policies and trade section) in 2010 and 2011.

PI.1. Report prepared and distributed on schedule.

PA.3. To provide the public and private sectors with support in negotiating, implementing, updating and harmonizing trade-related, sanitary and phytosanitary and biosafety rules and regulations derived from international agreements.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Agricultural and SPS module implemented successfully in 2010 and 2011 in the annual WTO-ALADI-IICA-IDB courses on trade policy for the ALADI member countries.

PI.1. Around 50 officials of the governments of the 12 ALADI countries trained each year in agricultural trade policy with support from IICA and its strategic partners (WTO, ALADI, IDB/INTAL and the Government of Spain).



**Promotion of trade and the competitiveness of agribusinesses**

PA.4. To support efforts to bring the public and private sectors together to design strategies and regional risk management and agricultural insurance mechanisms.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. National agricultural insurance systems established and/or strengthened in the Southern Region.

PI.1. IICA strengthened the capacity of agents in the Southern Region to design and implement agricultural insurance systems.

PI.2. The subject of agricultural insurance was incorporated into higher agricultural education in the Southern Cone.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Trade in the Southern Region</b>	<b>17.500</b>	<b>7.500</b>	<b>25.000</b>
Promotion of trade and the competitiveness of agribusinesses	17.500	7.500	25.000

**Northern Region****IICA Office in Canada****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Promotion of the development of rural communities adopting a territorial approach**

PA.1. Support the rural development in LAC.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Rural communities in LAC have improved their capabilities and knowledge of rural development based on programs and successful experiences in rural Canada through documents and capacity building activities.

PI.1. Reports of two capacity building events on Canadian programs and successful experiences in rural development where participants from at least four (4) LAC countries attended.

*Inter-thematic actions*

PA.1. The IICA Offices in the Region provide support to IICA' hemispheric initiatives to formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Countries involved in IICA hemispheric initiatives supported by IICA Canada have greater capacities to implement programs and activities in areas such as food security, biofuels, agri-business, biotechnology, innovation and research and food safety.

PI.1. One (1) document providing information on Canadian experiences related to IICA hemispheric initiatives.

PI.2. Four (4) events focused on Canadian experiences and activities related to hemispheric initiatives.

PA.2. To develop mechanisms for gathering and disseminating knowledge by developing the necessary capabilities and sharing information on successful experiences in the region.

*IICA's Role:*

To develop and operate information and knowledge management system.

ER.1. Ministries of agriculture and other agencies of LAC have improved their capacities to modernize and reform their institutions based on Canadian models and experience.

PI.1. One (1) compilation document on Canadian experiences and models on institutional modernization and reform.

PI.2. One (1) event focused on the Canadian experiences and models for institutional modernization and reform.

PA.3. To evaluate and share information related to the impact of changes in policies and other key factors on trade and food security in the Hemisphere.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Ministries of Agriculture in IICA Member countries received updated information on agricultural policies implemented by the Government of Canada in response to the food security crisis.

PI.1. At least one (1) document has been published and/or distributed with regard to food security and the situation in Canada.

PA.4. To strengthen partnerships with public and private institutions in the region to promote our institutional image.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The relationship between IICA and Agriculture and Agri-Food Canada, the Canadian International Development Agency, the Canadian Food Inspection Agency and the Department of Foreign Affairs is strengthened and reinforced in order to ensure the continued support by the Government of Canada to IICA and the recognition of IICA as a key partner.

PI.1. At least three (3) meetings with CIDA to discuss issues related to food security and other projects IICA and CIDA are managing together.

PI.2. At least three (3) meeting with AAFC to discuss IICA Canada strategic directions and IICA hemispheric initiatives.

**Inter-thematic actions**

PA.5. To support the consolidation of regional mechanisms (NABI, NAPPO, PROCIs, etc) and IICA's participation in them, specifically in the formulation and implementation of regional strategies.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The relationship with the North American Plant Protection Organization (NAPPO) is institutionalized in order to facilitate the exchange of technical knowledge and information between the Northern Region and the other regions of the Americas.

PI.1. NAPPO and IICA work at least on three (3) technical activities where information on phytosanitary standards is shared with at least four (4) countries of the Americas.

PI.2. At least two (2) meetings a year take place between NAPPO and IICA in order to allow the opportunity to discuss the status of the implementation of the annual workplan.

ER.2. The relationship with PROCINORTE is reinforced in order to facilitate the exchange of technical information and expertise of the organization with the other regions of the Americas.

PI.1. At least two (2) meetings a year take place between IICA Canada and PROCINORTE in order to discuss strategic directions and ways to increase the exchange of information with the other regions.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Enhancement of the relationship and alliances with the Canadian Government and the private sector, key stakeholders and partners by increased interactions and exchanges to establish and consolidate agreement and strategic alliances.

ER.1. Through consolidated agreements, strategic alliances and activities, the relationship with the Government of Canada's Ministries and Agencies is reinforced in order to ensure continued financial, political and technical support to IICA.

PI.1. Ten (10) meetings between IICA Canada and key Government of Canada's stakeholders are taking place.

PI.2. Ten (10) joint IICA-Government of Canada activities in IICA strategic technical cooperation areas are undertaken.

ER.2. Through consolidated agreements, strategic alliances and activities the relationship with key Canadian private stakeholders and partners is enhanced in order to ensure their continued interest and technical support to IICA technical projects and activities.

PI.1. Ten (10) meetings between IICA Canada and key stakeholders are taking place.

PI.2. Nine (9) joint IICA-Canadian stakeholders activities in IICA strategic technical cooperation areas are undertaken.

PA.2. Improvement of program delivery and performance by changes in management practices for technical cooperation with horizontal style.

ER.1. Improved program delivery and performance by changes in management practices.

PI.1. Ten (10) updates to the IICA Canada website.

PI.2. Positive feedback from stakeholders on changes to IICA Canada programs.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Canada</b>	<b>568.500</b>	<b>10.000</b>	<b>578.500</b>
Promotion of trade and the competitiveness of agribusinesses	142.125	2.500	144.625
Promotion of the technology and innovation	113.700	2.000	115.700
Promotion of agricultural health and food safety	142.125	2.500	144.625
Promotion of the development of rural communities adopting a territorial approach	56.850	1.000	57.850
Promotion of the sustainable management of natural resources and the environment	113.416	1.995	115.411
Repositioning agriculture and rural life and renewing its institutional framework	284	5	289

## IICA Office in the United States of America

### Priority Activities of Management of Cooperation, Expected Results and Performance Indicators

PA.1. Continue to develop and strengthen alliances with existing and potential public and private institutions to promote IICA's institutional image and the credibility and visibility of the IICA Office in the United States.

ER.1. The Member States, through the OAS Permanent Council and Permanent Observer Countries have a clear vision of the role of IICA as the lead hemispheric agricultural entity.

PI.1. IICA Day at the OAS received positive reviews from Member States and welcomes future celebration of IICA Day at the OAS.

PI.2. Secure project participation of one existing Observer Countries in IICA and make contact with at least two new potential Observer Countries.

ER.2. The Department of State (USDOS) and Department of Agriculture (USDA) are in Strong support of IICA goals and objectives.

PI.1. Active participation of at least 2 high-ranking government officials in upcoming EC, SACMI and other IICA official events.

PI.2. IICA participation from HQ and/or Country Representatives in USDA's 2010 Agricultural Outlook Forum and at least 2 collateral events.

PI.3. Implementation of at least 1 USG proposal, preferably with the State Department (e.g. agenda review.).

ER.3. IICA has a visible role as a partner with FAO, OAS, PAHO, IDB, WFP, other International organizations and public and private sectors.

PI.1. Develop and/or implement at least one joint initiative.

PI.2. Develop and/or implement MOU or agreement with at least one organization.

ER.4. Update IICA and/or Member Countries on current developments regarding agricultural policy and food security in the United States.

PI.1. At least 5 relevant articles or documents distributed to IICA or member Countries and/or placed on the office website.

- PI.2. At least 10 new press releases distributed to targeted press contacts within 3 days of the event and put on the IICA website(s) within 5 working days of the event.
- PA.2. Create an operative DSP on a systematic basis at the institutional level.
- ER.1. Complete the agreement on fortifying strategic partnerships reached at the 2009 Representatives' Week (PVS).
- PI.1. Results of the DSP segment are analyzed and applied as appropriate.
- PI.2. Expand the use of the DSP/PVS instrument to at least 25% of the countries.
- PI.3. Update DSP strategic plan.
- ER.2. Strengthen the capacity of the U.S. Office.
- PI.1. At least quarterly Strategic Partnerships Committee meetings and coordination of relevant issues with existing IICA Committees.
- PI.2. Developed and carried out agenda for the Strategic Partnership portion of the 2010 Representatives Week.
- PI.3. Formalize process to distribute and monitor pipeline projects from selected institutions.
- ER.3. Expand visibility of IICA Representatives to key Partners in the USA.
- PI.1. At least 2 meetings/presentations/communications with appropriate levels within IDB, WB, and others as selected with follow-up as appropriate.
- PA.3. Provide support to IICA's hemispheric initiative.
- ER.1. IICA initiatives strengthened in joint collaboration with IICA Office in the United States.
- PI.1. Identified and promoted at least 2 initiatives to support IICA's efforts in areas such as food security; agro-tourism; biotechnology; greenhouses; insurance; AHFS; Haiti, etc.
- PI.2. Secure approval for the Project proposal for a hemispheric "Agricultural Outlook Forum for the Americas" submitted to USDA and USDOS.
- PA.4. Strengthen IICA Permanent Office in Europe.
- ER.1. Build upon diplomatic recognition status granted in 2009 by the Spanish Government.
- PI.1. Increase office resources.
- PI.2. Develop strategic plan to promote and leverage diplomatic recognition.
- PI.3. Secure one project with the Spanish Government.
- ER.2. Promote and support all efforts to consolidate the OPE as an effective and dependable IICA unit that is credible and visible in Spain and the European Community.
- PI.1. Completed at least 2 missions to the OPE. Needs and resources identified to respond to requests in a coordinated and timely manner.
- PI.2. Managed the progress and successful completion of OPE's approved 2010 AAP.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in the United States of America</b>	<b>915.314</b>	<b>20.000</b>	<b>935.314</b>
Promotion of trade and the competitiveness of agribusinesses	167.136	3.652	170.788
Promotion of the technology and innovation	271.208	5.926	277.134
Promotion of agricultural health and food safety	129.792	2.836	132.628
Promotion of the development of rural communities adopting a territorial approach	91.531	2.000	93.531
Promotion of the sustainable management of natural resources and the environment	224.252	4.900	229.152
Repositioning agriculture and rural life and renewing its institutional framework	31.395	686	32.081

## IICA Office in Mexico

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. Strengthen partnerships with public and private institutions in the region to promote the institutional image.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Cooperation between Chile and Mexico was improved with regard to strategic partnerships of small farmers. The work entails integrating them into agricultural production and trade chains by means of exchanges of professionals and producers and training activities. The institutions involved are Chile's Agricultural Development Institute (INDAP) and Mexico's Vice Ministry of Rural Development of (part of SAGARPA).

PI.1. Article published on the systematization of experiences involving partnerships of agricultural producers for marketable/exportable agricultural products.

PA.2. Evaluate and share information about the impact of changes in policies and other key factors for trade and food safety in the hemisphere.

*IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Agrifood and Fisheries Information System (IAPS) was improved, strengthening the dissemination of information about the sector among the country's technicians and producers.

**Promotion of trade and the competitiveness of agribusinesses**

PI.1. The Office promoted the creation of a virtual portal to support decision-making for governmental policies.

PI.2. Using geo-referencing tools, the coffee and sugarcane product systems were expanded and are operating in the offices of municipal, state and federal governments.

**Promotion of the technology and innovation**

PA.1. Support the consolidation of the regional mechanisms (e.g., NABI and NAPPO, PROCIs, Trinational Council, technical regional meetings and NAAMIC) used to devise and implement regional strategies, and IICA's participation in them.

**IICA's Role:**

To organize fora for reflection, dialogue and consensus building.

ER.1. The Office boosted knowledge management capabilities in support of technological innovation processes, with PROCINORTE and NAPPO.

PI.1. The Office took part in two events related to the implementation of the agendas of PROCINORTE and NAPPO.

ER.2. IICA/Mexico improved its relations with FAO/ECLAC/World Bank.

PI.1. The annual program of work with FAO/ECLAC/World Bank was drawn up and signed, under the aegis of the Interagency Group on Rural Development.

PI.2. The Office published a document on food security and rural development in Mexico.

**Promotion of agricultural health and food safety**

PA.1. Evaluate and share information about the impact of changes in policies and other factors that are of key importance for trade and food safety in the hemisphere.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. The Office helped improve the operation of the inspection system at ports, airports and border crossings by enhancing the capabilities of the personnel of the country's Animal and Plant Health Inspection Service.

PI.1. The staff training program contracted by IICA, on aspects of animal and plant health, was concluded.

PI.2. The Agrosalud bulletin was sent regularly to the animal and plant health inspection offices.

PI.3. The evaluation of the 2009 Plan of Operation was delivered and discussed.

ER.2. IICA enhanced the impact of the fruit fly program in the country by incorporating the results of research on the biological cycle/large-scale breeding of *Anastrepha*, and the cost-benefit analysis.

PI.1. The goal was achieved of producing fruit flies with a % survival rate in the field, the M:F ratio, etological capacity to mate with the female, etc.

PI.2. The findings of the research on alternative ingredients of the diet the fly, carried out by the Department for the Development of Plant Methods, were delivered.

PI.3. Twelve technicians received updating training in topics related to the fruit fly by participating in the international course on fruit flies.

**Promotion of agricultural health and food safety**

ER.3. The Office helped improve the country's plant and animal health actions aimed at the prevention, control and eradication and plant and animal pests and diseases.

PI.1. Two "training of trainers" workshops were held for the governments of Chiapas and Tabasco and SAGARPA, for the control of moniliasis in cacao through the introduction of disease-resistant varieties.

PI.2. Technical recommendations were sent to the SENASICA-SAGARPA General Directorate of Animal Health, as a result of the monthly meetings of six committees and of the special groups of the National Technical Advisory Council on Animal Health (CONASA).

ER.4. The impact of the Moscamed program was improved along the country's southern border.

PI.1. The trapping targets were met, all outbreaks were detected and the refrigerated adults ordered were shipped to the country's different states.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. Support initiatives designed to boost the capabilities of agricultural SMEs for gaining access to the market and promote trade.

**IICA's Role:**

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The postgraduate program of the Metropolitan Autonomous University was improved by implementing a master's degree course in "rural agroindustry, territorial development and agrifood tourism," with the participation of IICA, the IEP and the UAM itself.

PI.1. Second diploma course held on rural agroindustry and territory, with at least 15 students.

PI.2. First diploma course held on quality and the rating of agricultural products, with at least 15 students.

ER.2. The capabilities for disseminating knowledge related to rural agroindustry with a territorial approach were improved with the participation of Incon, the UAEM, University of Chapingo, Universidad de los Altos de Chiapas.

PI.1. The Office systematized the rural agroindustry experiences of the National Network of Women's Small Farmer Organizations in marginalized areas of the country.

PI.2. The structure for interaction between agricultural producers and the supermarket chains in Mexico is operational.

PI.3. Two presentations given and two articles published on the subject.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Strengthen partnerships with public and private institutions in the region to promote the institutional image.

**IICA's Role:**

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Ibero-American Network for Cooperation on Territorial Management was strengthened.

PI.1. A workshop on territorial management was held with the participation of the ministries of agriculture of the countries that belong to the Network.



**Repositioning agriculture and rural life and renewing its institutional framework**

PA.2. Construct mechanisms for compiling and disseminate knowledge through capacity building and the characterization of successful regional experiences.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. The National Rural Development Policy was improved with methodological and operational support from IICA.

PI.1. An International Seminar on Technology Transfer and Extension Work was held.

PI.2. The Office evaluated the Virtual University for the training program in territorial management with the participation of SAGARPA-INCA Rural.

PI.3. The Diploma Program on Territorial Rural Development was designed and structured with the collaboration of the UNAM.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Adjust the institutional structure.

ER.1. The Office's horizontal institutional organizational arrangement was improved.

PI.1. The Office consolidated and integrated the areas of Informatics, Procurement, Accounting, Finance, Human Resources, Project Management, Technical Cooperation, Administration and the Representative's Office by means of diagnostic assessments. All the areas mentioned are operational.

ER.2. The Office's organizational structure was improved and technical and administrative cooperation are being provided efficiently.

PI.1. The organizational chart and post descriptions were updated, along with the process diagrams for the flow of the personnel's activities.

PI.2. Each member of the Office staff has a description of his/her duties and activities, facilitating teamwork.

ER.3. The Office's capacity for timely and efficient accountability at the national, regional and hemispheric levels was improved.

PI.1. The operation of the SAP in the Office was consolidated satisfactorily.

