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- Appendices-***

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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***

***2008-2009***

**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 I: 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 (PROCI 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  
Includes Chapters I and II  
2008 - 2009***

**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. Establish a market intelligence information system to be used as a guide by exporters and importers of agricultural products.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. A market intelligence system established.

PI.1. Monthly email supply of updated market intelligence information through the IICA network and dissemination to relevant users.

PA.2. Provide training and advisory services to technicians from the public and private sectors on agricultural trade negotiations and management and follow-up on trade agreements.

*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. Participation the public and private sector in bi-lateral and multilateral trade negotiations strengthened.

PI.1. Monthly email supply of updated trade information through the IICA network and dissemination to relevant users.

PI.2. Participation of local technicians (20 per year) at relevant international training events.

PI.3. Evaluation of the number of signed international trade agreements.

PA.3. Support the development of national capacity for value adding and marketing of local products.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. National capacity for value adding and marketing of local products strengthened.

PI.1. Two training workshops on food processing for local cottage industries.

PI.2. Two workshops on packaging and marketing of local agricultural products for cottage industries.

ER.2. New processed products developed through local micro-enterprises.

PI.1. Two workshops on processing of two new agricultural products for local micro-enterprises.

PI.2. Two workshops per year on packaging and marketing techniques for local micro-enterprises.

PI.3. Hosting of two fairs for promotion and sampling of new processed products to the general public.

Promotion of trade and the competitiveness of agribusinesses

PA.4. Support for strengthening of Belize Trade and Investment Promotion Services (BELTRAIDE) in promotion of export 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

To establish knowledge networks and to design and implement training programs

ER.1. The export promotion Unit at BELTRAIDE strengthened.

PI.1. One training seminar for staff of the export promotion unit.

PI.2. One manual for operational procedures developed.

PI.3. One national consultation with the private sector.

PI.4. One seminar on methodology for preparation of strategy.

PI.5. One strategy document disseminated.

Promotion of the technology and innovation

PA.1. Provide technical support for preparation, adoption and implementation of legal framework and legislation for bio-safety and organic agriculture.

*IICA's Role:*

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

ER.1. Policy and legislation for bio-safety and legislation and standards for organic agriculture completed and enacted.

PI.1. Contracting of one consultant.

PI.2. Three annual public consultations with stakeholders.

PI.3. At least 3 public awareness programs elaborated by year.

PI.4. Enactment of at least one legislation by the national assembly.

PA.2. Support for establishment of a local system for production and certification of organic products.

*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. A local system for inspection and certification of organic products in operation.

PI.1. Two workshops for training of inspectors.

PI.2. Two workshops for training of farmers in organic farming cultural practices.

PI.3. Two documents of inspection and certification protocols.

**Promotion of the technology and innovation**

PI.4. Organic products sold on four districts of the local market.

PA.3. Participate on national technical committees for selected products to develop policies, priority programs and action plans for research and technology innovation.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Technical contribution made towards the advancement of technology innovation in Belize's agriculture.

PI.1. To advise on a quarterly basis the technical research committees for citrus and sugar and the National Committee for the Coordination of Agricultural Research and Development.

PA.4. Support technology innovation for diversification in non-traditional crops.

*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

ER.1. A strategy for diversification and expansion of non-traditional exports developed.

PI.1. Two project proposals for investment in non-traditional crops elaborated.

PI.2. Training of 25 farmers in cultural practices for selected new commodities.

**Promotion of agricultural health and food safety**

PA.1. Support for strengthening of the national agricultural health and food safety services to facilitate trade and safeguard human health.

*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

To develop and operate information and knowledge management system

ER.1. A surveillance and early response system for Avian Influenza (AI) established.

PI.1. Updated information on AI supplied through the IICA information network.

PI.2. Four quarterly meetings of the AI task force.

PI.3. One simulation exercise for definition of surveillance strategy and determination of areas for response.

ER.2. The Standards and Trade Development Facility (STDF) Implemented in Belize.

PI.1. Governmental commitment for participation in STDF.

PI.2. Local technicians trained to implement STDF.

Promotion of agricultural health and food safety

- ER.3. A traceability system for agricultural products developed.
  - PI.1. Two workshop on procedures for operation of traceability system.
  - PI.2. One operational manual for traceability system.
- ER.4. The Hazard Analysis Critical Control Point (HACCP) and Good Agricultural Practices System implemented for agricultural products.
  - PI.1. Two Workshops for training of trainers on HACCP methodology.
  - PI.2. One procedure manual for HACCP.
- PA.2. Support for evaluation of the Belize Agricultural Health Authority.

*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. MAF has evaluation report of the BAHA.
  - PI.1. One TOR delivered to BAHA.
  - PI.2. One evaluation team conformed.
  - PI.3. Three national consultations with BAHA stakeholders.
  - PI.4. One final evaluation report.

Promotion of the development of rural communities adopting a territorial approach

- PA.1. Provide technical support for implementation of the national sugar adaptation strategy and income generating programs in northern Belize.

*IICA's Role:*

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

- ER.1. Institutional structure of cane farmers association strengthened.
  - PI.1. One workshop training of management and technical staff.
  - PI.2. Revision of one new articles for association.
- ER.2. Feasibility studies for implementation of different components of the strategy completed.
  - PI.1. Three terms of reference for feasibility studies.
- PA.2. Support the identification of methods for strengthening of the national agricultural extension service.

*IICA's Role:*

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

- ER.1. The national agricultural extension services strengthened.
  - PI.1. One assessment of the national extension service.

Promotion of the development of rural communities adopting a territorial approach

PI.2. One plan of action for strengthening of extension services.

Promotion of the sustainable management of natural resources and the environment

PA.1. Support the citrus and banana agro industries for identification and implementation of efficient waste recycling programs.

*IICA's Role:*

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

ER.1. A program for recycling of waste from citrus and banana processing developed.

PI.1. Two feasibility studies for recycling of banana and citrus waste.

PI.2. Two project proposals for implementation of recycling programs.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Support for implementation of the Agro Plan 2003-2015.

*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 establish knowledge networks and to design and implement training programs

ER.1. Priorities for the Agro Plan 2003-2015 reflected in the strategic plan of the agriculture sector.

PI.1. Trimester meetings with the Minister and Ministerial Delegate to evaluate progress of national commitments to the Plan.

PI.2. One report of completion of the national agriculture and rural life.

PI.3. One meeting for planning of rural development program between the Ministries of Agriculture and rural development.

PI.4. Training of extension for three officers in rural development approach.

PA.2. Support and facilitate the preparation and execution of the national component of the Central American Agricultural Policies Project (CAAPP).

*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 and Fisheries (MAF) strengthened through participation in CAAPP.

PI.1. Bimonthly meetings with the national focal point in MAF to evaluate progress.

PI.2. Timely submission of national annual report to regional project coordination unit.

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

PA.1. Efficiency in administration of office finances and personnel matters.

ER.1. Compliance with financial procedures.



- PI.1. Purchases and payments executed in accordance with IICA procedures.
- PI.2. Quarterly review of budget.
- PI.3. Timely submission of financial reports.
- ER.2. Adherence to personnel regulations.
  - PI.1. Accurate and updated inventory of personnel benefits.
  - PI.2. Annual salary survey and implementation of relevant adjustments to staff salaries.
- ER.3. A staff training program implemented.
  - PI.1. Each local staff participates in one training event per year.
  - PI.2. Reports of each training event.
- PA.2. Timely and efficient execution of Agenda Nacional de Cooperación Técnica y annual action plans.
  - ER.1. Technical cooperation executed in accordance with the Agenda Nacional de Cooperación Técnica y annual action plans.
    - PI.1. Minutes of staff meetings and semester and annual reports.
    - PI.2. Individual Contribution Plans for each staff.
- PA.3. Establishment of strategic alliances with key stakeholders of the agriculture sector to facilitate information sharing.
  - ER.1. Contribution to national policy and strategic action plans for Belize's agriculture.
    - PI.1. Attendance of national agriculture planning fora.
    - PI.2. Quarterly meetings with key stakeholders.
  - ER.2. Strategic alliances established with key stakeholders.
    - PI.1. Agreements for collaboration in execution of joint technical programs.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Belize</b>	<b>240.555</b>	<b>8.805</b>	<b>249.360</b>	<b>240.555</b>	<b>8.805</b>	<b>249.360</b>
Promotion of trade and the competitiveness of agribusinesses	72.167	2.642	74.808	72.167	2.642	74.808
Promotion of the technology and innovation	72.167	2.642	74.808	72.167	2.642	74.808
Promotion of agricultural health and food safety	48.111	1.761	49.872	48.111	1.761	49.872
Promotion of the development of rural communities adopting a territorial approach	24.056	881	24.936	24.056	881	24.936

Promotion of the sustainable management of natural resources and the environment	12.028	440	12.468	12.028	440	12.468
Repositioning agriculture and rural life and renewing its institutional framework	12.028	440	12.468	12.028	440	12.468

**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. Enhance the capabilities of SMRE's, to facilitate their 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. National marketing structures and mechanisms for coordination between the public and private sectors were strengthened.

PI.1. At least two alternative mechanisms, such as auctions, developed and put into operation.

ER.2. The operating capabilities of municipal markets and farmers' markets were enhanced, based on the replication of successful models.

PI.1. At least five meetings held with key actors of municipal markets and farmers markets to increase awareness and share information.

PI.2. One pilot project developed to strengthen municipal markets and farmers markets.

ER.3. SMRE's have enhanced capabilities for accessing regional markets.

PI.1. Two modules on exports designed and taught in training events for small- and medium-scale enterprises.

PI.2. One process for disseminating the pre-export platforms tool designed with CADEXCO.

**Promotion of the technology and innovation**

PA.1. Facilitate partnerships for cooperation with national institutions, regional mechanisms and strategic projects.

*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. The role of the INTA as a mechanism for promoting the SNITTA was strengthened.

PI.1. One technical audit of INTA conducted.

PI.2. One proposal prepared to strengthen INTA.

ER.2. IICA facilitated the integration of national institutions into regional communities that manage knowledge related to technology.

PI.1. At least two national institutions participate in SICTA forums and initiatives.

**Promotion of the technology and innovation**

PI.2. National institutions participate in at least four regional knowledge management communities.

PA.2. Enhance institutional and operational capabilities in agro-biotechnology, agro-biodiversity and agro-energy.

*IICA's Role:*

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

ER.1. The National Plant Genetic Resources Committee (CONAREFI) has a national strategy to underpin the formulation of the project "Conservation and sustainable use of native crops and wild relatives of crops" (GEF/World Bank).

PI.1. One national strategy prepared with CONAREFI.

PI.2. GEF/WB project incorporates in the national strategy demands identified by the agricultural sector.

**Promotion of agricultural health and food safety**

PA.1. Develop the capabilities of the public and private sectors with regard to AHFS tools, in selected chains.

*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 establish knowledge networks and to design and implement training programs

ER.1. The Institute strengthened the national capabilities of mechanisms for articulating the efforts of the public and private sectors on AHFS regulatory and innovative issues.

PI.1. At least four public and four private organizations trained in traceability.

PI.2. National SPS committee operational.

PI.3. Multisectoral network for surveillance of resistance to antibiotics designed and operational.

PI.4. Profile of investment project prepared and presented to national authorities, intended to strengthen national veterinary services.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Support the design and implementation of rural territorial development projects in regions with low IDH (North-North; South-South; Aranjuez-Sardinal Watershed).

*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 MIPRO has criteria for orienting investments in the north-north and south-south areas.

PI.1. Two guidelines for directing investments in the cantons on the northern border and in the south-south area, prepared with the RDP.

ER.2. IICA assisted the PDR in strengthening the organizational and proactive capabilities of social actors in selected territories.

PI.1. Five local development groups operational (4 on the northern border and 1 in the Aranjuez-Sardinal watershed).

PI.2. Five annual actions plans of each local development group prepared and implemented.

PI.3. At least ten members of each local development group trained in different aspects of project identification and preparation.

PI.4. At least two projects prepared by each local development group, in coordination with social actors.

PI.5. At least 5 SPA officials have been trained to replicate the program designed to train IICA facilitators.

PI.6. First module of PFF taught to at least 30 social actors of each local development group.

ER.3. More knowledge is available about the territories where projects are being implemented and the initiatives promoted by local actors, in support of the RPD.

PI.1. Baseline study prepared for Aranjuez-Sardinal watershed.

PI.2. At least two major local development experiences systematized.

ER.4. Interaction between actors of the (CR-Nic.) binational bean chain was improved and the main constraints and possible solutions from the perspective of technological innovation were prioritized, with support from Red SICTA.

PI.1. At least three workshops held for binational actors of the bean chain; principal constraints, and possible solutions for same, identified.

PA.2. Help strengthen institutional and human capabilities.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Selected partners and clients have a better understanding of conditions in rural areas and their capacity to provide technical cooperation.

PI.1. At least one event held, along with UNA, to analyze the institutional framework, policies and/or methodologies to support RD.

PI.2. At least one course taught on an important aspect of RD, together with UNA.

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

PA.1. Improve institutional and operational capabilities in agro-biotechnology, agro-biodiversity and agro-energy.

***IICA's Role:***

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

ER.1. The authorities of the agricultural public sector have a characterization of the main actors and their roles in the production and marketing of biotechnological products.

PI.1. One brief document description prepared of the principal actors involved in biobusinesses in the country.

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

PA.1. Contribute analysis and ideas for repositioning agriculture and rural life.

***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 Ministerial Delegates have established mechanisms for implementing the Ministerial Agreements related to the AGRO 2003-2015 Plan.

PI.1. Report on monitoring of Agro 2003-2015 Plan prepared and delivered.

ER.2. The public and private sector have up-to-date information on the state of, and outlook for, agriculture and rural areas.

PI.1. At least one national forum held per year to disseminate studies on the state of and outlook for agriculture and rural life.

PI.2. Annual study published on agriculture's contribution to the economy

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

PA.1. Implement effectively the Integrated Cooperation Management System.

ER.1. IICA-Costa Rica is operating effectively as per the Integrated Cooperation Management System, in full compliance with the standards of the Institution itself and its partners.

PI.1. Defined and implemented procedures as part of the operational framework for the Integrated Management System.

PI.2. Defined and applied methodologies and tools for implementing and executing the Integrated Management System.

ER.2. The reports required by the Integrated Management System of IICA Costa Rica have been presented and approved in timely fashion.

PI.1. Reviewed and approved in timely fashion at least 90 percent of the reports called for in the plan.

PI.2. Implemented and systematized accountability measures aimed at informing and reassuring the Institute itself as well as its customers and partners.

PA.2. Continue to strengthen teamwork and implement a training plan aimed at further developing the skills and competencies of IICA-CR staff.

ER.1. IICA-Costa Rica enjoys a permanent training and teamwork promotion program.

PI.1. Devised and implemented 90 percent of an annual training and teamwork-promotion program.

PI.2. Office staff have effectively invested a significant amount of time in complying with the training plan and the teamwork promotion program.

PA.3. Continue strengthening IICA's image in Costa Rica vis-à-vis its partners and customers.

ER.1. An audience management strategy has been designed and implemented by and for IICA-CR.

PI.1. As part of audience management strategy, devised a communications program targeted at customers and partners, with an implementation rate of 60 percent to date.

PA.4. Implement an Integrated information System that contributes to effective Cooperation Management.

ER.1. An IT platform implemented that provides access to cooperation-related information.

PI.1. Sixty percent of IT platform in place.

### **Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Costa Rica</b>	<b>327.794</b>	<b>35.825</b>	<b>363.619</b>	<b>327.794</b>	<b>35.825</b>	<b>363.619</b>
Promotion of trade and the competitiveness of agribusinesses	98.338	10.748	109.086	98.338	10.748	109.086
Promotion of the technology and innovation	49.169	5.374	54.543	49.169	5.374	54.543
Promotion of agricultural health and food safety	49.169	5.374	54.543	49.169	5.374	54.543
Promotion of the development of rural communities adopting a territorial approach	81.949	8.956	90.905	81.949	8.956	90.905
Promotion of the sustainable management of natural resources and the environment	32.779	3.583	36.362	32.779	3.583	36.362
Repositioning agriculture and rural life and renewing its institutional framework	16.390	1.791	18.181	16.390	1.791	18.181

### **IICA Office in Guatemala**

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. Assist in the training of human resources to support trade and promote the development of more competitive agribusinesses.

*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. Public and private entities in the agricultural sector have a critical mass of professionals and technicians dedicated to the promotion of trade and the development of more competitive agribusinesses.

PI.1. A proposal on a training program in trade and agribusiness has been prepared.

PI.2. At least one partnership with institutions in the public or private agricultural sectors has been established to execute the training program in trade and agribusiness.

PI.3. At least one training activity on trade and ways to make agribusinesses more competitive is held annually.

PI.4. An information system focused on the analysis of markets and the national and international agribusiness climate is operated by the MAGA Policies and Strategic Information Unit.

PA.2. Provide technical cooperation for the organization and administration of the activities of committees on agricultural chains.

*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

ER.1. Committees that coordinate the activities of public and private actors in agricultural chains were organized, and are serving as forums for reaching consensus and adopting agreements and commitments for the implementation of strategies and policies aimed at making priority products more competitive.

PI.1. Plan of action prepared to strengthen the Executive Secretariat of the National Council on Agricultural Development and the Directorates of the National Agricultural and Livestock Production Councils, which serves as a basis for promoting and supporting the organization and operation of agricultural chain committees.

PI.2. At least three assessments of the competitiveness of agricultural chains have been conducted annually.

PI.3. At least three plans of action have been prepared annually to make priority agricultural chains more competitive.

PI.4. At least six agricultural chains have been organized and accredited by the National Council on Agricultural Development, and are managing and implementing their respective plans of action.

Promotion of the technology and innovation

PA.1. Implement the Program for Modernizing the ICTA within the SNITA, in order to support the competitiveness of 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 improved the articulation of the ICTA with the institutions that make up the SNITA and organized small producers in agricultural chains; and the results of research, transfer and innovation aimed at meeting technology needs are being disseminated more efficiently. The latter will lead to higher productivity and generate added value in production.

PI.1. At least four contracts for research and development aimed at increasing productivity signed by ICTA, other institutions of the SNITA and the agricultural chain committees.

PA.2. Support the SNITA's links with the regional and hemispheric technological integration mechanisms (SICTA, SICTA-NETWORK, REMERFI, FORAGRO and FONTAGRO).

*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 Agricultural Technology Research and Transfer System took part in the implementation of projects with the regional technological integration programs.

PI.1. At least two institutions of the SNITA participate in RED-SICTA projects.

PI.2. At least two institutions of the SNITA participate in REMERFI projects.

PI.3. MAGA participates in FONTAGRO activities.

PA.3. Support the strengthening of national biotechnology and biosafety capabilities as instruments that help increase 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 ICTA and the SNITA have incorporated the harmonized regional standards for the use and application of biotechnology and biosafety.

PI.1. National regulation and norm on the use and application of biotechnology and the application of biosafety measures approved in governmental agreement.



Promotion of agricultural health and food safety

PA.1. Identify the sanitary and safety constraints to market access in 12 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 priority agricultural chains are implementing safety assurance and sanitary quality programs and obtaining sanitary certification to guarantee their access to markets.

PI.1. At least four food safety and quality assurance programs are operational and issuing certifications.

PA.2. Set up mechanisms for the analysis, follow-up and management of the Agreement on Sanitary and Phytosanitary Measures and its implications for trade and competitiveness.

*IICA's Role:*

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

ER.1. Government agricultural health and food safety services played an active part in the international forums and are carrying out measures to disseminate information about, and implement, the Agreement on Sanitary and Phytosanitary Measures (SPS Agreement).

PI.1. National sanitary and phytosanitary committee created by Ministerial Agreement, and operational, involving all relevant sectors.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Train the Rural Development Cabinet and the Technical Unit of the DRG at SEGEPLAN in the planning of rural development with a territorial approach.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Government agencies and rural society organizations involved in rural development have staff trained in the use of the territorial management approach for rural development efforts.

PI.1. Technical personnel from at least two central and decentralized MAGA units, the SAN and autonomous sector entities have participated in training courses on the application of the territorial approach in rural development activities.

PI.2. At least two training activities in rural development under a territorial approach have been conducted annually.

PA.2. Promote cooperation in selected territories, with emphasis on cross-border areas.

*IICA's Role:*

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

ER.1. The Trifinio has a tri-national and interinstitutional technical cooperation program for rural development in the region, articulated and coordinated by IICA.

PI.1. Strategy for cooperation in border areas vis-à-vis rural development under a territorial approach, approved and being executed.

Promotion of the development of rural communities adopting a territorial approach

PI.2. At least one partnership has been established to implement the strategy for cooperation vis-à-vis rural development under a territorial approach, in a clearly defined, specific territory.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Prepare the annual report on the state of agriculture and rural life in Guatemala, and on policies for trade and competitiveness, including an assessment of their impact.

*IICA's Role:*

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

ER.1. The MAGA and the Community of Agriculture and Rural Life have analytical reports on the state of agriculture and rural life that provide input for decision making.

PI.1. 2006 annual report on the state of agriculture and rural life prepared, published and distributed.

PA.2. Support the UPIE/MAGA in monitoring national strategies and policy instruments for carrying out national commitments under the AGRO Plan.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The UPIE/MAGA is implementing and monitoring the twelve strategic objectives of the agenda of the AGRO Plan and the Ministerial Agreements, and is including them in its national development strategies.

PI.1. Information system for monitoring and evaluating the Agro Plan being applied.

PA.3. An information system for monitoring and evaluating the AGRO Plan is in operation.

*IICA's Role:*

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

ER.1. The MAGA has incorporated the guidelines of the PACA into its sectoral policy instruments.

PI.1. Strategic planning workshops held with Central Units of MAGA.

PA.4. Assist the Ministerial Delegate in implementing the Ministerial Agreement of Guatemala.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. The Chair of the GRICA has information about the progress that Guatemala has made in implementing the Agreement of Guatemala.

PI.1. Report prepared on progress in implementing agreements of the Fourth Ministerial Meeting, Guatemala.

PA.5. Implement specific coordination agreements with FAO, PAHO, OAS and OIRSA.

*IICA's Role:*

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

Repositioning agriculture and rural life and renewing its institutional framework

ER.1. IICA strengthened the mechanisms for providing support on issues of strategic importance to agricultural and rural development via interagency partnerships.

PI.1. FAO-IICA one annual report on results of support for MAGA in the area of competitiveness, prepared and approved.

PI.2. PAHO/INCAP-IICA one annual report on results of support for the SAN, prepared and approved.

PI.3. OIRSA-IICA one annual report on results of support for IASA, prepared and approved.

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

PA.1. Implement Plan to Improve Office Operations.

ER.1. The Office uses its resources more efficiently and can boast of greater competence and quality in the cooperation services and products it provides.

PI.1. Adjusted all cooperation instruments to align them with current standards.

PI.2. Delivered on time the totality of the regular budget-execution reports, with approval by the relevant authorities within the stipulated timeframe.

PI.3. Detected faults in the application of institutional standards, procedures and controls, and reduced them to zero.

PA.2. Devise and implement Capacity Building Plan for Office Staff.

ER.1. Office Staff more effective in their use of resources, with improved performance and greater response capacity when fulfilling commitments to the National Cooperation Agenda and AAP.

PI.1. Fulfilled on time at least 85 percent of the commitments mentioned in the National Technical Cooperation Agenda, the Annual Action Plans, and other formal agreements regarding agriculture and rural life.

PI.2. Office customers, partners, and allies, as well as Institute authorities, have expressed their satisfaction on the formal completion of between 80 and 100 percent of all relevant Agreements and Projects.

ER.2. Office staff better qualified and enjoying enhanced skills for carrying out the functions contemplated in their job profiles.

PI.1. All administration officials at the Guatemala Office duly taught accounting standards and procedures, including administrative and financial controls of available resources.

PA.3. Monitor and evaluate Office's cooperation activities and follow up on their progress.

ER.1. Office has enhanced the relevance and timeliness of its cooperation activities, thanks to increasingly organic and methodological flexibility, even as it enjoys closer alignment with national priorities and the Institute's own strategic guidelines.

PI.1. The country's agricultural and rural community has read and approved the new Accountability Reports.

PI.2. At least 85 percent of key players involved in agriculture and rural life in Guatemala have described themselves as pleased or very pleased with IICA's technical cooperation services and products in the country.

PI.3. Have identified a set of corrective measures for inclusion in the National Technical Cooperation Agenda.

PA.4. Institutional outreach and external rapprochement strategies in place.

ER.1. Office has enhanced the viability of its cooperation activities by monitoring institutional contributions, forging alliances, and participating in priority projects involving external resources.

PI.1. Country membership contributions paid on time and in full.

PI.2. Approved periodic financial statements.

PI.3. Signed at least five (5) new technical cooperation agreements totaling no less than US \$500,000.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Guatemala</b>	<b>373.126</b>	<b>33.215</b>	<b>406.341</b>	<b>373.126</b>	<b>33.215</b>	<b>406.341</b>
Promotion of trade and the competitiveness of agribusinesses	130.594	11.625	142.219	130.594	11.625	142.219
Promotion of the technology and innovation	55.969	4.982	60.951	55.969	4.982	60.951
Promotion of agricultural health and food safety	55.969	4.982	60.951	55.969	4.982	60.951
Promotion of the development of rural communities adopting a territorial approach	111.938	9.965	121.902	111.938	9.965	121.902
Repositioning agriculture and rural life and renewing its institutional framework	18.656	1.661	20.317	18.656	1.661	20.317

### IICA Office in Honduras

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

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

PA.1. Facilitate the discussion of the trade treaties by the public and private sectors, before, during and after the negotiations.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Information about the decisions taken regarding the free trade agreements was distributed and disseminated among the public and private sectors.

PI.1. Two annual meetings held between public and private sectors to disseminate information on free trade agreements.

PI.2. Materials prepared to disseminate information on free trade agreements.

Promotion of trade and the competitiveness of agribusinesses

PA.2. Support the implementation of events in the focal points of production of the different agrifood chains that add value and incorporate business management practices.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA enhanced the agribusiness skills of key actors in the agrifood chains in five national focal points of production (Comayagua region, Olancho, Western Region, Southern Region and San Pedro Sula).

PI.1. At least one workshop held per year on agribusiness development in each of five production growth areas.

PA.3. Assist the Secretariat of Agriculture and Livestock and the private sector in setting up and consolidating agrifood chains and clusters.

*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 capabilities for managing and analyzing the priority agrifood chains, and for partnering efforts.

PI.1. Analysis of the fruit chain, using the CADIAC methodology, available.

PI.2. Committee of the national fruit chain created and operational.

PI.3. Annual action plans of the fruit chain prepared.

PI.4. Framework competitive agreement of fruit chain prepared and approved.

PI.5. Plans of action of at least five priority agrifood chains formulated and implemented.

PA.4. Provide technical assistance with the drafting of the proposed institutional framework of the Agro-export Platform.

*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 country has an institutional platform that promotes agricultural exports.

PI.1. Proposal prepared and approved.

PI.2. Rules for operation of agro-export platforms prepared and approved.

PA.5. Support the Secretariat of Agriculture and Livestock in programs designed to transform and modernize production within the national priority focal points of production.

*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

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

ER.1. The SAG is implementing the process of transforming and modernizing the production of the country's agrifood and rural sector, geared to the priority focal points of production.

PI.1. Technical assistance provided for at least two new crops, and at least two horizontal cooperation agreements signed.

PI.2. At least one successful experience in the modernization and diversification of production systematized and disseminated per year.

**Promotion of the technology and innovation**

PA.1. Disseminate information about the actions involved in biotechnology and biosafety, including policy development, information and capacity building.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To develop and operate information and knowledge management system

ER.1. IICA enhanced the capabilities of members of the community of agriculture and other actors involved in biotechnology and biosafety issues.

PI.1. At least two forums, promoted by IICA and the competent organizations, held to discuss the topic.

PI.2. Important information on topics related to biotechnology and biosafety disseminated over the IICA Web page.

PA.2. Support the Scientific and Technological Information Strategy, in particular the Coordination of Networks.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The information system of the Secretariat of Agriculture and Livestock (SAG) is operational and disseminating the latest scientific and technological information at the national level, thereby helping to make agricultural producers more competitive.

PI.1. Up-to-date scientific information from different technology networks available on the FORAGRO website of the SAG.

PI.2. At least two scientific journals and networks, offering technological information, subscribed to.....???

PI.3. Annual opinion poll prepared and conducted, showing a level of satisfaction of 75% among the actors of at least two priority production chains.

PA.3. Support the country's capacity-building efforts, designed to enable it to participate in regional mechanisms and programs for cooperation in the field of technology (SICTA, SICTA NETWORK, REMERFI, PROMECAFE).

*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

ER.1. The SAG and the Honduran Coffee Institute have enhanced the capabilities of their technical teams and are playing an active part in the regional mechanisms and programs for cooperation in the field of technology.

PI.1. Manager of IHCAFE participated in annual meeting of Board of Directors of PROMECAFE.

PI.2. Project financed by the Common Fund for Commodities, implemented in the coffee sector.

Promotion of the technology and innovation

PI.3. Authorities of the Directorate of Science and Technology (DICTA) of the SAG have participated in SICTA meetings.

PI.4. REMERFI-financed project on the conservation of phylogenetic resources implemented.

PI.5. Activities of the plan of action of the corn and bean chain, implemented in the service area of PRODERT-Honduras in the Trifinio Region.

PA.4. Devise strategies for training human capital in technology innovation and transfer.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The profile of agro-forestry professionals was strengthened in relation to technology innovation and transfer.

PI.1. Project prepared to upgrade the human resources of the National Agricultural University, to make it possible to offer courses in innovation and technology transfer.

ER.2. The Institute enhanced the SNITTA's technical capabilities in regard to technology innovation and transfer.

PI.1. Training plan in innovation and technology transfer prepared and approved, in support of the SNITTA, along with SEDUCA.

PI.2. Implementation of training plan in innovation and technology transfer is being implemented.

Promotion of agricultural health and food safety

PA.1. Support capacity building on agricultural health and food safety 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

To establish knowledge networks and to design and implement training programs

ER.1. The SAG's National Agricultural Health Service was strengthened.

PI.1. Annual work plan prepared, approved and executed with SENASA.

ER.2. The National Codex Committee was strengthened.

PI.1. Annual plans prepared and implemented along with the members of the Committee.

ER.3. The national certification and accreditation/authorization system for agricultural health and food safety is operational.

PI.1. At least two workshops held to upgrade skills in the area of certification and accreditation/authorization.

PI.2. One procedures and requirements document for accreditation/authorization prepared.

ER.4. The information system on agricultural health and safety is operational and the national actors responsible for this area have access to it.

PI.1. SENASA Web page updated vis-à-vis emerging issues and sanitary and phytosanitary standards and regulations.

Promotion of agricultural health and food safety

PA.2. Strengthen the National Committee on Sanitary and Phytosanitary Measures by providing follow-up to its national agenda.

*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 Institute enhanced the capabilities of the institutions involved in Sanitary and Phytosanitary Measures (SPS), to enable them to comply with the WTO SPS Agreement.

PI.1. IICA, in its capacity as Technical Secretariat, continues to support the National SPS Committee in implementing its annual work plans.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Systematize national experiences related to the management of knowledge related to sustainable rural development with a territorial approach.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Agricultural public and private sector institutions have important information about rural development experiences in Honduras.

PI.1. At least two experiences in rural development in Honduras systematized, published and disseminated.

PA.2. Assist rural development projects in developing instruments and methodologies for strengthening entrepreneurial and business skills.

*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 actors in the territories acquired expertise related to health, safety and quality.

PI.1. Training plan in agricultural health and food safety and quality designed, and implemented in the Trifinio Region of Honduras.

ER.2. The capabilities of agricultural entrepreneurs were strengthened through the development of Platforms for the local market in the northwest corridor.

PI.1. A platform for local trade has been developed, using as a basis the IICA Export Platform.

PI.2. At least ten agribusiness operators have participated in the training modules of the platform.

PI.3. At least five agribusiness operators have adapted their products to comply with the requirements of the market.

PA.3. Strengthen the institutional framework by promoting cross-border cooperation in the Trifinio region.

*IICA's Role:*

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

ER.1. The capacity for managing the territories in PRODERT's service area was strengthened.

PI.1. A second stage of the PRODERT project has been prepared and negotiated with support from IICA.



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

PA.4. Support the inclusion of rural youth issues in the design of policies and program strategies.

*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 rural development programs have incorporated into their projects the participation of rural youth in the services they offer.

PI.1. PRODERT project involves young people in microenterprises in the second stage of the project.

PI.2. At least 40% of the participants in the program to train facilitators in the reference territory are young people from rural areas.

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

PA.1. Support the development of systems for the sustainable management of natural resources.

*IICA's Role:*

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

ER.1. The environmental management units (UMAs) have incorporated into their annual work plans the management of soil, water and forests in at least two municipal districts covered by the PRODERT.

PI.1. Strategies for the management of soils, water and forests formulated, and implemented at the territory level in rural development programs.

PA.2. Provide technical assistance in the design of policies for the payment of environmental services.

*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 authorities have a proposal that was disseminated and validated, for implementing the system of payment for environmental services at the national level.

PI.1. The proposal to pay for environmental services is presented in at least two forums, for discussion and validation at the municipal level, and by competent national authorities.

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

PA.1. Support the implementation of the 2006-2010 strategic plan of the Secretariat of Agriculture and Livestock.

*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's Planning, Evaluation and Management Unit (UPEG) monitored and provided follow-up to the implementation of the 2006-2010 strategic plan.

PI.1. Semi-annual reports on progress in implementation of the Plan prepared.

PA.2. Support the implementation of the Central American agricultural policy.

*IICA's Role:*

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

ER.1. The SAG incorporated into its work plans the guidelines of the Central American Agricultural Policy (PACA).

PI.1. Technical support provided to SAG, and at least two meetings held to coordinate implementation of Central American Agricultural Policy.

PA.3. Support the implementation of the ministerial agreements adopted at Ministerial Meeting Guatemala 2007.

*IICA's Role:*

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

ER.1. The SAG is implementing activities related to the Ministerial Agreements.

PI.1. Report prepared on progress in implementation of Agro 2003-2015 Plan.

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

PA.1. Implement the 2006 National Technical Cooperation Agenda.

ER.1. IICA reinforces its role as the partner of choice on technical cooperation issues considered strategic by the key players in the country's agricultural milieu.

PI.1. Agenda designed and implemented with the full participation of the various stakeholders in the national agricultural community.

ER.2. The Institute repositions itself successfully as the specialist in technical cooperation for sustainable agricultural development.

PI.1. Annual surveys reveal that 80 percent or more of IICA's customers and beneficiaries in Honduras are pleased or very pleased with the work of the Institute.

ER.3. Strengthened IICA Honduras' Web site through appropriate information management that effectively contributes to the development of the agricultural sector in the country.

PI.1. IICA Honduras' Web site is successful at disseminating the technical information generated in the country itself.

PI.2. At least two newsletters distributed among the players of the agricultural community and made available on IICA Honduras' Web site.

PI.3. IICA Honduras' Web site has successfully promoted the linkages between AIBDA and the Agricultural Information and Documentation System of the Americas (SIDALC).

PA.2. Provide technical support to USDA and the Honduran Department of Agriculture and Livestock (SAG) in the execution of the 2007 Food for Progress grant.

ER.1. IICA remains the partner of choice for the execution of technical cooperation projects and fund management.

PI.1. Progress Reports on budget execution submitted to the Department of Agriculture and Livestock (SAG) and USDA for approval in timely and satisfactory fashion.

PI.2. National and regional specialists support the follow-up and evaluation of the projects executed with USDA funds.

PA.3. Strengthen strategic alliances for technical cooperation.

ER.1. Stronger links at the national level with strategic partners, especially PAHO, FAO, OIRSA, and COSUDE, on institutional modernization, technology and innovation, agricultural health and food safety, rural development based on the territorial approach, food security, trade promotion, and international trade negotiations.

PI.1. Cooperation activities closely coordinated with strategic partners.

PI.2. Trifinio trilateral action plans regarding corn and bean production chains duly implemented.

PA.4. Support shown for the IICA-hosted Technical Secretariat of the Agroforestry Round Table of International Donors and Cooperation Agencies on the implementation of the 2004-2021 Agrifood and Rural State Policy Follow-Up Work Plan, and participation by IICA specialists in two subgroups: the one on Plant and Animal Health and Food Safety, and the one on the National Agricultural Technology Innovation and Transfer System (SNITA).

ER.1. Coordination with the donors and cooperation agencies of the Agroforestry Round Table facilitates the implementation of the 2004-2021 State Policy on Agrifood and the Rural Milieu as well as the Medium-Term Plan of the Department of Agriculture and Livestock (SAG).

PI.1. Semiannual progress reports produced and disseminated on the implementation of the Plan.

PI.2. The Technical Secretariat of the Agroforestry Round Table of International Donors and Cooperation Agencies enjoys IICA's operational support and continues to be hosted at IICA's facilities.

PA.5. Build human capital.

ER.1. The Office's human resources enjoy greater capacity building, the better to meet the challenges of the 21st Century.

PI.1. Annual Staff Training Plans designed and implemented.

PA.6. Make up-to-date and transparent financial reports freely available to all relevant agricultural authorities in the public and private sectors, as well as the relevant guilds, academic institutions, farmers' associations, and international donors and cooperation agencies.

ER.1. Make the operations of the Institute fully transparent at the national level and gain greater trust and credibility among strategic partners and key players in the country's agricultural community.

PI.1. Annual financial reports made available to Honduras' agricultural and rural community.

PI.2. At least 85 percent of key players in agriculture and rural life in the country declare themselves pleased or very pleased with the technical cooperation services and products provided by IICA Honduras.

## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in Honduras</b>	<b>325.114</b>	<b>58.860</b>	<b>383.974</b>	<b>325.114</b>	<b>58.860</b>	<b>383.974</b>
Promotion of trade and the competitiveness of agribusinesses	65.023	11.772	76.795	65.023	11.772	76.795
Promotion of the technology and innovation	32.511	5.886	38.397	32.511	5.886	38.397
Promotion of agricultural health and food safety	81.279	14.715	95.994	81.279	14.715	95.994
Promotion of the development of rural communities adopting a territorial approach	97.534	17.658	115.192	97.534	17.658	115.192
Promotion of the sustainable management of natural resources and the environment	32.511	5.886	38.397	32.511	5.886	38.397
Repositioning agriculture and rural life and renewing its institutional framework	16.256	2.943	19.199	16.256	2.943	19.199

IICA Office in Nicaragua

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. Strengthen the technical capabilities of the public and private sectors and civil society with regard to trade negotiations, with emphasis on the management of agreements already signed and the promotion of exports.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The Agricultural Ministry and the Ministry of Development, Industry and Trade possess greater technical expertise for managing trade treaties and promoting exports.

PI.1. Fifty officials from all departments of the country participate annually in training events on conducting trade negotiations and promoting exports.

ER.2. The private sector, with its different producers' organizations, played an active part in the discussion of proposed policies for the development of the country's agricultural and rural sector.

PI.1. Six events held annually to discuss and analyze proposed policies for the agricultural sector.