PA.2. Relations with strategic partners were strengthened at the national, regional and hemispheric levels.

ER.1. The Office has the Mexico 2010 National Technical Cooperation Agenda.

PI.1. Three workshops were held with representatives of civil society and the private, academic and public sectors.

PI.2. The contents and priorities of the Agenda were reviewed with representatives of civil society and the private, academic and public sectors.

ER.2. The processes for administering the Office and related technical cooperation projects were updated, aligned and harmonized with the Office's internal and external clients, pursuant to IICA's rules and regulations.

PI.1. Ten monthly financial reports were prepared and submitted to the counterpart on time, with copies sent to Headquarters, including the respective bank reconciliations.

PI.2. The purchasing processes using the SAP were consolidated for services and acquisitions with the representatives of the specific programs.

ER.3. The process of settling the Technical Annexes and Operating Programs with SAGARPA-SENASICA was concluded for the period January-December 2009.

PI.1. The fixed assets, financial statements, technical reports and evaluations of four agreements with SAGARPA were handed over, and the "records of settlement" were signed.

PA.3. Strengthen the performance and evaluation management systems.

ER.1. The annual plan for the continuous improvement of the Office's personnel was executed.

PI.1. An average of two meetings were held each month to inform the administrative personnel of the Office's technical activities.

PI.2. Three workshops were held with the entire staff of the Office to disseminate the bases of the Institute's employment culture.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Mexico</b>	<b>600.000</b>	<b>100.000</b>	<b>700.000</b>
Promotion of trade and the competitiveness of agribusinesses	120.000	20.000	140.000
Promotion of the technology and innovation	60.000	10.000	70.000
Promotion of agricultural health and food safety	196.620	32.770	229.390
Promotion of the development of rural communities adopting a territorial approach	120.000	20.000	140.000
Repositioning agriculture and rural life and renewing its institutional framework	103.380	17.230	120.610

### Regional Technical Cooperation Plan in the Northern Region

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Promotion of the technology and innovation**

PA.1. To support the consolidation of regional mechanisms (for example, NABI and NAPPO, PROCIs, Trinational Council, regional technical meetings and NAAMIC) and IICA's participation in them, specifically in the formulation and implementation of regional strategies.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. IICA's participation strengthened in the regional integration mechanisms and regional strategies on agriculture and rural life in the Northern Region.

PI.1. Annual regional technical meeting in the Northern Region organized and carried out, including the IICA Offices, specialists from Headquarters and strategic partners.

PA.2. To evaluate and share information related to the impact of changes in policies and other key factors on trade and food security in the hemisphere.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Key actors in the Americas have up-to-date information about the situation and outlook for agriculture and rural life in the Northern Region.

PI.1. IICA's Northern Region publishes an annual report on the Northern Region that includes sections dealing with regional agriculture and the latest developments in science, technology and innovation.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in the Northern Region</b>	<b>146.497</b>	<b>0</b>	<b>146.497</b>
Promotion of trade and the competitiveness of agribusinesses	58.599	0	58.599
Promotion of the technology and innovation	16.115	0	16.115
Promotion of agricultural health and food safety	29.299	0	29.299
Promotion of the development of rural communities adopting a territorial approach	30.764	0	30.764

Promotion of the sustainable management of natural resources and the environment	11.720	0	11.720
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## Cooperative Program in Research and Technology for the Northern Region - PROCINORTE

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the technology and innovation*

PA.1. To support the consolidation of regional mechanisms (for example, NABI and NAPPO, PROCIs, Trinational Council, regional technical meetings and NAAMIC) and IICA's participation in them, specifically in the formulation and implementation of regional strategies.

#### *IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. IICA's participation strengthened in the regional integration mechanisms and regional strategies on agriculture and rural life in the Northern Region.

PI.1. PROCINORTE's Strategic Plan, which positions it as a mechanism for cooperation inside and outside the region as a donor and supplier of technologies, is being fully executed, with an annual plan and concrete activities under way.

PI.2. Plan to secure funds and project PROCINORTE outside the region under way.

PI.3. PROCINORTE task forces activated and cooperating technically among the three countries.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Cooperative Program in Research and Technology for the Northern Region - PROCINORTE</b>	<b>126.600</b>	<b>0</b>	<b>126.600</b>
Promotion of the technology and innovation	126.600	0	126.600

## Support to the Tri-National Council of the Northern Region

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. Facilitate Discussion and dialogue among the members of the Tri-National Council of the Northern Region and realign technical cooperation activities with those identified as priorities by the Council.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

ER.1. Strengthen the Tri-National Council's capacity to understand IICA's priorities and define the Northern Regional priorities within this context.

PI.1. Organize and complete one formal meeting of the Tri-National Council of the Northern Region per year, with the participation of at least three delegates from each member government.

PI.2. A summary report per year, that outlines the discussions of the meeting and the priority actions and recommendation of the Council.

PI.3. Action steps taken on recommendation made by the Council.

PI.4. Council recommendations have been incorporated into IICA's Northern Regional Agenda.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Year 2010 Miscellaneous</i>	<i>Total</i>
<b>Support to the Tri-National Council of the Northern Region</b>	<b>25.000</b>	<b>25.000</b>	<b>50.000</b>
Repositioning agriculture and rural life and renewing its institutional framework	25.000	25.000	50.000

**Office of the Director General****Office of the Director General****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. To conduct and manage the corporate affairs of the Institute (Office of the DG).

ER.1. The General Directorate is operated in accordance with Institute rules and regulations and mandates issued by the Governing Bodies.

PI.1. Technical cooperation actions are implemented in accordance with the guidelines established in the 2006-2010 MTP and the priorities of the Member States.

PI.2. The Institute's resources are administered prudently, transparently and efficiently, by ensuring the proper application of the Institute's rules and regulations.

- PI.3. The Protocol for the Transfer of a Representative's Responsibilities in IICA's Offices is strictly enforced, ensuring that the situation in the Office in question is accurately portrayed in the report delivered by the outgoing to the incoming Representative.
- PI.4. Relations with the Member States and strategic partners at the inter-American and global levels have been strengthened and intensified.
- ER.2. The meetings of the Governing Bodies of the Institute are well organized.
- PI.1. Meetings of the SACMI and the Executive Committee have been held successfully from a political, strategic and logistic point of view, in compliance with the Institute's rules and regulations.
- ER.3. The image of the Institute as an international development agency is successfully projected.
- PI.1. IICA is recognized by authorities and international agencies as a center for technical excellence known for its transparency, demand-driven and results-oriented approach and its low operating costs.
- PI.2. The Institute is recognized by the community of international organizations as a reliable partner that contributes to the development of agriculture and rural life in the Americas.
- ER.4. Diplomatic and protocolary obligations of the Institute are fulfilled.
- PI.1. The Director General participates in those activities associated with the protocolary and diplomatic aspects of his position.
- PA.2. Promotion of an image of efficiency and professionalism in the Office of the Director General. (Coordination of the Office of the Director General and the Office of Diplomatic Relations and Protocol).
- ER.1. Ensure the efficient functioning of the Office of the DG.
- PI.1. Proper coordination of the agenda of the Director General and supervision of the duties of the staff of the Office of the DG to ensure that matters are handled expeditiously.
- PI.2. Timely follow up of the DG's directives with the other Directors at Headquarters and Representatives, eg. preparation and follow up of memos and other correspondence, reports, agreements etc.
- PI.3. The staff of the Office of the DG, trained with special emphasis on English Language.
- PA.3. Provide support to the Director General in the strengthening of relations with Member States and strategic partners. (Coordination of the Office of the Director General and the Office of Diplomatic Relations and Protocol).
- ER.1. Successful planning of the official missions by the DG.
- PI.1. Each of the DG's missions has a strategic focus, aimed at increasing the level of cooperation with IICA's Member States and strategic partners.
- PI.2. Provided support for the DG's participation DG in high-level regional integration fora: Heads of Government of CARICOM, the Alliance, CORECA/CAC, CAS.
- PA.4. Collaboration in the organization of institutional and governing body meetings. (Coordination of the Office of the Director General and the Office of Diplomatic Relations and Protocol).
- ER.1. Successful outcome of the meetings, approval of resolutions that serve to strengthen IICA as an institution and increase its work in the hemisphere.
- PI.1. Collaboration with the Technical Secretary for the Ex Comm. regarding the logistical arrangements for those meetings and coordinate the DG's meetings with the Ministers and their delegations.

- PI.2. Supported the preparation for important orientation meetings at HQ eg. Representatives' Week.
- PA.5. Coordinación de las Relaciones Diplomáticas y Protocolarias del Instituto y del Director General. (Coordinación del Despacho del Director General y la Oficina de Relaciones Diplomáticas y Protocolo).
- ER.1. All diplomatic and protocolary obligations associated with the Institute's official relations are fulfilled.
- PI.1. All diplomatic and technical events to be attended by the Director General are organized and held successfully, in coordination with the other Institute units involved.
- PI.2. A timely response is provided to all verbal and diplomatic notes and invitations to attend events.
- PI.3. Guests and high-level authorities from the Member States, and other official visitors to Headquarters, are properly welcomed and treated.
- ER.2. To raise the level of the Institute's official relations and to observe the proper protocol at the national and international levels.
- PI.1. IICA participates in official activities organized by the Ministry of Foreign Affairs of Costa Rica.
- PI.2. IICA has increased its participation in local diplomatic circles and in diplomatic fora such as the Diplomatic Institute, the Association of Diplomats and the Diplomatic Journal.
- PA.6. Coordination and processing of requests for exonerations, rights and immunities of the Institute and for International Professional Personnel (Coordination of the Office of the Director General and the Office of Protocol and Diplomatic Relations).
- ER.1. The roster of IPP and associate personnel has been improved and computerized.
- PI.1. The printed and electronic files with the data of international and associate personnel have been updated.
- PI.2. IPP and associate personnel are informed when it is time to renew their MI identification cards, visas, etc.
- PI.3. IICA's IPP are advised concerning privileges and immunities granted by host the respective host.
- ER.2. IICA and its IPP comply with the regulations of the State of Costa Rica vis-à-vis the use of privileges and immunities.
- PI.1. Official visas for all IPP and their immediate families, their MI identification cards, requests for exoneration of vehicles, household belongings, alcoholic beverages and sales tax on local purchases have been processed. Support has been provided to the Office of the Legal Advisor in registering and deregistering Institute vehicles and those of the IPP. Support also provided to General Services Unit in processing exonerations for the purchases of equipment for the Institute.
- PA.7. To promote joint efforts and strategic alliances with international organizations and improve coordination with IICA's other partners at the hemispheric and global levels. (Office of the Deputy Director General).
- ER.1. IICA has strengthened its relations with international organizations and other strategic partners at the hemispheric and global levels.
- PI.1. Working meetings held with international organizations (IDB, IFAD, PAHO, FAO, ECLAC, World Bank), regional institutions SICA, CARICOM, MERCOSUR, Andean Community), and other strategic partners, to update plans for joint work.
- ER.2. The Directorate of Strategic Partnerships receives support from the Office of the Deputy Director General in strengthening relations with new partners.
- PI.1. Support to the Directorate of Strategic Partnerships in establishing at least 5 new cooperation agreements with international financial and technical cooperation organizations.
- PI.2. A strategy for joint work in support of the Directorate of Strategic Partnerships has been defined.
- ER.3. IICA has established strategic partnerships with new partners at the national, regional, hemispheric and global levels.

- PI.1. Joint activities carried out with at least one university (or similar institution) in each region of the hemisphere and with other strategic partners in the public and private sectors and civil society, in coordination with the DORI and the DTLKM, with an eye to engaging in Know-how sharing.
- PA.8. To develop a strategy to access new sources of funding and mechanisms for securing resources. (Office of the Deputy Director General).
- ER.1. IICA has a strategy for accessing new sources of funding and mechanisms for securing resources.
- PI.1. The Directorate of External Financing and Investment Projects receives input and support from the Office of the Deputy Director General in preparing the document on the IICA strategy for accessing new sources of funding.
- PI.2. Working meetings held with new strategic partners in the public and private sectors and civil society (at the national, regional, hemispheric and global levels) to identify new sources of funding.
- PA.9. To support coordination and teamwork between the governing bodies and the Institute's units. (Office of the Director General) .
- ER.1. IICA's Governing Bodies and the units of the Institute receive support from the Office of the Deputy Director General and have relevant information for decision making.
- PI.1. Important information, opinions and contributions on topics of interest to the Institute, presented to the Cabinet, the Technical Committee, the Administration and Finance Committee, the Programming Committee, the Committee on Strategic Partners, the Special Advisory Commission on Management Issues, the Executive Committee and the Inter-American Board of Agriculture.
- ER.2. The IICA Offices in Spain and Washington D.C. receive support from the Office of the Deputy Director General and are implementing a strategy aimed at making them more efficient and effective.
- PI.1. The Office of the Director General contributes to the design of an Institute strategy for approving a new agreement between IICA and the Government of Spain on the location of the IICA Office in that country, and defining a strategy for strengthening the IICA office in Washington, D.C.
- ER.3. IICA's strategic partners and other stakeholders in the agricultural sector are kept informed of the Institute's work.
- PI.1. Monthly reports from the operating units of the Institute are incorporated in to the Infoletter of the General Directorate.
- PA.10. Performance of audits in the Offices and at Headquarters. (Internal Audit Unit).
- ER.1. Transfers of Representative responsibilities audited, and situation in Offices with change of Representative documented.
- PI.1. Information contained in the report submitted by the outgoing Representative is validated, applying the protocol established in EO #21/2005.
- PI.2. The formal transfer of responsibilities is documented, and an opinion is issued on the state of the administrative, financial and accounting operations of the Office.
- ER.2. Process of informing new Director General of the status of administrative, financial and accounting operations at IICA supported.
- PI.1. The new Director General receives up-to-date and validated management information for decision making.
- ER.3. Regular audits of Offices in countries planned and conducted.
- PI.1. Reports are available on compliance with Institute rules and regulations so that the Administration can take necessary corrective measures. Follow-up is provided on previous recommendations and any OIPs under way.
- ER.4. Routine reviews of certain Headquarters units planned and conducted.



- PI.1. Evaluations are conducted to verify compliance with Institute rules on the part of the Finance, Services, Human Resources and Informatics units.
- ER.5. Special audits are conducted at the request of the Director General to provide him with information needed for decision making.
- PI.1. The General Directorate takes actions and implements decisions on the basis of information and recommendations from the Internal Audit Unit.
- PA.11. Monitoring and Evaluation of IICA's internal control mechanisms (Internal Audit Unit).
- ER.1. The General Directorate has been informed of strengths and weaknesses of internal controls at the Institute and has ordered implementation of the recommendations of the Internal Audit Unit, with a view to strengthening the management of administrative, financial and accounting operations.
- PI.1. The Director General receives two reports annually on the state of the administrative, financial and accounting operations of the Institute as a whole, and measures are proposed for improving control of the resources.
- ER.2. Implementation of recommendations of External Auditors has been monitored, and the ARC informed.
- PI.1. Implementation of the recommendations of the External Auditors is verified with all the units involved, and a report on compliance is presented to the ARC.
- ER.3. The Institutional Management Committees receive guidance and advice from the Internal Audit Unit, and follow all Institute rules and procedures in making their decisions.
- PI.1. The unit participates proactively in the Administration and Finance, Programming and Purchasing Committees and other ad hoc committees, offering opinions and timely and useful information used to reach agreement on decisions that are in line with the rules, procedures and best practices of the Institute.
- PA.12. Organization of and technical and logistic support for official events (Technical Secretariat IABA/EC and Cabinet).
- ER.1. The 2010 and 2011 meetings of the SACMI and the Executive Committee, the 2011 meeting of the Inter-American Board of Agriculture (IABA), and the meetings of Ministerial Delegates in advance of the Sixth Ministerial Meeting on Agriculture and Rural Life, are held successfully
- PI.1. For the SACMI a) letters of convocation prepared and sent to Member States and other participants; b) working documents prepared by the Secretariat; c) coordination with other units for the preparation of other working documents; and d) final report of the meeting.
- PI.2. For the Executive Committee a) working documents delivered 45 days prior to the meeting; b) four working documents prepared; c) 18 draft resolutions prepared; d) support services organized and functioning properly; and e) final report of the meeting.
- PI.3. Support provided in connection with preparations for the Sixth Ministerial Meeting: GRICA meetings held with satisfactory results.
- PA.13. Technical Secretariat of the Cabinet operated. (Technical Secretariat of IABA/EC and Cabinet).
- ER.1. The Secretariat of the Cabinet operates effectively, providing support to the Cabinet in its capacity as the most important forum for the analysis, coordination and implementation of Institute policies.
- PI.1. The annual calendar of meetings of the Cabinet, letters of convocations and agendas for 24 meetings, supporting documentation for items on those agendas, minutes of 24 meetings, ad hoc documents requested by the Director General, prepared by the Secretariat and approved by the Director General.

PI.2. Follow-up provided on compliance with the decisions of the Cabinet: 24 monthly reports, letters prepared and sent to the units at Headquarters and the countries regarding all agreements reached by the Cabinet, and improvements made in the Cabinet's on-line system for monitoring agreements.

	Resources Allocated from the Regular Fund		
	Quotas	Miscellaneous	Total
<i>Chapter II: Management Costs</i>	682.080	25.000	707.080

## Technical Cooperation Units

### Directorate of Technical Leadership and Knowledge Management

#### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

##### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

##### *IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To establish knowledge networks and to design and implement training programs.
- To develop and operate information and knowledge management system.

ER.1. Public and private institutions have strengthened their institutional framework to promote competitive agribusinesses.

PI.1. Support provided to the Market Information Organization of the Americas (MIOA) and its Technical Secretariat.

PI.2. Technical cooperation provided to promote and strengthen the public and private institutional framework, with a view to encouraging the development of agribusinesses in IICA's member countries.

PA.2. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

##### *IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.
- To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.
- To establish knowledge networks and to design and implement training programs.

*Promotion of trade and the competitiveness of agribusinesses*

ER.1. Member States have personnel in both public and private sectors trained in agricultural trade negotiations, administration and implementation of agreements and the analysis and design of sectoral policies.

PI.1. At least four courses taught per year, and informational material prepared on the state of negotiations and the administration of multilateral and bilateral trade agreements (in response to requests from the Offices and Regional Specialsits).

ER.2. Regional integration bodies (CAS/REDPA; CAC; CORECA; Council of Ministers of Caribbean, etc.) have timely information for decision making in the area of policies and trade.

PI.1. Technical cooperation provided in response to requests from regional integration bodies in subject areas within the purvey of the Directorte.

PA.3. To provide the countries with methodologies, analyses and studies required for decision making.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To develop and operate information and knowledge management system.

ER.1. Member States have accurate information on the state of and outlook for agrifood trade, trade negotiations and subregional integration.

PI.1. Annual report prepared and delivered to the unit responsible for preparing the report State of and Outlook for Agriculture, as per the corresponding terms of reference.

PI.2. Annual report on the state of regional integration blocs prepared.

ER.2. Member States have studies and analyses on the results of policies and strategies and on the impact of trade agreements and short-term conditions on their economies, which help them make decisions.

PI.1. At least two analytical studies conducted of the impact of policies, agricultural trade agreements implemented or short-term circumstances on the agricultural sector.

ER.3. Operators of agribusinesses in IICA's member countries have the means to identify market opportunities.

PI.1. Support provided for efforts of the member countries to promote the participation of operators of small- and medium-scale rural enterprises in national, regional and global trade fairs.

PI.2. Instruments have been developed and efforts made to validate products of interest to small- and medium-scale producers in target markets.

ER.4. Operators of agribusinesses in IICA's member countries have relevant information they need for decision making.

PI.1. The system used to identify requirements for the importation of fresh and processed agricultural products into the US, Canadian and EU markets is constantly updated.

PI.2. Through the Infoagro/Agronegocios system agribusiness operators have access to important information.

ER.5. Agribusiness operators and organizations have acquired additional knowledge and information on new strategic topics.

PI.1. New topics of strategic importance for the development of agribusinesses in the hemisphere have been identified and disseminated.

PI.2. A document has been prepared on current and future issues with the greatest percussions for the competitiveness of the agrifood chains in Central America.

***Promotion of trade and the competitiveness of agribusinesses***

PA.4. To support the Member States in the management of information and knowledge.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To develop and operate information and knowledge management system.

ER.1. Member countries have information on agricultural trade negotiations at the multilateral and bilateral levels, and on their national agricultural sector policies.

PI.1. The Infoagro/Comercio information system, a component of the Institute's technical information platform, is effectively administered, providing information on agricultural trade negotiations at the multilateral and bilateral levels, and on national policies in support of the agricultural sector.

***Promotion of the technology and innovation***

PA.1. To support the Member States in their efforts to develop and strengthen the institutional framework of the public and private sectors

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The member countries have guides and guidelines to support their efforts aimed at institutional innovation and the design of policies for technology innovation.

PI.1. Guides for evaluating technology innovation systems in the countries disseminated and tested, as part of a hemispheric program to support institutional innovations for technology innovation.

PA.2. To provide the countries with methodologies, analyses and studies required for decision making.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To develop and operate information and knowledge management system.

ER.1. Countries have strategic information on advances in and the performance of the agricultural sector and technology and innovation, in support of the design of policies and decision making to strengthen technological change in agriculture.

PI.1. 2010 report on the performance of agriculture from the perspective of science, technology and innovation, and on future progress in science and technology, is available.

PI.2. Data bases, informational materials and documents on the performance of and trends in agriculture and technology innovation have been updated.

**Promotion of the technology and innovation**

PA.3. To support the Member States in the management of information and knowledge.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. National organizations and regional mechanisms for innovation have tools to support and promote the management of information for technology innovation.

PI.1. National organizations and regional mechanisms for innovation have tools to support and promote the management of information for technology innovation.

ER.2. The scientific-technological community and the production sector have access to the Scientific and Technological Information System for the Agricultural Sector in the Americas (INFOTEC).

PI.1. The infotec.ws system is on line and has been updated, publishing 40 bulletins per year.

PI.2. Mechanisms for virtual communication are operational and based on the needs of each network or community.

PA.4. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The region has access to mechanisms of the hemispheric system for reciprocal cooperation between countries in technological innovation.

PI.1. The PROCIs, PROMECAFE and SICTA have been strengthened, have harmonized their agendas and have aligned them with those of the international research system (GFAR y CGIAR).

PA.5. To promote food security.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To develop and operate information and knowledge management system.

ER.1. Countries have access to and exchange information on technological innovations for the production and diversification of food products.

**Promotion of the technology and innovation**

PI.1. Important information on science, technology and innovations aimed at increasing the supply and use of food has been distributed, along with mechanisms for sharing it.

PI.2. Guidelines have been prepared for the design of processes for the management of technical information, within the framework of technology transfer or extension services.

**Promotion of agricultural health and food safety**

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Member countries are applying methodologies and tools designed to assess performance and promote a common vision for the development of official AHFS services in the countries of the Americas, with a view to increasing competitiveness and contributing to food security.

PI.1. Performance, Vision and Strategy (PVS) for AHFS laboratories applied in at least three countries.

PI.2. Reports prepared describing national AHFS systems in at least three countries.

PI.3. National Agricultural Health and Food Safety Agency model promoted in at least two countries.

ER.2. The member countries and regions have developed the capability to address emerging issues and emergencies in AHFS.

PI.1. Project under way to strengthen national animal and plant health services in the area of risk and crisis communication.

PI.2. At least three actions aimed at strengthening capabilities in the prevention, control and eradication of emerging and re-emerging pests and diseases of biological and economic importance carried out

PI.3. At least two elements of the food certification of origin program implemented.

PI.4. Training materials on risk profiles for use at border crossings prepared.

PA.2. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Leaders in food safety from the countries of LAC have been trained thanks to the continuation of the ELFS program, which focuses on developing technical, institutional and human leadership.

**Promotion of agricultural health and food safety**

PI.1. The second two modules of the Second Executive Leadership Series in Food Safety have been implemented.

**Promotion of the development of rural communities adopting a territorial approach**

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

**IICA's Role:**

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Member countries with greater technical capabilities to formulate and implement policies and strategies related to sustainable rural development with a territorial approach.

PI.1. Strategies, plans, programs and projects for the implementation of sustainable rural development policies formulated.

PA.2. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

**IICA's Role:**

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Public and private sector actors associated with rural development have increased capabilities in the planning and social management of territorial rural development.

PI.1. At least one course taught on planning and social management of territorial development, aimed at strengthening major institutions and leading advocates of rural development in the countries.

ER.2. Organizations and networks of young leaders and rural women producers have developed capabilities to apply a gender equity approach.

PI.1. Technical support provided to national networks and organizations of rural women in the areas of organization and management.

PA.3. To provide the countries with methodologies, analyses and studies required for decision making.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To develop and operate information and knowledge management system.

ER.1. Member States have methodological instruments for the management of the sustainable development of rural territories.

**Promotion of the development of rural communities adopting a territorial approach**

PI.1. At least two methodological tools for the management of initiatives related to sustainable rural development with a territorial approach have been systematized.

PA.4. To support the Member States in the management of information and knowledge.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. Member States have publications on issues that are of strategic importance to sustainable rural development with a territorial approach.

PI.1. At least two technical documents published on issues that are of strategic importance to sustainable rural development with a territorial approach.

PA.5. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Member countries are more capable of promoting good practices in sustainable rural development.

PI.1. At least two horizontal cooperation actions carried out between countries, to exchange successful experiences in SRD.

PI.2. A forum has been held for reflection, exchange and harmonization of actions between member countries.

PA.6. To promote food security.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To develop and operate information and knowledge management system.

ER.1. Greater attention is being given to the territorial approach to sustainable rural development as an instrument for articulating policies, dimensions and sectors linked to food security and to the prosperity of rural communities.

PI.1. At least one training event held with IICA partners, aimed at assessing the territorial approach to SRD and putting into practice intersectoral management models applicable to FS and strengthening family agriculture.



**Promotion of the sustainable management of natural resources and the environment**

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The countries have information and conceptual guidelines on methodologies, procedures or instruments for the design, planning, management, monitoring and evaluation of actions, within the context of climate change.

PI.1. Documentation prepared as support for the development of conceptual-methodological frameworks, procedures or instruments for the design, planning, management, monitoring and evaluation of actions, within the context of climate change.

PI.2. At least two technical missions carried out to support the identification of indicators of sustainability and/or the evaluation of the environmental impacts of agricultural and rural activities, and the identification of production projects.

ER.2. The countries have strategic proposals in support of policies and have implement projects with a chain approach in territories for the management of natural resources and the environment and their relationship to food security.

PI.1. Analysis conducted of policies on environmental regulations and natural resources and their impact on agriculture.

PI.2. Support continued in at least two countries for the management of water and the management of river basins and/or ecosystem services.

PA.2. To provide the countries with methodologies, analyses and studies required for decision making.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To develop and operate information and knowledge management system.

ER.1. Countries have relevant information on the effects of climate change, in support of efforts to design and align policies, in order to strengthen sustainable agriculture and food security.

PI.1. In at least two countries, work continues on proposals for projects that incorporate the dimension of adaptation, made necessary by global environmental changes.

PI.2. Continuation of efforts to identify and iprepare production diversification projects in at least two countries.

PA.3. To support the Member States in the management of information and knowledge.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

***Promotion of the sustainable management of natural resources and the environment***

ER.1. Countries have created an operational network of specialized information on natural resources, environmental management and climate change as they relate to sustainable agriculture and the promotion of food security.

PI.1. The thematic web page has been updated and the network has been strengthened with feedback from the regions and countries.

PI.2. At least one document has been distributed analyzing how to emphasize the relationship among environment, agriculture and sustainable development and the conservation of natural resources within the framework of food security.

PI.3. Efforts to create an informal network of experts to contribute to the formulation of proposals for the countries have been strengthened.

PA.4. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Countries take advantage of mechanisms for horizontal cooperation in the area of natural resources, environmental management and climate change.

PI.1. In at least two countries, technical assistance was provided to create conduct experiments in territories, promoting articulated work agendas in the areas of environment and natural resources.

PI.2. Joint efforts with the Interagency Advisory Committee (CCI) to analyze the Regional Agroenvironmental and Health Strategy (ERAS) for Central America, and monitor its implementation.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Member States have conceptual frameworks and proposals for promoting the modernization of the Ministries of Agriculture or technical departments within them.

PI.1. Comparative study of national agricultural policies disseminated.

PI.2. Project proposal prepared to seek funding for institutional modernization programs in the Americas.

PI.3. IICA has participated, when requested, in missions to support the modernization of ministries of agriculture or technical units within them.

**Repositioning agriculture and rural life and renewing its institutional framework**

PA.2. To provide the countries with methodologies, analyses and studies required for decision making.

**IICA's Role:**

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To develop and operate information and knowledge management system.

ER.1. Member States have information they need to develop strategies and proposals on policies that will help to revitalize agriculture and rural life.

PI.1. The following documents were prepared and distributed: "The Outlook for Agriculture and the Rural Milieu 2009:a look at LAC;" b) IICA position document "Revitalizing the contribution of agriculture and rural life to food security and sustainable development;" and c) Supporting document on specific topics that were taken into account in preparing the IICA position paper."

PI.2. "The Outlook for Agriculture and the Rural Milieu 2010" prepared with FAO and ECLAC.

PI.3. The System of Statistical Indicators for Analyzing the State of Agriculture and the Rural Milieu is operational and has been updated in collaboration with ECLAC and FAO.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. To link the hemispheric technical cooperation actions with the national and regional agendas.

ER.1. The technical cooperation actions of the DTLKM are consistent with the priorities established on the Hemispheric Agenda and are linked to the priority actions of the regions and countries.

PI.1. The areas and units of the DTLKM link their hemispheric actions to commitments assumed at the national and regional levels.

PI.2. The areas and units of the DTLKM apply instruments that are essential for technical cooperation.

PI.3. The DTLKM has a work plan for 2010 in coordination with the DORI and the DAF, as well as methodologies for programming and joint work.

PA.2. To promote and consolidate teamwork and inter-thematic efforts within the DTLKM and with the other units of IICA.

ER.1. The personnel of the DTLKM make decisions and act as a team that leads IICA's technical activities, with a holistic vision.

PI.1. Periodic meetings are held involving the Directors and Heads of Unit of the DTLKM in which agreements are reached and follow-up is provided on their implementation.

PI.2. The DTLKM is represented at all internal meetings convened.

PI.3. IICA's Technical Committee meets periodically and acts as an institutional forum for discussing and making decisions regarding the most important technical issues at IICA. Decisions are reached and follow-up is provided on their implementation.

ER.2. The Administration receives strategic information on technical issues related to agriculture, which form the basis of the Institute's position and the participation of the Director General and/or Deputy Director General in events.

PI.1. All requests for information and technical assistance from the General Directorate and Office of the Deputy Director General are met.

- PI.2. Support provided in monitoring the evolution of agriculture at the hemispheric, regional and national levels, in general, and from the perspective of the technical areas.
- PA.3. To improve and strengthen the performance management and evaluation systems.
- ER.1. A comprehensive system has been put into operation to share and monitor progress in implementing the work program of the DTLKM.
- PI.1. The priority strategic actions and the set of critical indicators for monitoring progress in the DTLKM have been defined.
- PI.2. A system for monitoring decisions and agreements reached in the internal meetings of the DTLKM is operational.
- PI.3. Progress in the implementation of the Action Plans is analyzed and reviewed in periodic and the mid-year meetings.
- ER.2. The 2011 AAPs of the units of the DTLKM have been approved.
- PI.1. The 2011 AAPs of the units of the DTLKM have been reviewed, agreed upon and approved.
- PI.2. Objectives related to the Management of Technical Cooperation (RE2) of the DLTkm for 2011 presented on time.
- PI.3. The 2010 ICPs of the personnel of the DTLKM have been approved.
- PA.4. To improve accountability and transparency in the DTLKM.
- ER.1. The DTLKM reports on compliance with the 2009 AAP and the 2009 ICPs.
- PI.1. The units of the DTLKM prepare and deliver on time the annual report on implementation of the 2009 AAP.
- PI.2. The annual reports on implementation of the 2009 AAP are reviewed, discussed and approved.
- PI.3. The personnel of the DTLKM deliver their reports on compliance with their 2009 Individual Contribution Plans on time. Personnel are evaluated and receive feedback.
- ER.2. The DTLKM reports on progress in implementation of the 2010 AAP.
- PI.1. The units of the DTLKM prepare and deliver on time the semi-annual report on progress in implementation of the 2010 AAP.
- PI.2. The semi-annual report on progress in implementation of the 2010 AAPs are reviewed, discussed and approved.
- PA.5. To consolidate information and knowledge management as a fundamental element of the IICA model for cooperation.
- ER.1. IICA's information and knowledge management systems are operational and have been consolidated.
- PI.1. The knowledge management Steering Committee evaluates progress in terms of KM at IICA and its work plan for 2010 has been developed.
- PI.2. The Knowledge Management Steering Committee meets on a monthly basis and takes the lead in those processes under its responsibility.
- ER.2. IICA's web portal provides support for both knowledge management and technical cooperation.
- PI.1. IICA's web portal is fully operational, and its design and contents are updated periodically.
- PI.2. All IICA Offices in the countries are connected to the new portal.
- ER.3. Active communities of practice promote the adoption of know-how and good practices in order to improve technical cooperation.
- PI.1. Communities of Practice (CoPs) address topics of importance to the Institute.
- PI.2. Leaders and users of CoPs receive training, guidance and support.
- PI.3. A strategy is implemented to identify and share best practices with the CoPs.