Promotion of trade and the competitiveness of agribusinesses

PA.2. Promote internal market mechanisms related to commercial transactions, price stabilization, the agricultural commodity exchange, business contact meetings, the formalization of commercial transactions and the development of contract agriculture.

*IICA's Role:*

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

ER.1. MAGFOR strengthened the institutional mechanisms and, working with MARENA is maximizing the interaction among agriculture, environment and trade.

PI.1. Interinstitutional sectoral committee created and operational.

PI.2. At least six coordination meetings held, and sectoral agenda for agriculture, environment and trade implemented.

PA.3. Develop an agribusiness training center integrated into IICA's various initiatives in the countries and at Headquarters.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Public and private sector technical personnel are taking part in the training center's activities.

PI.1. Six training workshops held annually on policy design, analysis and implementation, and on agribusiness development.

PA.4. Generate strategic knowledge based on utilitarian information and the promotion of the sharing of experiences among public and private actors and civil society in the countries and regions.

*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 systematized experiences of innovation using the chains approach, and experiences for drafting a code for involvement in agribusinesses.

PI.1. Five meetings held to discuss experiences and define and institutional rule to govern IICA's role in matters related to agribusiness.

PI.2. Institutional rule to govern IICA's role in matters related to agribusiness prepared, disseminated and being implemented.

PA.5. Support the participation of the public and private sectors and civil society in investment processes such as co-investments, joint ventures and partnerships, and in the design and formulation of investment projects.

*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

ER.1. The private sector is taking advantage of the opportunities and benefits of the CAFTA-DR.

PI.1. Stakeholders from civil society and farmers participate annually in three training events on the advantage of the DR-CAFTA.

PI.2. At least two partnerships established between producers whose products compete on the U.S. market and benefit from the DR-CAFTA.

PI.3. Three investment projects formulated and being implemented.

Promotion of the technology and innovation

PA.1. Identify and articulate technological innovation priorities within the framework of agricultural development policies and strategies, the creation of prioritized agroindustrial clusters and regional integration on trade and technology.

*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. Producers' associations are participating in the experimental phase of new technologies for their production systems and incorporating the new technologies and diversifying their production systems.

PI.1. Naranjilla and basic grain producers take advantage of the results of new technologies to improve the production of chan and naranjilla.

ER.2. The central region of the Atlantico Sur is implementing a program for the production of seeds for crops used to produce bio-fuels.

PI.1. Feasibility study prepared and plan of action drawn up for managing resources and implementing the program.

PI.2. Program to produce seeds for the generation of bio-fuels under way.

Promotion of agricultural health and food safety

PA.1. Formulate a training program on agricultural health and food safety, based on the Institute's experiences and the partnerships forged with international agencies (e.g., WTO, OIRSA, PAHO) and national institutions (e.g., Canada and USA).

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. MAGFOR officials are equipped to orient the Ministry's health and safety policies and actions.

PI.1. Two officials participate in annual meetings on SPS measures.

PI.2. MAGFOR continues to implement recommendations and agreements on SPS from the WTO.

PA.2. Promote the monitoring of, and follow-up to, food health and safety activities.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. National organizations are implementing a program on traceability and good practices that will ensure the health and safety of their products.

PI.1. Three courses held annually on good agricultural practices and traceability standards.

PA.3. Identify diseases and epizooties that require early intervention (e.g., lethal yellowing of coconuts).

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. MAGFOR has the capabilities for meeting animal and plant health needs.

Promotion of agricultural health and food safety

PI.1. Three DGPSA officials trained annually in application of animal and plant health measures.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Promote the participation of institutions and civil society and gender- and family-oriented sectors in the design, execution, follow-up and evaluation of strategies for sustainable rural development at the local level, and in studies on the subject.

*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

ER.1. The SPAR's local institutions enhanced their capabilities for implementing sustainable agricultural development actions at the territorial level.

PI.1. At least one joint in-field training event held annually on agricultural and rural sustainability.

PI.2. Training event held annually for rural women, on access to credit and other topics of socioeconomic interest.

ER.2. The associations and rural communities are implementing improvements in rural agroindustry, producing cacao, honey and dairy products for the European market.

PI.1. Two events held annually for producers to exchange experiences, with a view to making improvements in agroindustry at the territorial level.

PI.2. Two cooperatives add value to their products by operating agroindustries at the local level.

ER.3. The associations and rural communities are trained to design and formulate local projects.

PI.1. Three training events held at the local level per year on design and formulation of local development projects.

PI.2. Efforts under way to secure resources to implement at least one investment project for local development.

ER.4. The rural communities of the Atlantico Sur and Chontales regions have strategic development plans.

PI.1. Two strategic plans for local development under way in the Southern Atlantic region and in the Department of Chontales.

PI.2. Two strategic plans for local development shared with local stakeholders and national authorities.

PA.2. Identify and prioritize agricultural education and training needs, as part of a strategy for the development of agriculture and agroindustrial clusters and linkages.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Small producers increased their production of coffee.

PI.1. 1500 coffee growers trained in how to improve their coffee processing plants, while protecting the environment and natural resources.

PI.2. At least 1500 small-scale producers obtain credit to improve their coffee processing plants.

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

PA.3. Participate in the agricultural education and training system as a provider of training services, to tap opportunities and contribute to the modernization of agricultural education institutions.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Agricultural public and private sector institutions have trained human capital.

PI.1. One plan to provide training in subject areas requested by the agricultural sector, prepared and approved.

PI.2. Twenty training events held per year for institutions in the public and private agricultural sectors.

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

PA.1. Develop territorial plans for environmental and natural resource management in environmentally fragile watersheds and micro-watersheds, linked to the development of agribusinesses and the sustainable use of biodiversity.

*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. Producers farming along the banks of the Grande and Jigüina rivers are applying integrated management techniques in their use of natural resources.

PI.1. 1500 small- and medium-scale producers trained in the proper use of "aguas mieles" in coffee processing.

PI.2. Proper management of natural resources replicated for 5000 small-scale producers near the riverbanks.

ER.2. Producers in the Mombacho region are tapping natural and environmental resources to generate income from tourism.

PI.1. Tourism circuit involving five coffee farms in the Mombacho area operational.

PI.2. Owners of coffee farms benefit from partnership with INTUR, which has brought more tourists to the area.

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

PA.1. Undertake participatory evaluations and disseminate information about current trends and possible future scenarios in the agricultural sector.

*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 agricultural public sector has agricultural and rural information at its disposal and is actively involved in sharing it. The sector is also integrated into hemispheric programs designed to improve the rural sector and agriculture.

PI.1. Fifteen IDR officials trained in the use of information networks in each year of the biennium.



Repositioning agriculture and rural life and renewing its institutional framework

ER.2. The SPAR, working with the private sector and other key actors, is involved in the development of strategic issues related to agriculture and rural communities.

PI.1. Three of the strategic topics implemented at the territorial level: improving production systems, marketing grains, and applying good manufacturing practices.

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

PA.1. Balance and diversify the links with international cooperation agencies and donors.

ER.1. The financial bodies operating in the country acknowledge the strong and highly specialized technical capacity of the Institute, consolidating alliances that facilitate the effective management of resources.

PI.1. Implementing cooperation agreements with MSU, the European Union, the World Bank, DANIDA, USAID, USDA, the BCIE and Austria.

PI.2. Negotiated and currently executing direct technical cooperation projects totaling \$5,000,000 in external resources.

PA.2. Consolidate the current participatory management style by reinforcing the Interdisciplinary Directors' Committee (Board of Directors or National GAP).

ER.1. The Representative enjoys the support of the Directors' Committee in assessing and responding to cooperation demands, as well as in following up on the activities carried out in connection with those demands.

PI.1. Implemented the actions contemplated in the agreements made during the weekly meetings of the Board of Directors.

PI.2. Carried out and documented 10 annual events aimed at assessing cooperation activities involving IICA Nicaragua's own resources as well as funds from external sources.

PA.3. Consolidate the technical nature of the cooperation provided, and promote and take advantage of the staff's skills and capabilities.

ER.1. The Office strengthens its own capabilities through a technical and refresher training plan for its officials.

PI.1. At least 10 local staff officials trained annually on technical and administrative issues.

PA.4. Manage internal and external resources in an increasingly transparent manner thanks to general and refresher staff training, in-depth audits, and other measures to enhance accountability.

ER.1. The Office continues to promote its institutional image as a body that is dynamic, nimble and transparent in its management of the resources entrusted to it.

PI.1. Commissioned at least two external audits a year on the management of financial resources, with reports certifying the prudent and transparent management of those resources.

PI.2. Completed the annual internal audit and implemented the recommendations of the Office Improvement Plan.

ER.2. IICA is widely recognized for its culture of accountability and its effective response to the demands of the country's agricultural sector.

PI.1. Held at least four annual meetings for disseminating and internalizing the results and impact of the technical cooperation initiatives carried out for the benefit of the key players in the agricultural sector.

PI.2. Held an annual workshop on accountability, with the participation of public and private representatives from the agricultural sector.

ER.3. Negotiated successfully with the Government the design and implementation of a payment plan involving national contributions currently.

PI.1. The financial resources resulting from the payment of national contributions previously in arrears duly entered into IICA's books as available resources.

PI.2. Came to an arrangement regarding the prompt payment of the country's future annual membership contributions to the Institute.

PA.5. Provide the necessary follow up and make the adjustments needed to improve technical cooperation activities.

ER.1. The National Cooperation Agenda has been updated and adjusted to reflect the consensual priorities identified by the new Government authorities and the leaders of the agricultural sector, and is being implemented successfully.

PI.1. An IICA-SPAR-Private Sector Commission is fully operational and has already held five meetings to review and update the priorities defined each year in the National Cooperation Agenda.

PI.2. The National Agenda responds ably to national priorities, and is constantly being updated based on inputs provided in the course of its active implementation.

PI.3. At least 85 percent of the country's key players in agriculture and rural life declare themselves happy or very happy with the technical cooperation services and products provided by IICA in the country.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>			<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Year 2008 Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Year 2009 Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Nicaragua</b>	<b>344.131</b>	<b>54.566</b>	<b>398.697</b>	<b>344.131</b>	<b>54.566</b>	<b>398.697</b>
Promotion of trade and the competitiveness of agribusinesses	120.446	19.098	139.544	120.446	19.098	139.544
Promotion of the technology and innovation	34.413	5.457	39.870	34.413	5.457	39.870
Promotion of agricultural health and food safety	51.620	8.185	59.805	51.620	8.185	59.805
Promotion of the development of rural communities adopting a territorial approach	86.033	13.642	99.674	86.033	13.642	99.674
Promotion of the sustainable management of natural resources and the environment	34.413	5.457	39.870	34.413	5.457	39.870
Repositioning agriculture and rural life and renewing its institutional framework	17.207	2.728	19.935	17.207	2.728	19.935

### IICA Office in Panama

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. Set up committees on the competitiveness of agrifood chains and draft agreements on competitiveness and a plan of 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. IICA provided technical assistance to the MIDA and public and private sector institutions with a view to making the agrifood sector more competitive.

PI.1. At least three chains analyzed.

PI.2. Three chain committees set up, comprising all the sectors that make up the agrifood chains.

PI.3. Three competitiveness agreements and three plans of action for the agrifood chains prepared.

PA.2. Build capacity in the agrifood sector for the negotiation, management and monitoring of free trade agreements (FTAs).

*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

ER.1. The agrifood sector has a team of specialists trained in the negotiation, management and monitoring of free trade agreements (FTAs).

PI.1. At least 30 specialists trained in trade negotiations, agreements, treaties and international regulations.

PI.2. At least 15 specialists from private institutions and trade associations receive training every year in trade opening and negotiations.

PI.3. One proposal prepared on implementing policies and strategies for those priority commodities identified by the country as possibly being affected by trade opening.

PI.4. One negotiating strategie prepared, and complementary agendas formulated.

PA.3. Support the development of fruit agribusinesses by strengthening the Coclé fruit project.

*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

ER.1. IICA implemented the Coclé fruit project and strengthened the management capabilities of the producers' association.

PI.1. At least 15 partners trained in business administration.

PI.2. One business plan prepared.

PI.3. One strategy prepared to improve access to national and international markets.

PI.4. At least two courses held on agroindustry and post-harvest processes.

PI.5. One strategy prepared to encourage investment in fruit production in the province of Coclé.

Promotion of trade and the competitiveness of agribusinesses

PA.4. Help strengthen business capabilities for exporting.

*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. IICA helped strengthen public and private institutions for the development of agribusinesses.

PI.1. At least six training modules implemented on: preparation of business plans; adjustment of market supply; alternative types of agroindustrial processing; formation of associative enterprises; quality and safety in organic production; to identify and promote strategic partnerships among production sectors to increase marketing.

PI.2. One market intelligence system for target markets set up.

PI.3. At least 30 entrepreneurs have participated in international fairs in the United States, Canada, Germany, Spain and other countries of ALC.

PI.4. One strategy designed to strengthen institutional units in the preparation of policies on trade and agribusiness development.

Promotion of the technology and innovation

PA.1. Assist the MIDA and IDIAP in implementing the national components of the SICTA-NETWORK, REMERFI, FONTAGRO, FORAGRO, PROMECAFE, Biotechnology and Biosafety.

*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 strengthened the National Technology and Innovation System.

PI.1. One basic document prepared on implementing the SNITTA.

PI.2. One methodology designed to evaluate the impact of technological innovations on the competitiveness of the agrifood sector.

PI.3. One methodology designed to evaluate the work of researchers.

PI.4. At least ten meetings held to coordinate efforts to monitor the annual work plans of the regional programs and/or projects.

PI.5. One proposal prepared for upgrading national capabilities in the area of biotechnology and biosafety.

Promotion of agricultural health and food safety

PA.1. Establish a Multisectoral Group to carry out the mandates of the WTO SPS Committee and draw up a National Agenda for SPS.

*IICA's Role:*

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

ER.1. The Institute strengthened the Multisectoral Group and its efforts to provide follow-up to the sanitary and phytosanitary measures of the WTO.

PI.1. One plan prepared to monitor the national agenda for complying with the mandates from the CSPS/WTO.

PI.2. At least four SPS specialists have participated in meetings of the CSPS/WTO in Geneva, Switzerland.

PI.3. One country report prepared prior to and after the meeting of the CSPS/WTO.

PI.4. At least six meetings held with the Multisectoral SPS Group to coordinate efforts to monitor implementation of the national agenda.

PA.2. Provide technical assistance to the state-run AHFS services in the area of training, policy and the development of strategic plans and quality management.

*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 performance of national AHFS services was improved.

PI.1. Administrative procedures manuals of national AHFS services updated.

PI.2. At least 30 technicians trained in the application of the ISO 9000 and ISO 17025 standards (requirements and audits).

PI.3. At least 10 specialists from the phytosanitary-zoosanitary surveillance department trained.

PI.4. National system of data bases on AHFS designed to facilitate decision making.

PI.5. Rules and regulations for implementing good agricultural practices, good manufacturing practices and HACCP updated.

PI.6. One certification and accreditation/authorization system established.

PI.7. One strategy designed to strengthen the business capabilities of small- and medium-scale rural enterprises vis-à-vis AHFS.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Support the operationalization of the Territorial Approach to Sustainable Rural Development in the District of Antón.

*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. MIDA, MIDES and SENAPAN are applying the Territorial Approach in the service area of the observatory to Antón, with the participation of the Interagency Group for Rural Development.

PI.1. One strategy prepared to monitor, analyze and evaluate the impact of the application of the territorial approach.

Promotion of the development of rural communities adopting a territorial approach

PI.2. At least 15 MIDA, MIDES and SENAPAN specialists trained in the methodology for applying the territorial approach.

PI.3. One strategy designed for rural business ventures in the Anton Observatory.

PI.4. One strategy prepared to encourage investment in the service area of the Anton Observatory, and to use and manage resources more efficiently and effectively.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Assist the Ministerial Delegate in drafting the report on Agriculture and Rural Life for the GRICA and set up mechanisms for providing follow-up to, and evaluating, the AGRO 2015 Plan.

*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. MIDA has a report on Panama's agriculture and rural life and dialogues were promoted on the state of the agrifood and rural sector, in which the private, public and academic sectors took part.

PI.1. One 2008-2009 Agenda prepared.

PI.2. One report on agriculture and rural life in Panama prepared.

PI.3. At least four coordination meetings held to support Ministerial Delegates.

PI.4. At least one national forum held per year with leaders of the agrifood and rural sector, to analyze the state of and outlook for agriculture and rural life.

PI.5. Information is generated on an ongoing basis, enabling sector leaders to gauge the impacts of agriculture and rural life and make decisions.

PA.2. Provide technical collaboration for the promotion of a State policy for the agrifood and rural sector.

*IICA's Role:*

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

ER.1. MIDA set up a coordinating unit to monitor agricultural policy, with support from international donors and cooperation agencies, and the participation of the private sector.

PI.1. Follow-up Unit established and work plans for 2008 and 2009 prepared.

PI.2. An Agroforestry Committee of the International Community established to support monitoring of the policy.

PA.3. Train the technical personnel of MIDA and other public and private institutions in specific agrifood issues involved in the integration process.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Panama's agrifood and rural sector has technical personnel trained in important issues related to regional integration.

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

PI.1. One training plan prepared and implemented, for personnel of the Trade Policy Units of the MIDA and other public-sector institutions, to comply with mandates from the CAC.

PI.2. At least 30 personnel from the MIDA, agricultural sector institutions and private-sector institutions trained.

PI.3. At least three workshops held.

PA.4. Assist MIDA in formulating and implementing the Central American Agricultural Policy.

*IICA's Role:*

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

ER.1. IICA collaborated with the Ministerial Delegate(s) in regard to the implementation of the Central American Agricultural Policy.

PI.1. At least one program and three projects under way within the framework of the investment program for implementation of the PACA.

PA.5. Provide the country with information about successful experiences in the area of quality management, traceability, transboundary areas, agro-energy and bio-fuels.

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

ER.1. MIDA, MEF and MICI participated in horizontal cooperation actions, in partnership with other agencies at the bilateral and multilateral levels.

PI.1. At least two internships organized for specialists in countries with experience in the implementation of the ISO 17025 norms in official traceability and quality management laboratories.

PI.2. One plan for harmonizing traceability norms prepared.

PI.3. One plan prepared for developing Baru with external funding, involving Costa Rica and Panama.

PI.4. At least two national forums on agro-energy and bio-fuels implemented with support from Brazil and Argentina.

PI.5. At least two internships to Brazil and/or Argentina in agro-energy and bio-fuels for two Panamanian officials.

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

PA.1. Apply accountability measures to IICA's technical cooperation in Panama as a participatory and feedback mechanism.

ER.1. The leaders of Panama's agrifood and rural sector and the community of international donors and cooperation agencies have read the report on the results of IICA's technical cooperation within the framework of the 2006-2010 National Agenda.

PI.1. The authorities of the public and private sectors, higher education, the professional guilds and the various producers' associations understand and feel a sense of ownership regarding IICA's achievements in the country.

PI.2. The input and recommendations contained in the accountability report have guided the adjustments or updates to the National Agenda.

ER.2. The leaders of the agrifood and rural sector and the community of international donors and cooperation agencies have expressed their positive opinion of the work carried out by IICA in Panama and are engaging in strategic alliances with the institution to take advantage of the benefits of IICA's unique technical cooperation skills.

PI.1. At least 80 percent of IICA beneficiaries surveyed describe themselves as happy or very happy with IICA's performance in the country.

PA.2. Engage in joint inter-agency technical cooperation activities in Panama.

ER.1. Devise joint working plans with bodies such as FAO, PAHO, OIRSA and AECI in such fields as trade, animal and plant health and food safety, rural development, agricultural information and agro-industry.

PI.1. Complete inter-agency working plan.

PI.2. Establish follow-up, analysis and assessment mechanism for the inter-agency working plan.

PA.3. Apply institutional standards for performance evaluation based on the Individual Contribution Plan (ICP).

ER.1. Assessed the Office staff with a view to improving their performance.

PI.1. Engaged in the semiannual follow-up assessment of the performance of individual staff members, as well as the annual evaluation of each employee as a function of their respective ICP score.

PA.4. Local staff training is based on a specific plan outlining institutional priorities in collaboration with the Human Resources and Finance Unit.

ER.1. Staff members have been trained in close alignment with IICA's institutional standards and needs.

PI.1. The Training Plan on technical and administrative issues duly completed and implemented.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Panama</b>	<b>328.085</b>	<b>7.671</b>	<b>335.756</b>	<b>328.085</b>	<b>7.671</b>	<b>335.756</b>
Promotion of trade and the competitiveness of agribusinesses	98.426	2.301	100.727	98.426	2.301	100.727
Promotion of the technology and innovation	49.213	1.151	50.363	49.213	1.151	50.363
Promotion of agricultural health and food safety	82.021	1.918	83.939	82.021	1.918	83.939
Promotion of the development of rural communities adopting a territorial approach	82.021	1.918	83.939	82.021	1.918	83.939
Repositioning agriculture and rural life and renewing its institutional framework	16.404	384	16.788	16.404	384	16.788

### 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. Strengthen the competitive businesses that produce priority tropical fruits, including the formulation of projects and efforts to secure funding for them.

*IICA's Role:*

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

ER.1. The fruit subsector in the priority chains has projects designed to make it more competitive.

PI.1. At least ten projects on the development of fruit chains formulated and presented to investors and donors.

PI.2. Technical and administrative support provided to at least 10 projects carried out by the Office in fruit cultivation and other areas.

PA.2. Actions to strengthen competitive businesses based on the development of chains of permanent, non-fruit species and indigo and natural colorants.

*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. IICA strengthened small agribusinesses that produce dyed goods using natural colorants (with emphasis on indigo).

PI.1. Annual training event held, together with JICA, for 22 artisans and producers of indigo-based products.

PI.2. Opportunities identified for at least ten enterprises of marketing indigo-based products from El Salvador in several international markets.

PI.3. With support from the IICA Offices in Washington, Miami and Spain, indigo-based products made by at least ten artisans have been promoted.

PA.3. Design of projects for other permanent crops and efforts to secure funding for them.

*IICA's Role:*

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

ER.1. Projects for the development of chains of other permanent crops were designed and funding sought.

PI.1. At least four projects on the development of other perennial crops formulated and presented to investors and donors.

PA.4. Strengthening of national capabilities for administering and implementing trade treaties, with emphasis on trade in fruits.

*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 Institute strengthened the capabilities of businesspeople and specialists from the public and private sectors for monitoring and implementing the treaties, especially with regard to the fruit trade.

PI.1. Thirty operators of fruit businesses and public- and private-sector technicians know of the advantages and disadvantages of agreements affecting fruit production.

Promotion of the technology and innovation

PA.1. Strengthen public and private capabilities for tapping technology and articulating the technological innovation system.

*IICA's Role:*

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

ER.1. The MAG has a National Fruit Business Development Program.

PI.1. At least twenty public and private sector actors participate in the development of the National Program on Fruit Businesses and, under the leadership of the MAG, are in the early stages of its implementation.

PA.2. Support national initiatives for the implementation of projects, especially in chains of permanent crops, taking advantage of technologies and competitive funding mechanisms promoted by FONTAGRO, PROMECAFE, SICTA and the SICTA-NETWORK, and in other regions.

*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 establish knowledge networks and to design and implement training programs

ER.1. The Office helped strengthen the SICTA-NETWORK and other regional IICA efforts.

PI.1. Technical and financial support provided for implementation of at least two regional projects.

ER.2. El Salvador's National Committee on Plant Genetic Resources played an active role in the activities of the REMERFI-GEF Project "Conservation and Sustainable Use of Neo-tropical Native Crops and Wild Relatives of Crops."

PI.1. At least fifteen public and private actors participate in three workshops for the National Commission strengthening.

PI.2. Support for actions aimed at the conservation and use of the phylogenetic resources of native and other fruit species under the REMERFI-GEF project in the country.

PA.3. Work with private and public sector actors to reach a consensus on policies and strategies for agrobiotechnology and biosafety.

ER.1. Agricultural public sector institutions have alternatives for managing biotechnology and biosafety.

PI.1. Twenty national actors (MAG, FIAGRO) trained annually in subject areas related to biotechnology and biosafety.

PI.2. Support provided for the management of at least two projects carried out by MAG and others dealing with biotechnology and biosafety.

Promotion of agricultural health and food safety

PA.1. Strengthen national capabilities for ensuring food quality and safety, with emphasis on tropical fruits.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The MAG implemented a System for Certifying the Safety of Fruit Products for Export.

PI.1. At least twenty technicians from the public sector trained in their roles in certification and accreditation and in other topics related to food safety, with emphasis on fruits.

ER.2. Small and medium-sized fruit businesses are applying GAPs and GMPs.

PI.1. At least twenty operators of fruit businesses are familiar with the safety certification model.

PI.2. At least twenty operators of fruit businesses trained each year in GAPs and GMPs.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Identify good rural development practices in El Salvador and other countries and systematize them, based on criteria agreed with strategic partners.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The main governmental and non-governmental entities involved in the country's rural development are familiar with systematizations of good rural development practices and are appropriating and disseminating them.

PI.1. Three events organized and held for key people from the Ministries of Agriculture and Livestock, Natural Resources and the Environment and Tourism and other organizations, on good practices in rural development.

PA.2. Conduct research and advocate the use of good practices in the country and the region, based on the results of, and lessons learned from, experiences in different regions of the world.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The Project for the Uplands of Chalatenango incorporated good rural development practices into its Medium Term Plan (2009-2012).

PI.1. Experiences in the application of good practices in rural development identified and systematized, for incorporation into sustainable rural development projects.

PA.3. Execution of programs and projects, working with key partners (including some non-traditional ones), aimed at developing rural territories and societies, especially in transboundary areas.

*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

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

ER.1. The group of partners was consolidated and is supporting the implementation of the project with the territorial approach in the Uplands of Chalatenango.

PI.1. Five partners support implementation of territories project.

ER.2. Transboundary actions implemented in agro-tourism and production chains, and exchanges between territorial actors are leading to the design of the new transboundary territory and efforts within it.

PI.1. One document containing design of new transboundary territory.

ER.3. Forum of Directors of PRODERT is carrying out actions involving agricultural production chains in the new transboundary territory.

PI.1. One document containing the commitment of the Forum of Directors vis-à-vis the new transboundary territory.

ER.4. The Friends of Lake Ilopango Association is executing the Strategic Plan.

PI.1. One document containing the Office's plan for providing technical support.

ER.5. IICA consolidated the project "Return of talents to strengthen innovation and well-being in rural areas of El Salvador" and began to execute it in the Uplands of Chalatenango.

PI.1. At least five people from El Salvador located in the United States have returned to their country and begun rural enterprises in Upper Chalatenango.

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

PA.1. Promote actions to conserve natural resources and the environment, through reforestation with permanent crops and the implementation of good agricultural practices.

*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 IICA Office is incorporating GAPs/GMPs into all its projects.

PI.1. All projects and recommendations prepared by the Office call for the use of GAP/GMP.

ER.2. The IICA Office is providing technical support for the implementation of sustainable natural resource management practices in the projects involving the development of fruits, indigo and other chains prioritized by this Office.

PI.1. All projects supported by the Office have a component dealing with the sustainable management of natural resources.

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

PA.1. Update and fulfill the National Technical Cooperation Agenda.

ER.1. Dialogue with the counterparts has made it possible to update the National Technical Cooperation Agenda.

PI.1. The country's authorities approved the National Technical Cooperation Agenda and disseminated it among the key players in agriculture and rural life in El Salvador.

ER.2. Customers and beneficiaries express their satisfaction with the work carried out by IICA.

PI.1.

PA.2. Execute financial management processes and procedures efficiently and transparently in order to optimize the use of resources and meet the internal and external need for accurate financial and technical reports.

ER.1. Make sure that institutional standards and regulations were being met in all of the various operational processes, including those related to human resources, procurement, and finance.

PI.1. The next audit expressed no major objections, and the lesser observations regarding internal control came down in number.

ER.2. Knowledge of IICA's internal control standards and regulations has been reinforced and updated thanks to workshops for office and project staff.

PI.1. The Procedural Handbook for Externally Funded Projects was used regularly.

PI.2. At least twenty (20) individuals were trained each year on issues crucial to the need to meet institutional and internal control standards.

ER.3. Have implemented the integrated financial information system.

PI.1. Optimized the use of the Institute's Financial Information System for producing management support information.

ER.4. Have completed and settled to the satisfaction of those involved all externally funded projects.

PI.1. Project completion documents presented and approved in line with the contractual terms of each project.

PA.3. Strengthen and update the competencies of the office's human capital regarding priority issues.

ER.1. The 2008-2009 Biennial Training Plan has been executed satisfactorily.

PI.1. Fifty (50) employees benefited from at least one (1) annual training activity.

PA.4. Strengthen relations with strategic partners and attract external resources.

ER.1. Measure the level of satisfaction of strategic partners.

PI.1. An external evaluation at the end of the year revealed a high degree of satisfaction with the Office's technical cooperation and administrative services.

PA.5. Improve the work environment in the Office.

ER.1. The organizational environment has improved.

PI.1. An internal evaluation at the end of the year revealed a high level of satisfaction among the staff with regard to the working climate at the Office.

ER.2. External resources have been procured for renovating the facilities.

PI.1. The facilities were repaired and are now much more functional.

## Resources Allocation of the Regular Fund

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>

<b>IICA Office in El Salvador</b>	<b>340.930</b>	<b>21.641</b>	<b>362.571</b>	<b>340.930</b>	<b>21.641</b>	<b>362.571</b>
Promotion of trade and the competitiveness of agribusinesses	102.279	6.492	108.771	102.279	6.492	108.771
Promotion of the technology and innovation	68.186	4.328	72.514	68.186	4.328	72.514
Promotion of agricultural health and food safety	51.140	3.246	54.386	51.140	3.246	54.386
Promotion of the development of rural communities adopting a territorial approach	85.233	5.410	90.643	85.233	5.410	90.643
Promotion of the sustainable management of natural resources and the environment	34.093	2.164	36.257	34.093	2.164	36.257

### **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. Promote efforts to enhance the capabilities of the region's human resources and public and private institutions, to equip them for trade liberalization and the negotiation and implementation of multilateral and regional 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. The region's agricultural institutions and private agents are better equipped to tap the market opportunities offered by the trade policy instruments.

PI.1. Program on information, training and monitoring of trade agreements implemented; and incentive instruments provided for under multilateral agreements designed.

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

PA.1. Strengthen the capabilities for formulating and executing territorial development policies, strategies, programs and projects in transboundary areas.

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

To establish knowledge networks and to design and implement training programs

ER.1. The actors in the selected transboundary territories are strengthening their entrepreneurial skills in regard to intra- and extra-regional trade.

PI.1. Three programs and three projects implemented to provide training and support for actors in the territories, to enable them to engage in intraregional and extraregional trade.

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

PA.1. Support the drafting, monitoring and evaluation of the Central American Agricultural Policy.

*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 Central American Agricultural Policy includes an intra- and extra-regional trade component that is helping to improve trade in the region.

PI.1. At list one proposed instruments for intraregional and extraregional trade prepared, within the framework of the Central American Agricultural Policy.

PI.2. System for monitoring the Central American Agricultural Policy operational, to measure the impact of intraregional and extraregional trade.

ER.2. Central American integration was strengthened as a result of the progress made in establishing the Customs Union in the areas for which the ministries of agriculture and livestock are responsible.

PI.1. Program implemented to provide Information and training on integration to stakeholders in the agricultural sector, to facilitate their participation in the Customs Union.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Central Region</b>	<b>123.718</b>	<b>7.500</b>	<b>131.218</b>	<b>123.718</b>	<b>7.500</b>	<b>131.218</b>
Promotion of trade and the competitiveness of agribusinesses	86.603	5.250	91.853	86.603	5.250	91.853
Promotion of the development of rural communities adopting a territorial approach	18.558	1.125	19.683	18.558	1.125	19.683
Repositioning agriculture and rural life and renewing its institutional framework	18.558	1.125	19.683	18.558	1.125	19.683

**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. Promote and support the agro-biodiversity strategy by consolidating REMERFI and the national committees on plant genetic resources.

*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. The regional agro-biodiversity strategy for Mesoamerica was implemented and the national capabilities for managing agro-biodiversity were strengthened.

PI.1. REMERFI met three times to discuss the strategy.

PI.2. Information platform on phylogenetic resources established in coordination with CATIE and BI.

PI.3. Four national commissions set up and four strategies on phylogenetic resources formulated.

PI.4. Two courses held on leadership in phylogenetic resources.

PA.2. Assist the countries in designing a regional agro-biotechnology strategy and facilitate horizontal cooperation in biosafety and agro-energy.

*IICA's Role:*

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

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 regional capabilities with regard to agrobiotechnology and biosafety were strengthened.

PI.1. Regional group of experts in biotechnology established, and regional projects negotiated.

PI.2. Two courses held on biotechnology.

ER.2. The regional strategy was developed for using agricultural products and waste to generate energy.

PI.1. Study prepared and two regional meetings organized to discuss experiences in the production of energy.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Technology and Innovation in the Central Region</b>	<b>128.835</b>	<b>7.500</b>	<b>136.335</b>	<b>128.835</b>	<b>7.500</b>	<b>136.335</b>
Promotion of the technology and innovation	128.835	7.500	136.335	128.835	7.500	136.335



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**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 trade and the competitiveness of agribusinesses**

PA.1. Strengthen and develop entrepreneurial skills and institutional capabilities for selected agrifood chains and trade opportunities.

*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 entrepreneurs involved in the Export Platforms acquired expertise needed to meet food safety and quality requirements.

PI.1. Food safety and quality standards in two export platforms evaluated, and two courses held.

PA.2. Support efforts to improve the quality and competitiveness of coffee growing in the region and to register PGIs and PDOs.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA helped formulate and implement PROMECAFE training activities related to international safety and quality requirements.

PI.1. One training program developed on how to ensure the safety and quality of coffee at the level of the chain.

**Promotion of agricultural health and food safety**

PA.1. Collaborate with the countries to deal with emerging sanitary problems and emergencies.

*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. IICA developed capabilities related to traceability, working with OIRSA and the countries of the region.

PI.1. Project to establish integral traceability system in the region implemented.

PI.2. Regional traceability program developed, and two training activities held.

PI.3. At least two publications prepared.

Promotion of agricultural health and food safety

PA.2. Support the modernization of agricultural health and food safety services and strengthen the SPS capabilities of the countries in the region.

*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. The Institute developed institutional capabilities in the countries of the region, to enable them to make further progress in implementing the WTO Agreement on the Application of Sanitary and Phytosanitary Measures.

PI.1. Consolidation and/or establishment of two national committees.

PI.2. At least two national agendas on sanitary and phytosanitary measures prepared.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Enhance the capacity to formulate and execute territorial development policies, strategies, programs and projects.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA enhanced the expertise of the actors in the territories with regard to safety and quality.

PI.1. Training program on food safety and quality designed, and implemented in two reference territories.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Central Region</b>	<b>121.090</b>	<b>7.500</b>	<b>128.590</b>	<b>121.090</b>	<b>7.500</b>	<b>128.590</b>
Promotion of trade and the competitiveness of agribusinesses	18.164	1.125	19.289	18.164	1.125	19.289
Promotion of agricultural health and food safety	84.763	5.250	90.013	84.763	5.250	90.013
Promotion of the development of rural communities adopting a territorial approach	18.164	1.125	19.289	18.164	1.125	19.289

**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. Enhance the capacity to formulate and execute territorial development policies, strategies, programs and projects.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To establish knowledge networks and to design and implement training programs

ER.1. Senior administrators, technical personnel and rural leaders of national entities are improving their ability to formulate and implement rural development policies, strategies, programs and projects with a territorial approach.

PI.1. Professionals from the IICA Offices in the Central Region, fully familiar with the territorial approach to sustainable rural development, lead efforts to implement the SRD agenda at the national and regional levels.

PI.2. At least 100 management personnel and specialists from relevant national institutions, and rural leaders, successfully apply the methodologies and tools of the territorial approach to sustainable rural development.

PI.3. Mechanisms for regional dialogue on the territorial approach to sustainable rural development operational, providing much useful information for investment in SRD.

PA.2. Promotion of cooperation in selected territories, with emphasis on transboundary 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

To establish knowledge networks and to design and implement training programs

ER.1. Senior administrators, technical personnel and rural leaders of regional, national and local entities are better equipped to promote the sustainable development of border regions.

PI.1. At least 100 management personnel and specialists and rural leaders trained in transboundary horizontal cooperation in the Costa Rica-Nicaragua and El Salvador-Guatemala-Honduras border areas.

PI.2. One conceptual/methodological framework, tools and institutional mechanisms are available to facilitate transboundary horizontal cooperation.

PI.3. Five local and five national institutions implement actions that add value to rural communities through the integrated management of their natural resources and the payment of environmental services.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Rural Communities in the Central Region</b>	<b>123.587</b>	<b>7.500</b>	<b>131.087</b>	<b>123.587</b>	<b>7.500</b>	<b>131.087</b>
Promotion of the development of rural communities adopting a territorial approach	123.587	7.500	131.087	123.587	7.500	131.087

### **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. Strengthen and develop entrepreneurial skills and institutional capabilities for selected agrifood chains and trade opportunities.

###### *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 establish knowledge networks and to design and implement training programs

ER.1. Entrepreneurs and technical personnel in the region are identifying new international markets and developing the business skills required for exporting.

PI.1. At least two Export Platform programs implemented.

PI.2. Two graduate programs developed and conferences held on topics related to agribusiness.

PI.3. Experiences in agribusiness systematized and published.

ER.2. IICA facilitated horizontal cooperation and information sharing among programs for the development of fruit growing and service providers.

PI.1. Two events held involving the fruit development programs in the Central Region.

PA.2. Strengthen the capabilities for formulating and executing territorial 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. IICA strengthened the institutional capabilities for the delivery of agribusinesses services through its territorial development projects.

PI.1. At least three territorials development projects advised on how to incorporate actions aimed at developing competitive agribusinesses.

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

ER.2. IICA strengthened the entrepreneurial and partnering skills of small and medium-sized rural enterprises (SMREs), to tap opportunities in differentiated markets.

PI.1. At least one package of methodologies prepared and shared with small- and medium-scale rural enterprises, twenty entrepreneurs training.

**Resources Allocation of the Regular Fund**

<b>Unit / Strategic Priority</b>	<b>Resources Allocation of the Regular Fund</b>					
	<b>Year 2008</b>			<b>Year 2009</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agribusiness Development in the Central Region</b>	<b>127.118</b>	<b>7.500</b>	<b>134.618</b>	<b>127.118</b>	<b>7.500</b>	<b>134.618</b>
Promotion of trade and the competitiveness of agribusinesses	127.118	7.500	134.618	127.118	7.500	134.618

**Support to Regional Council for Agricultural Cooperation - CORECA and 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. Serve as the Technical Secretariat of the Central American Agricultural Council, the Council of Ministers of the CA-5 and the Regional Council for Agricultural Cooperation (CORECA).

*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. IICA supported the meetings and regional agreements of the Ministerial Councils of CORECA, the CAC and the CA-5, and articulated their actions with other intersectoral forums that form part of the Central American Integration System (SICA).

PI.1. Five annual meetings of CORECA, CAC and CAC-5 organized and held.

PI.2. Two intersectoral meetings on environment and/or health organized and held.

PI.3. Two Ministerial Meetings on Trade and Agribusiness (Mexico-Central America) held.

Repositioning agriculture and rural life and renewing its institutional framework

ER.2. CORECA, CAC y CA-5 have studies and Technical proposals to improve its taking of decisions and the monitoring of the agreements.

PI.1. Ten studies, proposals and regional technical reports prepared.

PA.2. Support the execution, monitoring and evaluation of the Central American Agricultural Policy.

*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 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 American Agricultural Council is overseeing the Central American Agricultural Policy, which is being implemented via regional programs.

PI.1. Mechanism for monitoring and evaluating implementation of the Central American Agricultural Policy, operational.

PI.2. Semi-annual progress reports.

ER.2. IICA consolidated the mechanism for coordinating international cooperation, to support the execution of the Central American Agricultural Policy.

PI.1. International Cooperation Committee meets at least once a year.

PI.2. Portfolio of regional projects on international cooperation prepared.

PA.3. Support the process of implementing the Central American Customs Union (UAC) in the areas for which the ministries of agriculture and livestock are responsible.

*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

ER.1. The Institute supported the process of implementing the Central American Customs Union (UAC), working with COMIECO, and strengthened quarantine control posts in the different customhouses.

PI.1. Two intersectoral meetings of the Councils of Ministers of Agriculture and Ministers of Economic Integration co-organized and held.

PI.2. Regional strategy for modernizing quarantine control posts in customs facilities.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to Regional Council for Agricultural</b>	<b>133.900</b>	<b>0</b>	<b>133.900</b>	<b>133.900</b>	<b>0</b>	<b>133.900</b>

**Cooperation - CORECA and to Central American Agricultural Council - CAC**

Repositioning agriculture and rural life and renewing its institutional framework	133.900	0	133.900	133.900	0	133.900
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**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 trade and the competitiveness of agribusinesses**

PA.1. Help improve the quality and competitiveness of coffee growing in the region and register protected geographical indications (PGIs) and protected designations of origin (PDOs).

*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 organizations of coffee producers under the umbrella of PROMECAFE have information and receive technical support for designing instruments and coordinating measures to make high-quality coffee more competitive and improve its access to markets.

PI.1. Strategies designed for producing and marketing quality coffee in the region. Strategic regional plan elaborate.

PI.2. Two regional projects on PGI and PDO under way involving CIRAD, IICA, CATIE, AECI and other cooperating agencies; and PGI and PDO coffee-growing areas in each country, with the necessary technical and legal framework, selected.

ER.2. IICA helped the coffee institutes develop approved methodologies for the process of legally registering Protected Geographical Indications (PGIs) and Protected Designations of Origin (PDOs), and strengthened the processes for improving the quality, safety and traceability of coffee.

PI.1. Methodologies approved for legally registering PGI and PDO in countries of the region. Protocol elaborated.

PI.2. Process of improving the quality and traceability of coffee strengthened, in light of the requirements of international markets. Protocol prepared.

Promotion of the technology and innovation

PA.1. Support the creation of instruments for the release of breeding materials and the protection of breeders' rights in dealings with the corresponding international bodies.

*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 coffee sectors of the PROMECAFE countries have superior breeding material and varieties of Arabic coffee that are highly competitive in terms of strength, yield and quality. Coffee producers have access to rootstock seed characterized by root nematode tolerance.

PI.1. F1 hybrids evaluated; in the region there are three new superior varieties and six more to continue to evaluate productivity, quality and acceptance of same with producers.

PI.2. The new varieties and the parent stock of the F1 hybrids have been registered officially. A register solicitude presented.

PI.3. CATIE, ANACAFE, PROCAFE and IHCAFE have biotechnology laboratories and qualified personnel for in vitro clonal propagation and conservation of the project's breeding material.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>			<b>Resources Allocation of the Regular Fund</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<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>104.552</b>	<b>0</b>	<b>104.552</b>	<b>104.552</b>	<b>0</b>	<b>104.552</b>
Promotion of trade and the competitiveness of agribusinesses	31.366	0	31.366	31.366	0	31.366
Promotion of the technology and innovation	73.186	0	73.186	73.186	0	73.186

**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. Strengthen the operation of the Central American System for the Integration of Agricultural Technology (SICTA).

*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 establish knowledge networks and to design and implement training programs

To develop and operate information and knowledge management system

ER.1. IICA implemented the Strategic Action Plan and regional technological integration initiatives designed to help consolidate and strengthen the Central American System for the Integration of Agricultural Technology (SICTA).

PI.1. Board of Directors met three times.

PI.2. Five knowledge communities formed in collaboration with ACEAS. SICTA web page operational. Agronomía Mesoamericana magazine disseminated.

ER.2. The NARIs are better equipped to promote technological innovation processes and technical and institutional capabilities were improved in the area of technological innovation.

PI.1. Regional policy, strategies and programs in technology and innovation developed in coordination with the CAC.

PI.2. Regional Technology and Innovation Network established.

PI.3. Two courses on leadership and four meetings of researchers held.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<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>	<b>5.000</b>	<b>0</b>	<b>5.000</b>
Promotion of the technology and innovation	5.000	0	5.000	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. Facilitate the development of a policy framework supportive of the development of national and regional programmes in AgroTourism Priority.

*IICA's Role:*

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

ER.1. Requirements for the development of an effective Agro-Tourism Programme better understood by National Authorities.

PI.1. At least 2 focus group meetings held at national level per year to develop a national strategy.

PI.2. Results of focus group meetings consolidated and document presented.

PA.2. Apply the CADIAC and cluster approaches to the industry development for Barbados Blackbelly sheep, Herbals and Hot Peppers and support the consolidation of industry associations.

*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. Increased investment in sheep, hot pepper and herbals industries facilitated to Stakeholders.

PI.1. Plan of Action for development of a sustainable Barbados Blackbelly Sheep industry with Barbados Sheep Farmers Inc. Prepared.

PI.2. Situational analysis on local hot pepper industry completed and implemented.

PI.3. Financial support provided to national chapter of CHBA for participation in technical and trade meetings.

PI.4. Proposal for the development of the botanicals industry in Barbados prepared.

PA.3. Facilitate the participation of farmers and agribusiness companies in the Culinary Alliance of Barbados, as well as in national, regional and international workshops, food shows and exhibitions.

*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. Stakeholders in the agri-food production sector and tourism / hospitality sectors engaged in commercial trading partnerships.

PI.1. Agreement(s) made between at least 3 farmers' organizations and 10 hotels /restaurants to facilitate enhanced trade in fresh and processed goods.

PI.2. At least 3 farmers' organizations meet demand specifications for quality and safety.

PI.3. ICT system in place for accessing trade information and establishment of trade contacts.

PI.4. Products and services of farmers' organizations, agroprocessors and herbal associations showcased at least 2 trade shows (1 national and 1 international).

Promotion of trade and the competitiveness of agribusinesses

PA.4. Develop strategies and project proposals to encourage investment in rural tourism.

*IICA's Role:*

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

ER.1. Increased investment in sheep, hot pepper and herbals industries facilitated to Stakeholders.

PI.1. Investment profiles produced for at least 2 agrotourism projects.

PI.2. One Regional Investment forum to present projects held and documented.

Promotion of agricultural health and food safety

PA.1. Support efforts to generate and promote actions, tools, laws, strategies and policies for institutional modernization and capacity building of AHFS Systems.

*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. Upgrading of National Agricultural Health and Food Safety System supported.

PI.1. The proposal for the National Agricultural Health and Food Control Authority refined.

PI.2. The project of the IDB for the improvement of the AHFS system of Barbados supported and documented.

ER.2. Institutional capacity of MAR and private sector enhanced through the design of programmes and projects for AHFS.

PI.1. GAPs manual for at least two selected products developed.

PI.2. At least one training course provided in quarantine inspection procedures.

PA.2. Promote the efficient use of the resources for technical cooperation in AHFS by implementing strategic partnerships to undertake productive programmes and projects at the institutional and sectoral levels.

*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. Participation of the country in international standard setting bodies (SPS Committee, OIE, IPPC and Codex Alimentarius) increased.

PI.1. Attendance at all the meetings, participation in the discussion during the meetings, submission of papers, appropriate country follow up actions and reports on participation presented.

PI.2. Technical guidance provided to the national Codex committee and the Regional Technical Committee on Food Products by way of regular (no less than 60%) attendance at meetings and providing comments on Codex standards.

ER.2. Policies identified for specific enterprises and/or practices to make it possible for public and private institutions to adapt to and comply with the international regulatory framework.

Promotion of agricultural health and food safety

PI.1. International standard on solid wood packaging materials for Barbados implemented.

PA.3. Support the implementation of programmes for control and eradication of pests and diseases that pose a threat to the sanitary and phytosanitary status of Barbados.

*IICA's Role:*

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

ER.1. Increased implementation of programmes for the control and /or eradication of the main pests and diseases that pose a threat to the sanitary and phytosanitary status and to trade and agri-food products in Barbados.

PI.1. An AI simulation by the National Authorities staged.

PI.2. Project proposal for the control of the Giant African Snail developed jointly with the MAR.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Collaborate with MAR to strengthen farmers' organizations to enable them to represent their issues from a unified position.

*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. Increased production of selected fresh vegetables and processed products by small and medium scale enterprises.

PI.1. At least three training programmes delivered to develop and strengthen the management capacity of at least 3 farmers' groups.

PI.2. At least one commercially viable production and / or agro-processing enterprise by women (primarily AWIA Members) and youth (BAFY) established.

ER.2. Technical and entrepreneurial skills of farmers' groups enhanced.

PI.1. One training workshop held on preparation of business plans for members of farmers' organizations.

PI.2. "Caribbean Business Toolkit" (CDROM), adapted and disseminated to rural businesses.

PI.3. At least three business models developed to promote organic farming under greenhouse production systems for selected crops for rural producers.

PI.4. One training course in "Organic Agriculture Farming for Entrepreneurs" held.

PA.2. Encourage and facilitate the sharing and documentation of traditional knowledge, innovations and successful experiences with a view to creating value-added products, linked to production systems.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Rural Women incorporate lessons learned from successful experiences in creating value-added products.

PI.1. Participation of at least 40 women (members of AWIA and others) in training workshops and exchanges.

PI.2. Registered and documented the participation of members of AWIA in discussion forum on CANROP website.

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

PA.3. Convene national and regional Knowledge Communities on AgroTourism, and promote information sharing using all available resources in agriculture, tourism and environmental sectors.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Knowledge community for agro tourism established to promote Agro-Tourism at national level.

PI.1. One forum convened to sensitize stakeholders and report presented with the agreements.

PI.2. Knowledge Community established and documented, based on agreement arrived at forum.

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

PA.1. Facilitate the continuation of the Ministerial process and the Summit of the Americas process.

*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. New model for technical cooperation consolidated, and new institutional framework better understood.

PI.1. Inter-Agency Committee established and at least 2 meetings held.

PI.2. a. Discussion Paper on policy, legislative and trade issues affecting agriculture and rural life in Barbados, submitted to MAR

b. Formal presentation made to authorities.

PI.3. One study carried out to identify Success Stories in agro-tourism and to assess the economic impact of the agri-food and rural sectors to Barbados.

ER.2. Hemispheric integration process of the Region supported.

PI.1. Ministerial Delegate and Minister of Agriculture of Barbados have participated in hemispheric discussions and 2 meetings, one per year.

PI.2. One briefing document provided to delegates on issues related to hemispheric matters.

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

PA.1. Improve human resources competencies of IICA personnel.

ER.1. Training of professional, technical and administrative personnel supported.

PI.1. Training in Spanish and Leadership continued for all staff.

PI.2. Specific training requests for administrative staff facilitated.

PA.2. Align Leadership and Management systems with Institute's rules and procedures and guiding principles.

ER.1. Work plans and budgets for office and individuals aligned with national and regional agendas.

PI.1. At least 4 planning meetings held on national agenda and individual responsibilities.

- PI.2. ICPs for staff members agreed and performance evaluations conducted.
- PI.3. In-House Project management teams set up and in place for execution of national agenda.
- PI.4. Monthly meetings held with Administrative and project staff to ensure fulfillment of agreements and contracts with clients and partners, and to confirm the technical quality of products and results of cooperation.
- PA.3. Maintenance of strong Corporate Image of the IICA Office in Barbados.
- ER.1. Significant events disseminated in media and representation made at official and invited forums.
- PI.1. Public relations releases on IICA- related events.
- PI.2. Attendance at CTO Board meetings (June & Oct), CHA and STTC meetings, and international fora.
- PI.3. Active involvement of IICA in planning and participation in national Agricultural Exhibition "AgroFest" and other national and regional trade shows and exhibitions.
- PI.4. IICA Barbados Webpage significantly upgraded.
- PA.4. Generate external resources.
- ER.1. Promoted new investment and grants to finance agrotourism and rural development projects.
- PI.1. Investment Forum held to promote investment in agrotourism projects in Barbados and the Caribbean.
- PI.2. Meetings held with Foreign Embassies, and financial institutions and others, to increase contributions to the Youth Foundation for Agriculture.
- PI.3. An inter-agency committee established between IICA and FAO and UNDP, and other Inter-American Agencies.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Barbados</b>	<b>359.509</b>	<b>35.971</b>	<b>395.480</b>	<b>359.509</b>	<b>35.971</b>	<b>395.480</b>
Promotion of trade and the competitiveness of agribusinesses	143.804	14.388	158.192	143.804	14.388	158.192
Promotion of agricultural health and food safety	143.804	14.388	158.192	143.804	14.388	158.192
Promotion of the development of rural communities adopting a territorial approach	35.951	3.597	39.548	35.951	3.597	39.548
Repositioning agriculture and rural life and renewing its institutional framework	35.951	3.597	39.548	35.951	3.597	39.548

**IICA Office in OECS**

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

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

PA.1. Promote capacity building and enhancement of the structure and functioning of organizations, groups, cooperatives and associations.

*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. Agri-business organizations, groups, cooperatives and associations have defined market segments and are participating optimally in those segments.

PI.1. Document containing the market segment defined and profiled.

PI.2. 5 groups participating in markets.

PI.3. At least one selected group provided with relevant data to develop relationships.

PI.4. 2 Agri-business training carried out in at least 2 countries and capacity building programmes prepared.

ER.2. Introduced technologies are accepted and being utilized.

PI.1. 2 new business operations in at least each of 3 countries.

PI.2. One report on diversification of operations presented.

PI.3. One document on Capacity Building in use of new technologies presented.

PA.2. Facilitate improved dialogue and coordination among actors along the value chain.

*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 develop and operate information and knowledge management system

ER.1. The Alliance components including public and private sectors are collaborating to exploit investment opportunities along the value chain.

PI.1. Development plan for at least two (2) industries drafted.

PI.2. Best practice experiences along value chain identified for at least two (2) commodities.

PI.3. Formal dialogue (Forum) among public/ private sector established in all ECS countries.

PI.4. At least two (2) investment opportunities for commodities identified and profiled.

PI.5. One discussion forum initiated among agri-business stakeholders in all ECS Countries and one document with results presented.

PI.6. Work plan developed for two of The Alliance components (CANROP and CAFY) and its elements implemented.

PI.7. Two components of The Alliance (CAROP & CAFY) have its business activity implemented.

**Promotion of the technology and innovation**

PA.1. Promote the advancement of value added technologies.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Capacity of selected agri-business stakeholders to achieve greater equity along the value chain is enhanced.

PI.1. At least 80 persons trained in aspects of commercialization of local produce for value addition.

PA.2. Support efforts in capacity building in applications of biotechnology.

*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. Acceptance of hemispheric and regional strategies on Technology and Innovation advanced in the ECS Countries.

PI.1. At least 3 (three) consultations on use of biotechnology product in trade carried out.

PI.2. Information provided to stakeholder on the introduction, use and management of biotechnology product and services in the ECS countries.

PI.3. Review and monitoring mechanism documented.

PA.3. Facilitate and support efforts for the incorporation of new technologies to allow diversification and/or intensification.

*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

ER.1. Capacities within the public sector to develop and support enabling frameworks for organic agriculture and greenhouse technologies is enhanced and strengthened.

PI.1. Specific priority interventions identified and documented.

PI.2. Capacity development training for extension officers in 2 countries carried out and documented.

PI.3. Document with draft legislative framework for organic agriculture available.

**Promotion of agricultural health and food safety**

PA.1. Support efforts towards the modernization of agricultural health and food safety systems.

*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. National Agricultural Health and Food Safety (NAHFS) system organized/enhanced.

PI.1. Reports of assessments of the NAHFS System identifying areas to focus efforts and resources for improvement available.



**Promotion of agricultural health and food safety**

PI.2. One report of activities of and/or related to NAHFS Committee as the forum for obtaining national positions on relevant issues presented.

PI.3. Draft Legislation to guide operations of the AHFS System enacted.

PA.2. Assist in the provision of a safe supply of agricultural products for human consumption with minimum effect on the environment and the health of agricultural workers.

*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. Commitment from the public and private sector actors and consuming public towards efforts being made for the provision of a safe supply of agricultural products for human consumption enhanced.

PI.1. The GAP certification scheme developed and accepted.

PI.2. At least 3 farmers in each country, implementing scheme towards certification.

PI.3. Selected Ministry personnel trained and provided with information to support programme.

PI.4. Secretariat of the CGPC maintained and report available.

PI.5. Document on the support provided to Pesticides and Toxic Chemical Boards in the countries.

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

PA.1. Promote the development and facilitate implementation of intervention strategies for rural development.

*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. Ability and commitment of actors in rural communities to participate in the development process improved.

PI.1. At least 5 communities in the countries have determinants of development identified and its Actors profiled.

PI.2. At least 5 development plans adopted.

PI.3. At least 2 elements of plans being implemented.

PI.4. One report on supporting the dialogue among various actors within and outside communities presented.

PA.2. Promote strengthening and consolidation of social groups paying special attention to women, youth and cottage agro- processors.

*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. Organizational and entrepreneurial capacities and sustainability of selected components of the Alliance enhanced.

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

- PI.1. At least 2 chapters of CAFY and CANROP functional.
- PI.2. One report on supporting the capacity development among social groups available.

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

PA.1. Promote information sharing and capacity building in support of conservation and sustainable use of natural resources and environmental services.

*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 capacity of decision makers to include environmental and natural resource management concerns in strategies for agriculture and rural development strengthened.

- PI.1. At least 10 information sheets on conservation and Sustainable Use issues disseminated in each of the countries.
- PI.2. Report of support provided to stakeholders to establish vulnerability within the sector available.

PA.2. Support efforts towards the consolidation of actions targeting Multilateral Environmental Agreements, environmental policies and strategies and to create opportunities for sustainable agriculture development.

*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. Understanding among public and private agriculture actors of the various Multilateral Environmental Agreements, in particular CDB, UNCCD and UNFCCC and their alternate protocols enhanced.

- PI.1. Provisions of conventions available in user friendly format.
- PI.2. One dialogue on cost and benefit of implementation of Multilateral Environmental Agreements initiated and documented.

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

PA.1. Support the countries in the ECS in monitoring the state and outlook of rural life.

*IICA's Role:*

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

ER.1. Decisions by National Authorities on agriculture and rural life are being informed by the State and Outlook Report.

- PI.1. State and Outlook Report available for all countries in the ECS.

PA.2. Assist the countries in the measurement of the true contribution of agriculture to economic development in the ECS.

*IICA's Role:*

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

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

- ER.1. Decision making by national authorities facilitated by results of test to determine the true contribution of agriculture to economic development.
  - PI.1. At least two (2) strategic studies on Agriculture and Rural Life conducted.
  - PI.2. One report with backward and forward linkages available in case study report.
- PA.3. Facilitate the participation of the countries in national, regional and hemispheric dialogue and integration processes and the implementation of decisions (OECS Agricultural Policy, Jagdeo Initiative, Agro Plan 2003-2015).

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

- ER.1. National authorities have defined guidelines and processes for implementing agricultural policies.
  - PI.1. Decisions of 2007 Ministerial Meeting and other national and regional forums implemented in all countries.

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

- PA.1. Training and upgrading of skills of staff of IICA.
  - ER.1. The capacity of IICA's technical and support staff to deliver technical cooperation are enhanced.
    - PI.1. At least three training sessions to upgrade skills of IICA technicians conducted in three countries of the ECS.
    - PI.2. At least one professional development activity attempted by all staff.
    - PI.3. All changes in Institutional norms and procedures communicated effectively to all staff.
- PA.2. Development and implementation of an information system to strengthen internal controls, increase efficiency and enhance capacity to monitor change in the internal and external environment through the upgrading of equipment.
  - ER.1. Efficiency in delivery of services by the Offices in the ECS to internal and external clients and stakeholders enhanced.
    - PI.1. Database of clients and stakeholders in agriculture and rural development in the ECS, updated and maintained.
    - PI.3. Service plan for equipment in effect in all Offices.
    - PI.4. Control forms in each Office reviewed and updated at least quarterly.
- PA.3. Preparation and presentation of reports on IICA's contribution to agriculture and rural life in the countries.
  - ER.1. National authorities have endorsed the National Technical Cooperation Agenda (NTCA) and Plan of Action and have accepted the Annual Action Plan as IICA's framework for action and accountability respectively.
    - PI.1. Six national consultations to set priorities for NTCA.
    - PI.2. Feedback mechanism established.
    - PI.3. Progress of AAP 2007 reviewed and elements of NTCA agreed for inclusion in AAP 2008.
    - PI.4. Six Annual Reports drafted.

**Resources Allocation of the Regular Fund**

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in OECS</b>	<b>750.939</b>	<b>18.571</b>	<b>769.510</b>	<b>750.939</b>	<b>18.571</b>	<b>769.510</b>
Promotion of trade and the competitiveness of agribusinesses	225.282	5.571	230.853	225.282	5.571	230.853
Promotion of the technology and innovation	112.641	2.786	115.427	112.641	2.786	115.427
Promotion of agricultural health and food safety	225.282	5.571	230.853	225.282	5.571	230.853
Promotion of the development of rural communities adopting a territorial approach	112.641	2.786	115.427	112.641	2.786	115.427
Promotion of the sustainable management of natural resources and the environment	37.547	929	38.476	37.547	929	38.476
Repositioning agriculture and rural life and renewing its institutional framework	37.547	929	38.476	37.547	929	38.476

## IICA Office in Guyana

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

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

PA.1. Mount awareness programmes for technicians, producers and exporters on the requirements for international trade.

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

To develop and operate information and knowledge management system

ER.1. Technicians, producers and exporters more aware of requirements for international trade through information dissemination and market research.

PI.1. One document with information disseminated on market research and the trade-related requirements of international organizations such as the WTO, and distributed electronically for use at the national level.

ER.2. Alliance Member Groups of Producers and exporters better prepared and organised into productive business entities to take advantage of more available international markets.

PI.1. Participation of technicians, producers and exporters in two fora addressing issues regarding international trade.

PI.2. One database of producers and exporters reviewed and updated.

Promotion of trade and the competitiveness of agribusinesses

PA.2. Facilitate capacity-building among selected agribusinesses (beef, pork, vegetables) through training workshops, exchange visits and the preparation of business plans.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Stakeholders in the beef, pork and vegetable industry better trained in agronomic and husbandry practices.

PI.1. Three training manuals revised and updated (one for each commodity).

PI.2. One training workshops in quality management, one in improved packaging and one in labeling practices.

Promotion of the technology and innovation

PA.1. Disseminate knowledge and tools for the development and implementation of projects in areas such as Hydroponics and Organic Agriculture.

*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. Hydroponics and organic techniques for vegetable production adopted and practised by small producers.

PI.1. Six community workshops conducted and at least sixty (60) farmers trained annually.

PI.2. Hydroponics and organic manuals reviewed, revised and distributed to farmers.

PA.2. Promote and support capacity-building using inter-regional cooperation mechanisms.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Hydroponics technique in Vegetable Production, as developed in Guyana, introduced in four Caribbean countries.

PI.1. At least sixty (60) farmers trained in hydroponics techniques in four countries in the Caribbean.

ER.2. Technicians and farmers have improved skills in organic and hydroponics production.

PI.1. At least sixty (60) farmers benefit from training conducted by technicians and farmers previously exposed to techniques at Centres of Excellence.

Promotion of agricultural health and food safety

PA.1. Facilitate capacity-building of private and public actors in the areas of Animal Health, Plant Health and Food Safety.

*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. National Animal Health, Plant Health and Food Safety systems strengthened, upgraded and delivering more efficient and effective services.

PI.1. One system to facilitate improved response to reported agricultural health cases made available to and being utilised by national authorities.

PI.2. At least three (3) training courses held annually in areas such as poultry, pig and beef husbandry and inspection and quarantine, to increase numbers of qualified public and private sector actors.

PI.3. One document with relevant information provided to the public sector (Ministry of Agriculture and Ministry of Health) to facilitate participation of Veterinary Public Health Officers in regional and national professional fora.

ER.2. Collaboration between the public and private sectors in the areas of Animal Health, Plant Health and Food Safety Services improved.

PI.1. One report available on support to activities of established Working Groups in Animal Health, Plant Health and Food Safety.

PA.2. Support initiatives to assist Guyana to respond in a timely and effective manner to emerging and emergency situation.

*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. National authorities have improved capacity to respond to emergencies.

PI.1. At least two reports on emerging issues assessed, made available and information utilised nationally.

PI.2. Emergency preparedness plan reviewed and updated.

PI.3. Emergency simulation exercise promoted and supported.

PA.3. Facilitate participation in WTO/SPS and other training activities and other fora.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Preparation for and participation of national authorities in WTO/SPS and other related training activities facilitated.

PI.1. Invitations and other information on 4 (four) meetings and at least two (2) other fora communicated promptly to national authorities.

PI.2. At least two (2) national participants attend WTO/SPS meetings.

PI.3. At least 4 reports of meetings disseminated and discussed.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Promote increased investment and coordinated and participatory approach to the delivery of services and development of infrastructure in 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

To establish knowledge networks and to design and implement training programs

ER.1. "Reference Territories" being effectively managed.

PI.1. Two (2) training workshops conducted annually on the identification and management of rural reference territories.

PI.2. Teaching materials reviewed, revised and utilised for information-sharing in rural territories.

PI.3. At least one (1) civic/producer group functioning in identified 'Reference Territories'.

PA.2. Promote capacity-building in leadership and management skills for local management in 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

To establish knowledge networks and to design and implement training programs

ER.1. The capacity of rural leaders in the management of their communities enhanced.

PI.1. Two (2) training workshops conducted annually in leadership and management.

PI.2. 2 Projects in community development and integrated management of natural resources effectively managed.

PA.3. Promote capacity-building and support the facilitation of agricultural and non-agricultural income-generating opportunities, such as agro-tourism, in rural areas, especially for women, youth and indigenous people.

*IICA's Role:*

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

ER.1. Ability of rural communities to identify and develop proposals and manage economic projects enhanced.

PI.1. At least two (2) economic projects in eco-tourism and handicraft effectively managed.

PI.2. At least one (1) agro-processing project formulated and being implemented.

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

PA.1. Support the building of capacities and capabilities for integrated natural resource management and mitigating the impact of climate change.

*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. Capacity and capability of technicians and community leaders built in integrated natural resource management and mitigation of impact of climate change.

PI.1. At least three (3) training activities conducted annually in Integrated Management of Natural Resources and the Environment for technicians and selected local communities.

PI.2. One document on the integration of management of natural resources into Territorial Management initiatives available.

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

PA.1. Support Guyana in monitoring the state and outlook for agriculture and rural life.

*IICA's Role:*

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

ER.1. Programme for the collection and analysis of data being utilised by national authorities.

PI.1. One data collection system in operation.

PI.2. All data analysed and published.

PI.3. Document with published data distributed to private and public sector.

PA.2. Support the development of the information system for the follow-up and evaluation of the AGRO Plan.

*IICA's Role:*

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

ER.1. National authorities count with the on-going operation, regional monitoring and evaluation of the Agro Information System.

PI.1. Data collection system implemented by national authorities.

PI.2. Report on the support provided by Regional Specialists to national authorities on the analysis of information available.

PI.3. Information published and utilised by national authorities and others.

PA.3. Support the Ministerial Delegate in the formulation of the Agriculture and Rural Life Report to GRICA.

*IICA's Role:*

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

ER.1. Reports on the Status of Agriculture and Rural Life in Guyana by Ministerial Delegate prepared.



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

PI.1. Reports for 2007 completed and report for 2008 prepared in draft.

PA.4. Facilitate the participation of Ministers and other Delegates at Summits and other Fora.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building

ER.1. Ministers and other Delegates participation in Summits and other meetings encouraged and fully supported.

PI.1. Information on dates and other requirements documented and communicated promptly.

PA.5. Promote and support fora for strategic thinking and development on key topics related to agriculture and rural life, such as the Jagdeo Initiative.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building

ER.1. Agriculture Sector in Guyana participates and benefits from strategic thinking on the development of key topics related to Agriculture and Rural Life.

PI.1. Three strategic discussion sessions per year planned and executed.

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

PA.1. Meetings and discussions held with partners, including the Ministry of Agriculture, other public sector entities, private sector and international agencies in the country.

ER.1. Relations and alliances with strategic partners strengthened and deepened.

PI.1. Strengthened existing strategic partnerships with Ministry of Agriculture and new partnerships developed to broaden the base for national, regional and international collaboration, particularly through the Alliance.

PI.2. Mechanisms established for cooperation with existing collaborators – OAS, IDB, PAHO, FAO, IFAD, PoA.

PA.2. Report to stakeholders on IICA's actions and host consultations to update the Medium-Term Plan.

ER.1. The strategic direction of the Institute is understood and adhered to.

PI.1. Presented IICA/Guyana National Reports 2006 and 2007 to stakeholders and discussed with Government of Guyana and other stakeholders.

PI.2. Reviewed and revised IICA/Guyana National Agenda through consultations with stakeholders.

PI.3. Clients and Strategic Partners of the Institute in the country, express satisfaction of at least 85% with the administrative and technical cooperation services of the Office.

PA.3. On-going participation in national events. Convene fora on the functioning of the Alliance.

ER.1. The Office is fully integrated in the National Agricultural and Rural Development process, and public, private and civil society dialogue improved.

PI.1. Participated in national events, such as Agriculture Month Observances and GuyExpo and in national seminars in the agricultural milieu.

PA.4. Monthly formal and informal review of Cooperation Programme.

ER.1. Planned organisation, programming and management information systems updated.

PI.1. Achieved timely completion of management instruments regarding plans, programmes, budgets and performance evaluations in accordance with Institute requirements.

PA.5. Identifying opportunities for staff training in areas of teamwork and effective communication.

ER.1. Training program for all personnel developed.

PI.1. Highly qualified staff recruited and properly oriented into the culture of the Institute the an orientation program.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Guyana</b>	<b>315.617</b>	<b>7.141</b>	<b>322.758</b>	<b>315.617</b>	<b>7.141</b>	<b>322.758</b>
Promotion of trade and the competitiveness of agribusinesses	78.904	1.785	80.690	78.904	1.785	80.690
Promotion of the technology and innovation	63.123	1.428	64.552	63.123	1.428	64.552
Promotion of agricultural health and food safety	72.592	1.642	74.234	72.592	1.642	74.234
Promotion of the development of rural communities adopting a territorial approach	69.436	1.571	71.007	69.436	1.571	71.007
Promotion of the sustainable management of natural resources and the environment	15.781	357	16.138	15.781	357	16.138
Repositioning agriculture and rural life and renewing its institutional framework	15.781	357	16.138	15.781	357	16.138

### IICA Office in Haiti

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

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

PA.1. Improved of the competitiveness of the enterprises.

*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. Capabilities of export enterprises in Haiti are improved.

PI.1. At least 4 workshops and seminars organized in cooperation with the IICA Office in Miami.

PI.2. The national chapter of CABA in Haiti is operational and documentation presented.

ER.2. Haiti actively participates in the OIMA as a member.

PI.1. Establishment of a Unit using the CADIAC Methodology.

PI.2. Document and Information printed and circulating on a regular basis.

PA.2. Technical support for the development of AgroTourism.

*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. Ministry of Tourism have implemented AgroTourism activities which will enhance its competitiveness.

PI.1. A draft proposal on the development of AgroTourism in Haiti is available.

PI.2. At least 4 meetings and workshops with hotel owners are organized and carried out.

**Promotion of the technology and innovation**

PA.1. Logistic and technical support to organizations involved in Organic Agriculture development.

*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. Organic Agriculture is promoted as significant way to increase incomes in some areas of the country.

PI.1. A document available annually on the Participation in the celebration of the Organic Agriculture Day.

PI.2. Proposal document presenting major principles for the development of organic agriculture in the country prepared.

ER.2. New technologies are promoted as a major component of the New Agriculture for Haiti.

PI.1. Organization of at least 2 workshops and seminars on the topic.

**Promotion of agricultural health and food safety**

PA.1. Support the development of programs or projects to improve institutional capabilities in the area of sanitary and phytosanitary 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. Capabilities of the Ministry of Agriculture in controlling major pests and diseases are improved.

PI.1. At least 2 reports on the continued monitoring for both animal and plant diseases and pests all over the country are available.

PI.2. A document with the Fire Ant control proposal elaborated.

PA.2. Support national and binational Committee on SPS.

*IICA's Role:*

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

ER.1. Both national and bi-national Committee on SPS Measures are better armed to carry out their activities.

PI.1. A document available on the support to the work of the bi-national Committee on SPS Measures.

PI.2. The National Committee on SPS Measures carry out the activities programmed in the previously prepared action Plan and documents presented.

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

PA.1. Promotion of capacity building of the social actors for better participation in local development through training, internal and external exchanges and diffusion of experiences.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Capabilities of social actors for a better participation in local development reinforced.

PI.1. At least 2 Seminars and workshops for technicians from partner institutions and grass roots organizations carried out.

PA.2. Development of policies and strategies for income generation activities in the rural milieu.

*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 have a National Strategy in Rural Development.

PI.1. Document with success stories are shared and published with strategic partners.

PI.2. Elaboration of at least one project document in Rural Development to be financed with external funds.

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

PA.1. Training for management of risks and disasters and Good Agricultural Practices.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Protection of environment is promoted through diffusion of information about basic rules of management of risks and disasters.

PI.1. Organization of at least 2 seminars and workshops on the topic annually.

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

PA.1. Support in the development of information system for the follow up and evaluation of the Agro Plan.

*IICA's Role:*

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

ER.1. Haiti accomplishes all the main objectives programmed within the Agro Plan 2003-2015.

PI.1. At least 2 reports on the monitoring of the Agro Plan submitted on time and made available.

PA.2. Realization of a study about the true contribution of agriculture in Haitian economy.

*IICA's Role:*

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

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

ER.1. The Ministry of Agriculture is better organized to face the majors problems in the sector.

PI.1. Ministry of Agriculture has implemented the necessary reforms.

PI.2. At least one report for the diffusion of the findings about the study on the real contribution of agriculture to the economy available.

**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 and achievements.

PI.1. Eighth editions of the quarterly bulletin elaborated by the Office (IICA-HAITI Info) are produced and distributed.

PI.2. Organization of at least one annual workshop to present the results achieved by the Office.

PI.3. The Web page of the Office is operational and periodically updated.

PI.4. At least four articles about the activities of the Office are published in one of the most famous newspaper of the country.

PI.5. Organization of at least 6 technical meetings involving technicians from partner institutions.

PA.2. Reinforcement of relationships with strategic partners.

ER.1. Strong relationships are established between IICA and others organizations working in Haiti on development matters.

PI.1. New areas of cooperation are established with at least two international organizations (PAHO, OEA, FAO, FIDA, AID).

PA.3. Promotion of horizontal cooperation and exchange of experience.

ER.1. The cooperation between Haiti and countries from the region and from the hemisphere is reinforced.

PI.1. Cooperation with Dominican Republic and other countries in the Caribbean, countries in Central America and some countries in South America (Argentina, Brazil and Chile) is consolidated.

PI.2. At least 4 meetings and technical tours are organized with the participation of haitian and dominican entrepreneurs.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Haiti</b>	<b>404.547</b>	<b>12.063</b>	<b>416.610</b>	<b>404.547</b>	<b>12.063</b>	<b>416.610</b>
Promotion of trade and the competitiveness of agribusinesses	101.137	3.016	104.153	101.137	3.016	104.153
Promotion of the technology and innovation	80.909	2.413	83.322	80.909	2.413	83.322
Promotion of agricultural health and food safety	80.909	2.413	83.322	80.909	2.413	83.322
Promotion of the development of rural communities adopting a territorial approach	60.682	1.809	62.492	60.682	1.809	62.492
Promotion of the sustainable management of natural resources and the environment	60.682	1.809	62.492	60.682	1.809	62.492
Repositioning agriculture and rural life and renewing its institutional framework	20.227	603	20.831	20.227	603	20.831

### IICA Office in Jamaica

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. Facilitate development of market approach & Producer Associations for non-traditional agricultural products.

*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. Agribusiness operators in Jamaica have information to enable identification of market opportunities and enhanced implementation of competitive and sustainable marketing strategies.

PI.1. At least two (2) commodity market assessments completed, documented and presented to Producer Associations and to the Ministry Of Agriculture & Livestock annually.

PI.2. At least two (2) training workshops conducted for identified Producer Associations re commodity market penetration strategies, business/production planning.

ER.2. The ability of selected groups/commodity clusters to access funding to support implementing competitive and sustainable agribusiness enhanced.

PI.1. At least two (2) Finance/Funding forum to inform farmers/food processors and create linkages convened in collaboration with MOA& L/CABA/DBJ.

PA.2. Promote value-chain analysis and support functional linkages along value chain.

*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 Agribusiness operators in Jamaica to participate in domestic and global market improved.

PI.1. At least two (2) commodity Value Chain Analysis completed, documented, and presented to Producer Associations and to the Ministry Of Agriculture & Livestock annually.

PI.2. At least two (2) commodity chains/clusters strengthened through the development of strategies linking producer groups to selected domestic/export market outlets and input suppliers /service providers.

PA.3. Facilitate forums/training programmes in quality control and traceability.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The capabilities of selected Producer groups to implement competitive and sustainable agribusiness enhanced.

PI.1. At least two (2) training workshops annually conducted in collaboration with CABA/MOA&L/FAO to design programmes of quality standard, food safety & traceability for identified Producer Associations/small and medium scale agribusiness.

Promotion of trade and the competitiveness of agribusinesses

PA.4. Support on-going trade negotiations and management of resulting agreements.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To develop and operate information and knowledge management system

ER.1. The ability of the Ministry Of Agriculture & Livestock, producer groups/ agribusiness enterprises to monitor progress in trade negotiations, articulate proposals in market access negotiations and actively participate in management of resulting agreements enhanced.

PI.1. The INFOAGRO/Agronegocios information system is accessible and working.

PI.2. At least two (2) Producer Group/Cluster workshops to deliberate impact of trade agreements and topics related to foreign trade (e.g. AHFS, biotechnology) held annually.

PI.3. At least two (2) major agribusiness trade forums for public and private agribusiness entities, convened in collaboration with CABA, the Ministry Of Agriculture & Livestock, FAO.