- ER.4. Knowledge Communities of IICA INFOAGRO.NET are operational and have been consolidated.
- PI.1. 100% of IICA's current knowledge communities ( INFOAGRO.NET) have been evaluated and their performance has improved.
- PI.2. Communities of Infoagro.net update its technical content periodically.
- ER.5. The technical areas have managed and transferred knowledge in support of technical cooperation.
- PI.1. The technical areas and units of the DTLKM monitor and update the technical content of the web portal under their responsibility.
- PI.2. The technical services offered by the areas and units of the DTLKM have been updated, posted on the respective pages of the web portal and distributed to the units and offices of IICA.
- PI.3. Mechanisms have been developed to generate and share knowledge and are operational in the technical units.
- PA.6. To strengthen relations and partnerships with strategic partners.
- ER.1. Relations strengthened with FAO in technical areas of mutual interest.
- PI.1. Work plans established with information and communication area of FAO have been adjusted and implemented.
- ER.2. Relations have been developed and strengthened with IFAP, U. of Nebraska, U. of Florida, U. of Cornell/School of Agriculture, and other strategic partners in technical area of mutual interest.
- PI.1. 100% of the agreements for which the DTLKM is responsible have an Action Plan.
- PI.2. Action plans are carried out with partners.
- PI.3. Implementation of action plans with strategic partners is evaluated.
- PA.7. To coordinate the implementation of the strategic lines of technical cooperation in the area of food security.
- ER.1. The technical areas and units of IICA implement the strategic lines in the area of food security:
- "Institutional innovation for a new paradigm of technological change for food production and diversification".
  - "Institutional framework and services to better able small- and medium-scale farmers and family agriculture to become involved in the market".
  - "Analysis, monitoring and dissemination of policies and information on the state of and outlook for food security".
- PI.1. A work plan and short-term actions have been developed to implement the three strategic lines of action in food security.
- PI.2. Implementation of the three strategic lines of action in food security is coordinated.
- PI.3. Implementation of the three strategic lines of action in food security is monitored, evaluated and adjusted.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Directorate of Technical Leadership and Knowledge Management</b>	<b>2.367.267</b>	<b>282.098</b>	<b>2.649.365</b>

Promotion of trade and the competitiveness of agribusinesses	828.543	98.734	927.278
Promotion of the technology and innovation	355.090	42.315	397.405
Promotion of agricultural health and food safety	497.126	59.241	556.367
Promotion of the development of rural communities adopting a territorial approach	497.126	59.241	556.367
Promotion of the sustainable management of natural resources and the environment	189.381	22.568	211.949

## Office for Follow-up to the Summit of the Americas Process

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Repositioning agriculture and rural life and renewing its institutional framework*

PA.1. Support the efforts of the Member States to develop and strengthen the public and private institutional framework.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Key players in the ministerial process "Agriculture and Rural Life in the Americas" (Ministers, Secretariats of Regional Fora of Ministers, Ministerial Delegates and others) have received support and information from the OSCU that will facilitate the continuation of the process and the implementation of the AGRO 2003-2015 Plan of Action.

PI.1. Printed and electronic communications on the Ministerial Process distributed among the Ministerial Delegates and IICA Representatives.

PI.2. Documents distributed on: i) the summit mandates on agriculture and rural life; ii) the process and the Ministerial Meetings; iii) the updated AGRO Plan.

PI.3. Reports and informational documents on the Ministerial Process "Agriculture and Rural Life in the Americas" for the institutional partners in the summit process, ministers and the main actors in agriculture and rural life.

PI.4. Online information system updated with national reports on the progress made and the challenges that lie ahead.

PI.5. 2010 National Consultation for Leaders of Agriculture carried out and made available online as part of the information system for monitoring the AGRO Plan.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Office for Follow-up to the Summit of the Americas Process</b>	<b>193.760</b>	<b>50.467</b>	<b>244.227</b>
Repositioning agriculture and rural life and renewing its institutional framework	193.760	50.467	244.227

## Sanitary and Phytosanitary Measures Initiative for the Americas

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of agricultural health and food safety*

PA.1. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

#### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Official services in the countries are more prepared to support the establishment and implementation of an agenda in the area of sanitary and phytosanitary measures, and to participate in international fora.

PI.1. Four regional courses held on good practices for participation in international fora related to SPS.

PI.2. Four regional courses held on evaluation of risks related to animal diseases or plant pests.

PI.3. At least two regional workshops held on SPS in collaboration with the WTO.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Sanitary and Phytosanitary Measures Initiative</b>	<b>150.000</b>	<b>200.000</b>	<b>350.000</b>

**for the Americas**

Promotion of agricultural health and food safety	150.000	200.000	350.000
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**Support for Hemispheric Biotechnology and Biosafety Program****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of the technology and innovation*

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

*IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.
- To design and propose institutional models for the development of agriculture and rural life.
- To establish knowledge networks and to design and implement training programs.
- To develop and operate information and knowledge management system.

ER.1. Member States have identified their needs and are implementing projects to strengthen institutional capabilities in biotechnology and biosafety.

- PI.1. Strategic projects designed and implemented in biotechnology and biosafety for the Central Region.
- PI.2. Strategic activities in biotechnology and biosafety are under way in the Southern Region, as planned, with special emphasis on Paraguay.
- PI.3. Andean Regional strategy in Biotechnology and Biosafety approved and being implemented.

PA.2. To support the Member States in the management of information and knowledge.

*IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To establish knowledge networks and to design and implement training programs.
- To develop and operate information and knowledge management system.

ER.1. Countries have objective scientific information on biotechnology and biosafety.

- PI.1. Information disseminated periodically through bulletins distributed to those who influence national biotechnology and biosafety policies.
- PI.2. Information and communication strategy in biotechnology and biosafety for the Central Region implemented in collaboration with IFIC.

ER.2. Countries receive accurate information on risks and benefits of agrobiotechnology in the Member States.

- PI.1. At least one technical document published explaining the benefits and risks of, as well as advances worldwide, in agrobiotechnology.



**Promotion of the technology and innovation**

PA.3. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Member countries are participating more actively in hemispheric and global fora on biotechnology and biosafety.

PI.1. At least one international forum held on international negotiations and agreements related to biotechnology and biosafety, such as CPB and CODEX.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support for Hemispheric Biotechnology and Biosafety Program</b>	<b>314.938</b>	<b>0</b>	<b>314.938</b>
Promotion of trade and the competitiveness of agribusinesses	31.494	0	31.494
Promotion of the technology and innovation	283.444	0	283.444

**Hemispheric Program in Support of the Technical and Strategic Consolidation of FONTAGRO and its Secretariat****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Promotion of the technology and innovation**

PA.1. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. The region has strengthened mechanisms of the hemispheric system for reciprocal cooperation among countries in the area of technology innovation.

PI.1. Agreement has been reached on a new stage of the IICA-IDB cooperation agreement for the consolidation of FONTAGRO, and its 2001 action plan is being implemented.

**Promotion of the technology and innovation**

PA.2. To support the consolidation and participation of IICA in hemispheric and global mechanisms.

*IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. FONTAGRO, the most well-established mechanism in the region for funding innovation in agriculture, receives technical support from IICA.

PI.1. IICA provides FONTAGRO with technical support in preparing annual calls for profiles and projects.

PI.2. IICA supports the relocation of the FONTAGO technical-administrative secretariat in Panama.

PI.3. IICA supports FONTAGRO in evaluating its results and impacts in the region, and the lessons learned.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Hemispheric Program in Support of the Technical and Strategic Consolidation of FONTAGRO and its Secretariat</b>	<b>78.905</b>	<b>15.000</b>	<b>93.905</b>
Promotion of the technology and innovation	78.905	15.000	93.905

**Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

**Promotion of trade and the competitiveness of agribusinesses**

PA.1. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Operators of agribusinesses in IICA's member countries have increased their export capacity.

PI.1. The "Export platforms" program has been disseminated, supported and adapted to reflect new demands of the countries.

PI.2. The system for evaluating the export readiness of operators of small- and medium-scale agribusinesses in IICA's member countries has been disseminated and is being applied.

PI.3. Seminars and workshops offered by the Inter-American Program on topics related to exports have been held.

PI.4. Knowledge of regulations that affect access to the U.S, Canadian en E.U. markets for agricultural and food products has been updated.

**Promotion of agricultural health and food safety**

PA.1. To provide the countries with methodologies, analyses and studies required for decision making.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Small- and medium-scale producers and agrifood enterprises are better prepared to produce and export safe and high-quality foods.

PI.1. To implement the methodology proposed for helping small- and medium-scale producers and agrifood enterprises to implement good agricultural, manufacturing and food safety practice.

ER.2. IICA's member countries have acquired new knowledge regarding how to access markets for agricultural and food products in the United States and Canada, their two most important markets.

PI.1. Training programs implemented on trade-related and sanitary requirements for accessing the U.S. and Canadian markets.

PI.2. Regular provision of information and knowledge via the Internet, publications and bulletins.

**Resources Allocation of the Regular Fund****Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2010</i>		<i>Total</i>
	<i>Quotas</i>	<i>Miscellaneous</i>	

<b>Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety</b>	<b>749.392</b>	<b>50.000</b>	<b>799.392</b>
Promotion of trade and the competitiveness of agribusinesses	149.878	10.000	159.878
Promotion of agricultural health and food safety	599.514	40.000	639.514

## Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the technology and innovation*

PA.1. To support the strengthening of the institutional framework in the countries of the CAS and to promote joint IICA/CAS technical cooperation actions.

##### *IICA's Role:*

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Agricultural research, development and innovation processes improved at the member institutions of PROCITROPICOS, with the participation of the NARIs, IICA's hemispheric programs and collaboration from the IICA Offices in the countries.

PI.1. The innovation and research and development networks for cacao, coffee, agroenergy, aquiculture, animal production, Tropigen and AFP systems, which involve the exchange of information, projects, training and communication, have been consolidated and implemented.

ER.2. Personnel of the NARIs of the countries of the South American tropics trained in the collection and conservation of genetic resources.

PI.1. Researchers have been trained in courses on genetic resources: a) in situ conservation and molecular characterization, and b) collection of germ plasm.

PA.2. To promote horizontal technical cooperation in and outside the region.

##### *IICA's Role:*

To establish knowledge networks and to design and implement training programs.

ER.1. Links established with agencies, institutes and regional, hemispheric and global cooperation mechanisms in the area of technology and innovation.

PI.1. Participation in the hemispheric, regional and international fora.

PI.2. Support for FORAGRO through participation in its Technical Committee, in those areas related to technology and innovation.

PI.3. Partnerships established with the international centers of the CGIAR (IFPRI, Biodiversity International, CIAT, CIFOR and ICRAF), CIRAD, GTZ, OTCA and others, in support of Program actions.

**Promotion of the technology and innovation**

PA.3. To promote the development and incorporation of technological innovations that take into consideration both scientific and ancestral knowledge.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Research and development actions promoted through projects and training aimed at improving the quality and competitiveness of agrifood chains, including small-scale farmers in the Savannah, Amazonia and Piedmont ecosystems.

PI.1. Diagnostic studies prepared and research conducted on cacao, jatropha and oil palm through the cacao, agroenergy and Tropigen innovation and research and development networks.

PI.2. Proposed regional aquaculture research projects have been prepared.

ER.2. Proposal prepared for research project on recovery of degraded pasturelands in the South American tropics, through the integration of annual crops and forests that will ensure productivity and the quality of the environment.

PI.1. Priorities identified, research planned and activities programmed for presentation of findings.

ER.3. Proposed biodiversity project linked to countries of the Amazon Basin.

PI.1. Project on biodiversity negotiated with the GEF/IDB.

PA.4. Support capacity building and the implementation of actions related to biotechnology, biosafety, biofuels and ICTs.

*IICA's Role:*

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

ER.1. Latin American Jatropha Network established with the participation of the NARIs of Mexico, Guatemala, Nicaragua, Costa Rica, Panama, Colombia, Brazil, Peru, Ecuador, etc.

PI.1. Support for research on jatropha for biofuel production.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS</b>	<b>151.212</b>	<b>0</b>	<b>151.212</b>
Promotion of the technology and innovation	151.212	0	151.212

**Promotion of organic agriculture****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of the technology and innovation*

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. The Inter-American Organic Agriculture Commission has adopted a work plan aimed at its consolidation.

PI.1. Two project proposals drawn up calling for an expansion of the technical cooperation services offered by the TS, and presented to potential donors.

PI.2. The TS and the members of the Commission have coordinated and reached agreement on the 2010-2011 work plan.

ER.2. Two countries have strategies and policies aimed at the development of organic agriculture.

PI.1. Methodological proposals designed for the formulation of strategic and policies for the development of organic agriculture.

PI.2. Proposed strategies for promoting organic agriculture prepared and presented.

PA.2. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Stakeholders in the public and private sectors are gaining knowledge in organic agriculture.

PI.1. Advisory services provided in topics related to the development and potential of organic agriculture.

**Resources Allocation of the Regular Fund****Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Quotas</i>	<i>Year 2010</i>	
		<i>Miscellaneous</i>	<i>Total</i>

<b>Promotion of organic agriculture</b>	<b>153.310</b>	<b>112.500</b>	<b>265.810</b>
Promotion of trade and the competitiveness of agribusinesses	15.331	11.250	26.581
Promotion of the technology and innovation	137.979	101.250	239.229

## Support for the Inter-American Association of Agricultural Librarians, Documentalists and Information Specialists

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### Inter-thematic actions

PA.1. To support the Member States in the management of information and knowledge.

ER.1. The Association of Specialists in Agricultural Information has been renewed and transformed to reflect current trends in agricultural information services in the hemisphere, and the needs of the countries in this area.

PI.1. Professionals are linked with the Agricultural Information and Documentation Service SIDALC.

PI.2. An agreement for collaboration has been signed by IICA and the new Association of Agricultural Information Professionals.

PI.3. New bylaws governing its operation have been drawn up.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support for the Inter-American Association of Agricultural Librarians, Documentalists and Information Specialists</b>	<b>4.000</b>	<b>0</b>	<b>4.000</b>
Promotion of trade and the competitiveness of agribusinesses	1.612	0	1.612
Promotion of the technology and innovation	396	0	396
Promotion of agricultural health and food safety	660	0	660
Promotion of the development of rural communities adopting a territorial approach	850	0	850
Promotion of the sustainable management of natural resources and the environment	313	0	313

Repositioning agriculture and rural life and renewing its institutional framework

169

0

169

## Hemispheric Agro-energy and Bio-fuels Program

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of the technology and innovation*

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Member States have identified needs and are receiving support in strengthening their institutional framework in the area of agroenergy and biofuels.

PI.1. A case study on public policies aimed at improving contractual relations in the biofuels chain, prepared and disseminated.

PA.2. To support the Member States, agribusinesses and small rural enterprises in developing and strengthening capabilities.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To establish knowledge networks and to design and implement training programs.

ER.1. Stakeholders in the public and private sectors are more capable of formulating policies and strategies in the area of agroenergy and biofuels.

PI.1. Fifth Latin American and Caribbean Biofuels Seminar held jointly with OLADE.

PI.2. At least two distance training courses on biofuels and bioenergy taught.

PI.3. Training events held on biofuels and use of byproducts and economies of scale.

PA.3. To support the Member States in the management of information and knowledge.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To establish knowledge networks and to design and implement training programs.

To develop and operate information and knowledge management system.

ER.1. Member States have access to up-to-date information and expertise on agroenergy and biofuels.



*Promotion of the technology and innovation*

- PI.1. Global, state-of-the-art information and knowledge on agroenergy and biofuels is gathered and shared.  
PI.2. Agroenergy and Biofuels Web page is updated periodically.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Hemispheric Agro-energy and Bio-fuels Program</b>	<b>162.233</b>	<b>50.000</b>	<b>212.233</b>
Promotion of the technology and innovation	162.233	50.000	212.233

**Hemispheric Agro-tourism Program****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Promotion of trade and the competitiveness of agribusinesses*

PA.1. To support the Member States in the management of information and knowledge.

*IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To establish knowledge networks and to design and implement training programs.
- To develop and operate information and knowledge management system.

ER.1. LAC countries have access to updated information and knowledge on Agrotourism aimed at strengthening their capabilities in this theme.

- PI.1. At least 50 community leaders in the hemisphere, trained in uploading and managing information on rural tourism, and hosting virtual discussion fora on the theme.
- PI.2. At least 5 media releases available on Agrotourism in LAC.
- PI.3. At least 50 technicians and rural stakeholders successfully complete agro-tourism course.

PA.2. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

- To organize fora for reflection, dialogue and consensus building.
- To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

**Promotion of trade and the competitiveness of agribusinesses**

ER.1. Latin American and Caribbean countries have an Hemispheric Program in agro-tourism operating and aimed at improvement of their technical and institutional capabilities to develop their own initiatives in this issue.

PI.1. National/Regional policies in support of Agrotourism / Rural Tourism drafted and approved by public and private sector bodies in the Caribbean, Central and Andean Region.

PI.2. Rural stakeholders equipped with practical technical and managerial skills to develop sites and attractions in their communities.

PI.3. Financial and technical resources identified to support the creation of new tourism sites and attractions in rural communities.

ER.2. LAC countries supported in the implementation of initiatives in Agrotourism.

PI.1. At least 20 investment profiles for new agrotourism /rural tourism initiatives in LAC available for consideration.

PI.2. Hemispheric Agrotourism Trust Fund established through public and private sector financing and available for funding of training and horizontal cooperation in LAC.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Hemispheric Agro-tourism Program</b>	<b>139.826</b>	<b>171.177</b>	<b>311.003</b>
Promotion of trade and the competitiveness of agribusinesses	139.826	171.177	311.003

**Program of Rural Agro-industrial Development for Latin America and the Caribbean - PRODAR****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

*Promotion of trade and the competitiveness of agribusinesses*

PA.1. To support the Member States in developing and strengthening the institutional framework of the public and private sectors.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

ER.1. Member States have validated strategies and mechanisms that strengthen capabilities in the public and private sectors to manage chains and develop local economic enterprises (agroindustry).

PI.1. Developed, in at least two countries or reference territories, strategies, methodologies, mechanisms or training programs that contribute to the development of rural enterprises and linking small-scale farmers to markets.

PI.2. Documentation of the lessons learned from the implementation of a mechanism designed to facilitate encounters at the local level between those who offer and those who required technical support services for agroindustries and rural microenterprises.

ER.2. Countries apply policy instruments in support of the development of agroindustries, rural microenterprises and related activities.

PI.1. The Central American Regional Rural Agroindustry Program has been launched within the framework of the PACA.

ER.3. Small- and medium-scale enterprises have enhanced the management capabilities, increasing their supply of products and their participation in local markets.

PI.1. Support provided for the implementation of the program to strengthen business management skills.

PI.2. Seminars and workshops offered by the Program to strengthen business management capabilities, held.

PI.3. Support provided to the efforts of IICA's member countries to improve business management capabilities and access to local markets.

PI.4. Cooperation instruments developed to strengthen the management capabilities of operators of small- and medium-scale rural agribusinesses.

ER.4. Priority agricultural production chains have improved their management capabilities and are more competitive.

PI.1. Technical support provided to improve management capabilities and competitiveness in priority chains.

PI.2. Support provided to improve management capabilities in regional initiatives aimed at making the sector more competitive.

PI.3. Discussion groups set up to reach agreement on actions and policies intended to improve food security and the supply of food in two IICA member countries.

ER.5. Technicians, producers and business operators have improved their capabilities to develop and strengthen agroindustries, rural micro enterprises and related activities as part of territories and agricultural production chains.

PI.1. At least 3000 people are on the interest lists of PRODARNET, AGROTUR, SIALNET, in specialized thematic networks and are regular visitors to the rural agroindustry section of the Central American Rural Development.

PI.2. The final modules of the Master's Degree program on Rural Agroindustry, Agrotourism and Territories, being offered by the Autonomous University of the State of Mexico, together with the Toulouse Institute of Political Studies, with support from IICA and CIRAD, are being developed.

**Promotion of trade and the competitiveness of agribusinesses**

PI.3. The Fifth International Congress on Food, Rural Agroindustry and Territories "ALTER 2010", attended by more than 400 technicians from Latin America, Africa, Europe and the USA, was held in Italy. IICA is a member of the Organizing Committee and the Scientific Committee of the event.

PI.4. Information on the state of and outlook for rural agroindustry in the Americas and its institutional framework has been updated.

PA.2. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Interinstitutional relations with partners of PRODAR Strengthened.

PI.1. Research, dissemination and training activities related to agroindustries, agribusinesses and rural territories planned and implemented with CIRAD, FAO and the Red GysSIAL.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Year 2010 Miscellaneous</i>	<i>Total</i>
<b>Program of Rural Agro-industrial Development for Latin America and the Caribbean - PRODAR</b>	<b>129.413</b>	<b>20.000</b>	<b>149.413</b>
Promotion of trade and the competitiveness of agribusinesses	129.413	20.000	149.413

**Agriculture Leadership Center****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators***Inter-thematic actions*

PA.1. To promote hemispheric, regional and country-to-country technical cooperation, and with cooperation agencies.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. New ministers and decision makers are better prepared to deal with new challenges, trends and opportunities in the rural milieu.

PI.1. Ministers, Deputy Ministers or high-level officials visit Headquarters to attend fora for leaders.

*Inter-thematic actions*

- PI.2. Ministerial delegations participate in field trips in areas of particular interest to them.
- ER.2. Young leaders know more about leadership and current topics and have a holistic and innovative vision of leadership in agriculture in the 21st century.
- PI.1. Fora held for Young people at the hemispheric, regional, national and territorial levels on topics related to leadership, including current technical issues.
- PI.2. Young leaders engage in internships in different IICA Offices.
- PI.3. The Network of Young Leaders in Agriculture continues to operate.
- ER.3. Countries, leaders and decision makers have publications on leadership in agriculture.
- PI.1. Several documents published in English and Spanish on leadership in agriculture and its tools.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Agriculture Leadership Center</b>	<b>107.380</b>	<b>200.000</b>	<b>307.380</b>
Promotion of trade and the competitiveness of agribusinesses	42.952	80.000	122.952
Promotion of the technology and innovation	10.738	20.000	30.738
Promotion of agricultural health and food safety	22.550	42.000	64.550
Promotion of the development of rural communities adopting a territorial approach	22.550	42.000	64.550
Promotion of the sustainable management of natural resources and the environment	8.590	16.000	24.590

**Systematization and Dissemination of Experiences in the Field of Agricultural Insurance****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

*Inter-thematic actions*

PA.1. Exchanges of experiences related to agricultural insurance and risk management: international trends and experiences.

*IICA's Role:*

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

ER.1. Opportunities have been created for the Member States to exchange information, experiences and lessons learned, in an effort to make agriculture more competitive and identify innovative agricultural risk management mechanisms.

PI.1. At least 20 participants from the public and private institutions of the insurance sector in the Andean Region have participated in an international seminar and have innovative mechanisms and instruments related to agricultural insurance they can use in their work.

PI.2. A meeting held with international financial agencies in which participants exchanged experiences and lessons learned which serve as the basis for designing better programs for the development of agricultural insurance.

ER.2. A course on the management of agricultural risks was designed and taught for agronomy majors and technical personnel.

PI.1. At least 20 people have participated in the course on the management of agricultural risks and now have innovative and updated mechanisms and instruments on this subject.

ER.3. Training materials on agricultural insurance have been designed, edited, published and distributed.

PI.1. At least 15 public institutions and 15 schools of agronomy and/or related majors, in an equal number of countries, have training materials on agricultural insurance they use as part of their curricula.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Year 2010 Miscellaneous</i>	<i>Total</i>
<b>Systematization and Dissemination of Experiences in the Field of Agricultural Insurance</b>	<b>0</b>	<b>221.332</b>	<b>221.332</b>
Promotion of trade and the competitiveness of agribusinesses	0	88.533	88.533
Promotion of the technology and innovation	0	22.133	22.133
Promotion of agricultural health and food safety	0	46.480	46.480
Promotion of the development of rural communities adopting a territorial approach	0	46.480	46.480
Promotion of the sustainable management of natural resources and the environment	0	17.707	17.707

**Support for Horizontal Cooperation among the Member States****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

- PA.1. Promote and disseminate the sharing of experiences related to priority topics among countries, institutions, Offices and regions.
- ER.1. Horizontal cooperation instruments were implemented to promote the supply of cooperation for the agricultural and rural sector.
- PI.1. At least three regional events held to share experiences related to priority topics among countries.
- PI.2. At least three partnerships formalized with ministries of foreign affairs and cooperation agencies.
- PI.3. The 2010 annual report on horizontal technical cooperation promoted by the Institute was prepared and disseminated.
- ER.2. The Offices and technical areas received support with the implementation of successful activities related to the topics of bioenergy, biotechnology, modernization and policies, organic agriculture, animal health and rural development.
- PI.1. At least three successful experiences were systematized and implemented on the subjects of rural development, biotechnology and organic agriculture.
- PA.2. Implement successful experiences based on the supply of leading countries, through the concept of Nodes of Cooperation.
- ER.1. IICA consolidated the Nodes of Cooperation with the leadership of a number of Member States (Chile, Argentina, Brazil, Colombia and Uruguay).
- PI.1. At least two workshops held in the countries on the promotion of nodes.
- PI.2. Information systems established with details of the supply of cooperation available through the nodes.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support for Horizontal Cooperation among the Member States</b>	<b>128.438</b>	<b>200.000</b>	<b>328.438</b>
Promotion of trade and the competitiveness of agribusinesses	51.375	80.000	131.375
Promotion of the technology and innovation	13.858	21.580	35.438
Promotion of agricultural health and food safety	26.972	42.000	68.972
Promotion of the development of rural communities adopting a territorial approach	26.972	42.000	68.972
Promotion of the sustainable management of natural resources and the environment	9.260	14.420	23.680

**Strengthening of Technical Capabilities****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

- PA.1. Develop and strengthen the technical and leadership capabilities of the DLTGC's human resources.
- ER.1. Professionals and technical specialists hired based on the criteria of suitability and excellence.
- PI.1. Profiles developed for all the posts of international technical personnel.
- PI.2. Profiles developed for the posts of trust personnel, in response to requests from the DG.
- PI.3. All DLTGC processes for the hiring of technical personnel technical guided by technical considerations.
- PI.4. New personnel are hired for the DLTGC using competitive practices and based on post profiles.
- ER.2. The technical factor is included in the evaluation and improvement of IICA Offices and Units.
- PI.1. All missions for the evaluation and improvement of Offices and Units include members of the DLTGC.
- ER.3. The personnel of the DLTGC update their knowledge to improve the technical assistance that the directorate provides.
- PI.1. At least 50% of the technical personnel of the DLTGC participate in workshops, technical conferences, sabbaticals and other events, to increase their knowledge of the subjects that fall within their field of competence.
- ER.4. IICA's technical capabilities were strengthened by implementing the recommendations of the Institute's governing bodies and the directives issued by the Director General.
- PI.1. Plan to improve IICA's technical capabilities for 2010 reviewed and adjusted.
- PI.2. Actions implemented to boost IICA's technical capabilities that are within the competencies of the Director General.
- PI.3. New actions implemented to increase IICA's technical capabilities, approved in resolutions adopted by the governing bodies in 2009.
- PI.4. The management system for consultants is fully operational and effective.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Strengthening of Technical Capabilities</b>	<b>0</b>	<b>200.000</b>	<b>200.000</b>
Promotion of trade and the competitiveness of agribusinesses	0	72.920	72.920
Promotion of the technology and innovation	0	30.120	30.120
Promotion of agricultural health and food safety	0	37.140	37.140
Promotion of the development of rural communities adopting a territorial approach	0	41.400	41.400



Promotion of the sustainable management of natural resources and the environment	0	12.660	12.660
Repositioning agriculture and rural life and renewing its institutional framework	0	5.760	5.760

## Hemispheric Food-safety Program

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. To promote food security.

##### *IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Support has been provided in implementing, in the countries, the strategic line of action in food security "Institutional framework and services to better able small- and medium-scale farmers and family agriculture to become more involved in markets."

PI.1. A strategy and programs to improve the technical and management capabilities of small- and medium-scale producers have been prepared.

PI.2. A strategy and programs to facilitate the entry of small- and medium-scale producers into agrifood chains have been prepared.

PI.3. A strategy and programs to improve agricultural market systems and strengthen marketing mechanisms with a view to increasing the availability of staple foods and access to same for consumers have been prepared.

ER.2. The Member States understand and are implementing methodologies developed by the DTLKM to assess food security.

PI.1. The methodology to assess food security has been published and disseminated.

PI.2. A document has been prepared on the impact of higher prices on the incomes of farmers in five countries.

PI.3. In coordination with the regional specialists, the methodology has been applied in at least two countries of each region (subject to the availability of additional resources).

***Promotion of the technology and innovation***

PA.1. To promote food security.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. Support has been provided in implementing, in the countries, the strategic line of action in food security "Institutional innovation for a new paradigm of technological change for food production and diversification".

PI.1. Conceptual and methodological frameworks have been prepared for the design and implementation of transfer and/or technical assistance and/or extension programs for agriculture.

PI.2. Successful experiences in and guidelines for the design of innovation policies and the organization of technology transfer and extension services have been disseminated.

PI.3. Technical cooperation actions carried out between countries in the area of institutional innovations for technology transfer and/or extension.

***Repositioning agriculture and rural life and renewing its institutional framework***

PA.1. To promote food security.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building.

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

To design and propose institutional models for the development of agriculture and rural life.

To formulate and propose conceptual and methodological frameworks and procedures and instruments for the design, planning, management, follow-up, and evaluation of agricultural and rural development actions.

To reach agreement on, program and coordinate horizontal cooperation actions between/among countries.

To gather and analyze information on the situation in and performance of the agricultural sector.

ER.1. The Member States have information on their vulnerability to food insecurity and on the possible impact of the international crisis on their agricultural sectors.

PI.1. The study to follow up on the assessment of the vulnerability of the countries of the Americas to food security has been prepared (using the methodology developed by the Institute in 2008).

**Repositioning agriculture and rural life and renewing its institutional framework**

PI.2. The System of Statistical Indicators, used to monitor food security in the countries of the Americas, is updated regularly.

ER.2. Stakeholders in the Member States have up-to-date information on critical issues related to food security.

PI.1. At least 4 technical fora held on critical issues related to food security.

ER.3. Support has been provided in implementing, in the countries, the strategic line of action "Analysis, monitoring and dissemination of policies and information on the state of and outlook for food security."

PI.1. A strategy and programs to monitor and analyze the state of and outlook for food safety, and policies and instruments applied, have been designed and implemented.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Hemispheric Food-safety Program</b>	<b>0</b>	<b>221.332</b>	<b>221.332</b>
Promotion of trade and the competitiveness of agribusinesses	0	99.599	99.599
Promotion of the technology and innovation	0	99.599	99.599
Repositioning agriculture and rural life and renewing its institutional framework	0	22.133	22.133

**Technical Support Units****Directorate of Performance Management and Evaluation****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Evaluation of the performance and results achieved by the Offices, Units, Programs and Projects

ER.1. The Director General, the units at Headquarters and the Offices have timely information on the management and provision of services by the Offices and other Institute units, generated by the Institutional Performance Evaluation System.

PI.1. Five missions carried out to evaluate the performance of IICA Offices.

PI.2. Confidential management reports (management letters) prepared and submitted to the Director General detailing the five performance evaluation missions carried out to IICA Offices.

PI.3. The DPME's recommendations for the Office Improvement Plan (OIP) of each Office evaluated presented to the respective ad hoc committee.

- PI.4. The five final reports on the performance evaluation missions carried out in Offices and Units prepared and submitted to the Director General.
- PI.5. The results and experiences of the missions carried out in 2010 presented to the Technical Committee.
- PA.2. Strengthen the body of knowledge on the Institute's cooperation and performance management experiences.
- ER.1. Information about the DPME's results and experiences in designing and implementing the Institutional Performance Evaluation System available for Institute officials.
- PI.1. Report on the DPME's results and experiences during the evaluation missions carried out between 2002 and 2009 submitted to the Cabinet.
- PI.2. The database containing the conclusions and recommendations of the evaluation missions carried out between 2002 and 2010 is up to date and available for consultation.
- ER.2. Good Institutional Practices identified and implemented throughout 2010-2014.
- PI.1. 2010-2014 Plan of Action prepared to identify and implement Good Institutional Practices (GIP), with the participation of the Offices in the Member States and Units of the General Directorate.
- PI.2. 2010-2014 Plan of Action executed for the implementation and evaluation of Good Institutional Practices (GIP).
- PA.3. Improve the Institute's Planning, Execution and Accountability Process.
- ER.1. Management instruments and techniques are designed and implemented to improve planning, execution and accountability at the Institute.
- PI.1. Approach and methodology for the review and analysis of IICA's actions in the Member States revised and updated, based on the 2010-2014 guidelines for the management and operations of the General Directorate.
- PI.2. Protocol for the Review and Analysis of IICA's Actions in the Member States, which will be implemented during the period 2010-2014, prepared and published.
- PA.4. Prepare reports and documents for the Director General on specific tasks entrusted to the DPME.
- ER.1. The DPME performs specific tasks assigned by the Director General.
- PI.1. Requests from the Director General processed in a timely manner.
- PA.5. Manage the DPME's financial, physical and documentary resources.
- ER.1. The financial, physical and documental resources of the DPME are assigned, administered and cared for in compliance with Institute rules and regulations.
- PI.1. Equipment, services and materials for the DPME's operations acquired on a timely basis and the corresponding monthly reports prepared on the execution of the budget.
- PI.2. Official travel and expense reports of DPME personnel processed expeditiously.
- PI.3. The control of offices, meeting rooms and fixed and mobile assets is carried out pursuant to the Institute's policies and rules.
- PI.4. Databases of the DPME's Documentation Center updated.