PA.5. Provide support to CABA/MIF project.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. The ability of selected groups/commodity clusters to access training funding to support implementing competitive and sustainable agribusiness enhanced.

PI.1. At least two (2) collaborative meetings convened with CABA/IMF project to address technical support to CABA and mechanisms to strengthen Producer Association participation in training workshops/project activities.

Promotion of agricultural health and food safety

PA.1. Facilitate participation in WTO/SPS fora and promote the training/ understanding of such international agreements for food safety, traceability.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Capabilities of Ministry of Agriculture and Lands to execute the actions called for in international agreements on the application of sanitary and phytosanitary measures, improved.

PI.1. Selected MOAL officials participate in WTO/SPS fora.

PI.2. Report of participants available and discussed in fora convened after each meeting.

PA.2. Support institutional strengthening in agricultural health and food safety to include greater collaboration among related ministries and agencies.

*IICA's Role:*

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

ER.1. Capabilities of Ministry of Agriculture and Lands to apply measures and work with other ministries and agencies, improved.



**Promotion of agricultural health and food safety**

PI.1. One training session provided to the Ministry of Agriculture and Lands personnel to improve infrastructure and institutional framework.

PA.3. Provide support to emergency and emerging 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. Capabilities of Ministry of Agriculture and Lands to address emerging issues and emergencies, improved.

PI.1. Jointly with the Ministry Of Agriculture and Lands, a system to address threat of Avian Influenza developed, in use and reports of its operation available.

PA.4. Promote the provision of clean, disease free planting materials and Good Agricultural Practices.

*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 Ministry of Agriculture and Lands to provide the sector with disease-free planting materials and GAPS, improved.

PI.1. Jointly with MOAL and other research agencies, a disease-free sweet potato planting document is produced and report made available.

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

PA.1. Design and implement strategies for development of selected rural communities (Charles Town, Portland and Elim, St Elizabeth).

*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. The capacity of selected rural communities to improve their economic well being enhanced.

PI.1. Formal farmers organizations developed in two communities (Charles Town and Elim).

PI.2. Agro-processing ventures operational in each of the two selected communities (Charles Town and Elim).

PI.3. Farmers in Charles Town and Elim communities are linked to secure and profitable markets for sale of their produce.

ER.2. Community governance structures strengthened in selected communities.

PI.1. The Executive board of each community is in charge of the management of at least two community projects, to include fundraising events and infrastructure improvements.

Promotion of the development of rural communities adopting a territorial approach

PA.2. Provide support to rural women 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. Jamaica Network of Rural Women Producers strengthened and on the path to self-sustainability.

PI.1. The Network has mobilized funding to finance its operations. (ELIMINADO).

PI.2. Secretariat for the Network established, which ensures continuation of regional and executive meetings.

PI.3. At least two (2) programmes for rural women who run micro-enterprises developed and in operation.

PA.3. Support the development of opportunities to attract and keep young persons in agriculture.

*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. Jamaican Agricultural Forum for Youth (JAFY) strengthened and attracting new members through programmes to assist young persons in agriculture.

PI.1. JAFY with 50% increase in membership.

PI.2. At least two programmes for young agri-entrepreneurs developed and in operation.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Facilitate consensus for the Monitoring of the implementation of strategies for the Alliance/CSME/Jagdeo Initiative.

*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 capacity of the Agricultural Ministry and The Alliance to comply with the various Ministerial agreements enhanced.

PI.1. At least 2 semi-annual reports are available to monitor the progress of Jagdeo Initiative, specifically as regards the minister's responsibility vis-à-vis the two Key Binding Constraints assigned.

PI.2. Assistance provided to Ministry of Agriculture for the conduct of at least 1 annual meeting for the coordination and operation of the local chapter of The Alliance.

PA.2. Conduct strategic studies in showing the true contribution of agriculture and rural development to economic development.

*IICA's Role:*

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

ER.1. National Authorities are aware of the true contribution of agriculture and rural development to economic development in Jamaica.

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

- PI.1. Two annual reports on the true contribution of the agriculture and rural development to the economy in Jamaica completed jointly with the Minister.  
PA.3. Support enhancements in agricultural education and information management through curriculum development and coordination of agricultural libraries.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Agricultural sector supported through easily accessible information on the Jamaican Agriculture Sector and the work of the Institute.

PI.1. IICA library at Jamaica is functional and providing information to stakeholders.

PI.2. The Jamaican Agricultural Documentation and Information Network (JADIN) is in operation.

- PA.4. Support the Ministerial Delegate in the formulation of the Agriculture and Rural Life Report to GRICA Hemispheric Agenda 2008-2009.

*IICA's Role:*

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

ER.1. Ministerial Delegate has submitted the Report on state of agriculture and rural life.

PI.1. Report prepared on the situation of Agriculture and Rural Life: 2008 and 2009.

- PA.5. Support the development of the Information System for the follow-up and evaluation of the Agro Plan and the CAC agreement.

*IICA's Role:*

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

ER.1. Local component of the regional Monitoring and Evaluation AgroInfoSys 2003-2005 initiated to provide support to the various farmers' groups and technical personnel attached to the relevant Ministries and agencies.

PI.1. As requested by Regional Specialists, local consultants have implemented at least two activities such as focus groups, questionnaire administration and data collection.

- PA.6. Promote the creation of an inter-agency for development.

*IICA's Role:*

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

ER.1. Working group established operational and effectively addressing rural development issues.

PI.1. At least 2 Meetings of the working group convened annually to develop and review strategies aimed at supporting national rural development initiatives.

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

- PA.1. Promote and strengthen the articulation between Hemispheric (AgriPlan 2015), regional development objectives and national strategies (Agricultural Development Strategy and Rural Development Policy).

ER.1. IICA 2006-2010 Medium Term Plan understood by sector stakeholders and supporting inter-American dialogue to reposition agriculture and rural life.

- PI.1. At least one meeting held with GOJ/MOA&L and the private sector to update them on progress made in implementation of the AGRO 2003-2015 Plan of Action.
- PA.2. Articulate at the Office and regional level the development of institutions and agencies associated with the agricultural sector.
- ER.1. The IICA Office relationship and alliance with MOA&L and strategic partners strengthened to promote the priorities of the country.
- PI.1. New Consultation Mechanism/process and annual National Technical Cooperation Agendas (2008-2009) for Jamaica completed.
- PI.2. Annual Report presented to National Authorities.
- PI.3. Meeting held to review progress of AAP 2008 with stakeholders and obtain suggestions for 2009 AAP on adjustments.
- PA.3. Strengthen the position of the Office with local institutions and agencies of the agricultural sector.
- ER.1. IICA Office relationship and alliance with strategic partners enhanced.
- PI.1. Memorandums of Understandings between IICA Office and Strategic Partners (public/private) reviewed and renewed.
- PA.4. Improve the technical proficiency of IICA Office staff in computer use and spoken Spanish.
- ER.1. IICA Office staff capacity developed.
- PI.1. At least 65% of staff achieve certification of competence in computer skills and Spanish Language.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Year 2008</b>			<b>Year 2009</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Jamaica</b>	<b>390.238</b>	<b>7.824</b>	<b>398.062</b>	<b>390.238</b>	<b>7.824</b>	<b>398.062</b>
Promotion of trade and the competitiveness of agribusinesses	156.095	3.130	159.225	156.095	3.130	159.225
Promotion of agricultural health and food safety	97.560	1.956	99.516	97.560	1.956	99.516
Promotion of the development of rural communities adopting a territorial approach	117.071	2.347	119.419	117.071	2.347	119.419
Repositioning agriculture and rural life and renewing its institutional framework	19.512	391	19.903	19.512	391	19.903

**IICA Office in Bahamas****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

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

PA.1. Assist to enhance capacity of 3 producer groups.

*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. Capacity of producer association & cooperatives to manage their business & strengthen groups strengthened.

PI.1. Bahamas Agricultural Producer Association (BAPA) is an active member of Caribbean Agribusiness Association.

PI.2. Three Associations have implemented a priority action plan.

PI.3. Women's processing group is a member of CANROP.

ER.2. Capacity of producers to play greater role in import substitution strengthened and local market share increased.

PI.1. Increased volume of local market share of vegetables & fruits from 1 to 3% documented.

PI.2. Linkage between selected farmers and tourism through the Bahamas Hotel Association established and formalized through contractual arrangement.

PA.2. Strengthen Capacity of producer organizations to develop bankable projects and access funding.

*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

ER.1. Capacity of producer groups and cooperatives in the use of information and other tools to monitor relevant trade issues and access funds greatly enhanced.

PI.1. Specialized targeted training provided to two producer groups.

PI.2. Three producer groups generate and publicize their marketing information.

PI.3. One additional new Project funded.

**Promotion of the technology and innovation**

PA.1. Promote the introduction of knowledge based information to support MAMR to Family Island.

*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. Access of Ministry of Agriculture & Marine Resources/Extension to information improved.

PI.1. Joint Ministry/IICA Information System Centre upgraded and increased use by stakeholders documented, especially from the Family islands.

PI.2. Two training course for technicians and farmers conducted.

**Promotion of agricultural health and food safety**

PA.1. Support MAMR/Health & Environment in capacity building to implement international agreements (SPS/WTO) and to respond to emerging emergency 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. Capacity of Ministry of Agriculture & Marine Resources to address sanitary and phytosanitary measures improved.

PI.1. Surveillance system documented and provided to National Authorities.

PI.2. One Emergency Simulation Exercise mounted jointly with national authorities.

PA.2. Assist in the development of framework for regulations/ standards for food safety, biosafety.

*IICA's Role:*

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

ER.1. Inter-institutional linkages for effective responsiveness to emergency issues strengthened.

PI.1. Two multi-ministerial meetings on agricultural health held.

PI.2. Linkage established with PAHO to prepare a document on responding to Avian Influenza emergencies.

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

PA.1. Promote the establishment of youth groups and assist to strengthen women groups.

*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. Capacity of youth and women groups to contribute to the economic development of the country improved.

PI.1. Three school garden programs in Family Island established.

PI.2. One National chapters of CAFY and CANROP functioning.

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

PA.1. Support fish coops to expand improved & sustainable harvest practice.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Fish coops adopts environmentally friendly and sustainable harvest practice.

PI.1. One training workshop to develop an expansion program held.

Promotion of the sustainable management of natural resources and the environment

PA.2. Protocol for the documentation of biodiversity established.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Local Bahamian biodiversity held ex-situ in conservation banks for benefit of growers and training institutions.

PI.1. Two ministry personnel trained for management of germplasm bank and documentation presented.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Support the implementation of the Guayaquil Agreement 2005 (Agro-Plan 2003-2015) & agreement 3 from CAC.

*IICA's Role:*

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

ER.1. Policy makers have clear concept of the expanded role that agriculture can play in the economy.

PI.1. One conference held to update the status of agriculture.

PI.2. Document the real contribution of agriculture to economy prepared.

PA.2. Support MAMR in restructuring the Department of Agriculture.

*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. Capacity of MAMR to disseminate new technology improved.

PI.1. The composition of program teams for livestock, crops and marketing defined.

PI.2. Technical backstop support provided by regional/hemispheric specialists to two (crops, small ruminants) operating programs for technological package development.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Bahamas</b>	<b>227.086</b>	<b>4.631</b>	<b>231.717</b>	<b>227.086</b>	<b>4.631</b>	<b>231.717</b>
Promotion of trade and the competitiveness of agribusinesses	90.834	1.852	92.687	90.834	1.852	92.687

Promotion of the technology and innovation	22.709	463	23.172	22.709	463	23.172
Promotion of agricultural health and food safety	34.063	695	34.758	34.063	695	34.758
Promotion of the development of rural communities adopting a territorial approach	45.417	926	46.343	45.417	926	46.343
Promotion of the sustainable management of natural resources and the environment	22.709	463	23.172	22.709	463	23.172
Repositioning agriculture and rural life and renewing its institutional framework	11.354	232	11.586	11.354	232	11.586

**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 local capabilities for the design and analysis of policies, in order to enhance competitiveness.

*IICA's Role:*

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 SEA strengthened the Planning Department's technical capabilities for designing agricultural policies aimed at making the sector more competitive.

PI.1. One system to gather and process statistics prepared and in operation, and respective documentation presented.

PI.2. Team set up to gather competitive intelligence, and document generated on tools for defining sector policies.

PA.2. Strengthen local capabilities for trade negotiations.

*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 agricultural public and private sectors have technical instruments that make it possible to evaluate and monitor the agreements already in force and those under negotiation.

PI.1. Observatory established to oversee execution of agreements and negotiations, and preparation of one technical document and recommendations.

ER.2. The agricultural public and private sectors have studies and events that make it possible to analyze the repercussions of the implementation of the CAFTA-DR and the EPA.

PI.1. At least one seminar/meeting held annually with countries of Central America, United States and the Caribbean to review implementation of CAFTA-DR and the EPA.

PI.2. Annual report on implementation of CAFTA-DR and the EPA prepared, to measure the impact and implications of same on agriculture.



Promotion of trade and the competitiveness of agribusinesses

PA.3. Strengthen the institutional capabilities for developing and promoting agribusinesses.

*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 public sector institutions and producers' organizations have studies of agrifood chains of sensitive and exportable products in the Dominican Republic, which are discussed and studied in the agricultural and livestock forums.

PI.1. Five documents with studies on agrifood chains prepared.

PI.2. Proposal prepared on the implementation of a national agricultural information system.

ER.2. The actors in the chains have agricultural and livestock forums for evaluating and discussing the studies.

PI.1. At least six meetings of agricultural and livestock negotiating groups held.

ER.3. The national agricultural sector is more competitive thanks to the committees on agricultural production chains.

PI.1. Six agrifood chain committees set up for specific agricultural and livestock products.

PA.4. Identify market opportunities and strengthen business capabilities.

*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 capabilities of the agricultural sector for operating in the various markets and facilitating the country's integration into new markets and niches.

PI.1. At least two documents and two reports prepared and two events held to promote sustainable production and trade through the use of advanced methods and technologies, production in controlled environments, the use of biotechnology, agro-energy, and other activities.

ER.2. A new group of agricultural entrepreneurs was trained and is equipped to export to the target market.

PI.1. Two new export platforms completed, validation of selected product, selection of companies, training modules and trade missions.

ER.3. Agriculture and tourism sectors have articulation mechanisms that enable them to take business decisions.

PI.1. Publication with reports on activities for coordination between actors in the agricultural and tourism sectors, promoting agro-eco-tourism, rural tourism, clusters, consumption of organic products and products produced in controlled environments, adopt-a-farm programs and other activities conducive to sustainable development.

PI.2. Document detailing the actions taken by authorities to promote competitive production, based on tourism and trade with tourism enclaves in the Caribbean.

Promotion of the technology and innovation

PA.1. Support the efforts to modernize the public and private institutional structures for technology research and development, and to create ties with regional and hemispheric mechanisms such as PROCICARIBE.

*IICA's Role:*

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

ER.1. Implementation of the new law strengthened the SINIAF. Implementation of the IDIAF's new internal organizational structure strengthened the agency.

PI.1. Survey conducted to ensure SINIAF is implementing the law efficiently.

PI.2. Organizational structure of IDIAF strengthened and executed.

ER.2. IICA linked technology institutions in the DR with the hemispheric and regional coordination mechanisms.

PI.1. At least three institutions of the SINIAF have joined regional and hemispheric mechanisms.

PA.2. Support initiatives to increase public and private investment in technology research and development, in order to include new priorities for competitive development.

*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 SINIAF has a methodology for evaluating the impact of investment in research on the development of the agricultural sector.

PI.1. Methodology implemented to measure impact of research on agricultural sector.

PI.2. Study of impact of research on agricultural sector updated.

PI.3. Framework prepared for coordinating and integrating research and development through agriculture in chains.

PI.4. Mechanism created and documented for coordination between research and extension.

PA.3. Facilitate and support the implementation of national and regional biotechnology and biosafety initiatives.

*IICA's Role:*

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

ER.1. The national institutions involved in biotechnology (IIBI, IDIAF, UASD, ISA and UNPHU) and biosafety were included in the Hemispheric Biotechnology and Biosafety Program of IICA's Directorate of Technical Leadership and Knowledge Management.

PI.1. Regional project on biotechnology prepared.

PI.2. National project on biotechnology prepared and linked to regional programs.

PI.3. At least five national institutions included in regional projects.

Promotion of agricultural health and food safety

PA.1. Assist the agricultural sector in implementing the AHFS measures called for in international agreements.

*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

ER.1. The country is playing a more active role in the international meetings aimed at promoting the application of WTO sanitary and phytosanitary measures.

PI.1. Agricultural health and food safety at least 2 officials participate in six meetings of SPS Committee of the WTO.

PI.2. Eight meetings held of the National Committee on the Application of SPS Measures.

PI.3. Two workshops held to evaluate the operations and results obtained by the National Committee on the Application of SPS Measures, created under Decree 515-05 of September 20, 2005.

ER.2. The country is better organized to keep track of, and analyze, the activities carried out in the livestock field. The country also updated and implemented mechanisms that are enabling it to execute traceability systems throughout the agrifood chains of its main export products.

PI.1. Preparation of at least one project elaborated, and management of resources for the implementation of traceability systems for several agricultural products in the country.

PI.2. Forty agricultural sector technicians trained to train others in two workshops on the application of traceability systems for agricultural products.

PA.2. Support the modernization process aimed at strengthening the country's operating capabilities with respect to agricultural health and food safety and for dealing with emergencies.

*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 country's AHFS system improved its capacity to evaluate and monitor projects implemented in the area, and is better equipped to deal with plant and animal health emergencies.

PI.1. Twenty agricultural health officials trained in a workshop-course on administration of agricultural health and food safety programs.

PI.2. Two assessments elaborated of progress in the implementation of the project to control and eradicate CSF in the country.

PA.3. Improve producers' capabilities so they use safe technologies in food production, with support from professionals and technicians.

*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

**Promotion of agricultural health and food safety**

ER.1. The country has a system for marketing agricultural products that guarantees safety levels and the application of traceability systems for specific products.

PI.1. Preparation of a document on the national assessment of the application of GAPs and GLPs in the country, elaborated.

PI.2. GAPs and GLPs promoted and supported by organizing two workshops for forty agricultural sector technicians who serve as trainers.

PI.3. Process of disseminating information on and campaign to promote consumption of foods produced on farms that use GAPs and GLPs promoted and supported by organizing four meetings between of leaders of producer organizations and marketers of agricultural products.

PA.4. Support bilateral collaboration with Haiti in regard to agricultural health and food safety.

***IICA's Role:***

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

ER.1. The Dominican Republic and Haiti have bilateral coordination mechanisms in place that enable them to harmonize criteria and implement joint projects with regard to agricultural health and food safety.

PI.1. Two bilateral (Haiti-Dominican Republic) meetings held on agricultural health and food safety.

PI.2. Bilateral (Haiti-Dominican Republic) project prepared on agricultural health and food safety, funded with internal and external resources.

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

PA.1. Rural communities have a set of measures designed to reduce rural poverty, under a territorial approach.

***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. Rural communities are equipped to design policies, strategies and programs for implementation with a territorial approach.

PI.1. Seminar held on the incorporation of the territorial approach into policy instruments for the transformation of agriculture and the rural milieu.

PI.2. Mechanism designed to create structural funds earmarked for creating infrastructure in the territories (rural consortia).

PA.2. Foster bilateral technical cooperation between Haiti and the Dominican Republic in order to promote rural prosperity.

***IICA's Role:***

To establish knowledge networks and to design and implement training programs

ER.1. The IICA Offices in the Dominican Republic and Haiti have a bilateral cooperation agreement, in coordination with the respective governments and other cooperation agencies, which will promote rural prosperity.

PI.1. Twenty Haitian technicians and producers trained in organic production and cultivation of crops in greenhouses in the Dominican Republic.

PI.2. Sixty people (agronomy students, Ministry of Agriculture specialists, farmers) trained in annual meeting on biological agriculture in Haiti.

Promotion of the sustainable management of natural resources and the environment

PA.1. Support the formulation of strategies and policies for rural development designed to improve understanding of the links between agriculture and the environment.

*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 agricultural and rural public sector has policy guidelines for modernizing small and medium-scale agriculture in harmony with the environment.

PI.1. At least one annual report on implementation of policy measures to develop agriculture on hillsides and in river basins and microbasins, elaborated.

PI.2. Report on application of policy designed to provide incentives elaborated, by providing funding for small- and medium-scale agricultural operations that use good agricultural and livestock practices.

ER.2. Extension workers and men and women in rural areas received training in sustainable agriculture and the use of clean technologies.

PI.1. Report on implementation of plan to provide training for technicians and farmers on sustainable agriculture elaborated.

PI.2. Report on implementation of methodology for applying clean technologies in agriculture elaborated.

PA.2. Identify investments for the sustainable development of rural territories (organic agriculture, agricultural sector/ecotourism, GAPs/GLPs).

*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. Administrators, technicians and producers received training in practices used in organic agriculture.

PI.1. Fifty farmers trained by PRONAO in basic aspects of organic agriculture.

PI.2. Fifty technicians and fifty farmers trained in organic production techniques.

PI.3. Two workshops held to motivate thirty leaders.

ER.2. National producers and consumers are familiar with practices used in organic agriculture and organic products, and with the respective legal requirements.

PI.1. Two fairs or expos held for organic products, with participants from the Dominican organic movement.

PI.2. Presidential decrees and Secretariat resolutions that provide a legal framework for OA, prepared.

PI.3. At least two reports prepared for the Control Office to monitor and control the four certifying agencies operating in the DR, elaborated.

PI.4. At least two reports presented to Control Office to supervise the proper application of regulations by farmers.

PI.5. Twenty-five technicians from producer associations trained as in-house inspectors.

Promotion of the sustainable management of natural resources and the environment

ER.3. The Control Office has a system in place for administering the National Register of Operators and Certifiers of Organic Agriculture.

PI.1. System implemented by Control Office to register OA operators and certifiers.

ER.4. The study programs of national universities include organic agriculture.

PI.1. At least two universities will incorporate OA into their curricula.

ER.5. IICA promoted agro-tourism projects articulated with tourist areas, in partnership with agencies and entities of the agriculture, environment and tourism sectors, to promote the development of agriculture and rural territories.

PI.1. Meetings and talks held with agents involved to promote the relationship between production and tourism projects.

PI.2. Guidelines prepared for the formulation of agro-tourism, rural tourism and eco-tourism projects.

ER.6. The agricultural and rural private sectors, especially agricultural entrepreneurs, are motivated to undertake investment projects related to certified products for which GAPs and GLPs are used.

PI.1. Annual seminar held for participants in platform program regarding the possibility of investment in GAP and GLP certified products.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Prospective analysis and monitoring of agriculture, rural life and its context.

*IICA's Role:*

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

ER.1. The agricultural and rural public and private sectors have information that makes it possible to compare the state of agriculture and rural development in the Dominican Republic.

PI.1. Document prepared on current situation in agriculture in the D.R.

PI.1. Document prepared on current situation in agriculture in the D.R.

PI.2. 12 Monthly reports prepared with important information and data on sector.

PI.2. Monthly reports prepared with important information and data on sector.

PI.3. At least 2 reports prepared on current situation in agriculture and rural life in the D.R.

PA.2. The agricultural and rural public and private sectors have an up-to-date study on the true contribution that agriculture and rural life make to development, which makes it possible to improve their positioning and image as a socio-economic activity.

*IICA's Role:*

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

ER.1. Follow-up to the Summit of the Americas process.

PI.1. Document on true contribution of agriculture to GDP reviewed, updated and disseminated.

Repositioning agriculture and rural life and renewing its institutional framework

PA.3. Follow-up to the Summit of the Americas process

*IICA's Role:*

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

ER.1. IICA provided support to the country's interagency entities that provide follow-up to the implementation of the commitments assumed at the summits.

PI.1. Four semi-annual follow-up reports available.

PA.4. Assist the Secretariat of Agriculture in implementing a system for monitoring and evaluating the AGRO 2003-2015 Plan.

*IICA's Role:*

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

ER.1. The SEA has a system for monitoring and evaluating the AGRO 2003-2015 Plan.

PI.1. System for monitoring compliance with commitments impel in the different Summits of the Americas and ministerial meetings, implemented.

PA.5. Support the design and execution of the reform and modernization of the agricultural sector.

*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 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 country's agricultural and rural public sector has a plan for short-term measures designed to facilitate the beginning of political and institutional changes in agriculture and the rural milieu.

PI.1. Plan for short-term policy measures designed, reviewed and approved.

PI.2. Plan for short-term policy measures allocated funds in national budget.

ER.2. The agricultural public sector has the key studies it needs to speed up the changes in the institutional framework and the delivery of services, and to guarantee the competitiveness of productive activities.

PI.1. Program to train and strengthen human resources designed and being implemented.

PI.2. Study on land titling and on deregulation of the land market designed, and consultancy carried out.

PI.3. Program to promote agricultural research and innovation for competitive commodities, designed and approved.

PI.4. Consultant hired to design a plan to develop production-related infrastructure.

PI.5. Consultant hired to design plan to foster rural agribusinesses and businesses.

PI.6. Program designed to support creation of Agribusiness Service Centers in irrigation districts.

PI.7. Program designed to promote agro-tourism and rural tourism.

**Relocation of agriculture and rural life and renewing its institutional framework**

- PI.8. Plan for the safe use of agricultural biotechnology designed and approved.
- PI.9. Plan to foster the use of good agricultural, livestock and manufacturing practices designed, approved and being implemented.
- PI.10. Plan designed to compete effectively on agricultural markets.
- PI.11. Campaign designed to improve image of agricultural sector and the rural milieu.
- ER.3. The agricultural public sector has a mechanism for reaching consensus on and executing policies aimed at reducing rural poverty.
  - PI.1. Proposal prepared on the establishment of the Undersecretariat of State for Rural Development.
  - PI.2. Operating mechanisms designed for the Rural Development Consortia, and documentation presented.

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

- PA.1. Improve the performance of the members of the Office team by providing them with training and personal development opportunities. This will enhance their technical and management skills and thus enable them to supply better cooperation.
  - ER.1. A training program is under way aimed at improving the technical capabilities of the Office staff in the Institute's strategic areas of work and in administrative management and the management of cooperation.
    - PI.1. Office staff trained in sustainable development strategies; knowledge management; aspects of management; the analysis and optimization of organizational processes; and in meeting the needs of clients, principals and strategic partners.
  - ER.2. The team is better equipped to execute technical cooperation actions in support of the SEA authorities, other governmental entities and/or producers' organizations.
    - PI.1. Two new technical cooperation projects were incorporated into the agendas of each of the following entities: the SEA, another government agency and one of the existing organizations of producers and agricultural entrepreneurs.
- PA.2. Strengthen technical articulation for strategic thinking and action.
  - ER.1. A strategic proposal was formalized with the authorities and is now being implemented to align the orientations of projects better with the objectives of sustainability and rural prosperity in the country.
    - PI.1. The Office's new technical cooperation projects are incorporating specific strategic lines of action with regard to the objectives of sustainability and rural prosperity in the country.
- PA.3. Strengthen the performance management and evaluation system.
  - ER.1. The Office is using the Institute's Evaluation System as a tool for acknowledging staff performance and more efficient technical and management cooperation.
    - PI.1. Every six months, the Office evaluates the performance of each member of staff. The evaluations focus on their efficiency in carrying out technical cooperation actions and their contribution to the expected results, and their efficiency in performing management tasks.
- PA.4. Implement the Integrated Management Information System for managing institutional information in a more efficient and cost-effective way.
  - ER.1. The Institute's Integrated Management Information System is in operation.
    - PI.1. Up-to-date information about the Office's financial and accounting operations is available online and in real time.



PA.5. Guarantee greater transparency and accountability in the Office's technical cooperation efforts.

ER.1. The Institute enhanced its image as an efficient cooperation agency that manages the funds entrusted to it with scrupulous care, with a view to playing a bigger role in the development programs promoted by the SEA, other government agencies and/or producers' organizations or other strategic partners.

PI.1. Reports on the physical and financial implementation of projects are delivered promptly to the parties that requested the cooperation, in the terms established in the corresponding contracts.

PI.2. Reports on the results and goals achieved at the end of the execution period are delivered promptly to the parties that requested the cooperation.

PA.6. Incorporate knowledge management into the institutional culture and other, new strategic areas into the supply of technical cooperation.

ER.1. The Office's specialists are incorporating knowledge management principles into the operation of cooperation projects as a way of making them more efficient and effective.

PI.1. The institutions that receive the benefits of the Office's technical cooperation services express at least 85% satisfaction with the support provided by the technical personnel.

PA.7. Strengthen strategic partnerships and establish an interagency cooperation agenda.

ER.1. The Office established a cooperation agenda with other international cooperation and financial agencies linked to the development of the agricultural sector and rural development. The agenda is now being implemented.

PI.1. At least five technical cooperation actions were carried out or are under way with international agencies.

PA.8. Consolidate the Office in the DR as a center of excellence for information, technology and training.

ER.1. The Office consolidated the operation of its Information Center, the management of statistical and documentary information and its links with the main international agricultural information networks.

PI.1. The number of users of the Office's Information Center is increasing by 5% per year.

PI.2. A Web portal is in operation that is updated on a weekly basis. It affords producers, students, technical personnel and officials with up-to-date information about prices, the latest agricultural developments, sanitary and phytosanitary measures, marketing studies and the status of projects.

PI.3. An e-bulletin is published every month that contains information, analysis, articles and the latest news, to support the decision-making process of the main agents in the country's agricultural sector.

ER.2. IICA's image was consolidated as an institution of technical excellence that is effective and transparent.

PI.1. At least four initiatives are carried each year to project the Office's image, such as documentaries, videos, posters, seminars, workshops and information disseminated in the press and via the Office's Web page.

PI.2. The institutional principals, producers' organizations, strategic partners and other users of IICA's services in the country express at least 85% satisfaction with the Institute's efforts on their behalf.

## **Resources Allocation of the Regular Fund**

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in Dominican Republic</b>	<b>480.862</b>	<b>11.275</b>	<b>492.137</b>	<b>480.862</b>	<b>11.275</b>	<b>492.137</b>
Promotion of trade and the competitiveness of agribusinesses	100.981	2.368	103.349	100.981	2.368	103.349
Promotion of the technology and innovation	110.598	2.593	113.192	110.598	2.593	113.192
Promotion of agricultural health and food safety	120.216	2.819	123.034	120.216	2.819	123.034
Promotion of the development of rural communities adopting a territorial approach	52.895	1.240	54.135	52.895	1.240	54.135
Promotion of the sustainable management of natural resources and the environment	72.129	1.691	73.821	72.129	1.691	73.821
Repositioning agriculture and rural life and renewing its institutional framework	24.043	564	24.607	24.043	564	24.607

## IICA Office in Suriname

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

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

PA.1. Provide support to prepare a guide line for small and medium enterprises to identify strategic products that can be produced more competitively.

##### *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. Suriname agricultural products gained access to regional and international markets.

PI.1. One market study realized that identify market opportunities for strategic products at regional and hemispheric levels.

PI.2. Two (2) workshops organized to inform small and medium enterprises on competitive opportunities in agribusiness.

PI.3. One manual prepared to guide small and medium Agribusiness enterprises on competitiveness and market opportunities.

ER.2. Quality of life of the agribusiness sector improved through higher income earned from the international market access.

PI.1. One Training session organized annually for agribusiness to improve their efficiency.

PI.2. Four (4) products gain access to international markets generating better income for agribusiness actors.

Promotion of trade and the competitiveness of agribusinesses

PA.2. Establish and/or strengthen agribusiness group (CABA) to increase viability and income for farmers (fruit and vegetable), producers and actors in the rural community.

*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. Agricultural sector better organized through the implementation of agribusiness association.

PI.1. One Suriname CABA local chapter strengthened and fully operational.

PI.2. One trade mark developed for the agribusiness sector in Suriname.

PI.3. Two Products from Suriname put in the market through the other CABA chapters generating better income for agribusiness people.

Promotion of the technology and innovation

PA.1. Publish on regular base technical information on agriculture and rural life in the national media and in the office bulletin "Partnership".

*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. Agricultural actors are kept informed through the publication on a regular basis of agricultural information in and on local media.

PI.1. Four PARTNERSHIPS prepared annually to inform agricultural actors on agricultural events and other ag. sector news.

PI.2. Four articles published per year in local newspaper on agriculture and rural life.

PA.2. Update the national document on the SIDALC and promote this tool among actor of the agricultural sector.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Documents on agriculture and rural life are regularly registered in the SIDALC.

PI.1. Documented evidence that the seven institutional partners have registered their documents and are regularly downloaded in the SIDALC system.

PI.2. One annual SIDALC day organized among the agricultural actors to promote the SIDALC.

**Promotion of agricultural health and food safety**

PA.1. Support the capacity building in Suriname on pesticide management and use and residue traceability on vegetables, fruits and other agricultural products.

*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. National authorities improve the use of pesticides by upgrading the laboratory for analysis of pesticide residues in agricultural products.

PI.1. 2 training sessions organized for the laboratory staff on pesticides traceability on and in agricultural product.

ER.2. Agricultural products from Suriname are safer through the implementation quality control.

PI.1. One program established on pesticides traceability.

PI.2. One program established to support farmers good quality program.

PA.2. Collaborate with relevant institutions in the training of professionals to identify and control pests and diseases in the agricultural sector.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Agricultural products are safer through the implementation of a training program for field officer on diseases and pest identification and control.

PI.1. One program prepared to train field officers on agricultural pest and diseases identification and control.

ER.2. Consumers better informed about agricultural products through the implementation of a national campaign to promote healthier food.

PI.1. One program prepared to inform the consumers about quality of food.

PI.2. At least two brochures prepared and published on food quality for use by the consuming public.

PI.3. Document with information published on regular basis about the state of agriculture in Suriname.

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

PA.1. Establish and strengthen Youth and Women groups involved in agribusiness by giving them access to knowledge to improve life's quality.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Women and youth involved in agriculture performed better due to the training they received on relevant topic.

PI.1. Document with training material prepared for youth and women groups involved in agriculture.

PI.2. One training session organized in agribusiness development for youth and women groups.

PI.3. One training session organized for youth and women groups on market accessibility and competitiveness.

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

PA.2. Collaborate with actors to strengthen indigenous and maroon communities to build capacity on agribusiness development.

*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 Maroon and indigenous community improved the quality of life through new techniques introduced to improve their production and productivity.

PI.1. Farmers association established and/or strengthened in two Maroon and Indigenous communities.

PI.2. One training session organized for Maroon and Indigenous communities on small agribusiness enterprises.

PI.3. Two Maroon and Indigenous communities improve their quality of life through the introduction of new agribusiness techniques.

ER.2. Entrepreneurship skills improved in the rural areas through training organized in agro industry.

PI.1. Document with training material prepared and published on agro industry.

PI.2. One training session organized on agro industry opportunities and techniques.

PI.3. One training session organized on market development and sales opportunities for the agro industry in rural areas.

PA.3. Support the capacity building and information on agro-tourism to improve life quality for farmers and in the rural community in order to add value and opportunities for the agricultural sector.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Quality of life improved in rural areas due to the implementation of agribusiness and other income generation activities.

PI.1. One training session organized in rural area on agro tourism activities.

PI.2. One training session organized on processing to increase income and take advantage of the agro tourism activities.

PI.3. At least two (2) documents published to promote agro tourism as tool to increase income and community development.

PI.4. Published document with information for investors on possibility for agro tourism.

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

PA.1. Collaborate with partners from public and private sector on rehabilitation of the bauxite mined out area to include alternative income generation activities surrounding 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 land and resources are better used through the preparation of an agro ecological program for the Suriname territory.

PI.1. One term of reference updated to prepare a national plan on land use for the interior territories.

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

PI.2. One proposal prepared to classify the Suriname territory base on agro ecological zoning.

PA.2. Support authorities and users to access knowledge and existing information on alternative energy such as bio fuel.

*IICA's Role:*

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

ER.1. The Suriname society made efficient and appropriate use of biotechnology and bio fuel to improve quality of life.

PI.1. One Committee established to develop the national policy on biotechnology.

PI.2. One committee established to develop the national policy on bio fuel.

PI.3. Document prepared with norms and laws presented to relevant national authorities on the use of biotechnology.

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

PA.1. Promote the Monitoring of the State 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 relevant authorities are better informed about the state of agriculture and rural life.

PI.1. One report prepared and presented to national authorities on the state of agriculture and rural life.

PA.2. Support national efforts to implement and follow up the Agro Plan 2003 – 2015 and the regional actions under the Alliance and the Jagdeo Initiative.

*IICA's Role:*

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

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

ER.1. The national program is adjusted for those at regional and hemispheric level.

PI.1. Document published with collected and analyzed information on the progress made on the state of agriculture and rural life as it relates to regional and hemispheric initiatives.

PI.2. One report prepared on the implementation of the Agro Plan and the Jagdeo Initiative.

PI.3. One report produced and presented to decisions makers on the CSME impact and opportunities for the agricultural sector.

PI.4. Document published with collected and analyzed information on the real contribution to the economy.

ER.2. Developed and/or strengthened relations with national and international organization working in agriculture and rural development.

PI.1. Four agreements signed with PAHO, OAS, IDB UNDP for a joint effort in the field of commune interest.

PI.2. One joint project implemented with partners to improve quality of life in the rural area.

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

PA.1. 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 language training program prepared and implemented for technical and administrative staff.

PI.2. One technical training prepared and implemented for technical staff.

PI.3. Technical and administrative staff participated in training on different topics.

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 administrative staff on the computerized accounting system for reporting on accounting and management issues.

PA.2. Sustain sound relation with authorities and other actors in the agricultural sector and the rural milieu to develop strategy in the context of CSME and the Jagdeo Initiative.

ER.1. Agriculture has higher importance through the implementation of a National forum to discuss agriculture and rural life.

PI.1. One Coordinating group 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 Agricultural 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.

### Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in Suriname</b>	<b>292.940</b>	<b>5.081</b>	<b>298.021</b>	<b>292.940</b>	<b>5.081</b>	<b>298.021</b>
Promotion of trade and the competitiveness of agribusinesses	58.588	1.016	59.604	58.588	1.016	59.604
Promotion of the technology and innovation	43.941	762	44.703	43.941	762	44.703
Promotion of agricultural health and food safety	73.235	1.270	74.505	73.235	1.270	74.505
Promotion of the development of rural communities adopting a territorial approach	58.588	1.016	59.604	58.588	1.016	59.604
Promotion of the sustainable management of natural resources and the environment	43.941	762	44.703	43.941	762	44.703

Repositioning agriculture and rural life and renewing its institutional framework	14.647	254	14.901	14.647	254	14.901
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**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. Commercial organic farming models for Trinidad and Tobago developed with the support of the Office in the Dominican Republic.

*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. Farmers are producing organic agriculture products for which niche markets have been identified locally and internationally.

PI.1. Assist at least 3 organic farmers with the development of marketing plans for their products.

PI.2. Conduct one training workshop on organic agriculture for the ASTT Members and Farmers interested in organic agriculture.