**Resources Allocation of the Regular Fund**

Unit / Strategic Priority	Resources Allocation of the Regular Fund		
	Quotas	Miscellaneous	Total
<b>Directorate of Performance Management and Evaluation</b>	<b>350.876</b>	<b>51.537</b>	<b>402.413</b>
Promotion of trade and the competitiveness of agribusinesses	122.807	18.038	140.845
Promotion of the technology and innovation	52.631	7.731	60.362
Promotion of agricultural health and food safety	73.684	10.823	84.507
Promotion of the development of rural communities adopting a territorial approach	73.684	10.823	84.507
Promotion of the sustainable management of natural resources and the environment	28.070	4.123	32.193

## Programming Division

### Priority Activities of Management of Cooperation, Expected Results and Performance Indicators

PA.1. Spearhead the corporate process of allocating resources and promoting a results-driven culture and technical cooperation and resource execution with financial prudence and the reduction of administrative costs, as part of the Institute's strategic priorities, policies and rules, and in line with the management requirements at the different levels of the institution.

ER.1. The Programming Committee has approved new legal and technical cooperation instruments for the technical units of the Institute in order to avoid delays in their execution, while ensuring that they are consistent with Institute priorities, policies, rules, procedures and interests.

PI.1. At least 15 legal and cooperation instruments analyzed and (where applicable) approved each month, with the corresponding resolutions of the Programming Committee sent to the Units explaining why the documents were approved or not approved, or need to be amended.

ER.2. The Institute has a 2011 Program Budget and the Annual Action Plans for 2010 and 2011, the expected results and technical cooperation programs of which have been defined in coordination with the units that operate at the national, regional and hemispheric levels, and are consistent with the corporate strategic guidelines and the priorities of the national and regional technical cooperation agendas.

PI.1. Document containing the 2011 Program Budget approved by the IABA, or by the Executive Committee with authorization from the IABA.

PI.2. Two documents containing the Institute's 2010 and 2011 action plans approved by the Director General.

PI.3. 90% of the agreements of the National GAPs are ratified by the DIPRO and the DPC.

PI.4. Databases of the Program Budget and Annual Action Plans updated.

ER.3. At least 10 new staff members have been trained in the operation of the Institute's programming system.

PI.1. At least 10 staff members of the Units at Headquarters are familiar with the programming systems and use them in their daily activities.

## Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Programming Division</b>	<b>335.947</b>	<b>0</b>	<b>335.947</b>
Promotion of trade and the competitiveness of agribusinesses	88.233	0	88.233
Promotion of the technology and innovation	102.823	0	102.823
Promotion of agricultural health and food safety	27.581	0	27.581
Promotion of the development of rural communities adopting a territorial approach	70.690	0	70.690
Promotion of the sustainable management of natural resources and the environment	35.264	0	35.264
Repositioning agriculture and rural life and renewing its institutional framework	11.355	0	11.355

## Directorate of Regional Operations and Integration

## Priority Activities of Management of Cooperation, Expected Results and Performance Indicators

PA.1. To participate in implementing and monitoring of the National Technical Cooperation Agendas, and to ensure the quality and on-time delivery of the annual accountability reports.

ER.1. The Directorates of Operations supervise delivery of the annual accountability reports from the Offices in the Member States.

PI.1. 34 national accountability reports for 2010 are published and delivered, in accordance with the basic guidelines established.

PA.2. To support and monitor the efforts of the Offices to improve their management and performance.

ER.1. The Directorates of Operations have coordinated with the Offices and the units at Headquarters the process of making improvements in the Offices, overseeing the revision, implementation and monitoring of the Office Improvement Plans and organizing and conducting support missions to the Offices.

PI.1. At least 5 Office Improvement Plans are coordinated and implemented with the Ad Hoc Committee.

PI.2. Four-month monitoring reports are presented to the Director General.

PA.3. To strengthen the regional integration mechanisms: Councils of Ministers of Agriculture and their institutional support mechanisms.

ER.1. The regions have up-to-date information on the state of and outlook for agriculture and rural life which contributes to dialogue and reflection and to give direction to the Institute's actions.

- PI.1. Five updated reports on the state of and outlook for agriculture and rural life.
- ER.2. Agreements established and commitments assumed by IICA with Councils of Ministers and other coordination and regional integration mechanisms and bodies honored.
- PI.1. Support provided for the preparation of at least 5 proposals for the promotion of priority regional initiatives aimed at establishing relations with strategic partners and securing external resources at the regional level.
- PA.4. To promote and develop the Andean Alliance for Dialogue and the Reassessment of Agriculture and Rural Life and other strategic fora of interest to the region (Andean R.)
- ER.1. The Andean Alliance for Dialogue and the Reassessment of Agriculture and Rural Life has been consolidated as a forum for the public and private sectors to discuss topics of strategic importance to the region.
- PI.1. At least two meetings organized on topics related to the development and strengthening of a new institutional framework and to the promotion of technological innovation processes.
- PA.5. To contribute to the review and adjustment of the National Technical Cooperation Agendas, and to ensure the quality and on-time delivery of the annual accountability results. (Andean R.)
- ER.1. The Directorate of Operations for the Andean Region supervises the quality and delivery of the Annual Accountability Reports of the five Offices of the Member States.
- PI.1. 2009 annual accountability reports published and presented on time, and to the satisfaction of national authorities in the five Member States.
- PI.2. 2006-2010 accountability report for the Andean Region prepared.
- PA.6. To support and monitor the efforts of the Offices to improve their management and performance. (Andean R.)
- ER.1. The process of making improvements in the Offices, overseeing the revision, implementation and monitoring of the Office Improvement Plans and the Audit reports. Has been coordinated with the Offices, DORI and the units at Headquarters.
- PI.1. Monitoring reports on each OIP prepared.
- PI.2. Audit reports reviewed.
- PA.7. Efforts to improve the corporate image and to distinguish the Institute from other agencies (Andean R.)
- ER.1. Contributions have been made to efforts to prepare leaders in the Andean Region, as part of the IICA Leadership Program.
- PI.1. At least one leader from the Andean Region has participated in the program.
- PA.8. To support the operation and strengthening of the Central American Agricultural Council. (Central R.)
- ER.1. The agreement between IICA and the CAC aimed at ensuring its sustainability and operation is being executed.
- PI.1. Technical cooperation is provided to the Central American Agricultural Council through the Executive Secretariat.
- PI.2. The CAC is supported by the IICA technical team in the central region in at least three priority areas of the Central American Agricultural Policy – PACA and in the area of emerging issues.
- PA.9. To comply with the priorities established for technical cooperation in the Central Region. (Central R.)
- ER.1. The Central Region has a cooperation agenda that is closely linked to the approved Regional Action Plan, which identifies the priorities on which technical cooperation will focus.

- PI.1. The AAP and Regional Agenda for 2010 has been approved and adopted by the technical personnel and Representatives in the Central Region.
- PA.10. To monitor and ensure the continuation of short-term technical cooperation (Central R.)
- ER.1. The continuation of technical cooperation in those countries in which new governments have taken office has been ensured.
- PI.1. The Offices in Honduras and Costa Rica receive support in their efforts to ensure the continuation of technical cooperation in those countries, in which new governments will take office in 2010.
- PA.11. Establishment of a dialogue mechanism, via third party (e.g, MoA/CARICOM Secretariat) to address the Nature of Institutions input into development activities and initiatives. (Caribbean Region)
- ER.1. IICA relations with strategic partners have been strengthened through its participation in regional activities and initiatives.
- PI.1. At least two agreements and coordinating mechanisms with key Strategic Partners for dialogue and consensus building.
- PA.12. Replication of Best Practices to share technical expertise and experiences through Horizontal Cooperation. (Caribbean Region)
- ER.1. Offices have improved documentation and access to detailed information on best practices in areas of IICA's technical activities and administrative functions.
- PI.1. Information system of best practices and horizontal cooperation for the Caribbean Region designed.
- ER.2. IICA, internally and externally has strengthened its platform and system for Horizontal Cooperation.
- PI.1. At least two Horizontal Cooperation activities completed among Member States in the Caribbean.
- PA.13. Train IICA staff in Project Design, Project Management, Resource Mobilization, Group Dynamics and Technical skills to facilitate business development. (Caribbean Region)
- ER.1. Representatives and Regional Specialists have enhanced the capacity to mobilize complementary resources to implement national and regional agendas.
- PI.1. One training Agenda with Requirements Manual and Resource Material.
- PI.2. At least one training programs by type implemented.
- PI.3. At least one IICA staff trained per office in the Caribbean.
- ER.2. Image of IICA strengthened as a partner of choice for executing development actions of collaborating regional and international organizations.
- PI.1. At least three externally financed MOUs and STAs for project implementation approved.
- PA.14. Train personnel (especially new staff) in IICA procedures to enhance reporting and identification of best practices. (Caribbean Region)
- ER.1. Offices have improved management efficiency in technical programs and administrative matters.
- PI.1. Project presented with training agenda, requirements, manual and resource material.
- PI.2. At least one training program for personnel implemented.
- PI.3. At least one IICA staff trained per Office.
- PA.15. To support IICA's participation in regional integration mechanisms associated with agriculture and rural life. (Northern R.)



ER.1. Regional integration mechanisms strengthened and regional strategies on agriculture and rural life in the Northern Region implemented, thanks to IICA's participation

PI.1. IICA has participated in meetings and facilitated the transfer of expertise from the Northern Region to other countries of the hemisphere.

PA.16. To evaluate and share information on the impact of changes in policies and other key factors for trade and food security in the hemisphere (N. Region)

ER.1. Key stakeholders have up-to-date information on the state of and outlook for agriculture and rural life in the Northern Region.

PI.1. Up-to-date information on IICA's contribution to agriculture and rural communities in the Northern Region prepared and disseminated.

PA.17. To systematize and disseminate successful experiences and best institutional practices. (Northern R.)

ER.1. The systematization and dissemination of successful experiences and best institutional practices in the Offices of the Northern Region has been coordinated.

PI.1. At least two exchanges of successful experiences and/or best institutional practices in the Northern Region have been held in the areas of AHFS, agrotourism, biotechnology, innovation, agribusiness and rural development.

PA.18. To support efforts to strengthen the regional institutional framework in the member countries of the CAS, and to promote cooperation actions (Modernization of Ministries of Agriculture and national and regional services: AHFS, NARIs, COSAVE, CVP, PROCIs, REDPA, REAF, COPROFAM, etc.) (Southern R.).

ER.1. The CAS has been strengthened and has the capacity to harmonize agricultural policies at the regional level and renew the institutional framework of the agricultural and rural sector in the region.

PI.1. Support has been provided to organize three annual regular meetings of the CAS and to convene special meetings.

PI.2. Priorities defined by the CAS have been incorporated into the IICA agenda in the Southern Region.

ER.2. The Directorate of Operations and Integration for the Southern Region, through the Technical Secretariat of the CAS, supports and collaborates with the agencies in the region in the preparation of regional studies and technical proposals.

PI.1. At least two documents prepared jointly with other institutions (REAF-COPROFAM) on topics defined as priorities by the ministers.

ER.3. The Ministries of Agriculture in the countries of the CAS, with support from REDPA and the CAS Technical/Administrative Secretariat, are working together to harmonize agricultural policies at the regional level, based on the seven priority areas defined by the CAS ministers, as well as topics related to food security and rural life in the Southern Region.

PI.1. IDB-BPR-CAS project is under way and the REDPA information system is operational.

PA.19. To make the public and private sectors more aware of trends in and the performance of the agricultural and agrifood sector and food security in the region, through the preparation of studies and the national and regional reports, the management of the information in IICA's electronic systems (existing and under development) and technical documents, and the organization of seminars and fora for discussion of important topics. (Southern R.)

ER.1. The countries of the region have up-to-date information on the state of and outlook for agriculture, which contributes to dialogue and reflection in the Southern Region.

PI.1. Report on the state of agriculture and rural life prepared and presented to national authorities of the public and private agricultural sectors in the Southern Region.

- ER.2. The Southern Region supports the development of the CERAGRO system, as a means of providing technical information on agribusiness.
- PI.1. The CERAGRO portal is operational and contains up-to-date information.
- PA.20. To contribute to the implementation of priority actions at the national, regional and hemispheric levels in the Southern Region. (Southern Region)
- ER.1. The region implements regional priority actions, aligned and linked at the national, regional and hemispheric levels, with support from the regional technical team.
- PI.1. Annual working meetings held with the regional technical team to reach agreement on national, regional and hemispheric activities.
- PA.21. To promote exchanges of experiences among countries, institutions, Offices and regions on priority topics. (Horizontal Coop.)
- ER.1. Horizontal cooperation instruments have been put into operation to increase awareness of available cooperation services for the agricultural and rural sectors.
- PI.1. At least 3 events have been held at the regional level for countries to exchange experiences in priority areas.
- PI.2. At least three partnerships formalized with Ministries of Foreign Relations and cooperation agencies.
- PI.3. 2010 annual report on technical cooperation promoted by the Institute prepared and disseminated.
- ER.2. The Offices and technical areas have received support in implementing successful efforts in the areas of agroenergy, biotechnology, modernization and policies, organic agriculture, animal health and rural development.
- PI.1. At least three partnerships formalized with Ministries of Foreign Relations and cooperation agencies.
- PA.22. To implement the successful experiences of leading countries through nodes of cooperation. (Horizontal Coop.)
- ER.1. IICA has consolidated its nodes of cooperation, with leadership from Chile, Argentina, Brazil, Colombia and Uruguay.
- PI.1. At least two workshops have been held in countries to promote the nodes.
- PI.2. Systems have been established with information on cooperation available through nodes.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Directorate of Regional Operations and Integration</b>	<b>796.348</b>	<b>95.731</b>	<b>892.079</b>
Promotion of trade and the competitiveness of agribusinesses	278.722	33.506	312.228
Promotion of the technology and innovation	135.379	16.274	151.653
Promotion of agricultural health and food safety	151.306	18.189	169.495

Promotion of the development of rural communities adopting a territorial approach	167.233	20.104	187.337
Promotion of the sustainable management of natural resources and the environment	63.708	7.658	71.366

## Directorate of External Finance and Investment Projects

### Priority Activities of Technical Cooperation, Expected Results and Performance Indicators

#### *Promotion of trade and the competitiveness of agribusinesses*

PA.1. To strengthen the institutional framework of the private agricultural sector in order to improve the performance of the commercial-scale agricultural production chains, by providing support to the Federation of Rural Associations of MERCOSUR (FARM).

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Sothern Region: Projects have been formulated that form part of the project portfolio of the business plan for strengthening the FARM.

PI.1. At least two projects have been formulated as support for the FARM and the countries in negotiating resources for execution

#### *Promotion of the technology and innovation*

PA.1. To support the implementation of institutional innovations that will promote the strengthening of processes intended to facilitate the transfer and exchange of appropriate technologies as a means of increasing the availability of and access to health, safe and nutritional foods for the peoples of Central America.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Central Region: A regional project on technology innovation for food security has been formulated in a participatory manner.

PI.1. A project document has been prepared and is available as support for the CAC and the countries in negotiating resources for execution.

PA.2. To promote the design and implementation of strategies for the development of capabilities to introduce innovations into production and trading systems that will generate employment and income in the rural sector, with emphasis on small- and medium-scale farmers in Central America.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Central Region: Project proposals have been prepared as part of the joint effort with the World Food Progeramme (WFP) to implement the Purchases for Progress Initiative.

PI.1. At least two projects have been formulated for the execution of WFP resources in two countries of the region.

PA.3. To promote the development and incorporation of technological innovations that take into account both scientific and ancestral knowledge.

##### *IICA's Role:*

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

**Promotion of the technology and innovation**

ER.1. Andean Region: A technology innovation project has been formulated that takes into account both scientific and ancestral knowledge.

PI.1. A project has been formulated as support for one country of the region in negotiating resources for execution.

**Promotion of agricultural health and food safety**

PA.1. Support and facilitate Member States efforts to strengthen and modernize their agricultural health and food safety systems and to comply with international agreements, standards and conventions

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Caribbean Region: A project has been formulated to strengthen and modernize the agricultural health and food safety services.

PI.1. A project has been formulated as support for one country of the region in negotiating resources for execution.

**Promotion of the sustainable management of natural resources and the environment**

PA.1. To help the countries identify actions for adapting to and mitigating the effects of climate change on agriculture and the rural milieu.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Andean Region: A regional project has been formulated that focuses on actions for adapting to and mitigating the effects of climate change on agriculture and the rural milieu.

PI.1. A project has been formulated and is available as support for the countries in negotiating resources for execution.

**Inter-thematic actions**

PA.1. To support the development of capabilities and the implementation of actions in the areas of biotechnology, biosafety, biofuels and ICTs.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Southern Region: A project has been formulated to develop capabilities in the areas of biotechnology, biosafety and biofuels.

PI.1. At least two projects have been formulated in two countries of the region, as support for negotiating resources for execution.

PA.2. Provide technical cooperation to member states for the development and modernization of policies, institutions and instruments aimed at the sustainable use of their natural resources.

**IICA's Role:**

To formulate and propose strategies, policies, plans, programs and projects related to agriculture and rural life.

ER.1. Caribbean Region: A regional project has been formulated that focuses on actions for adapting to and mitigating the effects of climate change on agriculture and the rural milieu.

PI.1. A project document has been prepared and is available as support for the countries in negotiating resources for execution.

**Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. Contribute to the development of the internal and external capabilities required for preinvestment and investment processes, to improve the quality of projects, achieving a multiplier effect on direct tasks and others related to the topics.

ER.1. Methodological materials for distribution and use in training events and for the design of projects have been designed and are being used.

PI.1. At least, two manuals dealing with preinvestment and investment topics prepared, edited, published and distributed among IICA personnel and the staffs of institutions and organizations related to agricultural and rural development in the Institute's member countries.

ER.2. A course on the mobilization of resources has been taught.

PI.1. At least 10 IICA staff members in the Southern Region participated in the course on the leveraging of resources and have the methodology for work on the subject.

PA.2. Manage the knowledge developed within IICA on good practices in formulating and evaluating projects, and instruments for leveraging resources.

ER.1. The DFPEI Website and Intranet has been expanded and upgraded.

PI.1. The DFPEI's site was redesigned and is operational. It can be accessed normally and includes full details of project documents, methodological material, training material, publications, bidding processes and cases, and other information related to preinvestment and investment.

**Resources Allocation of the Regular Fund****Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2010</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Directorate of External Finance and Investment Projects</b>	<b>141.332</b>	<b>15.000</b>	<b>156.332</b>
Promotion of trade and the competitiveness of agribusinesses	55.755	5.918	61.673
Promotion of the technology and innovation	15.137	1.607	16.743
Promotion of agricultural health and food safety	28.973	3.075	32.048
Promotion of the development of rural communities adopting a territorial approach	29.835	3.167	33.002
Promotion of the sustainable management of natural resources and the environment	11.292	1.199	12.491
Repositioning agriculture and rural life and renewing its institutional framework	339	36	375

**Directorate of Administration and Finance****Directorate of Administration and Finance****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. To allocate Institute resources and promote the adoption of a culture focused on the attainment of results and on lowering administrative costs in the provision of technical cooperation and the execution of resources, within the framework of the strategic priorities, Institute rules and procedures and the needs of management at the different levels of the Institute.

ER.1. The Institute has a 2011 Program Budget and the Annual Action Plans for 2010 and 2011, the expected results and technical cooperation programs of which have been defined in coordination with the units that operate at the national, regional and hemispheric levels, and are consistent with the corporate strategic guidelines and the priorities of the national and regional technical cooperation agendas.

PI.1. The 2011 Program Budget, approved by the IABA or the Executive Committee, by delegation of the IABA, has been approved.

PI.2. Two documents containing the 2010 and 2011 action plans of the Institute, respectively, have been approved by the Director General.

PI.3. 90% of the agreements of the National GAPs are ratified by the DIPRO and the DPC.

PI.4. The Program Budget and Annual Action Plans data bases have been updated.

PI.5. The budget control system is operating effectively, ensuring the units are not overdrawn at the end of the year.

ER.2. The Administration and Finance Committee continues to perform its assigned duties.

PI.1. At least 40 aide memoirs of on-site and virtual CAF meeting prepared.

PI.2. An information system on resolutions of the CAF is operational, making it possible to verify timely compliance with same.

ER.3. All personnel responsible for the budgets of the units at Headquarters have received training.

PI.1. At least 20 staff members from the units at Headquarters now know how to use: i) the objects of expenditure; ii) Institute rules; iii) the budget system; iv) procedures for the execution of resources, and v) available tools in their work.

ER.4. At least fifteen Representatives and the Administrators of the same Offices have received training in the use of: i) the objects of expenditure; ii) Institute rules; iii) the budget system; iv) procedures for the execution of resources, and v) available tools.

PI.1. The Offices where the Representatives and Administrators who received the training are audited or evaluated satisfactorily, reporting few problems in the areas of budget and execution of resources

PI.2. Those Offices whose personnel received the training operate the financial information system effectively, reporting an error rate of only 5%.

PA.2. To implement and control the corporate processes involved in monitoring the use of the Institute's physical and financial resources.

ER.1. The units of the General Directorate receive regular updated reports containing reliable information needed for decision making.

PI.1. The monthly closing of operations for the operating units takes place in accordance with the calendar established by Headquarters.

PI.2. Periodic financial reports of the Institute and its units are prepared and distributed.

PI.3. The Directorate of Administration and Finance receives support in monitoring the operation of the Financial Information System (SIF) and its implementation in selected Offices.

- PI.4. Institute personnel are trained in the role and operation of the financial information system.
- PI.5. Institutional financial statements, audited by the External Auditors, are prepared for presentation to the Governing Bodies.
- ER.2. The systems for payment of payroll, travel and purchases of goods and services operate efficiently, and are reviewed and monitored.
  - PI.1. Payments are made to national and international vendors, in accordance with established procedures and processes.
- ER.3. Efficient systems have been established to monitor financial-accounting operations.
  - PI.1. Periodic reports are prepared on the various accounts that make up the financial statements.
  - PI.2. Actions with the External Auditors and the Audit Review Committee coordinated.
  - PI.3. Accounting-financial services provided to external projects, the Administration and the internal audit unit.
- ER.4. An efficient mechanism exists to ensure the availability of the funds needed to meet the obligations contracted by the operating units of the Institute.
  - PI.1. Reports prepared and submitted to the Administration on the status of member country quota payments and cash on hand.
  - PI.2. Member States receive updated reports on the status of their quota payments and any quotas owed to the Institute.
  - PI.3. Funds are allocated to the Offices on the basis of their needs and the availability of funds.
  - PI.4. Authorization to use the Institute's bank accounts is controlled.
- ER.5. The units of the Institute comply with the rules and procedures established to ensure sound financial-accounting management.
  - PI.1. Accounting and financial policies, rules and procedures are reviewed, adjusted and implemented.
  - PI.2. Management letters are prepared and submitted as follow-up to the reports presented by the external auditors and the Audit Review Committee.
  - PI.3. Active participation in the committees and working groups set up to make decisions and improve management of the Institute.
  - PI.4. Support is provided for the operations and the training of personnel in the Offices and at Headquarters, providing financial-accounting information in a timely manner.
- PA.3. To manage the human capital of the Institute, as a contribution to fulfilling its mandate and achieving its objectives.
  - ER.1. The system for managing the Institute's human resources has been realigned and modernized.
    - PI.1. Changes approved by the Executive Committee in 2009 have been implemented.
    - PI.2. Personnel Manual has been reviewed and adjusted to reflect changes in the rules.
    - PI.3. Policies related to training and development, sabbaticals and educational leaves, performance evaluations, awards for excellence, recruitment and benefits for IIP have been reviewed and updated.
  - ER.2. Integrated Personnel Evaluation System and DG Awards for Excellence Program have been implemented.
    - PI.1. Recipients of awards are selected and announced.
    - PI.2. Results analyzed and integrated system reviewed.
  - ER.3. Continuation of efforts to improve insurance program.
    - PI.1. Options for insurance companies studied.
    - PI.2. Renewal of program for 2010 and 2011 negotiated.

- PI.3. Insurance data base finalized.
- ER.4. Recruitment and selection of personnel strengthened.
  - PI.1. Recruitment parameters for management personnel defined.
- ER.5. Institute's learning strategy and program implemented.
  - PI.1. Sabbatical program continues.
  - PI.2. Language program expanded in Offices in the countries.
  - PI.3. Training and development program for international and local personnel continues.
  - PI.4. Orientation program strengthened and access to same expanded.
- ER.6. Services of the Human Resources Development Division provided and improved.
  - PI.1. Advisory and other services provided to management personnel and staff at Headquarters and in the Offices.
  - PI.2. Occupational health program expanded at Headquarters and in the Offices.
- PA.4. To provide advisory services, in order to ensure the proper application of national and international legislation in the different areas of law, both at Headquarters and in the Offices in the Member States.
  - ER.1. Legal documents required by the Director General for the operation of the Offices in the Member States, prepared.
    - PI.1. At least 12 general or special powers of attorney granted by the Director General and 6 revocations, prepared.
    - PI.2. At least 20 legal documents required by the Director General and the Offices in the countries, prepared.
  - ER.2. International Professional Personnel have access to necessary notarial services.
    - PI.1. At least 30 legal certifications, declarations of legal status, authentications and requests for tax exonerations, prepared.
    - PI.2. At least 50 registrations of MI vehicles, changes of license plates and transfers processed with the Public Registry.
  - ER.3. Support and legal advice provided to the different units of the DAF.
    - PI.1. At least 30 contracts submitted for the signature of Institute authorities, reviewed and corrected.
    - PI.2. The Coordinator of the Office of the Legal Advisor has participated in at least 30 monthly meetings of the CAF and the DAF Committee, offering technical opinions and helping to update Institute rules and regulations.
  - ER.4. The Institute is in compliance with all requirements of the Ministry of the Treasury as regards the exoneration of taxes on vehicles.
    - PI.1. Pending exonerations of taxes on 166 MI vehicles, through the Ministry of the Treasury, have been finalized.
  - ER.5. The data base on the immovable and movable property and the Basic Agreements of the Institute is operational, with updated information.
    - PI.1. 100% of the legal information on the vehicles exonerated by the Institute, contracts related to immovable property and the Basic Agreements with the Member States has been incorporated into the data base and may be consulted by computer, conducting searches in different categories.
- PA.5. To provide high-quality services in the areas of purchases, storage, security, transportation, communications, maintenance of physical infrastructure and logistics for events, at the lowest cost possible, utilizing best practices and ensuring the security of internal and external clients.
  - ER.1. Support services at Headquarters programmed, provided and supervised efficiently and in a timely manner.



PI.1. Janitorial, lunchroom, gardening, maintenance, meeting room, transportation, security, mail, courier and telephone services provided to the units at Headquarters are given a positive rating of 85% in the annual opinion survey conducted by the DAF.

ER.2. Goods and services required by Headquarters are acquired, ensuring that they are of the quality required and are delivered on time and as efficiently as possible.

PI.1. The warehouse purchases goods and provides services efficiently and in a timely manner, in compliance with Institute rules and regulations and the Financial Information System.

PI.2. The warehouse records and distributes all goods acquired, and responds to requests for materials from the units at Headquarters, in a timely manner.

PI.3. The process of controlling all Headquarters assets is carried out efficiently and in strict compliance with Institute rules and regulations.

	Resources Allocated from the Regular Fund		
	Year 2010		
	Quotas	Miscellaneous	Total
<i>Chapter II: Management Costs</i>	645.241	57.783	703.024

## Institutional Funds and Line Items

### Institutional Funds and Line Items

#### Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund		
	Year 2010		
	Quotas	Miscellaneous	Total
<b>Institutional Funds and Line Items</b>	<b>244.124</b>	<b>552.592</b>	<b>796.716</b>
Promotion of trade and the competitiveness of agribusinesses	97.650	221.037	318.686
Promotion of the technology and innovation	26.854	60.785	87.639
Promotion of agricultural health and food safety	48.825	110.518	159.343
Promotion of the development of rural communities adopting a territorial approach	51.266	116.044	167.310
Promotion of the sustainable management of natural resources and the environment	19.530	44.207	63.737

**Contribution to CATIE****Contribution to CATIE****Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>		
	<i>Year 2010</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Contribution to CATIE</b>	<b>1.000.000</b>	<b>0</b>	<b>1.000.000</b>
Promotion of the technology and innovation	1.000.000	0	1.000.000

***APPENDIX 3***

***Composition of Quota Resources allocated by Strategic Priority  
2010***

***Allocation of the Quota Fund  
by Strategic Priority (US\$)***

<b>Strategic Priority: Promotion of Trade and the Competitiveness of Agribusiness</b>	<b>2010 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	1.223.790	153.605	1.377.395
Institutional Funds and Line Items	-	22.850	22.850
Regional Actions of Technical Cooperation	813.004	299.092	1.112.096
National Actions of Technical Cooperation	2.275.032	686.943	2.961.976
Basic Management Structure	1.478.130	339.635	1.817.765
Basic National Technical Cooperation Plan	796.902	347.308	1.144.211
Technical Support Units	460.159	82.720	542.880
<b>Summary:</b>	4.771.986	1.245.211	6.017.196

***Allocation of the Quota Fund  
by Strategic Priority (US\$)***

<b>Strategic Priority: Technology and Innovation</b>	<b>2010 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	971.206	212.779	1.183.985
Institutional Funds and Line Items	-	6.284	6.284
Regional Actions of Technical Cooperation	776.930	501.999	1.278.929
National Actions of Technical Cooperation	1.458.482	434.237	1.892.719
Basic Management Structure	988.850	213.364	1.202.214
Basic National Technical Cooperation Plan	469.632	220.873	690.505
Technical Support Units	261.823	42.481	304.304
CATIE	-	1.000.000	1.000.000
<b>Summary:</b>	<b>3.468.440</b>	<b>2.197.780</b>	<b>5.666.220</b>

***Allocation of the Quota Fund  
by Strategic Priority (US\$)***

<b>Strategic Priority: Agricultural Health and Food Safety</b>	<b>2010 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	947.774	341.530	1.289.303
Institutional Funds and Line Items	-	11.425	11.425
Regional Actions of Technical Cooperation	549.521	171.460	720.981
National Actions of Technical Cooperation	2.084.101	651.678	2.735.778
Basic Management Structure	1.297.951	293.894	1.591.845
Basic National Technical Cooperation Plan	786.150	357.783	1.143.933
Technical Support Units	236.228	43.986	280.215
<b>Summary:</b>	3.817.623	1.220.079	5.037.702

***Allocation of the Quota Fund  
by Strategic Priority (US\$)***

<b>Strategic Priority: Rural Communities</b>	<b>2010 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	495.618	44.362	539.980
Institutional Funds and Line Items	-	11.996	11.996
Regional Actions of Technical Cooperation	444.539	95.403	539.942
National Actions of Technical Cooperation	1.752.845	538.331	2.291.176
Basic Management Structure	1.183.825	253.139	1.436.964
Basic National Technical Cooperation Plan	569.020	285.192	854.212
Technical Support Units	289.154	50.570	339.725
<b>Summary:</b>	<b>2.982.157</b>	<b>740.662</b>	<b>3.722.819</b>

***Allocation of the Quota Fund  
by Strategic Priority (US\$)***

<b>Strategic Priority: Natural Resources and the Environment</b>	<b>2010 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	187.792	16.889	204.681
Institutional Funds and Line Items	-	4.570	4.570
Regional Actions of Technical Cooperation	148.416	53.581	201.997
National Actions of Technical Cooperation	857.706	350.532	1.208.239
Basic Management Structure	607.549	161.423	768.972
Basic National Technical Cooperation Plan	250.157	189.110	439.267
Technical Support Units	117.682	19.930	137.611
<b>Summary:</b>	1.311.596	445.502	1.757.098



***Allocation of the Quota Fund  
by Strategic Priority (US\$)***

<b>Strategic Priority: Repositioning of Agriculture</b>	<b>2010 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	170.260	21.769	192.029
Institutional Funds and Line Items	-	-	-
Regional Actions of Technical Cooperation	141.761	47.416	189.177
National Actions of Technical Cooperation	1.446.894	380.244	1.827.138
Basic Management Structure	940.302	190.370	1.130.672
Basic National Technical Cooperation Plan	506.592	189.875	696.466
Technical Support Units	10.632	966	11.598
<b>Summary:</b>	1.769.548	450.395	2.219.943