PA.2. Develop model insurance programme to assist the MALMR in implementing risk mitigation mechanisms for farmers.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. A programme to mitigate risk among farmers and entrepreneurs in the agriculture sector developed and delivered to the MALMR for implementation.

PI.1. Conduct 2 workshops in collaboration with the MALMR To promote the Model Insurance Programme among farmers and the private sector entities.

PA.3. Support the Ministry to develop the appropriate profiles business plans and training programmes to promote increased investments in the agricultural sector.

*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 MALMR has the appropriate strategic information and tools to promote greater investments in the agri-food sector with emphasis on developing value added products including organics and herbal products.

PI.1. Cost of Production Profiles developed for 2 of the Commodities being promoted under the new Agribusiness Development Strategy.

PI.2. Work programme developed for the National Chapter of the Caribbean Herbal Business Association (CHBA) in Trinidad y Tobago.

PI.3. Strategy to identify and promote the growing of herbs of economic importance among selected farmers jointly developed with the MALMR, CARIRI and The University of Trinidad and Tobago.

PI.4. Technical proposal to elicit the support of the CFC for herbal industry development in Trinidad and Tobago developed.



Promotion of trade and the competitiveness of agribusinesses

PA.4. Conduct workshops to create public awareness programmes for public and private sector policy makers, small farmers/producers on elements of trade, environment and negotiating agenda of specific interest to Caricom.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. National Stakeholders are fully aware of, and are monitoring and assessing the impact of Trade Agreements signed by the country.

PI.1. At least 2 workshops conducted to increase public awareness among public and private sector policy makers, farmers on elements of trade, environment and negotiating agenda of specific interest to CARICOM.

PI.2. One Workshop on WTO/SPS conducted for public and private sector stakeholders.

PI.3. Two Training Workshops in Intellectual Property Rights conducted for CHBA and other stakeholders.

PI.4. 2 Articles on the development in the WTO Agreement and the EPA Negotiations published in the AgriView and In a Nutshell publications respectively.

Promotion of the technology and innovation

PA.1. Within the context of Caricom GMO policy, collaborate with NIHERST in developing the appropriate GMO and bio-technology and biosafety policy for Trinidad and Tobago.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Biotechnology and Biosafety Research Development and practices are enhanced to improve the competitiveness of agriculture.

PI.1. Conduct a workshop on GMO and their application for the benefit of farmers in collaboration with the Research Division of the Ministry of Agriculture, Land and Marine Resources (MALMR).

PA.2. Facilitate the formulation and implementation of regional Agro-biotechnology 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. Appropriate interventions are being developed and implemented to achieve the objectives of the regional strategy for biotechnology and biosafety in the agricultural sector.

PI.1. One report is available on the implementation of the agreed programmes under the regional strategy for biotechnology and biosafety in the Caribbean by the Secretariat of the Consultative Group for Agro-biotechnology and the UWI.

PI.2. Industry plan for the commercialization of Anthurium, cut flowers developed jointly with University of West Indies-led Working Committee.

Promotion of the technology and innovation

PA.3. Coordinate program for the rationalization and reorganization of PROCICARIBE and develop linkages with Hemispheric and global fora on technology and innovation.

*IICA's Role:*

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

ER.1. PROCICARIBE rationalized and re-organized to effect appropriate networking among Caribbean Agricultural Researchers with developed linkages with hemispheric and global fora on technology and innovation.

PI.1. Proposal for the rationalization and reorganization of PROCICARIBE implemented jointly with CARDI and other partner organizations.

PI.2. Document available on the coordination of, and participation in, the selection committee to ensure that projects supported by the IICA/CARDI Agreement encourage the implementation of the Jagdeo Initiative.

Promotion of agricultural health and food safety

PA.1. Promote adoption and implementation of standards developed by International Standard Setting bodies (OIE, IPPC, Codex Alimentarius) as well as to provide advisory services to the Cabinet appointed Task Force to develop the national AHFS Agency.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The country is implementing and adhering to standards established by International Standard-setting bodies such as, the OIE, Codex Alimentarius and the IPPC.

PI.1. At least 4 seminars conducted for public and private sector stakeholders to build awareness of standards developed by the International Bodies.

PI.2. 200 Farmers and Technician trained in GAP/GMP for fresh produce.

PA.2. Support to T&T participation In the WTO/SPS committee.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The country is actively participating in the decision making on SPS issues and is taking necessary measures to meet its obligations under the WTO agreement.

PI.1. Report presented on the logistic support provided to facilitate the participation of the Government Representatives to the WTO/SPS meeting.

PA.3. Improve the country's responsiveness to emerging issues in AHFS and the containment of Invasive Species.

*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 Country responsiveness to Emergency Issues in AHFS and the Containment of Invasive Species is improved.

**Promotion of agricultural health and food safety**

PI.1. Report available for the support provided to the Ministry of Agriculture, Land and Marine Resources (MALMR) to conduct surveillance exercises for Avian influenza.

PI.2. One Workshop on Aphids of Economic Importance to the Caribbean conducted.

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

PA.1. Develop the baseline studies that will guide the application of the territorial approach and associated strategies for determining appropriate action plans for improving conditions in the Caroni agricultural area earmarked for agricultural expansion Programme among small farmers.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The territorial approach in determining and implementing appropriate measures for rural development in the Caroni Agricultural Development area has been promoted.

PI.1. One Workshop conducted to assess and analyze the results of the baseline study and to agree on the strategy and programmes for rural development in the designated territories/area.

PA.2. Develop business models to facilitate the development of enterprises and to provide training opportunities for rural business expansion including value-added cottage industries and agro-tourism linkages.

*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

ER.1. Stakeholders have enhanced capacities and are developing new businesses to improve rural livelihoods and are consolidating their operation and improving their self sustainability.

PI.1. Landscape architecture plan for one Agro-Tourism Project completed.

PI.2. 3 Training workshops conducted and training provided in Group dynamics and team building for members of CANROP and FAYA.

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

PA.1. Prepare report on the status and outlook for agriculture and rural life in Trinidad and Tobago.

*IICA's Role:*

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

ER.1. The Country is aware of developmental issues pertinent to agriculture and rural development and is making the appropriate policy responses to develop and sustain the sector.

PI.1. Two reports on the Status and Outlook for Agriculture and Rural Life in Trinidad and Tobago for each 2008 and 2009 available.

Repositioning agriculture and rural life and renewing its institutional framework

PA.2. Application of the revised methodology to measure the contribution of extended agriculture to the economy.

*IICA's Role:*

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

ER.1. Policy makers have a better appreciation of the value of agriculture to national economic development and are providing the right mix of policy and support instruments to develop and sustain the sector.

PI.1. Fresh data collected by the CSO is used to revise the results obtained in the 2007 assessment using the revised methodology.

PA.3. Support the Ministerial Delegate in the formulation of the agriculture and rural life report to the SIRG.

*IICA's Role:*

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

ER.1. The country is participating in the Summit of the Americas Process and is meeting its obligations for reporting to the appropriate for a on a timely basis.

PI.1. Document available on the analysis carried out of the National Agricultural Development Plan in the context of the Agro Plan 2003-2015 and report prepared to the SIRG jointly with the Ministerial Delegate.

PA.4. Technical collaboration for the promotion of a new state policy for agriculture and rural development.

*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 country is implementing appropriate policies and programmes to develop agriculture and the rural spaces, with special emphasis on commodities for which the country has comparative and competitive advantages.

PI.1. Policy analyses on the dairy products sector conducted and recommendations made for its improvement in support of Governments commercial Farm development programme.

PI.2. Survey conducted and documented on agro-industries to determine the quantity and type of local raw materials purchased.

PA.5. Support the development of the information system for the follow-up and evaluation of the agro-plan 2003-2015 and the Jagdeo Initiative.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The MALMR has a comprehensive data base for supporting development of agriculture and the rural sector and is able to monitor and evaluate progress on the implementation of the objectives of the agro-plan 2003-2015 and the Jagdeo Initiative.

PI.1. Document available on the support of the Regional MEAGRIS-Info System and data base by the Planning Division of the MALMR.

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

PA.6. Identify and develop specific activities for inter-agency collaboration and implementation.

*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. Action plan and modus operandi agreed with strategic partners for enhancing the delivery of technical cooperation services.

PI.1. Three reports on business opportunities identified and plans developed to assist 3 rural community groups to access financing under existing Community Development Fund.

PI.2. Training plan developed for the delivery of CD-ROM Courses under IICA Distance Learning Programme, in collaboration with ECIAF.

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

PA.1. Strengthen teamwork with Units and Networks to generate the expected results and accomplish the Institute's Mission.

ER.1. Improved Teamwork for the execution of the Annual Plan of Action.

PI.1. At least quarterly analysis of Annual Work Programme to identify roles and responsibilities for the Technical Staff. In order to build inter-thematic collaboration.

PI.2. At staff meetings, monthly project updates provided to inform team members and track the programmes of the Work Plan.

PA.2. Use an integrated information management system within the Institute introducing the new ICT into all aspects of the Institute in order to increase efficiency and reduce costs.

ER.1. Consolidation and coordination of ICT applications to increase efficiency of administrative operational and technical function of the office.

PI.1. Reduce communication cost and increased efficiency of the inter-office communication, based on a fully-operational VPN system.

PI.2. Increased performance efficiency in office operations, including accounting, through the use of upgraded ICT applications.

PA.3. Make Knowledge Management as part of IICA's institutional culture in order to promote IICA as a knowledge-based and capacity-building Institute.

ER.1. Increased access by the various publics to an improved pool of knowledge generated by the Institute.

PI.1. Increased access to a wider range of relevant information via a more coordinated web-based information system (IICA Caribbean, CHBA, CANROP, CARAPN).

PI.2. At least two issues a consolidated newsletter incorporating all aspects of the 'New Agriculture' coordinated and prepared.

PI.3. Support the establishment and operation of agriculture media network to enhance the flow of agricultural information to the public.

PA.4. Train and develop the Institute's Human Resources to meet the new challenges of the 21st century.

ER.1. Executed a Training Programme for the staff.

PI.1. Provide training support to staff for skills upgrade in administrative and technical areas – language, personnel management and accounting.

## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in Trinidad and Tobago</b>	<b>410.000</b>	<b>19.280</b>	<b>429.280</b>	<b>410.000</b>	<b>19.280</b>	<b>429.280</b>
Promotion of trade and the competitiveness of agribusinesses	143.500	6.748	150.248	143.500	6.748	150.248
Promotion of the technology and innovation	82.000	3.856	85.856	82.000	3.856	85.856
Promotion of agricultural health and food safety	82.000	3.856	85.856	82.000	3.856	85.856
Promotion of the development of rural communities adopting a territorial approach	82.000	3.856	85.856	82.000	3.856	85.856
Repositioning agriculture and rural life and renewing its institutional framework	20.500	964	21.464	20.500	964	21.464

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 capacity building for implementation, monitoring and impact assessment of trade negotiations and 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. Member States provided with analysis to enhance understanding of the issues and challenges for agriculture.

PI.1. 4 quarterly updates provided to IICA Offices and Alliance components.

PI.2. 4 quarterly briefs of key trade-related Regional studies circulated to stakeholders.

PI.3. Study report on Harmonization or Common Policy for Agricultural Repositioning in the CSME completed.

PI.4. National agricultural trade models for all 10 CARIFORUM countries published and distributed.

PI.5. 2 reports on 2 national workshops and one regional workshop to increase public awareness among stakeholders on trade issues.

ER.2. National Stakeholders are fully aware of, and are monitoring and assessing the impact of Trade Agreements.

PI.1. 3 presentations and reports from trade Workshops in the countries.

**Promotion of agricultural health and food safety**

PA.1. Promote capacity building in countries to address emerging and emergency situations.

*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. Increased implementation of programmes for the control and /or 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.

PI.1. Supported the efforts of the countries within the Caribbean Invasive Species Strategy (CRISIS) to respond to emerging and emergency issues and to protect agricultural production and trade through the prevention, eradication and efficient management of economic/exotic pests and diseases, including Giant African Snail, Classical Swine Fever, Coconut Palm Mite, Black Sigatoka and Carambola Fruit Fly.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Caribbean Region</b>	<b>115.387</b>	<b>7.500</b>	<b>122.887</b>	<b>115.387</b>	<b>7.500</b>	<b>122.887</b>
Promotion of trade and the competitiveness of agribusinesses	80.771	5.250	86.021	80.771	5.250	86.021
Promotion of agricultural health and food safety	34.616	2.250	36.866	34.616	2.250	36.866

**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 efforts to generate and promote actions, tools, laws, strategies and policies for institutional modernization and capacity building of AHFS Systems.

*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. Agricultural Health and Food Safety Systems established and/or upgraded in countries within the region.

PI.1. The upgrading or establishment of 3 Agricultural Health and Food Safety Systems in 3 countries in the region supported.

PI.2. Providing there is a positive decision by the Governments of the Region, the operationalization of Caribbean Agricultural Health and Food Safety Agency (CAHFSA) supported.

ER.2. Various stakeholders' capacity to evaluate, understand and improve AHFS Systems and appreciate their roles enhanced through the application of methodologies and tools.

PI.1. The Performance, Vision and Strategy (PVS) evaluation tool applied in selected at least 3 countries in the region.

ER.3. 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 through the promotion and design of programmes and projects in AHFS.

PI.1. The development and implementation of 2 programmes (including 2 manuals) for GAP, HACCP, risk analysis, surveillance and food safety standards and practices supported in member countries.

PA.2. Support capacity building for effective implementation of the international agreements to achieve a balance between trade and health.

*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 increased active participation of at least three member countries in international standard setting bodies (SPS Committee, OIE, IPPC and Codex Alimentarius), will (a) contribute to a better understanding (by both private and public sectors) of the countries' rights and obligations associated with international standards, (b) encourage the improvement of agricultural health and food safety systems by incorporating international standards in national regulations and (c) provide the opportunity for countries to play a part in the standard setting process of international standards.

PI.1. Active participation of countries in the Initiative of the Americas in SPS (through attendance at the meetings, participation in the discussion during the meetings, submission of papers and appropriate country follow up actions) increased as compared to 2006.

PI.2. Relevant information on SPS issues including OIE, Codex Alimentarius and IPPC disseminated within the region at least on a quarterly basis.

PI.3. Assistance given for the appropriate actions and follow-up where necessary.

PI.4. Technical guidance provided to Codex committee and the Regional Technical Committee on Food Products by way of regular (no less than 60%) attendance at meetings and providing comments on Codex standards.



Promotion of agricultural health and food safety

ER.2. Improved understanding of the operations and requirements of international standard setting bodies promoted and accepted by the relevant stakeholders in the countries of the region.

PI.1. Supported the implementation of the proposed project (Development of sustainable institutional capabilities in the countries of the Americas to consolidate their active participation in the SPS Committee and promote implementation of the SPS Agreement.), once approved by the STDF.

PI.2. Increased private/public sector consultation and interaction in at least 50% of the countries within the region.

PA.3. At least three countries in the region have increased the implementation of programmes for the control and /or 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.

*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. Assisted in the development of a template for Avian Influenza preparedness and emergency action plan for countries within the region that do not already have such an action plan.

PI.1. Collaboration with the FAO in the implementation of the TCP on 'Emergency Assistance for Early Detection and Prevention of Avian Influenza in the Caribbean.

PI.3. Supported the efforts of the countries within the Caribbean Invasive Species Strategy (CRISIS) to respond to emerging and emergency issues and to protect agricultural production and trade through the prevention, eradication and efficient management of economic/exotic pests and diseases, including Giant African Snail, Classical Swine Fever, Coconut Palm Mite, Black Sigatoka and Carambola Fruit Fly.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<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>107.553</b>	<b>7.500</b>	<b>115.053</b>	<b>107.553</b>	<b>7.500</b>	<b>115.053</b>
Promotion of agricultural health and food safety	107.553	7.500	115.053	107.553	7.500	115.053

**Regional Technical Cooperation Plan in Rural Communities in the Caribbean Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

Promotion of the development of rural communities adopting a territorial approach

PA.1. Establish rural reference 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. Regional authorities' capacities to understand the rationale for establishing rural territories and to plan and initiate rural development improved.

PI.1. IICA's plan to define, delimit and establish a vision for a territory's development disseminated to authorities and stakeholders.

PI.2. Instruments such as needs assessment, base line surveys to provide countries with information on requirements for establishment of reference territories developed.

PI.3. Pilot reference territories established.

PI.4. Case study of rural development experiences in the Lake Communities of Guyana prepared and disseminated widely in the Region.

PA.2. Promote capacity building through the dissemination of knowledge and tools for the establishment and management of rural-based businesses.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Capacity of rural based entrepreneurs and groups to establish and manage small businesses strengthened through the sharing of knowledge and best practices.

PI.1. "Caribbean Business Toolkit"-CBT- (CDROM), offering a range of interactive content to educate small businesses in accounting and finance, business planning, legal and insurance, marketing and sales, operations and technology disseminated and used by rural businesses.

PA.3. Promote increased investment in rural areas with a focus on women, youth and indigenous peoples.

*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

ER.1. Wealth in rural communities, particularly involving women, youth, indigenous peoples and small and medium scale enterprises in selected countries.

PI.1. Funding mobilized for projects in selected countries.

PI.2. Stakeholders trained in Entrepreneurial Skills, Farm Management, Business Management Skills and Knowledge, including HACCP and GAPs in selected countries.

ER.2. Growth in volume (\$ and No.) of Credit Union and Bank Credits extended to Agriculture and Agribusiness (MEDWARDS).

PI.1. Persons from Banks, Credit Unions and other financing institutions trained in use of Credit Risk Assessment Tool and utilizing it in screening Agribusiness Venture Proposals.

PI.2. Credit Unions and other financiers participating in Regional Development and Investment Finance Workshop and investing a higher ratio of annual loan disbursements in rural enterprises including women & youth-led SMEs.

Promotion of the development of rural communities adopting a territorial approach

PI.3. Investment opportunities identified in the rural territories.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Rural Communities in the Caribbean Region</b>	<b>114.966</b>	<b>7.500</b>	<b>122.466</b>	<b>114.966</b>	<b>7.500</b>	<b>122.466</b>
Promotion of the development of rural communities adopting a territorial approach	114.966	7.500	122.466	114.966	7.500	122.466

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

PA.1. To support the formulation of hemispheric programs and their regional and national actions, with their corresponding portfolios of projects and business plans.

ER.1. Support has been provided in formulating the following hemispheric programs: traceability, agricultural insurance, bio-energy and bio-fuels, biotechnology and biosafety.

PI.1. Documents for at least two regional proposals and six national projects prepared.

PA.2. To contribute to the development of capabilities in the areas of preinvestment and investment, in IICA and in the member countries, to improve the quality of programs and projects, achieving a multiplier effect in tasks directly and indirectly related to the topic.

ER.1. Methodological materials have been prepared and applied in formulating regional and national proposals that form part of the hemispheric programs: traceability, agricultural insurance, bio-energy and bio-fuels, biotechnology and biosafety.

PI.1. Methodology for determining needs and prioritizing the activities in the regional proposals on biotechnology and biosafety, designed, available and being applied.

PI.2. Methodology for formulating the regional and national proposals on traceability, designed, available and being applied.

ER.2. Support has been provided in planning and holding training events.

PI.1. Training course on the participatory formulation of projects, designed, and at least one training event held per region.

PA.3. To support preinvestment and investment processes in the countries.

ER.1. Support has been provided for the formulation of at least eight projects (regional and/or national).

PI.1. Two projects, two per region, formulated and available as support for negotiations to obtain financial resources.

## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008		Total	Year 2009		Total
Quotas	Miscellaneous	Quotas		Miscellaneous		
<b>Promotion and Formulation of Agricultural Projects in the Caribbean Region</b>	<b>115.715</b>	<b>0</b>	<b>115.715</b>	<b>115.715</b>	<b>0</b>	<b>115.715</b>
Promotion of trade and the competitiveness of agribusinesses	19.290	0	19.290	19.290	0	19.290
Promotion of the technology and innovation	19.290	0	19.290	19.290	0	19.290
Promotion of agricultural health and food safety	19.290	0	19.290	19.290	0	19.290
Promotion of the development of rural communities adopting a territorial approach	19.290	0	19.290	19.290	0	19.290
Promotion of the sustainable management of natural resources and the environment	19.278	0	19.278	19.278	0	19.278
Repositioning agriculture and rural life and renewing its institutional framework	19.278	0	19.278	19.278	0	19.278

**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 f herbals, organic agriculture and agro-tourism.

*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

ER.1. Food Security enhanced through the stimulation of SME /Business Development and supporting commercial production and marketing along the value chain of crops and livestock.

PI.1. Deeper inter-sectoral linkages with agro-processing and agro-tourism products supported.

PI.2. 2 pre-investment studies / strategies for agribusiness clusters (e.g. Hot Peppers, Pineapples -Tomatoes) developed, published and disseminated to stakeholders.

PI.3. 2 projects linked to crops and/or livestock production, agroprocessing and agrotourism developed, negotiated and implemented.

Promotion of trade and the competitiveness of agribusinesses

ER.2. Capacity of rural based entrepreneurs and groups to establish and manage organic farming enterprises strengthened.

PI.1. One training course in “Organic Agriculture Farming for Entrepreneurs” targeting agriculture extension personnel and farmers (especially women, youths and indigenous people) held.

PA.2. Support the development of an environment conducive to the entry of new generation of agro-entrepreneurs.

*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. Institutional and knowledge capacities of MoAs and stakeholders to respond manage and implement programmes and processes for the new agriculture improved and strengthened.

PI.1. 4 reports from national consultations and Cabinet discussions on Agriculture Policy and MoA Restructuring in the context of the “New” Agriculture in at least 4 countries.

ER.2. A programme to mitigate risk among farmers and entrepreneurs in the agriculture sector agreed to by COTED.

PI.1. Model Insurance Programme for farmers and other agribusiness developed and implemented.

ER.3. Consensus-based Model Agri-Business Policy & Strategy including updated Fiscal Incentives available.

PI.1. Draft Model Policy & Strategy Document on Agribusiness including Fiscal Incentives and SME Management Best Practices Toolkit developed and circulated to CABA and its affiliates for comments and subsequently to the governments (COTED meeting) for approval.

PI.2. Entrepreneurship development in agriculture stimulated through 2 workshops and one CD Rom produced / distributed.

ER.4. Governments aware of outstanding/updated agriculture & trade legislation, regulations, standards & protocols.

PI.1. Governments provided with updated/new international standards and standards-based legislation: e.g. Food Safety, Fresh Produce, Plant Protection, Port/Maritime Security, Co-operatives Legislation & Regulations.

PI.2. At least 8 governments supported to advance the approval and implementation of the updated standards.

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

PA.1. Increased productivity and production through the promotion of wider use of technological innovations, customer-driven business & marketing principles, information systems.

*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. Capacity of rural based entrepreneurs and groups to establish, manage and operate greenhouses strengthened.

PI.1. 2 proposals for building the capacity of farmers and agripreneurs in the management and operation of greenhouses in the Caribbean Region developed and submitted for funding.

PI.2. 2 training courses in operations and management of greenhouses targeting agriculture extension personnel and farmers (especially women, youth and indigenous people) held in at least 8 countries in the Region.

PI.3. A template for the preparation of business plans for the establishment of greenhouses published and made available to farmers and other agripreneurs.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Regional Technical Cooperation Plan in Agribusiness Development in the Caribbean Region</b>	<b>125.298</b>	<b>7.500</b>	<b>132.798</b>	<b>125.298</b>	<b>7.500</b>	<b>132.798</b>
Promotion of trade and the competitiveness of agribusinesses	87.709	5.250	92.959	87.709	5.250	92.959
Promotion of the development of rural communities adopting a territorial approach	37.589	2.250	39.839	37.589	2.250	39.839

**Support to Alliance for Sustainable Development in the Caribbean****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Support the countries of the region in developing the M&E information system in order to monitor the state of and outlook for agriculture and rural life and strengthen knowledge management for the sectors.

*IICA's Role:*

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

ER.1. Stakeholders will have increased availability of information and documentation related to progress in agricultural repositioning.

PI.1. At least five (5) national reports availables.

PI.2. IICA Newsletter Articles on Policy, Trade and New Agriculture topics published.

ER.2. Agriculture stakeholders have comprehensive analysis on the Situation and Outlook for agriculture and progress re the MDGs, Agro Plan and JI specially ECS, Haiti and Trinidad and Tobago.

PI.1. A least 1 (one) Regional and National S&O report published, translated as necessary and distributed to stakeholders.

PA.2. Conduct strategic studies, such as true contribution of agriculture and rural life, food needs and investment opportunities.

*IICA's Role:*

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

ER.1. All Member Countries have improved information on Regional Food Needs and potential investment opportunities for selected clusters.

PI.1. Two (2) reports on Food Need Study and possible clusters with viable investment opportunities available.

PA.3. Support the continued implementation of the "Jagdeo Initiative" as a component of the Caribbean Community Agricultural Policy.

*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. Member Countries and development organizations have full access to current information and progress on the JI.

PI.1. Active JI Webpage on [www.carapn.net](http://www.carapn.net).

PI.2. JI Briefs and Updates on KBCs communicated to member states and strategic partners.

ER.2. Institutions' capacity and modernization enhanced through the generation and promotion of actions, tools, laws, strategies and policies for the building of AHFS Systems and the promotion of 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 Binding Constraints.

PI.2. Participated in at least two (2) COTED and ALLIANCE meetings per year.

PI.3. At least three (3) areas of support for the Alliance and its constituent members, with respect to alleviation of relevant Key Binding Constraints in the Jagdeo Initiative identified, defined and documented.

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

ER.3. Increased funding from new and traditional sources for the Jagdeo Initiative.

PI.1. Listing of funding initiatives prioritized and presented to and realized from partner agencies for rural and agri-business development.

PI.2. Matrix of investments and instruments pursued and accessed via the International and Regional Credit Union System.

PI.3. At least two (2) proposals to develop financing plans in support of medium and small scale businesses prepared for CANROP, CACHE, CAFY and CABA and submitted to sources such as IFAD and the Global Fund for Women and the Common Fund for Commodities.

PI.4. One regional Investment/Finance Conference to identify innovative as well as traditional sources of funding for the Jagdeo Initiative.

PI.5. At least two (2) investment/feasibility profiles for a portfolio of enterprises elaborated and packaged and made available to the agribusiness community in the Caribbean for decision making.

PA.4. Promote the creation of an inter-agency agenda for development.

*IICA's Role:*

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

ER.1. The initiation/promotion of inter-agency and interinstitutional cooperation to optimize benefits from scarce inputs accruing to stakeholders.

PI.1. Inter-agency cooperation between agencies, particularly PAHO, FAO, CDB, The International Credit Union Movement, ECLAC, CARICOM secretariat through the development of frameworks for cooperation documents.

ER.2. Collaboration between CANROP, the CAFRA, WAND, CABA, CAFY, the Bureaus of Gender Affairs, Caribbean Export and CNIRD with IICA strengthened.

PI.1. At least 3 cooperation agreements to promote increased joint actions in the agribusiness and rural sectors established.

PA.5. Promote horizontal cooperation through the integration of inter and intraregional mechanisms.

*IICA's Role:*

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

ER.1. 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.6. Facilitate the Summit of the Americas processes and implementation of the Agro Plan 2003-2015.

*IICA's Role:*

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

ER.1. Countries are implementing appropriate policies and plans in achieving the goals of the Agro Plan 2003-2015 and the Jagdeo Initiative especially.

PI.1. Ministerial Delegates supported in analysis of National Agricultural Development Policies and Plans in the context of the Agro Plan 2003-2015 and preparation of Report to the SIRG.

**Resources Allocation of the Regular Fund**



<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to Alliance for Sustainable Development in the Caribbean</b>	<b>127.000</b>	<b>0</b>	<b>127.000</b>	<b>127.000</b>	<b>0</b>	<b>127.000</b>
Repositioning agriculture and rural life and renewing its institutional framework	127.000	0	127.000	127.000	0	127.000

### **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. Build institutional capacity for technology research, transfer and innovation, (research and extension linkages, bio-technology and agro-energy).

###### *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 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 restructured PROCICARIBE is operational.

ER.2. An improved CARDI as an essential component of the network.

PI.1. At least 2 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 in the "New Agriculture" being promoted in the Region.

PI.1. At least 2 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. Support the development of policies associated with the adoption and application of new technologies and facilitated through public-private sector linkages.

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

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

To fund in part the actions of CATIE and CARDI

**Promotion of the technology and innovation**

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/bio-diversity, agro-energy and organic agriculture completed and disseminated to countries.

PI.2. Project document prepared and available in collaboration with stakeholders for submission to financing institutions to affect implementation of strategies.

PA.3. Support member countries efforts to develop, regulate and incorporate bio-safety and biotechnologies to create new opportunities, conserve genetic resources and promote the sustainable use of bio-diversity.

*IICA's Role:*

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

To fund in part the actions of CATIE and CARDI

ER.1. Improved coordination of bio-safety and bio-technology issues by and for agricultural stakeholders in the Caribbean.

PI.1. Caribbean bio-technology group and the Secretariat are functional and operating.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Support to Caribbean Agricultural Research &amp; Development Institute - CARDI</b>	<b>140.000</b>	<b>0</b>	<b>140.000</b>	<b>140.000</b>	<b>0</b>	<b>140.000</b>
Promotion of the technology and innovation	140.000	0	140.000	140.000	0	140.000

**Regional Technical Cooperation Plan in Technology and Innovation and Natural Resources and the Environment in the Caribbean****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

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

PA.1. Support capacity building for integrated natural resource management and mitigating the impact of climate change.

*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 fund in part the actions of CATIE and CARDI

ER.1. Agro-environmental policies, strategies and institutional mechanism in the Caribbean supported, in order to strengthen the linkage between trade and the sustainable management of agriculture and rural production systems to enable sustainable livelihoods of the rural populations.

PI.1. IICA's environmental and natural resources strategy for the Caribbean finalized.

ER.2. Disaster Risk Management measures supported.

PI.1. In collaboration with the Caribbean Climate Change Centre and the Caribbean Disaster and Emergency Relief Agency, a comprehensive strategy to address Natural Disasters is developed.

PI.2. At least 2 reports available on the Disaster Damage Assessment for the agricultural sector conducted on demand.

PI.3. Model insurance programme developed and shared with Member Countries.

**Promotion of Agro-tourism**

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

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

PA.1. Promote the repositioning of agriculture through validation of the contribution of agriculture and the rural sector to tourism.

*IICA's Role:*

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

ER.1. Socio-economic data available quantifying the contribution of agriculture and rural sectors to national economies.

PI.1. At least 3 country studies conducted to quantify the status of linkage between agriculture and tourism.

PA.2. Promote trade of value added, food and non-food at national and international tourism fora.

*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. Linkages with hotel and foodservice sectors in the Region established.

Promotion of trade and the competitiveness of agribusinesses

- PI.1. Participation of regional farmers and agroprocessors in at least 1 major regional trade event.
- PI.2. Participation of regional processors in at least 1 major international event.
- PI.3. Directory of Caribbean suppliers of product and service suppliers developed and made available to regional hotel and tourism sector.
- PI.4. Promotional Video materials on Caribbean agrotourism products and services linked to CTO and CHA websites.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Convene national and regional Knowledge Communities on Agro Tourism, and promote information sharing using all available resources in agriculture, tourism and environmental sectors.

*IICA's Role:*

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

ER.1. Knowledge community for agro tourism established to promote Agro-Tourism at national level.

- PI.1. At least 5 National Forums and 1 Regional Forum convened to identify and share best practices, success stories, lessons learned and available resources.
- PI.2. Stakeholders sensitized and provided with means to access agrotourism website and resources.

PA.2. Support the facilitation of agricultural and non-agricultural income-generating opportunities, such as agro-tourism, in rural areas, especially for women, youth and indigenous people.

*IICA's Role:*

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

ER.1. Portfolio of investment opportunities created which will generate agricultural and non-agricultural enterprises with income opportunities for women, youth and indigenous people.

- PI.1. Diagnostic studies conducted to identify new enterprises.
- PI.2. At least 5 project proposals developed with stakeholders, across the Region.

PA.3. Support the capacity building to upgrade the skills of rural stakeholders for efficient implementation of agro-tourism enterprises.

*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. Quality of life in rural communities improved through the development of skills that generate diversified income from activities linking agriculture with tourism.

- PI.1. Needs analysis to determine training requirements conducted and document presented.

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

- PI.2. Training sessions organized in collaboration with public and private sector and Community Based Organisations (CBOs).  
 PI.3. Certification guidelines for farm-based agro-tourism products and services established.  
 PI.4. Training Courses and Manuals developed and made available to stakeholders.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion of Agro-tourism</b>	<b>129.688</b>	<b>7.500</b>	<b>137.188</b>	<b>129.688</b>	<b>7.500</b>	<b>137.188</b>
Promotion of trade and the competitiveness of agribusinesses	116.719	6.750	123.469	116.719	6.750	123.469
Promotion of the development of rural communities adopting a territorial approach	12.969	750	13.719	12.969	750	13.719

**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. Disseminate rural and agroindustrial development policies and help strengthen rural businesses, non-agricultural businesses and production chains.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Agribusiness management training program launched.

PI.1. Training needs of professionals and producer organizations identified.

PI.2. Technical documents on proposals for training-action prepared and discussed with interested parties.

PI.3. At least two training courses on agribusiness management held annually.

Promotion of trade and the competitiveness of agribusinesses

PA.2. Foster the articulation of producers with, and their integration into, markets (by developing policies, information and other relevant mechanisms).

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The agricultural sector has statistical information for making the main crop and livestock activities more competitive at the national and departmental levels.

PI.1. Letter of Understanding on the transfer of INFOAGRO to MDRAyMA signed.

PI.2. INFOAGRO installed and operational in MDRAyMA.

Promotion of the technology and innovation

PA.1. Support national programs for the prevention, control and eradication of pests and diseases (in emergencies and as emerging 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. SENASAG is equipped to prevent, control and eradicate pests and diseases (in emergencies and as emerging issues).

PI.1. National Program to Prevent, Control and Eradicate Avian Influenza implemented.

PI.2. Second stage of project on integrated management of potato pests implemented.

PI.3. National Program to Prevent, Control and Eradicate Fruit Flies implemented.

PA.2. Contribute to the reevaluation of the country' biodiversity by retrieving and researching local and native genetic resources and systematizing ancestral knowledge about them

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA strengthened the technical and scientific capabilities of professionals, educators and researchers involved with camelids.

PI.1. Two courses held on genetic breeding of dairy cows and guinea pigs, for professionals, educators and researchers.

PA.3. Support the design and implementation of the National Agricultural Technological Innovation System via horizontal and participatory processes.

*IICA's Role:*

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

ER.1. Bolivia's Agricultural Technological Innovation System was strengthened.

PI.1. Technical support provided in setting up the National Agricultural Innovation Institute (INIA) of Bolivia.

PI.2. Support provided in setting up the Bolivian Institute for Biodiversity Research.

ER.2. The National Biotechnology and Biosafety Committee is operational.

Promotion of the technology and innovation

PI.1. At least six meetings of the National Committee on Biotechnology and Biosafety organized in Bolivia.

PI.2. National report on biotechnology and biosafety prepared and disseminated.

PA.4. Strengthen national policies and legislation for the development of the agricultural sector that are designed to promote ecological and organic agriculture.

*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

ER.1. The National Ecological Production System is operational.

PI.1. A course on organic cattle ranching held for 30 public- and private-sector professionals.

PI.2. Profiles prepared for two projects aimed at saving from extinction coffee and cacao cultivars with potential for use in organic agriculture.

PA.5. Support the articulation of the National Technological Innovation System and its institutions within the framework of cooperation among countries, at the regional and hemispheric levels.

*IICA's Role:*

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

ER.1. The new institutional framework for agricultural technological innovation has links with the research centers of countries in the hemisphere and international centers.

PI.1. Mechanisms for coordination and cooperation among the national institutions and with the international research centers, established and strengthened.

PA.6. Development of food quality and safety management systems and the use of clean technologies to protect the environment, preserve natural resources and spur trade.

*IICA's Role:*

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. SENASAG has agricultural traceability and safety programs.

PI.1. Virtual Network on Traceability established and operational.

PI.2. Profiles prepared for two national projects on traceability (organic coffee and cacao).

**Promotion of agricultural health and food safety**

PA.1. Support the modernization and institutional consolidation of national agricultural health and food safety services, and further develop the management of sanitary and phytosanitary measures.

*IICA's Role:*

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

ER.1. The National Committee on Sanitary and Phytosanitary Measures (SPS) is operational.

PI.1. At least six proceedings prepared per year of the meetings of the Committee.

PI.2. Annual seminar held on the importance of and progress in the application of SPS measures in Bolivia, and how this relates to market access.

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

PA.1. Support the strengthening of agroindustry, rural tourism, rural businesses and bio-trade, fostering in particular the participation of small and medium-sized producers.

*IICA's Role:*

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

ER.1. IICA strengthened the institutional framework of the agricultural production chains prioritized in the Sectoral Development Plan.

PI.1. Establishment of negotiating two groups for agricultural production chains coordinated and support.

PI.2. Two experiences in reaching agreement among actors in each one of the groups systematized and disseminated.

PA.2. Support the conceptualization and implementation of projects that lay the groundwork for risk management and the sustainable development of vulnerable communities.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The Institute helped strengthen the capabilities of professionals involved in risk management and sustainable development in regard to good practices applied by projects and the regulations governing public investment.

PI.1. Two courses held per year on: Good Project Practices and Public Investment Rules; and Agricultural and Rural Development Strategies.

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

PA.1. Promote the creation of institutional capabilities, in the social and productive areas, for the protection, conservation and use of biodiversity resources.

*IICA's Role:*

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

ER.1. The MDRAMA has national policies on biotechnology and bio-fuels.

PI.1. Quarterly work and coordination 4 meetings held with MDRAMA.



Repositioning agriculture and rural life and renewing its institutional framework

PA.2. Set up an Intersectoral Follow-up Committee to promote, systematize and evaluate the progress made in implementing the AGRO 2003-2015 Plan of Action.

*IICA's Role:*

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

ER.1. The MDRAMA has a report on the progress that Bolivia has made in implementing the AGRO 2003-2015 Plan of Action.

PI.1. Support provided for the sessions of the Intersectoral Committee on Monitoring and Evaluation, and corresponding reports prepared.

PI.2. Annual progress report prepared using the indicators proposed by the IICA-ECLAC initiative.

PA.3. Conduct a systematic evaluation of the state of, and outlook for, agriculture in Bolivia, and assist the authorities with the processes set in motion by the Southern Agricultural Council.

*IICA's Role:*

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

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

ER.1. The authorities have a report on the state of, and outlook for, Bolivian agriculture.

PI.1. A report prepared, reviewed and published.

ER.2. The national authorities are playing an active part in the design of agricultural policies under the aegis of the CAS.

PI.1. Two technical documents on policies harmonized with the objectives of CAS, prepared.

PA.4. Implement the Observatory of Territories Project, to manage knowledge and disseminate information related to indicators for social policies, territoriality and the impact on the causes of poverty, and the intersectoral and integral approaches.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The MDRAyMA put in place the institutional framework for the Observatory.