***APPENDIX 4***

***Allocation of the Regular Fund by Unit and Major Object of Expenditure  
2010***

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
IICA Office in Belize	<i>2010</i>	120.194	109.672	2.000	7.341	4.500	10.300	11.728	16.000	4.265	286.000
IICA Office in Costa Rica	<i>2010</i>	115.859	168.392	3.135	10.187	19.750	21.665	16.412	12.300	1.700	369.400
IICA Office in Guatemala	<i>2010</i>	128.586	233.889	0	7.000	8.400	5.400	43.778	0	2.620	429.673
IICA Office in Honduras	<i>2010</i>	124.875	163.298	2.000	11.762	18.000	22.000	37.000	5.000	13.065	397.000
IICA Office in Nicaragua	<i>2010</i>	125.762	95.562	9.718	11.800	28.800	8.027	88.331	38.000	0	406.000
IICA Office in Panama	<i>2010</i>	120.981	163.204	0	8.552	3.000	0	51.263	0	0	347.000
IICA Office in El Salvador	<i>2010</i>	118.775	195.752	2.000	4.000	4.000	35.160	5.820	11.000	6.000	382.507
Regional Technical Cooperation Plan in Policies and Trade in the Central Region	<i>2010</i>	114.614	0	3.500	10.000	4.000	3.000	4.500	0	0	139.614
Regional Technical Cooperation Plan in Technology and Innovation in the Central Region	<i>2010</i>	118.595	0	2.000	14.000	3.000	500	2.500	3.000	0	143.595
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Central Region	<i>2010</i>	113.880	0	2.500	16.000	3.000	2.500	1.000	0	0	138.880

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Regional Technical Cooperation Plan in Rural Communities in the Central Region	<i>2010</i>	106.182	0	800	12.500	2.250	250	200	9.000	0	131.182
Promotion and Formulation of Agricultural Projects in the Central Region	<i>2010</i>	98.813	0	2.000	12.500	1.500	2.500	1.000	0	500	118.813
Regional Technical Cooperation Plan in Agribusiness Development in the Central Region	<i>2010</i>	102.444	0	3.500	14.000	2.300	1.500	1.200	2.500	0	127.444
Support to Central American Agricultural Council - CAC	<i>2010</i>	120.357	20.109	0	0	0	0	0	0	0	140.466
Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Panama and the Dominican Republic (PROMECAFE)	<i>2010</i>	109.065	0	0	0	0	0	0	0	0	109.065

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

<i>Unit</i>	<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>	
Support to the System for the Central America Agricultural Technology Integration System - SICTA	2010	0	0	0	5.000	0	0	0	0	0	5.000
IICA Office in Barbados	2010	116.772	205.555	3.500	14.546	15.000	3.500	26.627	12.000	2.500	400.000
IICA Office in ECS	2010	114.379	637.181	6.000	11.331	13.390	0	33.419	1.000	5.000	821.700
IICA Office in Guyana	2010	103.319	120.131	4.590	14.000	18.000	15.000	40.460	15.000	5.500	336.000
IICA Office in Haiti	2010	126.933	184.933	7.500	13.000	8.500	1.200	96.240	14.000	6.094	458.400
IICA Office in Jamaica	2010	112.134	147.981	6.000	25.516	9.000	7.000	67.525	20.142	6.802	402.100
IICA Office in Bahamas	2010	114.720	83.567	3.264	15.300	5.500	6.500	19.007	12.419	2.000	262.277
IICA Office in Dominican Republic	2010	113.579	211.817	5.000	2.985	22.168	2.000	40.928	96.011	9.112	503.600
IICA Office in Suriname	2010	107.115	92.600	7.219	17.000	9.000	3.000	49.000	32.066	6.000	323.000
IICA Office in Trinidad and Tobago	2010	110.367	224.940	3.500	4.483	13.595	0	60.738	8.550	3.827	430.000
Regional Technical Cooperation Plan in Policies and Trade in the Caribbean Region	2010	111.196	0	2.000	8.000	2.500	2.000	2.500	8.000	0	136.196

Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Caribbean Region	<i>2010</i>	102.930	0	0	19.000	1.500	1.500	2.000	0	1.000	127.930
Promotion and Formulation of Agricultural Projects in the Caribbean Region	<i>2010</i>	91.738	0	2.500	14.000	500	0	1.000	2.000	0	111.738
Regional Technical Cooperation Plan in Agribusiness Development in the Caribbean Region	<i>2010</i>	105.191	0	3.000	15.000	0	500	5.500	0	1.000	130.191
Support to Alliance for Sustainable Development in the Caribbean	<i>2010</i>	0	0	20.000	19.935	10.000	0	20.000	60.065	0	130.000
Support to Caribbean Agricultural Research & Development Institute - CARDI	<i>2010</i>	0	0	0	30.000	0	0	5.000	163.000	2.000	200.000
Coordination of the Caribbean Regional Agenda	<i>2010</i>	108.475	0	0	18.000	2.000	1.000	2.500	0	1.500	133.475
IICA Office in Bolivia	<i>2010</i>	120.145	247.472	4.490	16.109	7.401	10.168	25.313	9.000	1.902	442.000

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
IICA Office in Colombia	<i>2010</i>	125.749	589.802	87.181	16.315	79.381	140.444	220.186	141.145	104.238	1.504.441
IICA Office in Ecuador	<i>2010</i>	113.892	282.874	3.000	18.000	21.800	15.000	71.933	55.476	11.400	593.375
IICA Office in Peru	<i>2010</i>	127.605	318.141	5.087	16.500	30.000	0	33.867	7.000	10.000	548.200
IICA Office in Venezuela	<i>2010</i>	138.911	272.094	0	16.000	31.000	0	53.484	20.211	5.000	536.700
Regional Technical Cooperation Plan in Policies and Trade in the Andean Region	<i>2010</i>	113.773	0	0	12.000	4.000	1.500	1.500	6.000	0	138.773
Regional Technical Cooperation Plan in Technology and Innovation in the Andean Region	<i>2010</i>	0	0	0	14.700	2.500	0	300	2.000	500	20.000
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Andean Region	<i>2010</i>	119.097	0	0	16.500	500	2.000	500	5.500	0	144.097
Regional Technical Cooperation Plan in Rural Communities in the Andean Region	<i>2010</i>	100.706	0	2.000	13.000	3.500	4.500	2.000	0	0	125.706

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

## Appendix 4

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Promotion and Formulation of Agricultural Projects in the Andean Region	<i>2010</i>	105.857	0	0	7.000	2.000	2.500	1.000	5.000	2.500	125.857
Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCIANDINO	<i>2010</i>	110.345	0	0	0	0	0	0	0	0	110.345
Regional Technical Cooperation Plan in Biotechnology and Biosafety in the Andean Region	<i>2010</i>	0	30.123	1.500	4.000	3.000	0	1.500	0	0	40.123
IICA Office in Argentina	<i>2010</i>	122.612	322.548	10.763	28.523	15.000	13.063	99.227	38.135	19.191	669.062
IICA Office in Brazil	<i>2010</i>	134.432	576.946	60.543	97.073	100.000	74.109	409.198	331.704	45.846	1.829.851
IICA Office in Chile	<i>2010</i>	118.926	224.227	5.000	7.000	14.264	7.200	50.795	20.054	4.180	451.646
IICA Office in Paraguay	<i>2010</i>	125.672	180.289	2.542	13.200	17.410	5.324	59.303	0	6.260	410.000
IICA Office in Uruguay	<i>2010</i>	124.725	159.809	1.800	5.000	2.202	0	31.610	92.340	3.514	421.000

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*



## Appendix 4

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Support to the Agricultural Policy Coordination Network of the South - REDPA and Support to the Informal Group of the Agricultural Negotiators - GINA	<i>2010</i>	124.518	0	3.000	79.000	2.871	0	5.500	10.000	0	224.889
Regional Technical Cooperation Plan in Technology and Innovation in the Southern Region	<i>2010</i>	0	0	4.000	10.000	6.000	0	0	0	0	20.000
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Southern Region	<i>2010</i>	104.030	0	0	12.500	3.200	5.300	2.000	2.000	0	129.030
Regional Technical Cooperation Plan in Rural Communities in the Southern Region	<i>2010</i>	109.367	0	0	19.400	1.800	800	800	2.200	0	134.367
Promotion and Formulation of Agricultural Projects in the Southern Region	<i>2010</i>	124.717	0	600	17.100	250	1.650	1.100	300	0	145.717

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## Appendix 4

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Cooperative Program for the Development of Agricultural Technology in the Southern Cone - PROCISUR	<i>2010</i>	117.849	30.098	0	0	0	0	0	0	0	147.947
Support to the Development and Strengthening of National Agricultural Health Systems in the Countries of the Southern Cone to Facilitate International Agricultural Trade - COSAVE	<i>2010</i>	0	0	0	4.000	4.000	0	12.000	0	0	20.000
Support to the Secretariat of the Agricultural Council of the South - CAS	<i>2010</i>	0	10.385	1.000	28.000	3.000	2.500	3.152	22.778	200	71.015
Support to the Permanent Veterinary Committee of the Southern Cone	<i>2010</i>	0	0	0	35.000	0	0	5.000	20.000	0	60.000
Regional Technical Cooperation Plan in Biosafety in the Southern Region	<i>2010</i>	118.596	24.624	0	15.000	2.500	1.500	5.800	0	200	168.220
Regional Technical Cooperation Plan in Trade in the Southern Region	<i>2010</i>	0	0	0	12.500	1.800	2.700	2.000	6.000	0	25.000

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**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
IICA Office in Canada	<i>2010</i>	117.172	65.434	26.548	25.000	9.000	5.000	142.137	174.209	14.000	578.500
IICA Office in the United States of America	<i>2010</i>	393.310	266.239	22.000	40.000	9.000	4.000	169.276	13.989	17.500	935.314
IICA Office in Mexico	<i>2010</i>	113.262	279.762	51.691	82.768	24.877	40.525	53.942	42.923	10.250	700.000
Regional Technical Cooperation Plan in the Northern Region	<i>2010</i>	106.497	0	9.000	20.000	2.500	1.000	7.000	0	500	146.497
Cooperative Program in Research and Technology for the Northern Region - PROCINORTE	<i>2010</i>	0	0	0	4.000	2.000	1.000	2.000	116.600	1.000	126.600
Support to the Tri-National Council of the Northern Region	<i>2010</i>	0	0	14.000	21.000	7.000	0	5.000	0	3.000	50.000
Office of the Director General	<i>2010</i>	585.599	44.714	850	26.450	24.020	2.450	13.397	3.500	6.100	707.080
Directorate of Technical Leadership and Knowledge Management	<i>2010</i>	1.050.577	1.233.788	22.300	122.900	53.700	48.300	57.200	55.000	5.600	2.649.365
Office for Follow-up to the Summit of the Americas Process	<i>2010</i>	133.651	87.076	0	15.000	2.000	1.900	3.500	1.100	0	244.227

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Directorate of Performance Management and Evaluation	<i>2010</i>	245.028	108.560	1.000	35.239	5.386	3.600	3.000	0	600	402.413
Programming Division	<i>2010</i>	262.801	43.146	3.500	6.000	2.000	2.800	3.000	12.500	200	335.947
Directorate of Regional Operations and Integration	<i>2010</i>	522.693	171.886	4.600	87.750	46.500	6.271	45.979	4.000	2.400	892.079
Directorate of External Finance and Investment Projects	<i>2010</i>	121.332	0	3.000	20.375	3.625	5.500	2.500	0	0	156.332
Directorate of Administration and Finance	<i>2010</i>	257.963	280.252	4.500	29.995	15.764	32.352	70.409	5.589	6.200	703.024
Institutional Funds and Line Items	<i>2010</i>	0	0	0	6.000	9.330	187.000	156.124	328.673	109.589	796.716
Contribution to CATIE	<i>2010</i>	0	0	0	0	0	0	0	1.000.000	0	1.000.000
Governing Bodies	<i>2010</i>	0	0	70.000	50.000	100.000	5.000	120.000	54.000	1.000	400.000
Insurance	<i>2010</i>	0	0	0	0	0	0	0	0	380.000	380.000
Pensions	<i>2010</i>	287.650	0	0	0	0	0	0	0	0	287.650
OAS Administrative Tribunal	<i>2010</i>	0	0	0	0	0	0	0	25.000	0	25.000

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
External Audit	<i>2010</i>	0	0	0	0	0	0	0	95.500	0	95.500
Emergency Assistance Program	<i>2010</i>	0	20.000	0	0	0	0	0	0	0	20.000
Sanitary and Phytosanitary Measures Initiative for the Americas	<i>2010</i>	0	0	225.000	41.000	4.500	0	29.500	49.000	1.000	350.000
Support for Hemispheric Biotechnology and Biosafety Program	<i>2010</i>	125.388	67.486	55.000	16.000	4.564	1.500	18.000	27.000	0	314.938
Hemispheric Program in Support of the Technical and Strategic Consolidation of FONTAGRO and its Secretariat	<i>2010</i>	0	43.905	8.500	10.000	10.500	0	8.000	13.000	0	93.905
Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety	<i>2010</i>	487.946	77.249	17.000	54.097	24.000	4.500	95.600	25.000	14.000	799.392
Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS	<i>2010</i>	151.212	0	0	0	0	0	0	0	0	151.212

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**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Promotion of organic agriculture	<i>2010</i>	115.810	0	16.000	61.500	6.000	6.000	22.000	38.500	0	265.810
Support for the Inter-American Association of Agricultural Librarians, Documentalists and Information Specialists	<i>2010</i>	0	0	1.500	0	2.000	0	500	0	0	4.000
Hemispheric Agro-energy and Bio-fuels Program	<i>2010</i>	103.500	51.537	17.500	27.000	5.196	2.500	0	5.000	0	212.233
Hemispheric Agro-tourism Program	<i>2010</i>	126.826	0	26.000	59.177	0	1.000	3.000	95.000	0	311.003
Program of Rural Agro-industrial Development for Latin America and the Caribbean - PRODAR	<i>2010</i>	115.236	0	3.500	22.177	4.000	2.500	2.000	0	0	149.413
Agriculture Leadership Center	<i>2010</i>	107.380	0	50.000	35.000	20.000	0	70.000	25.000	0	307.380
Systematization and Dissemination of Experiences in the Field of Agricultural Insurance	<i>2010</i>	121.332	0	15.000	33.000	4.000	0	3.000	45.000	0	221.332
Support for Horizontal Cooperation among the Member States	<i>2010</i>	128.438	0	20.000	60.000	20.000	0	20.000	80.000	0	328.438

*Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2010**

<i>Unit</i>		<i>MOE 1</i>	<i>MOE 2</i>	<i>MOE 3</i>	<i>MOE 4</i>	<i>MOE 5</i>	<i>MOE 6</i>	<i>MOE 7</i>	<i>MOE 8</i>	<i>MOE 9</i>	<i>Total</i>
Strengthening of Technical Capabilities	<i>2010</i>	0	0	140.000	40.000	0	0	20.000	0	0	200.000
Hemispheric Food-safety Program	<i>2010</i>	121.332	0	15.000	33.000	4.000	0	8.000	40.000	0	221.332
<b>Total</b>	<b>2010</b>	11.681.289	9.169.049	1.142.721	2.004.586	1.017.994	810.958	2.990.308	3.712.979	868.355	33.398.239

Note: MOE1: International Professional Personnel, MOE2: Local Professional and General Services Personnel, MOE3: Training and Technical Events, MOE4: Official Travel, MOE5: Documents and Supplies and Inputs, MOE6: Plant, Equipment and Furniture, MOE7: General Services, MOE8: Performance Contracts and Transfers, MOE9: Other Costs.

***APPENDIX 5***

***Projection of External Resources and INR by Unit  
2010***



## *Projection of External Resources and INR by Unit (US\$)*

<b>Unit</b>	<b>External Resources</b>	<b>INR to be Generated</b>
	<b>2010</b>	<b>2010</b>
IICA Office in Costa Rica	1.688.000	89.970
IICA Office in Guatemala	2.000.000	100.000
IICA Office in Honduras	3.000.000	210.000
IICA Office in Nicaragua	2.250.000	140.625
IICA Office in El Salvador	2.518.060	248.910
Regional Actions Central Region	3.149.241	99.935
IICA Office in Haiti	4.493.201	256.781
IICA Office in Jamaica	1.386.748	77.658
IICA Office in Dominican Republic	561.840	38.160
Regional Actions Caribbean Region	150.000	6.750
IICA Office in Bolivia	191.388	8.612
IICA Office in Colombia	33.720.706	1.932.797
IICA Office in Ecuador	5.210.500	260.525
IICA Office in Peru	11.483.254	516.746
IICA Office in Venezuela	76.000	4.560
Regional Actions Andean Region	129.000	0
IICA Office in Argentina	6.500.000	390.000
IICA Office in Brazil	32.000.000	1.600.000
IICA Office in Chile	135.000	6.075
IICA Office in Paraguay	3.000.000	135.000
IICA Office in Uruguay	400.000	24.000
Regional Actions Southern Region	408.075	2.925
IICA Office in Mexico	29.548.750	2.363.900
Technical Support Units	263.723	26.372
Support for Hemispheric Biotechnology and Biosafety Program	110.000	0

**Projection of External Resources and  
INR by Unit (US\$)****Program Budget  
2010**

<b>Unit</b>	<b>External Resources</b>	<b>INR to be Generated</b>
	<b>2010</b>	<b>2010</b>
Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety	119.600	10.400
Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS	319.630	0
Hemispheric Agro-tourism Program	200.000	9.000
<b>Summary:</b>	<b>145.012.716</b>	<b>8.559.701</b>