PI.1. Study prepared on the impact of rural development

PI.2. Observatory of Rural Territories designed and implemented as an instrument for information and decision making.

ER.2. The Bolivian Rural Development Network is operating as an integral part of the Observatory of Territories.

PI.1. Relevant information on the priority territories systematized.

PI.2. Two studies for the two priority territories conducted.

PI.3. A report with evaluation of the quality of the information gathered through the network elaborated.

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

PA.5. Strengthen the institutional framework and competitiveness of the university system in the agricultural field, by means of dialogue and integration with education and action in the rural milieu.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To establish knowledge networks and to design and implement training programs

ER.1. Bolivia's National Forum of Deans of Agrarian and Environmental Sciences was strengthened.

PI.1. 2008 and 2009 National Forum of Deans of Agricultural and Environmental Sciences of Bolivia, held.

PI.2. Proceedings of the National Forum prepared and distributed.

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

PA.1. Keep the 2006-2010 National Technical Cooperation Agenda in close alignment with the agricultural and rural development demands of the Government of Bolivia.

ER.1. The 2006–2010 Technical Cooperation Agenda updated in response to the progress made in the execution of the Sectoral Development Plan in 2007 and 2008.

PI.1. Aligned the 2008–2010 Technical Cooperation Agenda with the 2006–2010 Medium-Term Plan as well as with the priorities of the Sectoral Development Plan of Bolivia's Ministry of Rural Agricultural and Livestock Development and the Environment (MDRAyMA).

PA.2. Keep our customers and partners informed about the cooperation activities contemplated and carried out by IICA's Office in Bolivia and about the services and products it generates.

ER.1. The 2007 and 2008 Annual Reports and 2008 and 2009 Annual Action Plans duly discussed with national authorities and partners within the framework of the enhanced accountability process.

PI.1. Two meetings with key officials in the Ministries of Agriculture, Planning, and Foreign Affairs, as well as representatives of international technical cooperation agencies, public and private universities, non-governmental bodies, businesses and independent professionals linked to agriculture and rural development organized.

PI.2. The minutes of the 2008 and 2009 meetings on accountability were duly edited and disseminated.

ER.2. The Agricultural Information and Documentation Network of Bolivia (RIDAB) has been strengthened.

PI.1. Provided training to sixty (60) officials in charge of the information and documentation units that make up RIDAB.

ER.3. The Agricultural Knowledge Management Network (REDCON) established.

PI.1. The players linked to REDCON in Bolivia were satisfying at least 85 percent of the commitments and responsibilities assigned to them as part of their efforts for the correct functioning of REDCON.

PA.3. Strengthen the technical and administrative capabilities of the Office staff in order to improve their performance in close alignment with their functions and the institutional mission.

ER.1. In operation at the Office, an ongoing and sustainable training program for its staff.

PI.1. Trained at least three officials a year in areas that can help improve the technical and administrative management of the office.

PI.2. Drafted and analyzed at least two progress- and performance reports during the training courses, and adopted the corrective measures required for improving future performance.

PA.4. Strengthen the organizational and functional structure of the Office in accordance with established roles and the institutional mission, in alignment with the technical cooperation demands of the country.

ER.1. The basic and complementary structure of the office updated annually.

PI.1. The organizational structure met the technical and administrative requirements of the Office and the staff was carefully chosen or groomed to play the various roles required in line with budgetary realities.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Bolivia</b>	<b>392.137</b>	<b>37.140</b>	<b>429.277</b>	<b>392.137</b>	<b>37.140</b>	<b>429.277</b>
Promotion of trade and the competitiveness of agribusinesses	98.034	9.285	107.319	98.034	9.285	107.319
Promotion of the technology and innovation	78.427	7.428	85.855	78.427	7.428	85.855
Promotion of agricultural health and food safety	137.248	12.999	150.247	137.248	12.999	150.247
Promotion of the sustainable management of natural resources and the environment	39.214	3.714	42.928	39.214	3.714	42.928
Repositioning agriculture and rural life and renewing its institutional framework	39.214	3.714	42.928	39.214	3.714	42.928

### IICA Office in Colombia

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. Promotion of business-oriented operations, partnering and the productive and commercial linkages of organizations of small and medium-scale producers.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA promoted business-oriented operations, partnering and productive and commercial linkages of organizations of small and medium-scale producers.

PI.1. Producer organizations which are carrying out production- and trade-related projects under programs such as PADEMÉR, ADAM and Agro Ingreso Seguro (AIS) have acquired management capabilities.

PI.2. Teaching materials/courses developed and used to train producer organizations in subjects related to rural agroindustries and agribusinesses.

Promotion of the technology and innovation

PA.1. Support national and regional efforts to promote technological and institutional innovation policies and processes that will facilitate the incorporation of new knowledge and technologies into agricultural production chains.

*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

ER.1. The Ministry of Agriculture and Rural Development (MADR) implemented a fund to promote the financing of proposals for agricultural research projects.

PI.1. At least 15 projects approved and implemented per year

ER.2. The actors in the agroindustrial chains have up-to-date information and new methodologies for managing science, technology and innovation.

PI.1. At least three agendas approved and implemented per year on priority agricultural production chains.

ER.3. IICA consolidated the model of Provincial Agribusiness Management Centers (CPGAs).

PI.1. Management capabilities of selected CPGA strengthened through training events.

PI.2. General Technical Assistance Plans for 2008 and 2009 prepared and implemented.

PA.2. Identify areas in which the country needs to articulate biotechnology and biosafety efforts to support safety, health, production and trade.

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

ER.1. IICA supported the design and implementation of biotechnology policies under the aegis of the Hemispheric Biotechnology and Biosafety Program.

PI.1. Information on national needs in the area of, and on the development and funding of strategic projects related to, biotechnology and biosafety.

PI.2. National Plan for Research in Agro-energy and Bio-fuels formulated and being implemented.

Promotion of the technology and innovation

PI.3. National Forum on Agro-energy and Bio-fuels launched, in cooperation with the MADR.

Promotion of agricultural health and food safety

PA.1. Supported the modernization of the National AHFS System and the development of institutional capabilities for managing sanitary and phytosanitary measures.

*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 strengthen the institutional capabilities of the National AHFS System and supported its modernization process.

PI.1. Support provided for implementation of the activities of the project to modernize agricultural health services in Colombia, in line with the AHFS policy adopted by the government.

PI.2. Technical support provided to the National Committee on Sanitary and Phytosanitary Measures.

PA.2. Support the implementation of food quality and safety management systems with a chains approach, as a strategic factor in consolidating the country's export efforts, mainly by structuring and reaching agreement on sensitization and training 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. IICA promoted the application of food quality and safety standards among agricultural producers.

PI.1. Technical support, in the area of AHFS, provided to priority chains.

PI.2. Training and awareness-building activities related to AHFS held for trade associations and universities involved with the agricultural sector.

PA.3. Strengthening and projection of the Center for Excellence in Plant Health (CEF) and its sub-centers - Geographic Information Systems (GIS), Pest Risk Assessment (ERP), the Training Center and the Pest Control Center (CEMIP).

*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 Center for Excellence in Plant Health (CEF) is providing technical cooperation to national institutions and institutions in other countries of the region aimed at developing plant health capabilities.

PI.1. Technical support provided to the users of CEF, through the training sub-center.

PI.2. Financial resources sought from interested institutions to strengthen the CEF project.

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

PA.1. Participation in the Permanent Forum on Sustainable Rural Development.

*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 National Rural Development Network within the framework of the Permanent SRD Forum for the region.

PI.1. 2008 and 2009 activities of the national component of the project "Andean Rural Development Forum" programmed and implemented.

PA.2. Assist territorial entities with the participatory formulation and execution of rural development programs and projects with a territorial approach.

*IICA's Role:*

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

ER.1. Selected municipal districts that are vulnerable to illegal crops have rural development projects with a territorial approach.

PI.1. At least six projects on rural development under a territorial approach, aimed at promoting sustainable development in selected municipalities, formulated and being executed.

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

PA.1. Promotion of good environmental management practices in agricultural and rural production.

*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

ER.1. The Institute strengthened sensitization and training processes and the structuring and implementation of productive projects with small and medium-scale producers and social organizations in environmentally strategic areas.

PI.1. Training program on agro-ecological production, for groups of small- and medium-scale producers, prepared and being implemented.

PI.2. Groups of small- and medium-scale producers have designed and implemented at least 10 production projects that will ensure the environmental sustainability of the territory.

PA.2. Consolidation of the Interagency Group on Rural Development in Colombia (GIADR-CO), as a mechanism for coordination, information sharing, consensus building and the implementation of joint international cooperation initiatives for rural development with a territorial approach.

*IICA's Role:*

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

ER.1. The Interagency Group on Rural Development is operational in Colombia (GIADR-CO).

PI.1. Technical support provided to the Inter-agency Group in designing and implementing its work plan.

PI.2. Members of the group are carrying out joint initiatives.

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

PA.3. Consolidation of a system to provide information about, and for monitoring, evaluating and systematizing agricultural and rural development policies, through the Observatory on Competitiveness and Territories.

*IICA's Role:*

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

ER.1. The Observatory on Competitiveness and Territories of Colombia is providing the information and analysis required by the public and private stakeholders in agriculture and rural life.

PI.1. Annual report prepared on competitiveness of priority agricultural production chains in Colombia.

PI.2. Annual report prepared on competitiveness of rural territories in Colombia.

PI.3. Data base with important information on the agricultural sector in Colombia constantly updated.

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

PA.1. Support the formulation and dissemination of the reports on the state of, and outlook for, agriculture and rural life.

*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 national agricultural authorities have a report on the state of, and outlook for, agriculture and rural life in Colombia.

PI.1. Annual Report "State of and Outlook for Agriculture and Rural Life" prepared.

PI.2. Forum held to share the report with national and regional authorities and other actors involved in the sector.

PA.2. Support the dissemination of the AGRO 2003-2015 Plan and other institutional initiatives.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Colombia's national agricultural authorities are familiar with the ministerial agreements and the presidential mandates within the framework of the AGRO 2003-2015 Plan and other institutional initiatives.

PI.1. The Agro 2003-2015 Plan, the 2006-2010 Medium Term Plan (MTP) and the National Technical Cooperation Agenda for Colombia, disseminated.

PA.3. Strengthening of the National Board of Secretaries of Agriculture of Colombia (CONSA) as a forum for discussing, identifying and promoting strategic policies and projects designed to promote the competitiveness of agriculture and the sustainable development of rural communities.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. IICA strengthened CONSA as an agricultural sector forum and a promoter of policies designed to make Colombia's agriculture more competitive.

PI.1. Support provided to CONSA in identifying and promoting projects aimed at making the sector more competitive and developing rural communities.

Repositioning agriculture and rural life and renewing its institutional framework

PI.2. Support provided to work plan of CONSA Executive Directorate.

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

PA.1. Continue repositioning IICA Colombia as a technical cooperation body that works to support and promote the efforts by national institutions to achieve sustainable agricultural development and the welfare of rural communities.

ER.1. The priorities defined in the National Technical Cooperation Agenda as negotiated with local counterpart institutions are being met by the Office.

PI.1. Aligned the projects and cooperation activities put forward by the Office with the priorities defined in the National Technical Cooperation Agenda.

PI.2. Launched the Support Group for National Planning (GAP) as a space for articulation and analysis of the cooperation projects and activities put forward by the Office.

PI.3. Presented proposals and executed projects with a greater emphasis on technical cooperation components.

ER.2. IICA Colombia has participated actively in cooperation activities with other IICA offices elsewhere.

PI.1. Met satisfactorily requests for information and cooperation from other offices.

PI.2. Handled effectively requests for horizontal cooperation involving other offices.

PA.2. Continue strengthening relations with strategic partners.

ER.1. Dialogue and rapprochement mechanisms with public and private institutions linked to the agricultural and rural sector strengthened through the ongoing refinement of administrative support agreements and processes.

PI.1. Processed 100 percent of external requests within five working days established.

PI.2. Signed at least 5 new technical cooperation agreements with public and private institutions.

PI.3. Broadened cooperation activities with international bodies by jointly identifying and executing at least X projects.

PA.3. Continue with the Office's organizational structure adjustment process with a view to meeting in timely and flexible fashion the ever-changing demands for cooperation from the rural milieu.

ER.1. A Managerial and Administrative Procedures Improvement Plan has been implemented in the Office.

PI.1. Heeded and implemented satisfactorily all of the recommendations contained in the Administrative Improvement Plan in line with their respective terms of reference.

ER.2. Strengthened significantly the management and development of human resources.

PI.1. The Office enjoyed a newly defined and implemented organizational structure in accordance with technical and administrative requirements and the availability of budgetary resources.

PI.2. Conceived at least 5 actions of social welfare and occupational health activities.

PA.4. Promote the development of a policy of transparency and accountability as a key element of the institutional culture of IICA Colombia.

ER.1. The results of the cooperation activities put forward by IICA in Colombia have been presented to the public authorities and the private sector.



PI.1. Presented and disseminated the 2007 and 2008 Annual Reports to public authorities, the private sector, and international cooperation agencies.

PI.2. Disseminated in ongoing fashion information about IICA's cooperation activities in the various forums related to the agricultural sector and rural life in Colombia.

ER.2. The institutional planning, follow-up and evaluation system has been strengthened.

PI.1. Enjoy quarterly information on the progress of the Annual Action Plans (AAPs) and the Individual Contribution Plans (ICPs), as well as on measures for correcting deviations from the new, more demanding standards.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Colombia</b>	<b>440.923</b>	<b>1.228.632</b>	<b>1.669.555</b>	<b>440.923</b>	<b>1.228.632</b>	<b>1.669.555</b>
Promotion of trade and the competitiveness of agribusinesses	110.231	307.158	417.389	110.231	307.158	417.389
Promotion of the technology and innovation	66.138	184.295	250.433	66.138	184.295	250.433
Promotion of agricultural health and food safety	132.277	368.590	500.867	132.277	368.590	500.867
Promotion of the development of rural communities adopting a territorial approach	88.185	245.726	333.911	88.185	245.726	333.911
Promotion of the sustainable management of natural resources and the environment	22.046	61.432	83.478	22.046	61.432	83.478
Repositioning agriculture and rural life and renewing its institutional framework	22.046	61.432	83.478	22.046	61.432	83.478

### IICA Office in Ecuador

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. Strengthen the group of institutions responsible for promoting and developing the export capabilities of small and medium-scale agricultural producers and rural actors, and their integration into the market.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA promoted the strengthening of the capabilities of the public and private institutions involved with the agribusiness sector.

PI.1. An annual training course held on agricultural exports and linkages to markets.

PA.2. Strengthen the negotiating process and the implementation of trade 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. The Ministry of Agriculture and Livestock is using a methodology for gauging and assessing the potential or real impact of policy measures and trade agreements on the competitiveness of the agrifood sector.

PI.1. Technical instrument prepared to facilitate decision making by the team negotiating more open trade between Ecuador and other countries.

Promotion of the technology and innovation

PA.1. Support the articulation of the national agricultural innovation and technology system and its institutions with articulation and integration mechanisms at the regional and hemispheric levels.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To establish knowledge networks and to design and implement training programs

ER.1. IICA helped strengthen interinstitutional coordination among the university-run technology innovation and transfer centers, and strategic partnerships with the INIAP.

PI.1. At least two workshops held per year for CITT management and administrative personnel.

PI.2. Annual forum organized and held to support efforts to consolidate policies and conduct research.

PA.2. Promote the identification of biotechnology and biosafety that could require an articulated national policy involving national and regional agencies, under the Hemispheric Biotechnology and Biosafety Program.

*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

Promotion of the technology and innovation

ER.1. The Biotechnology Development Committee is operating as part of the institutional structure of the National Biotechnology and Biosafety Forum, and a National Plan is being implemented.

PI.1. Committee established.

PI.2. Annual forum on biotechnology and biosafety held to contribute to improving institutional capabilities.

PI.3. Report prepared on current regulations governing biotechnology and biosafety.

PI.4. Program used by mass media to improve public perception of biotechnology, established.

PA.3. Support the modernization of the INIAP, working with other actors involved in issues related to the National Innovation and Technology System.

*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 establish knowledge networks and to design and implement training programs

ER.1. IICA helped formulate and implement the National Plan for Research on Organic Agriculture.

PI.1. At least one workshop held to formulate the National Plan for Research in Organic Agriculture.

PI.2. A project formulated to promote research in organic agriculture.

ER.2. The Institute helped devise the Competitive Fund for Research and its administrative arrangements.

PI.1. Three meetings of Competitive Research Fund held, and three corresponding reports prepared.

PI.2. Competitive Research Fund designed.

PA.4. Promote knowledge and information management by systematizing experiences, studies and dissemination events, and making them available through observatories and/or information systems.

*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

ER.1. The National Training Plan for farmers, entrepreneurs and technical personnel in the rural sector was implemented.

PI.1. Three workshops held to formulate the national plan.

PI.2. IICA personnel and 20 NGO technicians trained in good agricultural practices.

ER.2. The MAG implemented a project aimed at reintegrating agricultural extension in the country.

PI.1. A project on agricultural extension services formulated and presented to MAG authorities.

ER.3. The National Training Plan for enterprising young people was implemented.

PI.1. Two universities and five technical-agricultural high schools are participating in the national plan for young entrepreneurs.

Promotion of agricultural health and food safety

PA.1. Support the modernization of the national animal and plant health system by developing institutional capabilities, human capital and national capabilities in sanitary and phytosanitary measures, promoting the articulation of the dialogue between the private and public sectors.

*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. IICA helped boost the modernization of Ecuador's Agricultural Health Service.

PI.1. Two sanitary surveillance units set up.

PI.2. CAR-SIG Sanitary Excellence Center project prepared and being implemented.

PI.3. At least two annual training events held on epidemiology, geographic information systems, analysis of epidemiological risks.

PA.2. Support the implementation of quality and safety management programs with a chains approach, underpinned by specialized information systems.

*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 Institute helped strengthen quality management processes in two important chains (cacao and coffee) for small and medium-scale producers.

PI.1. Workshop held to validate the profile of the project to implement the guidelines on good practices in organic cacao production, for small- and medium-scale farmers.

PI.2. Guidelines on good practices in coffee production prepared.

PA.3. Support national efforts to implement measures to prevent, control and eradicate pests and diseases (in emergencies and as emerging issues).

*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. Programs were established to prevent avian diseases, with the participation of private enterprise and the State.

PI.1. Profile prepared for a project on the application of the manual of good poultry practices.

PI.2. At least one workshop held per year on poultry practices for small- and medium-scale producers.

Promotion of agricultural health and food safety

PI.3. Agreement reached with stakeholders in the public and private agricultural sectors on the project to create a diagnostic laboratory for Avian Influenza and other avian diseases.

ER.2. The public and private sectors have a regulatory framework for the operation of the foot-and-mouth eradication program.

PI.1. Proposed regulatory framework prepared in coordination with representatives of the private sector involved in the livestock production chain.

PI.2. At least five training workshops held per year for livestock breeders from the different regions of the country, on the application of regulations.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Support the search for alternative solutions for actors and territories whose livelihoods could be adversely affected by trade liberalization.

*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. Rural communities have technical instruments for taking decisions in the agricultural trade negotiations, based on a territorial approach.

PI.1. A project and methodologies prepared and delivered to competent authorities.

PA.2. Support the design and management of policy instruments and projects with a territorial approach.

*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 MAG has agricultural policies at the provincial level based on a territorial approach.

PI.1. Support to the MAG in formulating provincial agricultural policies for two selected territories.

PI.2. Methodologies for intervening in two selected territories validated and implemented.

Promotion of the sustainable management of natural resources and the environment

PA.1. Promote partnerships and mechanisms for dialogue between the public and private sectors on the sustainable management of natural resources.

*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 MAG has projects for improving the comprehensive management of water resources.

PI.1. Support the MAG in the formulating programs or projects promoting the integral management of water resources.

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

PI.2. Irrigation systems used in projects executed by the MAG described.

PA.2. Assist local institutions in the reference territories in pinpointing opportunities for linking trade, natural resource management and agriculture.

*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. Los Rios province has programs that strike a balance between trade and the proper management of the territory's natural resources.

PI.1. Work plan implemented with a production group established in the territory and linked to trade and natural resource management.

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

PA.1. Support efforts to consolidate associations, federations, chambers and other private entities related to the agricultural and rural sector, generating incentives to elicit an effective response to the problems of competitiveness and rural poverty.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. IICA supported public and private initiatives aimed at consolidating organizations of small and medium-scale producers.

PI.1. A course taught annually on how to strengthen the competitiveness of small- and medium-scale producers, for at least 30 people.

PA.2. Promotion of, and follow-up to, the AGRO 2003-2015 Plan, assisting the Minister of Agriculture and the country delegates to disseminate and implement the Hemispheric Agreements.

*IICA's Role:*

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

ER.1. The MAG has strategies for implementing the ministerial agreements.

PI.1. Report prepared on progress in implementation of the Ministerial Agreements.

PA.3. Support the design, implementation, articulation and monitoring of public policies for the agricultural sector, and the analysis of their impact.

*IICA's Role:*

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

ER.1. The agricultural authorities have a report on the impact of State policies on the agricultural sector in Ecuador.

PI.1. Report prepared and disseminated at the national level.

PA.4. Promote the creation of local capabilities to meet challenges such as decentralization and local development.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The MAG has implemented policies to decentralize the agricultural sector.

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

PI.1. Ten members of the MAG Decentralization Commission trained in aspects of local development and institutional modernization.

PI.2. Two universities provide training for small-scale entrepreneurs under agreements with sectional governments.

PA.5. Prepare reports and studies on the "State of and outlook for rural life in Ecuador," as a contribution to the Institute's Regional and Hemispheric Report on the subject.

***IICA's Role:***

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

ER.1. Public and private agricultural officials and academics have a study of the trends in agriculture and rural life in Ecuador that is being used to help make decisions about investment in the sector.

PI.1. An study of analysis of macroeconomic and sectoral variables that affect investment decisions, businesses and trends in agriculture and rural life in Ecuador gathered.

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

PA.1. Strengthen the Staff Performance and Evaluation Management System.

ER.1. A Performance Evaluation and Integral Evaluation Committee, constituted by the Representative, the Administrator, and the immediate supervisors of all officials being evaluated, has been appointed and is convened regularly.

PI.1. The Office enjoyed individual working plans for all staff members, contemplating actions in alignment with the 2008 and 2009 Action Plans and linked to regional and hemispheric initiatives.

PI.2. Individual working plans for all IICA officials in Ecuador reassessed on a semiannual basis.

PA.2. Adjust the institutional structure.

ER.1. The institutional structure is being reviewed and adjusted annually based on technical and administrative requirements.

PI.1. The Office enjoys a flexible organizational structure that makes it possible to respond in an efficient and effective manner to the various initiatives contained in the National Technical Cooperation Agenda within existing budgetary limits.

PA.3. Promote knowledge management as part of the institutional culture with a view to each official becoming directly involved in an ongoing process of analyzing the information that circulates in the Office environment in order to promote creativity and innovation, improve decision-making, secure institutional sustainable development, and become more competitive in a changing and uncertain environment.

ER.1. Mechanism for compiling success stories and best practices by the IICA Office in Ecuador has been institutionalized.

PI.1. Produce a paper entitled Salvaging Experiences and Lessons Learned by IICA's Office in Ecuador.

PA.4. Build the capacity of the Office's technical and administrative staff with a view to ensuring the ongoing update of officials' knowledge to meet national, regional and hemispheric demands.

ER.1. Provided training to the Office's technical and administrative staff.

PI.1. At least 30 percent of officials acquired new technical, administrative or negotiating skills related to technical cooperation activities, enabling them to respond efficiently to the changes in their environment and to improve teamwork and make it more effective.

PA.5. Strengthen institutional alliances in order to coordinate efforts and take advantage of others' experiences in the development of joint activities on behalf of the sector.

ER.1. Forged new alliances with strategic partners in order to complement efforts and take advantage of others' experiences.

PI.1. Signed at least two technical cooperation agreements with local counterparts.

PA.6. Maintain an ongoing process of institutional accountability and information with a view to projecting a positive image of transparency in all the Institute's doings.

ER.1. Carried out two annual "accountability events" with the participation of the public and private sectors and international bodies.

PI.1. In opinion polls, national public and private counterparts revealed that they know and appreciate the results obtained by IICA in the country, and 80 percent or more declared themselves happy or very happy with those results.

PI.2. Published the annual report containing the main results obtained in all technical cooperation initiatives.

ER.2. Strengthened the print and electronic institutional information center.

PI.1. The print and electronic institutional information center, electronic agenda and Web site reflect up-to-date information that meets the demands of major users.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Ecuador</b>	<b>431.166</b>	<b>99.734</b>	<b>530.900</b>	<b>431.166</b>	<b>99.734</b>	<b>530.900</b>
Promotion of trade and the competitiveness of agribusinesses	116.415	26.928	143.343	116.415	26.928	143.343
Promotion of the technology and innovation	43.117	9.973	53.090	43.117	9.973	53.090
Promotion of agricultural health and food safety	120.726	27.926	148.652	120.726	27.926	148.652
Promotion of the development of rural communities adopting a territorial approach	64.675	14.960	79.635	64.675	14.960	79.635
Promotion of the sustainable management of natural resources and the environment	64.675	14.960	79.635	64.675	14.960	79.635
Repositioning agriculture and rural life and renewing its institutional framework	21.558	4.987	26.545	21.558	4.987	26.545

### IICA Office in Peru

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



Promotion of trade and the competitiveness of agribusinesses

PA.1. Strengthen the public and private institutional framework, to promote partnering, capacity building, the sharing of experiences and technological innovation for agribusiness development.

*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. IICA disseminated experiences and knowledge that are contributing to the development of agroindustry and rural territories.

PI.1. Series of dialogues on rural agroindustry and territories replicated in at least two new reference territories.

PI.2. A document systematizing series of dialogues prepared.

ER.2. The Institute promoted the creation and consolidation of associations, institutional partnerships and instruments for dialogue and consensus-building that are fostering the development of chains and agribusinesses.

PI.1. At least two initiatives carried out under the Alliance for Learning (Peru) on management of chains.

PI.2. The Rural Agroindustry Discussion and Negotiation Group in Junin has reached agreement on and implemented its working agendas for 2008 and 2009 with technical assistance and support from IICA.

ER.3. Agreements on competitiveness and strategic plans were implemented in the priority chains, working with the MINAG.

PI.1. Four competitiveness agreements signed by the public and private stakeholders representing the priority chains.

PI.2. Strategic plans for priority chains, prepared with the stakeholders involved.

Promotion of the technology and innovation

PA.1. Promote studies, discussions and analyses of the implications of national and international standards and regulations and the international negotiations and agreements related to agrobiotechnology and biosafety, with emphasis on their impact on trade.

*IICA's Role:*

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

ER.1. The MINAG and its OPDs are playing an active part in the activities called for in the Hemispheric Agrobiotechnology and Biosafety Plan.

PI.1. Proceedings prepared from meetings to follow up on implementation of the regional work agenda, as regards fulfillment of the commitments assumed by the country.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Establish training programs to create technical capabilities and disseminate innovations, to enhance the management skills of public and private actors.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Rural information systems are in operation in Huaura and Junin. They are being used as a tool for making decisions about the management of production and businesses, and for citizen participation.

PI.1. Ten information centers operating in Huaura and Junin.

PI.2. Members of local cooperation networks use information from bulletins, newspapers and radio programs in making decisions in their territories.

PA.2. Promote the creation and strengthening of local cooperation networks in the rural territories, fostering multisectoral articulation.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. IICA improved the articulation of the public and private sectors for the analysis and dissemination of policies and instruments in support of family agriculture.

PI.1. Ten local cooperation networks consolidated and implementing their proposals on sustainable development.

PI.2. At least four events for the exchange of experiences in support family agriculture under the PIDS, promoted within the Peruvian Rural Development Network.

PA.3. Develop institutional mechanisms to promote the articulation of micro and small rural businesses with agricultural production clusters and 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 establish knowledge networks and to design and implement training programs

ER.1. The Institute strengthened the capabilities of rural agricultural and agroindustrial producers, to enable them to integrate into production chains in Junin and Huaura.

PI.1. One hundred farmers and operators of agroindustries receive technical training in subjects related to production and local organization.

PI.2. Four associations of farmers and/or operators of rural agroindustries in Junin and Huara have joined agricultural production chains.

PA.4. Foster training programs to develop business and management skills for rural agroindustry.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The capabilities of public and private actors are being strengthened and the study programs of higher agricultural institutions are being improved in regard to subjects that are of strategic importance for the management of competitive, equitable and sustainable agribusinesses.

PI.1. Curricula and teaching materials updated and/or modified.

Promotion of the development of rural communities adopting a territorial approach

PI.2. Four training programs implemented, with emphasis on rural development, management of chains, agribusiness management, quality management and policies.

PI.3. Document evaluating and systematizing the 208 and 2009 training programs, concluded.

Promotion of the sustainable management of natural resources and the environment

PA.1. Generate frameworks to guide the incorporation of environmental and natural resource management as integral components of agricultural and rural development policies.

*IICA's Role:*

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

ER.1. The local institutional framework was consolidated for water and environmental management in the Huaura watershed with a social perspective.

PI.1. Interinstitutional and intersectoral actions articulated and coordinated for the implementation of the 2008 and 2009 plans of action of the GSAAC-Huaura committee.

PA.2. Support the development of institutional capabilities for managing SPS. The specific objective is to internationalize government AHFS services and make use of the forums and organizations that regulate international trade in this area.

*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 National SPS Committee is operational.

PI.1. Participation of 8 officials in at least two WTO meetings supported.

PI.2. Official team supported in the preparation of at least two new topics to be negotiated at the WTO.

PA.3. Support national initiatives aimed at implementing measures to prevent, control and eradicate pests and diseases in emergencies and emerging issues that threaten trade and the country's sanitary or phytosanitary status.

*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

ER.1. Chile-Peru Binational Program to Eradicate the Fruit Fly has a skilled team to maintain the areas free from the pest.

PI.1. Proposal to upgrade the professional skills of technical personnel of binational program, implemented.

PI.2. Proposal for increasing awareness and commitment of the community and the public in general implemented.

Promotion of the sustainable management of natural resources and the environment

ER.2. IICA strengthened coordination between the ministries of education and health for the promotion of environmental health and to combat zoonotic diseases, in Huaura and other priority territories.

PI.1. At least two actions planned and carried out to strengthen the Clean and Healthy Schools program of the MINEDU.

PI.2. At least two actions carried out to prevent zoonoses, designed together with national and international institutions.

PA.4. Support the implementation of food quality and safety management programs, and efforts to strengthen human capital, by promoting and developing leadership as an element of change.

*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 is implementing food quality and safety regulations and standards throughout the agricultural production chains.

PI.1. Two projects under way to implement traceability systems in two priority chains.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Support the reform of public and private institutions and the design of State policies for the development of agriculture and rural life.

*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 develop and operate information and knowledge management system

ER.1. The Peruvian Observatory of Agricultural Production Chains and Rural Territories is operational.

PI.1. Information with a chain and territorial approach generated and available for consultation.

PI.2. Capabilities required to access and use the information, developed in three training and awareness-building events.

ER.2. The MINAG is implementing the State Policy for the Development of Agriculture and Rural Life in Peru.

PI.1. Intersectoral working group set up to monitor implementation of State policy.

PI.2. At least one project carried out as part of the implementation of the State policy.

ER.3. The process of improving the quality and relevance of the country's agricultural higher education institutions was strengthened.

PI.1. Fourth and Fifth National Forum and Meeting of the Peruvian Association of Schools of Agriculture held and attended by outstanding deans, educators and professionals from the agricultural sector in Peru.

PI.2. Organization of Ninth and Tenth Meetings of FRADIEAR facilitated, attended by outstanding deans, educators and professionals from the agricultural sectors of the Andean Region.

PI.3. Actions of the second and third year of implementation of the 2007-2011 Strategic Plan of the La Molina National Agricultural University, monitored.

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

PA.2. Help set up and support the work of an interinstitutional team to provide follow-up to the commitments assumed under the AGRO 2003-2015 Plan.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. MINAG officials and other agricultural leaders are familiar with and actively involved in the implementation of the ministerial agreements and the presidential mandates.

PI.1. Agro 2003-2015 Plan and ministerial agreements disseminated.

PI.2. Served as technical secretariat for meetings of follow-up team.

PI.3. Participation of ministerial delegates in IABA meeting facilitated.

PA.3. Support the preparation of studies on the state of, and outlook for, agriculture and rural life in Peru.

*IICA's Role:*

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

ER.1. IICA is helping the country monitor the state of, and outlook for, its agriculture and rural life.

PI.1. Two workshop held with public- and private-sector actors to solicit opinions on the state of and outlook for agriculture and rural life.

PI.2. State and outlook report for Peru updated.

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

PA.1. Consolidate the workplace and professional competences of the Office staff to bring about the results outlined in the National Agenda within the framework of the new vision, mission, values and strategic objectives identified in the 2006-2010 Medium-Term Plan (MTP).

ER.1. Teamwork promoted at all levels of institutional work within the Office.

PI.1. Coordinated, formulated and executed at least one new project a year with the participation of the various thematic specialists.

PI.2. Held at least 10 regular meetings of the Technical Support Team (GTA) to follow up on the success in meeting the goals outlined in the AAP.

PI.3. Representative and the heads of the support units organized at least three (3) annual staff integration activities transcending coffee breaks, such as the commemoration of significant institutional dates, sporting events, and rest and recreational activities.

ER.2. The follow-up and evaluation system regarding individual and Office performance duly strengthened.

PI.1. ICPs developed contributed to the positive results contemplated in the 2008 and 2009 AAPs.

PI.2. Evaluators and those evaluated engaged in bimonthly follow up activities on the progress in the execution of the ICPs.

PI.3. Results foreseen in the 2007 Office OIP fully met.

ER.3. The attitudes and capabilities of the Office's human capital strengthened based on the exchange of experiences and knowledge, training on emerging issues, the enhancement of technical skills, and reflection centered on institutional values.

- PI.1. Fully executed the Training Plan, which contemplated the exchange of experiences and knowledge, videoconferencing about technical issues, and thoughts on the attitudes that further institutional objectives.
- PA.2. Maintain the image and positioning of the Institute as an outstanding technical cooperation body through enhanced accountability, the quest for complementariness, and the skilled management of the knowledge thus generated.
- ER.1. Office reports to the country on the progress made regarding the priority actions contained in the National Agenda duly institutionalized.
- PI.1. Organized two workshops to present the results of IICA's cooperation with Peru in 2007 and 2008, with the participation of public and private players linked to agriculture, the rural milieu, and related sectors.
- PI.2. Revised and updated the National Agenda based on the recommendations of the IICA cooperation results presentation workshops mentioned elsewhere.
- ER.2. Strengthened the Office's information, technology and training services.
- PI.1. Web site updated to reflect CENDOC's literature alert and the catalog on the educational resources available from IICA's Office in Peru.
- PI.2. At least one (1) press release disseminated to the mass media on a monthly basis.
- PI.3. At least two (2) technical papers published per year.
- PI.4. Videoconferencing equipment put at the service of at least two cooperation events a year as defined by the beneficiaries.
- ER.3. Country motivated to show its support and commitment to IICA's efforts in Peru by remaining up to date in its annual financial contributions and providing the necessary facilities and staff.
- PI.1. The Peruvian State no longer in arrears with regard to its annual contributions for 2008 and 2009.
- PI.2. At least two (2) technicians from the Ministry of Agriculture (MINAG) participated alongside IICA staff in the formulation and development of at least one new project.
- ER.4. Financial resources used more efficiently by strengthening the control mechanisms already in place.
- PI.1. Completed quarterly financial reports and had them approved by the counterpart institutions.
- PI.2. At least three (3) percent of the operational and special expenses rationalized as a function of the Office's priority actions while maintaining an adequate balance between staff and operational expenses, and applying correctly and without errors current administrative, accounting and financial standards and procedures.
- PA.3. Strengthen links with strategic partners.
- ER.1. Inter-agency cooperation, alliances with public and private players, and intersectoral links all promoted with a view to empowering the "Working Together" approach and complementing physical, human and financial resources.
- PI.1. At least two (2) new cooperation agreements signed each year with national and international bodies.

### **Resources Allocation of the Regular Fund**

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in Peru</b>	<b>448.200</b>	<b>24.418</b>	<b>472.618</b>	<b>448.200</b>	<b>24.418</b>	<b>472.618</b>
Promotion of trade and the competitiveness of agribusinesses	156.870	8.546	165.416	156.870	8.546	165.416
Promotion of the technology and innovation	67.230	3.663	70.893	67.230	3.663	70.893
Promotion of the development of rural communities adopting a territorial approach	112.050	6.105	118.155	112.050	6.105	118.155
Promotion of the sustainable management of natural resources and the environment	67.230	3.663	70.893	67.230	3.663	70.893
Repositioning agriculture and rural life and renewing its institutional framework	44.820	2.442	47.262	44.820	2.442	47.262

## IICA Office in Venezuela

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

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

PA.1. Strengthen the country's capabilities for participating (negotiations, implementation and follow-up) in agricultural negotiations, international agreements and integration mechanisms (WTO and other trade forums and agreements of which Venezuela is a member). (Training, methodology, studies, monitoring of progress).

#### *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. Units of the Ministry of Agriculture and Land and the Ministry of Foreign Affairs and the National Assembly possess information and are equipped for the international agricultural negotiations, particularly the negotiations with MERCOSUR.

PI.1. Two workshops held on the status of Venezuela-MERCOSUR negotiations.

PI.2. Two training courses held per year on international trade negotiations.

ER.2. The MAT and the BCV are better equipped to analyze policies that impact the agro-forestry and agroindustrial sectors.

PI.1. Program to strengthen the system for monitoring agrifood policies agreed upon and being implemented.

PI.2. MAT and BCV use methodologies to determine the linkages and general equilibrium elasticities between agriculture and the rest of the economy.

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

PA.2. Support the implementation of programs designed to strengthen the financing and management of agricultural and non-agricultural businesses, with a chains vision, working with small and medium-scale producers and their organizations in specific territories (Lara, Portuguesa, Sucre and Zulia). (Public and private organization, economic and social management, rural tourism and agroindustry).

***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 establish knowledge networks and to design and implement training programs

ER.1. The selected territories are implementing strategies and programs for the development of agroindustries, rural agribusinesses, chains and territories.

PI.1. Two training sessions held for regional technicians on the economic analysis of agrifood chains in the states of Lara and Portuguesa.

PI.2. Strategic information system for agricultural production chains designed and implemented as an instrument for monitoring, following up on and evaluating agrifood policies.

ER.2. Producer organizations in specific territories are applying the agricultural chain methodological approach, fostering the formulation, planning and organization of socio-productive enterprises that manage the territories' natural resources in a sustainable way.

PI.1. Project on social management of agrifood chains formulated and being implemented in two states of the country.

PI.2. Program on consensus building and social management in place, in support of two agricultural production chains at the local level, as a methodological experience.

ER.3. IICA helped strengthen the capabilities of the actors involved in drafting laws that will make it possible to disseminate methodological and operational frameworks for public policies designed to have a major impact on agricultural and rural development.

PI.1. Program in place for cooperation between IICA and the National Assembly.

PI.2. Two training sessions held for technicians of the National Assembly on knowledge management, as input and support for decision making.

PI.3. Observatory of Legislative Knowledge designed and put into operation.

ER.4. The Institute promoted the participation of the public and private sectors in the discussion and updating of the key elements of the development and management of rural tourism.

PI.1. Horizontal cooperation promoted through 2 technical missions and exchanges of experiences, as well as strategic partnerships with national and international organizations that promote tourism.

PI.2. Diploma program in the management of rural tourism designed and being implemented, in coordination with INATUR.

PI.3. IICA support for MINTUR and the governments of the states of Lara and Portuguesa in organizing two fairs and events related to tourism.



Promotion of the technology and innovation

PA.1. Integrate the efforts of the different national and regional institutions, to achieve the best possible and most effective management of technical and scientific knowledge, consistent with the principles of equity, food security and sustainability (information and monitoring of viability and impact, FORAGRO, new actors, biotechnology, bio-fuels, exchanges).

*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

To develop and operate information and knowledge management system

ER.1. IICA helped strengthen the NARI of Venezuela by exposing its managers and researchers to successful experiences in innovative processes for the management of technology innovation and transfer.

PI.1. The INIA has adjusted its operating structure, introducing organizational processes, and is now providing its services more efficiently.

PI.2. Four activities involving the NARI and other research institutions of the Andean and Southern Region (EMBRAPA, INTA, Corpoica) have been carried out to identify successful experiences and models that can be transferred to the NARI.

PI.3. Eight NARI professionals have participated in international internships to learn more about institution building.

ER.2. The NARI has the elements it needs to develop information systems in agricultural production chains.

PI.1. Information system operational, with the following products:

-A series of bulletins and reports on progress in and the results of each component of the chains selected.

Design of the information system for the Observatory, and implementation of the sectoral and specific modules.

-Design, development and installation of portal on Internet.

PA.2. Support the articulation of the National Technology Innovation System (SNIT) with the processes of articulation and cooperation among countries, at the regional and hemispheric levels.

*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. The SNIT integrated regional efforts and capabilities with national ones, via the PROCIs, FONTAGRO and other horizontal cooperation mechanisms.

PI.1. IICA Venezuela-PROCIANDINO agenda based on the national agenda and regional priorities.

PI.2. At least three technicians from Venezuela participate in technical missions or regional workshops convened by the PROCIs.

ER.2. National technology and innovation institutions (NARI, CIEPE, MCT) have conceptual and methodological elements with regard to biotechnology and biosafety.

PI.1. Document analyzing the state of and outlook for biotechnology and biosafety in Venezuela.

PI.2. Program established and executed for horizontal technical cooperation between specialized national and regional institutions in LAC in the area of biotechnology and biosafety.

**Promotion of agricultural health and food safety**

PA.1. Promote the construction of the National Agricultural Health and Food Safety System, so it can carry out its sanitary responsibilities efficiently (common agendas, interinstitutional coordination, legislation and regulations).

*IICA's Role:*

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

ER.1. IICA helped consolidate / make operational the Committee on Good Agricultural Practices and the Integrated Food Control System, working with the Ministry of Health, the Ministry of Agriculture and Land and the Ministry of Science and Technology.

PI.1. Committee on Good Agricultural Practices fully operational.

PI.2. At least two joint initiative involving IICA and the Integrated Food Quality System being implemented.

PI.3. Two proposals for implementing GAPs in priority chains formulated and being implemented.

PA.2. Strengthen the public and private institutional framework for the effective implementation of national and international agreements and commitments related to agricultural health and food safety, to ensure the safety of the agrifood chain (and, as a result, public health) and the development of trade, based on technical and scientific principles.

*IICA's Role:*

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

ER.1. The National Committee on the WTO SPS Agreement was strengthened (MAT/SASA and the Ministry of Foreign Affairs).

PI.1. At least two coordination and work meetings held, involving national officials participating in the CSPS/WTO committee.

PI.2. National CSPS/WTO committee installed and operational, and a national program established to evaluate and monitor the CSPS/WTO (MAT/SASA and Ministry of Foreign Affairs).

PA.3. Support the development and implementation of programs and laws designed to strengthen the capabilities for the prevention, control and eradication of economically important pests and diseases (in emergencies and when new threats emerge).

*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 Institute strengthened the National Agricultural Health and Food Safety System in areas related to the improvement of sanitary programs and the training of human resources.

PI.1. Interinstitutional Committee for the Development of the National Traceability System installed and operational, and linked to the regional and hemispheric projects.

PI.2. Strategy designed and being implemented to strengthen national capabilities to prevent and control avian influenza.

PI.3. Agreements signed in workshop on application of PVS instrument to strengthen performance of the SASA, being implemented.

Promotion of agricultural health and food safety

PI.4. Twenty officials from the organizations that make up the national AHFS system trained in good agricultural practices and ways to strengthen agricultural health programs.

Promotion of the development of rural communities adopting a territorial approach

PA.1. Support the efforts to set up and develop the National Sustainable Rural Development Network (Forum), which will take good social practices from the national and international levels and use them for sustainable rural development (Support for policies and projects).

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To develop and operate information and knowledge management system

ER.1. Institutions related to the rural milieu have a mechanism that articulates them in a Venezuelan Rural Development Network. Also under way is a process to systematize and assess experiences and the impact of actions, promoting the inclusion and organization of families and producers in the rural milieu.

PI.1. National Rural Development Network operational and disseminating knowledge on sustainable rural development, through:

-Awareness building events

-Virtual meetings

-Work program agreed upon with strategic partners.

PI.2. First stage of Observatory for the systematization, dissemination and use of information on the management of rural territories, promoted and operational.

PA.2. Support the strengthening of rural and technical education and training, to enhance the management capabilities of the public and private sectoral actors in rural communities (MED, core group of deans, SIHCA, FUNDAVER, etc.).

*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 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 public and private national institutional framework has a support and training program, designed to increase its capacity to formulate, execute and evaluate policies and projects that reinforce the national and regional SRD strategy.

PI.1. Program of technical cooperation in the formulation of development projects in the reference territories visualized in the country, designed and being implemented.

PI.2. Program for horizontal cooperation in territorial development, between two Venezuelan institutions and their counterparts in countries of the Americas, established and being implemented with support from IICA.

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

ER.2. Agricultural public and private sector officials have up-to-date information and instruments in areas in which IICA provides technical cooperation: rural development, food security and the prosperity of rural communities.

PI.1. Ninety public and private sector officials trained in institution building, food safety and quality, rural development, information systems and agribusiness development.

PI.2. Participation of IICA staff as facilitators and speakers in four national events (congresses, workshops, videoconferences, forums, etc.) related to IICA's areas of technical cooperation.

ER.3. The agricultural academic institutional framework and schools of the Ministry of Education improved their educational and professional training programs for teachers.

PI.1. Thirty officials from MED and other public and private institutions trained in strengthening management and teaching capabilities.

PI.2. FUNDAVER Rural Education Network consolidated through interinstitutional coordination with organizations linked to the education sector.

PI.3. Two meetings of the deans of schools of agronomy and veterinary, forestry and marine and other sciences, held.

PI.4. Participation of national officials in the Eighth and Ninth Forum of Deans of the Andean Region.

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

PA.1. Support the development of user-friendly technologies that will help to promote sustainable family agriculture, based on land use planning and the diversification of economic and social opportunities for the rural milieu.

*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 regional and municipal institutions dedicated to rural development and environmental conservation in the states of Lara, Sucre and Portuguesa and the National Assembly have enhanced technical and human capabilities for the planning, execution, monitoring and evaluation of projects.

PI.1. Plan for work with institutions involved in rural development and natural resource management in the states of Portuguesa, Lara and Sucre, approved and being implemented.

PI.2. Plan to establish a system for monitoring, following up on and evaluating the application of laws and policies on the management of natural resources and the environment, prepared and being implemented.

PA.2. Strengthen national and local capabilities in conceptual and operational aspects of integrated water resource management (environmental sensitization, sustainable development of territories in watersheds). (Lara, Portuguese and Sucre).

*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

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

ER.1. The National System for the Sustainable Management of Natural Resources and Watershed Development, headed by the Ministry of the Environment, has enhanced technical capabilities in aspects of water resource development and management.

PI.1. Plans for work with the Yacambu Quibor Water System in implementing the project on the integrated management of water resources, approved and being implemented.

PI.2. Technical assistance provided to two regional organizations in the sustainable development of rural territories and the efficient use of water resources.

PI.3. Thirty officials from different levels of government, and private actors, trained in the application of concepts and strategies for planning IMWR projects.

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

PA.1. Promote and strengthen agricultural and rural information systems, so they serve as timely and effective tools for decision-making and the formulation of public and private sectoral policies that are essential for sustainable rural development.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To develop and operate information and knowledge management system

ER.1. Up-to-date information is being disseminated about the agrifood sector.

PI.1. INFOAGRO ZULIA, YACAMBU – QUIBOR and Dual-purpose Cattle information systems operational.

PI.2. The Agricultural Chains Observatory and the Legislative Knowledge Observatory are operational.

PI.3. Web-Agris network of agricultural libraries operational and providing support to the national agrifood sector.

PI.4. At least two national forums held: the National Forum of Deans of Agricultural Sciences and the Rural Development Forum.

PA.2. Promote the articulation of national and international strategic actors, so they can share the experiences and technical, regulatory and legal expertise that the country needs and is in line with hemispheric proposals (Horizontal cooperation, follow-up to the AGRO 2003-2015 Plan, "Agriculture and Rural Life in the Americas" ministerial processes, summits and the articulation of international 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. The Ministry of Agriculture and Land, or its delegate, took part in the efforts to comply with the commitments assumed in the Ministerial Meetings on Agriculture and Rural Life and in the Summit of the Americas.

PI.1. Three MAT officials participated in the Ministerial Meetings and the Summits of the Americas.

PI.2. The cooperation actions of the Offices are consistent with the mandates of the Summits and the Ministerial Meetings, and with national needs.

PI.3. Technical assistance provided to the MAT in implementing the Agro 2003-2015 Plan of Action and the commitments assumed regarding implementation of the Hemispheric Agenda.

**Relocation of agriculture and rural life and renewing its institutional framework**

ER.2. The IICA Office in Venezuela is implementing horizontal technical cooperation actions related to rural development and technological innovation.

PI.1. Proposal on operations prepared and approved, and contacts made for the implementation of horizontal cooperation actions.

PI.2. Horizontal technical cooperation actions with Brazil and Colombia in the areas of rural development and technological innovation facilitated, coordinated and monitored.

PI.3. Two documents published with results of technical cooperation activities promoted by the Office.

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

PA.1. Devise, implement and review promotion and information programs about IICA and its projects in Venezuela by means of print publications, the institutional Web site, the mass media, and national forums that help improve the institutional image.

ER.1. IICA's presence and actions in the country duly appreciated, with greater knowledge and acknowledgement of its activities in national forums.

PI.1. Set up and launched a Committee, including national authorities, to support and follow up on IICA's actions in the country.

PI.2. greater presence by IICA in the mass media thanks to press conferences, press releases and interview about the events and activities organized and carried out by IICA in Venezuela.

PI.3. Produced and disseminated at least two (2) electronic newsletters a year for inclusion in the Web site's "Contacto" bulletin, as well as information packages about IICA and its projects in Venezuela, along with publicity stands and other forms of participation in fairs and related events.

PI.4. Held an annual accountability workshop with key players involved in technical cooperation activities.

ER.2. The Office's strategic alliances and Inter-agency coordination strengthened.

PI.1. Held inter-agency coordination meetings with the FAO, PAHO, AFIS, SELA, the IDB, and the OAS to promote the participation of national bodies in supporting and following up on the actions carried out by these agencies in the country.

PI.2. Signed two (2) new technical cooperation agreements a year with national bodies.

PA.2. Provide professional and refresher training to IICA officials in Venezuela on key issues regarding technical cooperation at the national level.

ER.1. An internal training program implemented on key issues that can strengthen the Institute's performance in Venezuela.

PI.1. Twelve (12) officials participated in IICA's managerial and technical training program in Venezuela on issues such as refresher reviews of IT advances, changes in tax laws, the sociopolitical management of production chains, rural tourism, and biofuels.

PA.3. Adjust the institutional structure based on the technical and administrative requirements for ensuring that IICA's technical cooperation in Venezuela can achieve a greater impact from a more focused multi-sectoral and interinstitutional approach.

ER.1. The management capacity of the Office increased through improved teamwork, the articulation of thematic networks, and the support of the Regional Specialists for enhancing the impact of IICA's technical cooperation in Venezuela.

PI.1. IICA Venezuela enjoys a renewed and up-to-date organizational structure, enabling a better integration of the technical and administrative areas within the available budget.

PI.2. At least two (2) interdisciplinary work teams established and in operation with the participation of the Regional Specialist and with a specific responsibility.

PI.3. The Technical Committee and the Technical-Administrative Committee have been appointed and are meeting regularly.

PA.4. Manage the Institute's financial resources with efficiency, transparency and prudence.

ER.1. Executed efficiently the budget assigned to the Office, in accordance with the Annual Action Plans and within the principles of transparency, accountability and austerity.

PI.1. The administrative standards of the organization are applied rigorously so that 90 percent of expenses reflect the Office's priorities, and errors in the application of the standards and prevailing administrative, accounting and financial regulations are kept to a minimum.

ER.2. The Office has implemented the Institute's new financial information system.

PI.1. The Institute's new financial information system is online and operating in real time, based on up-to-date financial and book-keeping information.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Venezuela</b>	<b>499.968</b>	<b>22.706</b>	<b>522.674</b>	<b>499.968</b>	<b>22.706</b>	<b>522.674</b>
Promotion of trade and the competitiveness of agribusinesses	124.992	5.677	130.669	124.992	5.677	130.669
Promotion of the technology and innovation	99.994	4.541	104.535	99.994	4.541	104.535
Promotion of agricultural health and food safety	99.994	4.541	104.535	99.994	4.541	104.535
Promotion of the development of rural communities adopting a territorial approach	99.994	4.541	104.535	99.994	4.541	104.535
Promotion of the sustainable management of natural resources and the environment	49.997	2.271	52.267	49.997	2.271	52.267
Repositioning agriculture and rural life and renewing its institutional framework	24.998	1.135	26.134	24.998	1.135	26.134

### 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. Support the design of policies and trade negotiations.

*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. IICA helped strengthen institutional capabilities in the region for trade negotiations and for the implementation of agreements.

PI.1. On-line system on agrifood policies updated.

PI.2. Document prepared analyzing the internal/complementary agenda designed for bilateral agricultural trade negotiations.

PI.3. Two workshops/seminars held on most successful experiences and instruments.

PA.2. Promote the design, validation and dissemination of methodologies and information, to facilitate 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

To establish knowledge networks and to design and implement training programs

ER.1. The public and private sector involved in agriculture and rural life in the region is better informed about the potential for agrifood trade between the Andean Region and other blocs.

PI.1. A study prepared on the potential for food trade in the region.

PI.2. At least one seminar held to disseminate results of the study.

PA.3. Support the integration processes and the negotiation of trade agreements (TCP, FTA, ALBA, South American Community, etc.).

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Representatives of the public and private agrifood sectors of the CAN countries are better informed about the progress of, and outlook for, the WTO agricultural trade negotiations.

PI.1. Report disseminated twice a month on progress in, and implications for the region of, trade negotiations.

PI.2. At least two reports prepared on progress in trade negotiations.



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

PA.1. Consolidation and integration of studies on the state of agriculture and rural life at the regional level.

*IICA's Role:*

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

ER.1. The region has more up-to-date information about policies and policy instruments for the development of agriculture and rural life.

PI.1. A document prepared and submitted to Headquarters.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Andean Region</b>	<b>123.697</b>	<b>7.500</b>	<b>131.197</b>	<b>123.697</b>	<b>7.500</b>	<b>131.197</b>
Promotion of trade and the competitiveness of agribusinesses	98.958	6.000	104.958	98.958	6.000	104.958
Repositioning agriculture and rural life and renewing its institutional framework	24.739	1.500	26.239	24.739	1.500	26.239

**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. Support the development of regional strategies that incorporate new technologies related to biotechnology, biosafety, technological innovation and bioenergy.

*IICA's Role:*

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

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

ER.1. IICA promoted cooperation and the sharing of information and experiences among countries to meet the new needs of the region's public and private sectors in the field of agricultural technology.

PI.1. Regional Agenda for Technical Cooperation in Technology and Innovation with the 5 NARIs of the Andean Region reviewed and adjusted.

**Promotion of the technology and innovation**

PI.2. The NARSs carry out technical cooperation activities in regional networks and projects.

ER.2. The NARSs developed new capabilities and are harmonizing agrobiotechnology policies to meet regional needs with regard to the development and appropriate use of agrobiotechnology.

PI.1. Elements of the regional strategy, related to biotechnology in the Andean Region, reviewed and adjusted.

PI.2. Project formulated on strengthening national capabilities in the area of biotechnology.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Technology and Innovation in the Andean Region</b>	<b>18.500</b>	<b>0</b>	<b>18.500</b>	<b>18.500</b>	<b>0</b>	<b>18.500</b>
Promotion of the technology and innovation	18.500	0	18.500	18.500	0	18.500

**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. Support the harmonization of agricultural health and safety services and regulations.

*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 strengthen and enhance the capabilities of the national food control systems of the Andean countries for managing and monitoring performance.

PI.1. Follow-up 3 reports from Ecuador, Peru and Colombia on implementation of plans of action.

ER.2. The Institute supported the modernization and restructuring efforts of the national AHFS services designed to meet health and safety standards.

PI.1. Workshop held on sanitary surveillance, monitoring and information gathering systems in Colombia and Bolivia.

Promotion of agricultural health and food safety

PA.2. Support the efforts of countries in the region to apply sanitary and phytosanitary measures within the framework of the WTO SPS Agreement.

*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. Methodologies were developed for modernizing AHFS services and developing the capabilities needed to manage SPS.

PI.1. National entities in Peru and Venezuela formally create National SPS Committee.

PI.2. Participation of the delegates from the region in the meeting of the CSPPS in Geneva, through the SPS Initiative for the Americas.

PI.3. Activities of the National Codex Committees supported.

PA.3. Support regional initiatives aimed at the implementation of measures for the prevention, control and eradication of economically and socially important pests and diseases regarded as emerging issues or emergencies.

*IICA's Role:*

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

ER.1. IICA helped promote and implement actions at the regional level to deal with transboundary diseases such as Avian Influenza (AI), and strengthened cooperation actions.

PI.1. Report on the state of preparedness of the Andean countries to respond to an eventual outbreak of AI.

PI.2. Horizontal cooperation program involving the SAG of Chile, the ICA of Colombia and the SENASAG of Bolivia.

ER.2. The Institute helped promote and implement actions at the regional level to strengthen the programs for the fruit fly and the eradication of foot-and-mouth disease.

PI.1. An ongoing program to disseminate information aimed at strengthening the plan to eradicate foot and mouth disease in Ecuador and Venezuela.

PA.4. Support the regional efforts to develop capabilities in regard to food safety matters such as traceability, leadership and quality and safety management systems.

*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. IICA helped strengthen the national agricultural health and food safety systems by implementing quality and safety management projects.

PI.1. A profile for regional project on traceability presented.

PI.2. At least three projects on GAPs supported, for implementation in Bolivia, Colombia and Ecuador.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<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>111.953</b>	<b>7.500</b>	<b>119.453</b>	<b>111.953</b>	<b>7.500</b>	<b>119.453</b>
Promotion of agricultural health and food safety	111.953	7.500	119.453	111.953	7.500	119.453

### 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. Facilitate the sharing of information and experiences for the design of policies, instruments and projects aimed at improving the conditions under which family agriculture operates (with regard to production and partnering efforts).

###### *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. In each country of the region, the reference territories were characterized that will serve as the basis for establishing the Regional Horizontal Cooperation Program.

PI.1. Document prepared describing the production-related, social, environmental, cultural and institutional characteristics of the reference territories.

PI.2. National rural development networks operational.

PI.3. A document on lessons learned and best practices for each territory.

PA.2. Formulation of a program to build capacity in issues that are strategically important for regional actors.

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

To develop and operate information and knowledge management system

ER.1. A knowledge and information management system was set up for institutional actors in the region linked to the national rural development networks, the national observatories of territories and the reference territories.

PI.1. Conceptual document on regional knowledge management system.

PI.2. Regulations governing operation of regional knowledge management system.

PI.3. Electronic system created to operate the regional system.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Rural Communities in the Andean Region</b>	<b>127.725</b>	<b>7.500</b>	<b>135.225</b>	<b>127.725</b>	<b>7.500</b>	<b>135.225</b>
Promotion of the development of rural communities adopting a territorial approach	127.725	7.500	135.225	127.725	7.500	135.225

**Regional Technical Cooperation Plan in Education and Training 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. Formulation of a program to build capacity in issues that are strategically important for regional actors.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Rural development actors in the Andean region are enhancing their capabilities so they do a better job. They also have access to knowledge about strategic international issues.

PI.1. Fifty leaders from the agricultural and rural sectors of the Andean countries participate in training courses on strategic topics.

PI.2. Catalogue of training courses published and disseminated.

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

PA.1. Support the institutionalization of the Andean Regional Forum for dialogue on, and the integration of, agricultural and rural education.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Agricultural universities and schools of agricultural sciences (agronomy, veterinary medicine, animal husbandry, environmental studies, forestry, etc.) in the Andean Region have consolidated a network for sharing information and knowledge, interinstitutional cooperation, and integration.

PI.1. Eighth Regional Meeting of the Andean Regional Forum for Dialogue and the Integration of Agricultural and Rural Education held.

PI.2. Proceedings of Eighth Meeting of FRADIEAR published and posted on the Internet.

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

PI.3. Draft statute of the Andean Federation of Schools of Agricultural and Environmental Sciences (FAESCA) submitted to the consideration of the National Associations of Schools of Agricultural and Environmental Sciences.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Education and Training in the Andean Region</b>	<b>19.000</b>	<b>0</b>	<b>19.000</b>	<b>19.000</b>	<b>0</b>	<b>19.000</b>
Promotion of the development of rural communities adopting a territorial approach	13.300	0	13.300	13.300	0	13.300
Repositioning agriculture and rural life and renewing its institutional framework	5.700	0	5.700	5.700	0	5.700

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

PA.1. To support the formulation of hemispheric programs and their regional and national actions, with their corresponding portfolios of projects and business plans.

ER.1. Support has been provided in formulating of 5 hemispheric programs: traceability, agricultural insurance, bio-energy and bio-fuels, biotechnology and biosafety.

PI.1. Documents for at least two regional proposals and six national projects prepared.

PA.2. To contribute to the development of capabilities in the areas of preinvestment and investment, in IICA and in the member countries, to improve the quality of programs and projects, achieving a multiplier effect in tasks directly and indirectly related to the topic.

ER.1. Methodological materials have been prepared and applied in formulating regional and national proposals that form part of the hemispheric programs: traceability, agricultural insurance, bio-energy and bio-fuels, biotechnology and biosafety.

PI.1. Methodology for determining needs and prioritizing the activities in the regional proposals on biotechnology and biosafety, designed, available and being applied.

PI.2. Methodology for formulating the regional and national proposals on traceability, designed, available and being applied.

ER.2. Support has been provided in planning and holding training events.

PI.1. Five training course on the participatory formulation of projects, designed, and at least one training event held per region.

PA.3. To support preinvestment and investment processes in the countries.

ER.1. Support has been provided for the formulation of at least eight projects (regional and/or national).

PI.1. Two projects formulated and available as support for negotiations to obtain financial resources.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion and Formulation of Agricultural Projects in the Andean Region</b>	<b>119.372</b>	<b>0</b>	<b>119.372</b>	<b>119.372</b>	<b>0</b>	<b>119.372</b>
Promotion of trade and the competitiveness of agribusinesses	19.899	0	19.899	19.899	0	19.899
Promotion of the technology and innovation	19.899	0	19.899	19.899	0	19.899
Promotion of agricultural health and food safety	19.899	0	19.899	19.899	0	19.899
Promotion of the development of rural communities adopting a territorial approach	19.899	0	19.899	19.899	0	19.899
Promotion of the sustainable management of natural resources and the environment	19.887	0	19.887	19.887	0	19.887
Repositioning agriculture and rural life and renewing its institutional framework	19.887	0	19.887	19.887	0	19.887

### Regional Technical Cooperation Plan in Agribusiness Development in the Andean Region

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

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

PA.1. Help monitor the performance of agribusinesses in the Andean Region.

##### *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. IICA helped strengthen the capabilities of public and private actors whose work is related to agricultural exports.

PI.1. Publication on performance of agribusinesses in the region updated.

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

PI.2. Four bulletins produced and disseminated.

PI.3. Three project proposals and reports on execution of projects prepared.

PA.2. Promote the design, validation and dissemination of methodologies and information, to facilitate access to markets.

***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 Institute promoted and supported the application of strategies and methodologies for organizing agricultural production chains.

PI.1. Three projects prepared and funding for same sought.

ER.2. Coordinated the implementation, at hemispheric level, of the Program Global "Articulation of Small Producing with the Dynamic Markets."

PI.1. Proposed work plans prepared and discussed.

PI.2. Plans of action agreed upon with the members of the Global and Regional Partnership.

**Resources Allocation of the Regular Fund**

<b>Unit / Strategic Priority</b>	<b>Resources Allocation of the Regular Fund</b>					
	<b>Year 2008</b>			<b>Year 2009</b>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agribusiness Development in the Andean Region</b>	<b>20.000</b>	<b>0</b>	<b>20.000</b>	<b>20.000</b>	<b>0</b>	<b>20.000</b>
Promotion of trade and the competitiveness of agribusinesses	20.000	0	20.000	20.000	0	20.000

**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. Support the development of regional strategies that incorporate new technologies related to biotechnology, biosafety, technological innovation and bioenergy.

*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

ER.1. The NARIs of the Andean Region and IICA determined the strategies and content of the new Regional Cooperative Program in Technology and Innovation.

PI.1. Regional workshop held for 5 NARIs.

PI.2. New proposal on PROCINDINO prepared.

PI.3. The NARSs carry out horizontal cooperation activities in regional networks and projects.

ER.2. The Regional Technical Cooperation Agenda for Technology and Innovation was implemented. The Agenda is pertinent, consistent and viable, incorporating products for regional agricultural innovation.

PI.1. Needs in the public and private sectors of the region in terms of agricultural technology, identified.

PI.2. Five cooperation and exchanges of information and experiences among the countries of the Andean Region promoted.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCINDINO</b>	<b>104.359</b>	<b>0</b>	<b>104.359</b>	<b>104.359</b>	<b>0</b>	<b>104.359</b>
Promotion of the technology and innovation	104.359	0	104.359	104.359	0	104.359

**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. Promote agribusinesses, rural businesses, rural agroindustry and rural tourism, with the participation of small producers, by means of capacity building, the promotion of technological innovation and the use of local biodiversity.

*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. Training-action programs were designed and disseminated that facilitate the integration of small producers into markets.

PI.1. Pamphlet describing course offerings prepared and disseminated.

PI.2. PRODAR information platform updated.

PI.3. At least 1500 participate in the interest lists of PRODARNET and TURNET, and at least 40 bulletins of the INFOAGRO-AIR system published and disseminated.

ER.2. IICA promoted the development of rural communities using a territorial approach.

PI.1. Fifty rural agroindustries, businesses and micro-enterprises strengthened in selected territories to be able to enter and compete on markets.

PI.2. Five rural business organizations.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Program of Rural Agro-industrial Development for Latin America and the Caribbean - PRODAR</b>	<b>122.492</b>	<b>0</b>	<b>122.492</b>	<b>122.492</b>	<b>0</b>	<b>122.492</b>
Promotion of trade and the competitiveness of agribusinesses	122.492	0	122.492	122.492	0	122.492

**Training Program for Agricultural and Rural Development****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Formulation and implementation of the Training Program for Agricultural and Rural Development.

*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. Training Program for Agricultural and Rural Development approved by General Directorate.

PI.1. Document containing the conceptual framework, justification, objectives, strategy, expected results, performance indicators, necessary resources and budget.

ER.2. A knowledge community established on education and training, comprising institutions that work in this field in the Member States.

PI.1. At least 30 institutions linked to education and training receive information periodically on these topics, and exchange expertise and experience in the field.

ER.3. Rural leaders trained.

PI.1. At least 100 leaders of producer organizations and agricultural specialists have participated in training courses offered by the program.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Training Program for Agricultural and Rural Development</b>	<b>130.567</b>	<b>20.000</b>	<b>150.567</b>	<b>130.567</b>	<b>20.000</b>	<b>150.567</b>
Repositioning agriculture and rural life and renewing its institutional framework	130.567	20.000	150.567	130.567	20.000	150.567

**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. To support the SAGPyA in designing an agricultural information system for decision making.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The public and private institutions of the agrifood sector have access up-to-date information on agribusiness.

PI.1. In 2009, the SAGPyA on-line information system has been improved and updated with more agricultural information and new tools that will contribute to making agriculture more competitive.

PA.2. To support the SAGPyA in analyzing and disseminating alternative strategies for funding agriculture.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Compared to 2007, the use of different financial instruments that facilitate production and marketing has increased in the agrifood sector.

PI.1. At least three annual events have been held to disseminate information on alternative sources of funding.

**Promotion of the technology and innovation**

PA.1. To support efforts to link and disseminate information on research projects executed by PROCISUR.

*IICA's Role:*

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

ER.1. The technical personnel of the member NARIs of PROCISUR, and farmers, are familiar with the agricultural technologies and innovations generated in or introduced into the region.

PI.1. At least three annual events have been held involving technical personnel from the NARIs that make up the PROCISUR, and other academic institutions and producer associations in the region, to exchange materials and research findings.

PA.2. To support the implementation and dissemination of the hemispheric agenda on biotechnology and biosafety.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Producers and technical personnel of the public and private agricultural sector are aware of the impact of international negotiations related to biotechnology and biosafety.

PI.1. One event held to disseminate information on and implement the activities called for in the Hemispheric Agenda for Biotechnology and Biosafety.

Promotion of agricultural health and food safety

PA.1. To support the SAGPyA in programs and projects aimed at improving agricultural health and food safety.

*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. SAGPyA has personnel trained in technical aspects of CODEX and SPS.

PI.1. Six technical documents on the topics addressed in the different national Codex and SPS committees, such as risk analysis, equivalence and traceability, prepared and distributed

PI.2. Technical support provided to focal point for the meetings of the national Codex and SPS committees.

ER.2. National and provincial producers and officials are knowledgeable in the application of good agricultural practices in different production systems.

PI.1. Technical and logistic support provided to SENASA in executing the activities of the program to disseminate information on and provide training in Good Agricultural Practices for technical personnel and producers in the agricultural sector.

ER.3. The situation regarding foot and mouth disease and the cotton boll weevil has improved over that of 2007.

PI.1. SENASA programs to combat foot and mouth disease and the cotton boll weevil have been strengthened.

ER.4. Argentina continues to be BSE-free.

PI.1. Execution of national program to prevent BSE has been supported.

PA.2. To support projects of regional interest aimed at combating plant pests and diseases.

*IICA's Role:*

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

ER.1. Several countries in the region have agreed on a regional strategy for combating the cotton boll weevil.

PI.1. Agreement reached by the parties one document of project aimed at combating the cotton boll weevil.

Promotion of the development of rural communities adopting a territorial approach

PA.1. To support the SAGPyA in preparing rural development projects, under PROSAP, to be submitted to sources of external funding.

*IICA's Role:*

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

ER.1. Agricultural services (irrigation, roads, etc.) in several provinces have improved thanks to investments made through PROSAP projects.

PI.1. Seven projects per year intended to improve agricultural services in the provinces participating in PROSAP (SAGPyA) have been presented for and/or have received external funding from the IDB and the World Bank.

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

PA.2. To support efforts to train professionals in the territorial approach to rural development.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Professionals in the country have received training in rural development under a territorial approach.

PI.1. One course annually has been held at the Master's Degree level in rural development under a territorial approach.

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

PA.2. To conduct, together with the SAGPyA, annual outlook seminars on agriculture and agroindustry.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Public and private institutions of the agrifood sector, and the community, are aware of the outlook for placing Argentine agricultural products on world and national markets.

PI.1. Outlook forums on agroindustry in Argentina held in 2008 and 2009.

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

PA.1. To conduct a study on agriculture and rural life in Argentina.

*IICA's Role:*

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

ER.1. Public and private institutions of the agrifood sector, and the community, are aware of the up-to-date vision of the state of agriculture and rural life and its contribution, which is considered in policy formulation and private decisions

PI.1. Annual reports "State of and Outlook for Agriculture and Rural Life in Argentina" published and presented in different forums.

PA.2. To participate in the preparation and dissemination of publications and electronic bulletins of interest to the rural sector.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. A large number of public- and private-sector officials duly informed of important aspects of agricultural negotiations and agricultural health and food safety.

PI.1. MERCOSUR Forum and CODEX-SPS Forum electronic bulletins prepared, and distributed every two weeks and every three months, respectively.

PA.3. To support the dependent CAS entities in the implementation of their activities in Argentina.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

**Relocation of agriculture and rural life and renewing its institutional framework**

ER.1. The operation of the CAS and its dependent bodies (especially REDPA, COSAVE/CVP) have improved the adoption of agricultural policies and their coordination with those of other countries in the region.

PI.1. Meetings of the CAS and its subordinate bodies held in Argentina as programmed for 2008 and 2009; participation of the members from Argentina in meetings in other countries facilitated.

PA.4. To support the participation of the SAGPyA in Summits and ministerial meetings and in the implementation of the AGRO 2003-2015 Plan of Action.

***IICA's Role:***

To organize fora for reflection, dialogue and consensus building

ER.1. SAGPyA officials have participated in the ministerial meetings of the Summit of the Americas process and in the implementation of the AGRO 2003-2015 Plan of Action.

PI.1. Documents prepared by the Headquarters have been disseminated, and at least one annual meeting have been held to coordinate the participation of the SAGPyA in the Summits process and the Agro 2003-2015 Plan.

PA.5. To share with other IICA Offices the methodologies for conducting the outlook seminar.

***IICA's Role:***

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

ER.1. Technical personnel from the IICA Offices in the Southern Region and other regions are familiar with and apply the methodology, to support their governments in the preparation of outlook reports for agricultural markets.

PI.1. IICA/Argentina has produced one technical and methodological document and one held meeting with personnel from the IICA Offices who are interested in the methodology for preparing outlook documents.

PA.6. To work with the Directorate of Horizontal Technical Cooperation to coordinate cooperation with the Ministry of Foreign Affairs in other countries.

***IICA's Role:***

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

ER.1. Agenda established for cooperation between IICA and the Ministry of Foreign Affairs of Argentina, to promote cooperation with other countries on topics related to agriculture.

PI.1. Agenda prepared and approved with the Ministry of Foreign Affairs to provide support other IICA member countries in agriculture.

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

PA.1. To establish and consolidate new partnerships for technical cooperation.

ER.1. Strategic partnerships are in place, under 19 agreements/letters of understanding, with SAGPyA, INTA, SENASA, INDEC, INASE, SRA, CRA, FAA and several national universities, and relations continue with the local offices of FAO, the IDB, ECLAC, other multilateral organizations and new strategic partners.

PI.1. Actions with strategic partners focus on technical cooperation, and include:

- studies and assessments
- policy proposals
- development of methodologies
- technical reports, prepared at the request of clients.

PI.2. Our partners have expressed, via a survey, their satisfaction with the technical cooperation provided by the Institute.

PA.2. To boost the institutional image of IICA at the national level, together with the public and private sectors.

ER.1. IICA's image has been strengthened by preparing and distributing publications, and by reporting on the impact of its activities in the press and other media of the country and Web sites.

PI.1. On average, IICA's contributions and activities are mentioned at least once a month in media specializing in agriculture. A record of is kept of all such mentions, which is then sent to the Public Information and Institutional Image Office in San Jose.

PI.2. At least two publications containing studies or research findings are produced each year and shared with the public and private agrifood sectors and the public.

PA.3. To consolidate the new model for technical cooperation.

ER.1. Institutions and the community in general are aware of IICA's guidelines and the actions called for in the Annual Technical Cooperation Plan of the Office.

PI.1. The National Technical Cooperation Agenda and the Annual Action Plan (AAP) have been prepared in consultation with the SAGPyA and its dependent bodies, universities, and private-sector entities.

ER.2. The Office is implementing the National Technical Cooperation Agenda agreed upon with its strategic partners, within the framework of the 2006-2010 MTP.

PI.1. The Institute reports on the actions it carried out in the Annual Report it publishes and presents to authorities.

PI.2. The opinion poll/survey administered to the Office's clients or partners indicates that the Office is operating satisfactorily.

PA.4. To strengthen technical and administrative capabilities and effectively manage knowledge within the institution.

ER.1. The knowledge generated by the Office is made available to technical personnel in all other IICA Offices, via the Institutional Repository section of the IICA Intranet.

PI.1. All the documents/materials produced as a result of technical activities carried out in 2008 and 2009 have been placed in the Institutional Repository.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>



<b>IICA Office in Argentina</b>	<b>563.669</b>	<b>92.504</b>	<b>656.173</b>	<b>563.669</b>	<b>92.504</b>	<b>656.173</b>
Promotion of trade and the competitiveness of agribusinesses	140.917	23.126	164.043	140.917	23.126	164.043
Promotion of the technology and innovation	56.367	9.250	65.617	56.367	9.250	65.617
Promotion of agricultural health and food safety	225.468	37.002	262.469	225.468	37.002	262.469
Promotion of the development of rural communities adopting a territorial approach	84.550	13.876	98.426	84.550	13.876	98.426
Promotion of the sustainable management of natural resources and the environment	28.183	4.625	32.809	28.183	4.625	32.809
Repositioning agriculture and rural life and renewing its institutional framework	28.183	4.625	32.809	28.183	4.625	32.809

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

PA.1. To prepare and implement instruments for promoting technological modernization and the competitiveness of agribusinesses in Brazil.

*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. Ministry of Agriculture, Livestock and Food Supply (MAPA) and other public and private institutions have instruments and information related to agricultural policies.

PI.1. Information system for the administration and operation of the new rural insurance program implemented.

PA.2. To plan and structure the Ministry of Agriculture so that it can provide a more effective response to the needs of society in terms of agribusiness in Brazil.

*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. Ministry of Agriculture, Livestock and Food Supply has Sectoral Chambers in place.

PI.1. Consolidation of the strategic plan to support the modernization of the Sectoral Chambers, and preparation of case studies.

PI.2. Working agendas of the sectoral chambers, the National Agribusiness Council (CONSAGRO) and the Ministry of Agriculture, Livestock and Food Supply (MAPA) formulated and monitored.

Promotion of trade and the competitiveness of agribusinesses

PA.3. To support municipal governments in the consolidation of agribusiness development projects.

*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

ER.1. Municipal government working in collaboration with the public and private sectors, international organizations and civil society organizations on matters related to agribusiness.

PI.1. Agribusiness development plan of the municipality of Formosa, in the State of Goias, and monitoring and evaluation instruments, agreed upon by the public and private sectors and civil society organizations.

PI.2. Creation of a Municipal Council for Agribusiness Development in Formosa, comprising banks, rural workers, producers and operators of agroindustries.

PI.3. Elaborated 8 studies of possible agreements and sources of funding for agribusiness development projects in the municipality of Formosa.

PA.4. To systematize information on trade agreements, agricultural policies and horizontal cooperation.

*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. Ministry of Agriculture has up-to-date information on opportunities and challenges created by the liberalization of trade in agribusiness in Brazil.

PI.1. Preparation of at least 2 documents per year on the state of negotiations, and analysis of challenges and opportunities for agribusiness in Brazil.

Promotion of the technology and innovation

PA.1. To support the modernization of the technological politicians and institutional transformation for research, extension and technology innovation.

*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. EMBRAPA conducting agricultural research and using results of same to enhance the competitiveness and quality of production chains.

PI.1. Implementation of the project "Management of Technology Transfer Processes to subsidize the Program on Technological Innovation and New Forms of Management in Agricultural Research - Agrofuturo."

PA.2. To support mechanisms for cooperation in technology and innovation and the transfer of technology in the area of biotechnology and biosafety.

*IICA's Role:*

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

ER.1. Hemispheric, regional and national technology transfer programs receive technical and operating support from the IICA Office in Brazil.

Promotion of the technology and innovation

PI.1. Articulation with the Procis, the Biotechnology Group of the Southern Agricultural Council (CAS), and cooperation among the countries, serving as a platform for the region.

PA.3. To consolidate the institutional modernization of MAPA.

*IICA's Role:*

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

ER.1. MAPA adopts modern and efficient technology to protect information.

PI.1. Preparation of a plan of guidelines for the management and modernization of information technology and of a management model.

PA.4. To consolidate the knowledge management model of the RIB.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. RIB has implemented a knowledge management model.

PI.1. GC infrastructure (computer system) installed and stabilized, and superstructure (concepts, lexicon and regulations) disseminated and communicated within the RIB.

Promotion of agricultural health and food safety

PA.1. To promote the institutional strengthening of the Ministry of Agriculture, to further develop its capabilities in the area of AHFS.

*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. Strengthened the Secretary of Agricultural Defense, in the context of the activities of strategic management of the Ministry of Agriculture.

PI.1. Design of the agricultural health education program, in collaboration with MAPA.

PI.2. Two workshops held to formulate the Master Plan for the Coordination of Support to the CGAL/SDA/MAP Laboratory.

PI.3. Two training events for the technical personnel of MAPA and other institutions on the application and use of the Performance, Vision, and Strategy instrument (PVS of the OIE/IICA and of the ONPF).

PI.4. Promotion of mechanisms for transferring experiences in the use of sanitary and phytosanitary measures.

PI.5. Provision of technical cooperation for upgrading the capabilities of the Lanagros National Reference Laboratories.

Promotion of the development of rural communities adopting a territorial approach

PA.1. To cooperate with the government of Brazil in implementing the national policy which supports sustainable development and efforts to combat rural poverty from a territorial perspective.

*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. Secretariat of Territorial Development of the Ministry of Agricultural Development (SDT/MDA) now capable of fostering the endogenous development of rural territories.

PI.1. Upgrading of the capabilities for mobilization, organization, appraisal, planning, and self-management among local populations in 118 rural territories.

ER.2. State governments receive technical cooperation from IICA in adopting measures to combat rural poverty.

PI.1. Formulation of 10 rural poverty reduction initiatives by the populations in the states.

PA.2. To promote the reduction of regional inequalities by strengthening the institutional capabilities of the MI, as regard policy formulation, regional development mechanisms and instruments, and the implementation of integrated development programs.

*IICA's Role:*

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

ER.1. Ministry of National Integration has issued directives for formulating regional development and territorial planning policies for Brazil.

PI.1. Design of regional development policies and measures that will contribute to reducing regional inequalities and promote national integration.

PA.3. To consolidate family agriculture as an economic activity which is essential for sustainable socioeconomic development in the rural milieu.

*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. Ministry of Agricultural Development (MDA) has strategies for strengthening land policy in Brazil.

PI.1. Design of the National Program to Strengthen Family Agriculture (Pronaf), which seeks to enhance the value attributed to and disseminate the concept of family agriculture as essential business activities for sustainable socioeconomic development in the rural milieu

PA.4. To enhance the technical positioning of the Institute in critical aspects of the sustainable development of agriculture and rural communities.

*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. Regional public and private sector exchange knowledge and professionals in the field of sustainable rural development.

Promotion of the development of rural communities adopting a territorial approach

PI.1. Preparation and publication of the following prospective studies:

- Systematize the experiences and good practices of IICA's technical cooperation projects in sustainable rural development (DRS);
- Linking public policies and social actors for sustainable rural development;
- Models of social organization for sustainable development in rural territories;
- Irrigated areas in Northeastern Brazil: public policies and transfer of management;
- Experiences of rural businesses that use clean production practices, and engage in ecotourism and fair trade.

PI.2. Implementation of training events:

- Linking of public policies and social actors for sustainable development in rural territories;
- Public policies and transfer of management skills in irrigated areas of Northeastern Brazil
- Integrating family agriculture into agribusiness;
- Experiences of rural businesses that use clean production and engage in ecotourism and fair trade.

PA.5. To promote the exchange of experiences and professionals in the field of sustainable rural development among countries of the region.

*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

To develop and operate information and knowledge management system

ER.1. Standing Forum on Sustainable Rural Development in Brazil coordinating national work and knowledge management for the rest of the continent.

PI.1. Participation in four joint rural development initiatives with other IICA Offices, especially Paraguay, Mexico, Venezuela, Colombia, and Ecuador.

PI.2. Use of the experience of DRS courses promoted by IICA in Brazil in distance education systems.

PI.3. A project on knowledge management in rural development now includes public agencies in Paraguay, Ecuador, and Venezuela, as well as universities in Mexico, Argentina, Uruguay and Brazil.

Promotion of the sustainable management of natural resources and the environment

PA.1. To position the Institute in topics related to the integrated management of natural resources and its impact on food production and the rural 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. IICA member countries have national and regional policies for the development of agriculture and the rural milieu that take into consideration the implications of global climate change for agrifood systems.

PI.1. Coordination by IICA of the IICA/IDB program to combat desertification and mitigate the effects of drought in South America.

PI.2. Cooperation agreement signed with the MERCOSUR countries to develop an integrated regional plan to combat desertification.

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

PI.3. Implementation of the plan for environmental control in and management of the microbasins of the headwaters of the Plata river basin, which flow into the Itaipu dam, with a view to reducing the environmental damage already done to the region served by the hydroelectric complex.

PA.2. To strengthen the technical, institutional and administrative capabilities of the national entities responsible for formulating, implementing and evaluating strategies, policies, programs and projects related to the integrated management of natural resources and regional development.

*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. Federal and state governments have innovative planning and strategic management instruments, to promote the sound use of water resources, minimize regional inequalities and foster environmental conservation.

PI.1. Implementation of measures to combat desertification in susceptible areas, by consolidating the National Action Plan to Combat Desertification and Mitigate the Effects of Drought, and similar programs in the States.

PI.2. Preparation of measure with the National Department of Drought Control in the sectors of water resources, irrigated agriculture, social mobilizations, resettlement and organization of users.

PI.3. Technical support to Brazilian Environmental and Natural Resources Institute in developing and implementing a model for the management of environmentally friendly technologies.

PI.4. Institutional support to the International Forestry Research Center in promoting the sustainable management of forest assets and services in Amazonia.

PI.5. Realized at least 4 initiatives per year undertaken to consolidate the system for the administration of water resources and the management of the supply of and demand for water used by State governments for multiple purposes.

PI.6. Implementation of the Program to Modernize the Basic Network for Monitoring and Technology Innovation of the National Meteorological Institute - INMET/MAPA.

PI.7. Preparation of project for the implementation of the program to combat desertification (Proágua Semi).

PI.8. Preparation of a project to implement the system for administering the project Integration of the San Francisco River into the River Basins of Northern Northeast Brazil.

PI.9. Preparation of a project to implement the Program for the Administration and Coordination of the Hydraulic Infrastructure and Works Component of Proágua Nacional.

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

PA.1. To promote forums for reflection and dialogue on critical issues 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

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

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. IICA's member countries and their counterparts know of successful experiences in and opportunities for agribusiness.

PI.1. Formation of an agribusiness node, with a view to facilitating the articulation of public, private and social entities into a virtual institutional framework.

PI.2. Dissemination of information on agribusiness, foreign trade, agricultural health and other topics, in the agrifood electronic bulletin of the Southern Cone and the weekly newsletter on opportunities "Alertas de Agronegocios".

PI.3. Preparation of assessment of the current state of the sugar and alcohol industry in Brazil.

ER.2. MAPA has an assessment of pre-selected production chains.

PI.1. Formulation and implementation of policies promoting agribusiness, based on studies and assessments of the major agribusiness production chains in Brazil.

PA.2. To support the government of Brazil in monitoring the state of and outlook for agriculture and rural life.

*IICA's Role:*

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

ER.1. Ministries of Agriculture and Ministerial Delegates have information on agriculture and rural development in Brazil.

PI.1. Annual report on the state of and outlook for agriculture and rural development in Brazil.

PI.2. Dissemination, implementation and follow-up of the ministerial agreements vis-à-vis the AGRO 2003-2015 Plan of Action.

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

PA.1. To further reposition IICA/Brazil as a reference for technical cooperation and an institution of excellence in the generation and dissemination of knowledge for sustainable rural development in Brazil.

ER.1. IICA/Brazil responds to the priorities agreed upon with the authorities of institutional counterparts, as reflected in the National Technical Cooperation Agenda, in accordance with the institutional policies defined by the Governing Bodies.

PI.1. Basic National Technical Cooperation Plan fine tuned with directives and policies of the government, especially the Ministry of Agriculture, Ministry of Agricultural Development and Ministry of National Integration, and other key stakeholders of the expanded agricultural sector.

PI.2. IICA technical cooperation provided efficiently and effectively, as confirmed by institutional counterparts in progress reports, opinion polls and annual meetings to review results.

PI.3. Results of IICA technical cooperation shared with a wide range of interested institutions thanks to an efficient knowledge management system which includes the measurement of same using performance indicators.

ER.2. IICA/Brazil has a management model that is consolidated and in line with its strategy, and ineffective indicators and processes, backed by institutional rules and procedures.

PI.1. Implementation of the actions called for in the master plan of the Balanced Scorecard.

ER.3. IICA/Brazil has personnel trained to provide the technical cooperation requested by institutional counterparts.

PI.1. Training program prepared and approved by IICA/Brazil and Headquarters, indicating in which areas training is needed and the methodology and dates for the training events.

PI.2. Training events held throughout 2008 and 2009.

### Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>IICA Office in Brazil</b>	<b>833.001</b>	<b>989.028</b>	<b>1.822.029</b>	<b>833.000</b>	<b>989.029</b>	<b>1.822.029</b>
Promotion of trade and the competitiveness of agribusinesses	208.250	247.257	455.507	208.250	247.257	455.507
Promotion of the technology and innovation	124.950	148.354	273.304	124.950	148.354	273.304
Promotion of agricultural health and food safety	208.250	247.257	455.507	208.250	247.257	455.507
Promotion of the development of rural communities adopting a territorial approach	208.250	247.257	455.507	208.250	247.257	455.507
Promotion of the sustainable management of natural resources and the environment	41.650	49.451	91.101	41.650	49.451	91.101
Repositioning agriculture and rural life and renewing its institutional framework	41.650	49.451	91.101	41.650	49.451	91.101

### IICA Office in Chile

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



Promotion of trade and the competitiveness of agribusinesses

PA.1. To foster inter-chain dialogue on ways to make agribusinesses more competitive.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Information system operational, providing information on agri-chains to the public and private sectors, thus helping to make agribusinesses more competitive.

PI.1. At least three publications per year on the situation in selected agricultural chains.

PI.2. At least two seminars held each year to disseminate relevant information on the results of studies of agrifood chains.

PI.3. Information system on the principal agrifood chains designed and available on the IICA/Chile webpage.

Promotion of the technology and innovation

PA.1. To promote horizontal cooperation with the countries of the hemisphere by generating a methodology for transferring successful experience in the Chilean agricultural sector.

*IICA's Role:*

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

ER.1. The IICA-AGCI cooperation node is operational and providing horizontal cooperation to support IICA's member countries.

PI.1. 2008 and 2009 programs for horizontal cooperation between IICA and AGCI prepared, approved and implemented.

Promotion of agricultural health and food safety

PA.1. To support the MINAGRI in developing a new official food authority, and in strengthening the Chile-Peru binational program to control the Mediterranean fruit fly.

*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. MINAGRI has strengthened the national food safety program.

PI.1. Technical cooperation provided to MINAGRI in setting up and launching a national food safety program.

ER.2. Chile-Peru binational program to control the Mediterranean fruit fly has been strengthened.

PI.1. Annual plans of operations of Chile-Peru Binational Program for 2008 and 2009 prepared, approved and executed.

PA.2. To support the National SPS Measure Committee in disseminating and implementing the WTO agreements on SPS measures.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

To develop and operate information and knowledge management system

**Promotion of agricultural health and food safety**

ER.1. Capabilities of National SPS Committee have been strengthened.

PI.1. Two reports prepared per year on agreements reached by the National Committee.

PI.2. Two training sessions and other meetings held each year to disseminate information on the SPS Agreements of the WTO, for important stakeholders in the public and private sectors.

PI.3. SPS Web portal operational and linking institutions of the public and private agricultural sector.

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

PA.1. To support the leaders of associations of family farmers and small- and medium-scale producers, through knowledge management networks, in acquiring new skills needed to increase agricultural trade and competitiveness.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Organizations of family farmers have been strengthened, and a model is being applied to improve technical leadership and management capabilities, projected to the environments of the agricultural trade and associative management.

PI.1. Workshop held to report on the need to educate leaders and to provide training in trade and competitiveness, for 25 delegates from all the regions of the country.

PI.2. Two seminars per year to train 30 leaders of organizations of small-scale farmers in the management of associations and agribusinesses.

PA.2. To contribute to the articulation of public and private institutions in the area of training and education linked to the development of the agrifood and rural sector.

*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. Two associations of small- and medium-scale farmers strengthened, and networks established to provide technical assistance and disseminate knowledge.

PI.1. Work agenda for 2008 and 2009 prepared, approved and implemented, with the participation of 25 delegates from two national associations of small- and medium-scale farmers

PI.2. At least two workshops held annually to provide training to producer associations, with a view to improving the operation of their agribusinesses.

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

PA.1. To maintain ongoing contact with the MINAGRI and the Ministry of Foreign Relations on topics related to the dissemination, implementation and monitoring of the Hemispheric Ministerial Agreements derived from the AGRO 2003-2015 Plan of Action.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Institutions in the public and private agricultural sectors have been informed of the hemispheric ministerial agreements.

PI.1. Reports on progress in implementation of ministerial agreements prepared and disseminated.

PI.2. Three meetings held with MINAGRI and Ministry of Foreign Relations personnel to analyze application of the ministerial agreements.

PA.2. To support efforts to modernize the institutional framework of agriculture, especially as regards the structuring of the new Ministry of Agriculture and Food.

*IICA's Role:*

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

ER.1. MINAGRI has a new institutional framework for the agricultural sector in Chile.

PI.1. Project on new institutional framework being executed.

PI.2. Logistic support provided to MINAGRI in organizing 3 events per year to share information on the new ministerial institutional framework with the public and private sectors.

PA.3. To create opportunities for reflection among the actors of the agrifood sector, providing access to successful experiences in the implementation of ministerial models in the member countries.

*IICA's Role:*

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

ER.1. Officials in the public and private agricultural sectors and members of the academic sector have been informed of the outlook for agriculture in Chile.

PI.1. "Outlook on Agriculture in Chile" seminar held annually.

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

PA.1. Training of technical and general services personnel in teamwork, in keeping with the values and the needs of the Institute.

ER.1. The Office's technical and general services personnel are acquiring new skills and improving their job performance, in keeping with the Institute's values, and are offering more and better cooperation services to internal and external clients.

PI.1. Training program for 2008-2009 prepared and implemented.

PI.2. Course evaluations prepared.

PI.3. Number of staff members trained, by topics.

PA.2. Strengthening of the systems used to monitor the performance of the personnel and help them achieve the objectives in their Individual Contribution Plans (ICP).

ER.1. Technical and general services receive support and successfully complete their ICPs.

PI.1. Aide memoires of the meetings of the Management Committee with staff members sent and received by the Representative and the staff members.

PI.2. Management Committee meets with staff members to help them improve their job performance and achieve the objectives of the ICPs.

PA.3. Preparation of and agreement on the 2007-2001 National Cooperation Agenda, with national authorities in the public and private agricultural sectors

ER.1. The 2007-2010 National Cooperation Agenda, prepared and updated on the basis of the needs of the country, agreed upon with agricultural sector authorities, and consistent with IICA's MTP, helps to improve the overall performance of the Office and the quality of the technical cooperation provided to the country.

PI.1. 2007-2010 National Cooperation Agenda, prepared and updated periodically on the basis of the demand for cooperation and of consultations with national authorities.

PI.2. Reports on results of cooperation, based on the National Agenda, presented to national authorities and well received.

PI.3. IICA-FAO inter-agency agenda agreed upon and implemented.

PI.4. Office's technical personnel receive ratings of satisfactory or superior on their performance evaluations.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Chile</b>	<b>410.099</b>	<b>13.376</b>	<b>423.475</b>	<b>410.099</b>	<b>13.376</b>	<b>423.475</b>
Promotion of trade and the competitiveness of agribusinesses	102.525	3.344	105.869	102.525	3.344	105.869
Promotion of the technology and innovation	41.010	1.338	42.348	41.010	1.338	42.348
Promotion of agricultural health and food safety	143.535	4.682	148.216	143.535	4.682	148.216
Promotion of the development of rural communities adopting a territorial approach	82.020	2.675	84.695	82.020	2.675	84.695
Repositioning agriculture and rural life and renewing its institutional framework	41.010	1.338	42.348	41.010	1.338	42.348

### IICA Office in Paraguay

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

Promotion of trade and the competitiveness of agribusinesses

PA.1. To support the Investment and Exports Network (REDIEX) in implementing the National Export Plan.

*IICA's Role:*

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. Members of REDIEX better prepared to develop and implement export plans.

PI.1. At least two export plans prepared by the members of REDIEX.

PI.2. National project prepared to increase production of beef for export.

PI.3. Integrated system developed with up-to-date information on investments and exports.

PA.2. To upgrade capabilities at the national level to engage in international agricultural negotiations.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Specialists in the public and private agricultural sectors are more capable of achieving more favorable results in international trade negotiations.

PI.1. At least one training course held per year on agricultural trade negotiations, for stakeholders in the public and private sectors.

PA.3. To continue to support the Sectorial Group of the Meat, by formulating and implementing a joint action plan.

*IICA's Role:*

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

ER.1. Sectorial Group of the Meat now has a national plan aimed at improving the competitiveness of the meat chain.

PI.1. Timetable set up for implementation of activities called for in the agreements reached at the regional workshop on technical access to the meat market.

PI.2. Document on National Beef Plan prepared, and approved by sector authorities.

Promotion of the technology and innovation

PA.1. To support the establishment of a public-private national innovation and technology system.

*IICA's Role:*

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

ER.1. National Innovation and Technology Commission operational, promoting the modernization of agricultural production practices.

PI.1. At least four meetings of the National Commission on Innovation and Technology with the Ministry of Agriculture and Livestock and other interested parties, held annually.

PI.2. At least four proposed policies, programs and projects related to agricultural technology and innovation formulated.

ER.2. IPTA has a national agricultural technology and innovation strategy, and is implementing it with the strategic partners and key stakeholders involved.

Promotion of the technology and innovation

PI.1. Document on national agricultural technology and innovation strategy prepared; report on implementation available.

PA.2. To support the strengthening of public and private institutions, with a view to managing information on agricultural technology.

*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. Public and private institutions have improved the management of knowledge related to agricultural technology, and are promoting improvements in productivity and the sustainability of the production sector.

PI.1. At least 20 professionals trained in seminars/workshops dealing with the management of information on agricultural technology, based on the assessment of institutional capabilities.

PI.2. Number of hits on websites and the virtual library specialized in technology and innovation, up by 25%.

PI.3. Thirty public- and private-sector technicians trained in the field of agricultural biotechnology.

ER.2. National Biotechnology and Biosafety Commission has a national policy on agricultural biotechnology.

PI.1. At least four coordination meetings held annually between the National Biotechnology and Biosafety Commission and the Ministry of Agriculture and Livestock and other sectors.

PI.2. At least four proposed policies, programs and projects on biotechnology and biosafety formulated.

PA.3. To support the UNA in the formation of technical capacities as regards Biotechnology.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. National University of Asuncion has implemented a graduate program in biotechnology.

PI.1. Twenty students enrolled in graduate program in biotechnology.

PI.2. Fifteen students have completed graduate course in biotechnology.

PI.3. Graduate course in biotechnology evaluated.

Promotion of agricultural health and food safety

PA.1. To provide technical cooperation in upgrading the technical capabilities of the AHFS services to apply sanitary measures and science-based procedures.

*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. SENACSA and SENAIVE are implementing policies on the management of human resources.

PI.1. Personnel from the different levels of the organizational structure have been trained in subjects related to the management of human resources and modern AHFS standards.

PI.2. Policies formulated to encourage SENACSA and SENAIVE technical and administrative personnel to upgrade their technical capabilities, by offering them graduate studies.

PI.3. Two reports on performance of human resources prepared and presented per year.

ER.2. SENACSA has improved and expanded the coverage of its services for the prevention of exotic diseases", control and eradication of endemics that affect livestock production and trade in the country.

PI.1. Project to control and eradicate BSE, tuberculosis and brucellosis, avian influenza, as well as foot and mouth disease, formulated and delivered to SENACSA.

PI.2. Food Safety Plan prepared and being implemented under the PAHO-IICA-FAO agreement.

ER.3. SENAIVE and SENACSA, public and private actors of the agricultural chain, are more competitive because they have an organizational framework and instruments.

PI.1. Manuals of job descriptions and procedures prepared, and personnel trained in their application.

PI.2. Management information system installed and operational.

PI.3. Rules and procedures manuals available on SENACSA and SENAIVE Web pages.

PI.4. Follow-up and evaluation reports on implementation of the traceability project, following the experience of the pilot project. Also, on the implementation of GAPs and HACCP systems in meat processing plants

PI.5. Follow-up reports prepared during process leading up to approval of the Law on Meat.

PI.6. Project on production and marketing of types of meat other than beef, prepared.

PA.2. To support the National SPS Measures Committee in disseminating and promoting the application of the WTO agreements on SPS measures.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

To develop and operate information and knowledge management system

Promotion of agricultural health and food safety

ER.1. National SPS Technical Committee has been strengthened in terms of its capability to analyze, approve and implement proposals, agreements and standards related to SPS, in keeping with the requirements of the SPS Committee of the WTO.

PI.1. At least four reports prepared and disseminated per year on the results of the meetings of the SPS Committee of the WTO.

PI.2. At least three training sessions held on the SPS Agreements of the WTO, for members of the National Technical Committee on SPS and relevant stakeholders in the public and private sectors.

PI.3. SPS Web portal operational and linking institutions of the public and private agricultural sector.

PA.3. To support the School of Veterinary Sciences of the UNA for the formation of technical capacities in Animal Health.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. School of Veterinary Sciences of the UNA is implementing a graduate program in animal health.

PI.1. At least 30 students enrolled in graduate course in animal health.

PI.2. At least two reports prepared per year on the modules taught in the graduate program.

PI.3. A report prepared annually on the level of satisfaction among the students participating in the graduate program.

Promotion of the development of rural communities adopting a territorial approach

PA.1. To support the UNA for the formation of technical capacities in management of rural 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. National University of Asuncion is implementing a graduate program in management of rural territories.

PI.1. At least 25 students enrolled in the graduate program in the management of rural territories.

PI.2. Five case studies prepared by participants in the graduate program in the management of rural territories.

PA.2. To strengthen capabilities at the national level to manage rural development under a territorial approach.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Specialists in the public and private sectors have a space for discussing and updating their knowledge of rural development under a territorial approach.

PI.1. Inventory of national specialists in the field of rural development prepared.

PI.2. National Electronic Forum for Reflection and Dialogue on Rural Development under a Territorial Approach, operational.



Promotion of the sustainable management of natural resources and the environment

PA.1. To upgrade the institutional capabilities of the SEAM in the area of environmental management.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. SEAM is applying an environmental management model in national rural development and natural resources programs and projects.

PI.1. Workshop held to evaluate the application of environmental management models in national rural development and natural resources programs and projects.

PI.2. Training session held on the environmental sustainability of rural development and natural resources programs and projects.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. To provide technical support to the Office of the Vice President of the Republic in developing a national policy on SRDTA.

*IICA's Role:*

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

ER.1. The government has a national policy on sustainable development under a territorial approach.

PI.1. Document on proposed national policy on sustainable rural development with a territorial approach concluded, and presented to government authorities.

PI.2. Program prepared for interinstitutional work with the MAG, SEAM, INDERT, SAS and STP to articulate actions aimed at implementing the national policy on rural development with a territorial approach.

PA.2. To support the institutional modernization of the MAG so it can meet new needs of the sector.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Capabilities of the Directorate of Agricultural Extension Services to manage technical assistance provided to family agriculture have been strengthened.

PI.1. At least three training courses held per year on the management of technical assistance and the implementation of social-production initiatives.

PA.3. To support hemispheric integration processes.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Minister and Ministerial Delegate of MAG participate effectively in the meetings of the Ministerial Summits and the CAS, and incorporate the resolutions into the work plans of the MAG.

PI.1. Actions required to monitor and implement the agreements of the meetings, incorporated into the AAPs of the IICA Office.

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

PA.4. To deliver information on the performance of the national agrifood sector and rural life.

*IICA's Role:*

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

ER.1. Public and private institutions have up-to-date information on the performance of agriculture and rural life.

PI.1. Report "Paraguay Agropecuario en Cifras" prepared and distributed.

PI.2. IICA Observatory of the Agricultural and Agroindustrial Sector of Paraguay updated semi-annually and available on the Web page.

PI.3. Annual report from the Southern Region on agriculture and rural life -Paraguay Chapter- prepared and delivered to the DRO-Southern Region.

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

PA.1. To consolidate IICA/Paraguay as an information center, to assist in repositioning agriculture and rural life.

ER.1. The institutional image is being consolidated and improved by applying a policy focused on communicating with and publishing for the rural sector.

PI.1. Preparation and publication of at least two graduate theses supported.

PI.2. Two short-term reports and technical documents published in the year and disseminated through academic centers and public and private institutions of the agricultural sector.

PI.3. Between 70 and 80 items published per year in the written and electronic press.

PI.4. Prepared and disseminated a short-term report on the national agricultural sector, in August and November of each year, and bi-annual sectoral reports on the commodities available at the IICA Observatory.

PI.5. IICA technical reports and newsletters disseminated among institutions and actors of the public and private sectors; at least two deal with commodities available at the Observatory.

PI.6. Documentation Center operational.

PA.2. To ensure greater transparency and accountability in reporting on IICA's operations.

ER.1. The proper preparation and implementation of the Office's Annual Action Plan ensures transparency in its actions and accountability to public and private institutions of the national agricultural sector.

PI.1. Action Plan approved.

PI.2. Quarterly reports on implementation of the Action Plan, indicating progress in achieving the results of the Office and of each staff member, through the Performance Indicators.

PI.3. Annual Reports delivered on time to public- and private-sector authorities.

PI.4. Dissemination of calls for proposals and bids; and presentation of results of same on the Office's Web page.

ER.2. Clients and partners who receive technical cooperation from IICA satisfied with technical cooperation services received.

PI.1. Satisfaction of clients and partners (80%) regarding compliance with National Agenda measured via opinion poll.

ER.3. Administrative and financial management of resources based on principle of transparency, in compliance with Institute rules and procedures.

- PI.1. Reports submitted to Headquarters.  
 PI.2. Technical and financial reports submitted monthly to counterparts.  
 PI.3. Financial reports submitted, and analyzed monthly in the Office to take necessary corrective and preventive measures.  
 PI.4. Reports from external auditors of projects administered by the Office.
- PA.3. To train and prepare the human resources of the Office to meet the needs and the new challenges of the national sector.  
 ER.1. The Office's technical and administrative personnel are upgrading their skills and improving their job performance, in keeping with the Institute's values.  
 PI.1. In-house training program approved in March of each year.  
 PI.2. 90% of in-house training program implemented at close of each year.
- PA.4. To strengthen the implementation of the performance and evaluation systems  
 ER.1. Individual Contribution Plans prepared, taking into consideration the possible of actions among the personnel.  
 PI.1. Quarterly report on compliance with ICPs.  
 ER.2. Meetings held monthly to review compliance with and adjust ICPs.  
 PI.1. Documents specifying the commitments of each staff member, with adjustments or actions to be taken to ensure achievement of individual results.
- PA.5. To strengthen the organizational structure of the Office, in pursuit of technical and administrative excellence.  
 ER.1. Teamwork strengthened at the Office by re-engineering internal processes.  
 PI.1. At least one internal process simplified and reorganized by consensus among the personnel of the Office at the end of each year.  
 ER.2. The Office implements procedures intended to improve the services it provides, based on standards related to quality.  
 PI.1. At least one procedure implemented as norms standards of quality of the offered services.
- PA.6. The Office strengthens relations with strategic partners at the national, regional and hemispheric levels.  
 ER.1. 2006-2010 National Cooperation Agenda prepared on the basis of the needs of the country, agreed upon with agricultural sector authorities, and consistent with IICA's MTP.  
 PI.1. 2006-2010 National Cooperation Agenda, updated periodically on the basis of meetings and consultations with national authorities and the demand for cooperation.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Paraguay</b>	<b>381.065</b>	<b>12.330</b>	<b>393.395</b>	<b>381.065</b>	<b>12.330</b>	<b>393.395</b>

Promotion of trade and the competitiveness of agribusinesses	95.266	3.083	98.349	95.266	3.083	98.349
Promotion of the technology and innovation	76.213	2.466	78.679	76.213	2.466	78.679
Promotion of agricultural health and food safety	87.645	2.836	90.481	87.645	2.836	90.481
Promotion of the development of rural communities adopting a territorial approach	83.834	2.713	86.547	83.834	2.713	86.547
Promotion of the sustainable management of natural resources and the environment	19.053	617	19.670	19.053	617	19.670
Repositioning agriculture and rural life and renewing its institutional framework	19.053	617	19.670	19.053	617	19.670

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

PA.1. To strengthen the articulation of national actions with regional actions carried out by CAS, REDPA, PROCISUR and CVP.

*IICA's Role:*

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. Articulation of national and regional actions strengthened thanks to synergies promoted between IICA/Uruguay and CAS, REDPA, PROCISUR and CVP.

PI.1. Quarterly reports prepared on the implementation of the system of environmental indicators of the project on responsible production of the MGAP, in coordination with PROCISUR.

PI.2. Training program for technical personnel of the MGAP Directorate of Livestock Services, implemented in coordination with the CVP.

PA.2. To support the establishment of a national agricultural quality network.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. National Agricultural Quality Network operational, systematizing experiences and disseminating information on the subject.

PI.1. Founders of the network (IICA, MGAP, UNIT and LATU) hold two coordination meetings annually.

PI.2. Document prepared and disseminated on successful experiences in improving quality in the dairy chain.

**Promotion of the technology and innovation**

PA.1. To consolidate the interinstitutional working group on biotechnology, with support from PROCISUR.

*IICA's Role:*

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

ER.1. Interinstitutional working group on biotechnology consolidated, drawing on successful experiences in other countries and formulating proposed policies for modernizing agriculture in Uruguay.

PI.1. Group meets at least three times per year.

PI.2. Document on the institutions involved in biotechnology in Uruguay published and disseminated.

PI.3. At least one annual seminar held on a topic related to biotechnology.

PA.2. "Uruguay Agropecuario al Mundo" distance education platform launched.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. EaD Uruguay Agropecuario al Mundo platform operational and offering distance courses on important aspects of agriculture to specialists from the public and private agricultural sectors.

PI.1. At least two courses held per year, and evaluated favorably.

PI.2. Five institutions have formally joined the platform.

PA.3. To support the implementation of the results of the project "Validation of a Technology Transfer System for the Agricultural Sector through the use of ICTs".

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Distance education system for farmers, specialists and rural operators working using a tested methodology and course contents.

PI.1. Three follow-up workshops held per year, coordinated by IICA.

PI.2. Distance courses for small- and medium-scale livestock enterprises prepared and being implemented.

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

PA.1. To support the modernization of departmental governments.

*IICA's Role:*

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

ER.1. Strategic plan is being implemented in the NE part of the Department of Canelones with the active participation of grassroots organizations.

PI.1. Document on strategic plan for Northeast Canelones prepared, disseminated and adjusted in response to changes in the context.

PI.2. At least four coordination meetings held per year to identify projects.

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

PA.2. To support efforts to upgrade the Family Agriculture Promotion Unit of the MGAP.

*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. Family Agriculture Promotion Unit of the MGAP operational and has differentiated policies to support small-scale producers.

PI.1. Registry of small-scale producers prepared.

PI.2. Document on family agriculture in Uruguay prepared and disseminated.

PA.3. To support the National Forum on the Training of Human Resources for the new Rural Sector.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. National forum consolidated in the public-private inter institutional sector to promote excellence in agricultural and rural education.

PI.1. Executive Board of the Forum meets twice a year.

PI.2. At least two training workshops held annually for educators and inspectors in the rural milieu.

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

PA.1. To consolidate the Web page as an instrument for managing technical cooperation.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Web page of the Office consolidated as an instrument for managing technical cooperation, available to the public and private agricultural sectors.

PI.1. Number of hits per month increased to 18,000 in 2008 and 20,000 in 2009.

PI.2. Participants in 2008 series of conferences register on line.

PA.2. To hold conferences and events for reflection on strategic topics.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Series of conferences on state policies and agriculture in the future is recognized by public and private actors for its contribution to the national debate on agriculture.

PI.1. 2008 and 2009 series of conferences held successfully.

PI.2. Opinion poll conducted at the end of each series reveals a high level of satisfaction on the part of participants.

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

PA.3. To support the modernization of the services of the MGAP and the decentralized institutes.

*IICA's Role:*

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

ER.1. Executing units and decentralized institutions units prioritized by the MGAP strengthened as part of efforts to reform the State.

PI.1. Letters of understanding signed with each of the executing units and decentralized institutes prioritized by the MGAP, for the execution of programs and projects aimed at modernizing the agricultural sector.

PA.4. Interinstitutional coordination with relevant public and private actors of the main agricultural production 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 develop and operate information and knowledge management system

ER.1. Key actors in the most important agricultural chains have reached agreement on issues of importance to agriculture in Uruguay.

PI.1. Document prepared on beekeeping chain.

PI.2. At least four coordination meetings held annually to discuss progress in projects aimed at involving the private sector in the national animal health system.

PI.3. "Uruguay Agropecuario en Cifras" information system operating and providing information for decision making.

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

PA.1. To keep the National Technical Cooperation Agenda up to date.

ER.1. The NTCA is adjusted on the basis of conversations with counterpart and in response to changes in priorities.

PI.1. At least one meeting per year with counterparts to discuss NTCA.

PI.2. Document adjusted and disseminated.

ER.2. Clients and beneficiaries express satisfaction with IICA's work.

PI.1. Annual opinion poll reveals level of satisfaction of 80% or more.

PA.2. To make further changes in the model for the management of technical cooperation.

ER.1. Knowledge management is incorporated into the technical cooperation model.

PI.1. Training workshop held for all personnel on the team, within the framework of the quality management system.

PI.2. Two staff members in charge of preparing a work plan receive specialized training.

PA.3. To strengthen the technical cooperation model to improve articulation between national and regional actions.

ER.1. Administrative support is provided to regional projects, and technical support is received for priority actions within the NTCA.

PI.1. At least one technical activity is held in area of competence of each of the regional projects headquartered in IICA/Uruguay.

PA.4. To improve the way clients are treated, applying the philosophy of continual improvement

ER.1. The philosophy of continuous improvement is deepened with the implementation of the quality management system.

PI.1. All programmed internal audits are carried out.

PI.2. The entire system is reviewed by the Directorate.

PI.3. External audits are conducted to re-certify the system.

PI.4. Annual training program implemented on schedule and evaluated in terms of effectiveness.

PI.5. Processes monitored and corrective and preventive actions implemented.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Uruguay</b>	<b>406.000</b>	<b>11.913</b>	<b>417.913</b>	<b>406.000</b>	<b>11.913</b>	<b>417.913</b>
Promotion of trade and the competitiveness of agribusinesses	101.500	2.978	104.478	101.500	2.978	104.478
Promotion of the technology and innovation	60.900	1.787	62.687	60.900	1.787	62.687
Promotion of agricultural health and food safety	60.900	1.787	62.687	60.900	1.787	62.687
Promotion of the development of rural communities adopting a territorial approach	89.320	2.621	91.941	89.320	2.621	91.941
Promotion of the sustainable management of natural resources and the environment	52.780	1.549	54.329	52.780	1.549	54.329
Repositioning agriculture and rural life and renewing its institutional framework	40.600	1.191	41.791	40.600	1.191	41.791

### 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 facilitate the regional articulation of technical work in the area of policies and trade.

*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. Capabilities of experts in the ministries of agriculture of the countries of the CAS strengthened in the area of trade policies and negotiations, and teamwork supported.

PI.1. Follow-up mechanism established and operational.

PI.2. Semi-annual reports on joint efforts prepared and published.

ER.2. Strategic partnerships established with other international organizations and strategic partners to carry out joint activities of importance for the Southern Region.

PI.1. Three reports on events, studies and joint publications carried out with strategic partners per year.

PI.2. Three agreements signed with regional organizations.

PI.3. At least three priority proposals prepared for securing external resources with strategic partners.

PA.2. To support the development of the human resources in the region in the area of international trade policies and negotiations.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Organizations in the region have strengthened their technical capabilities in the area of trade policies and negotiations, with technical support from IICA.

PI.1. Three training provided on trade negotiations per year.

PI.2. Report presented on evaluation of training courses and activities.

PA.3. To facilitate the regional articulation of technical work in policies and trade, as Technical Secretary of REDPA/Gina-Sur.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Capabilities of the Ministries of Agriculture in member countries of the CAS strengthened in the area of policies and trade, through REDPA and GINA Sur.

PI.1. Three REDPA meetings organized per year.

PI.2. Three meetings of GINA-SUR organized per year.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. To support the member groups of REDPA and GINA SUR, and to coordinate the implementation of actions identified as priorities by the ministres.

*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. Ministries of Agriculture in member countries of the CAS, thanks to support from REDPA/GINA-Sur, are better prepared to work together to harmonize agricultural policies at the regional level.

PI.1. Working groups set up on 5 priority topics per year.

PI.1. At least 2 joint publications per year with ALADI, ECLAC or FAO on important topics related to agricultural policies, and a regional seminar held to validate each publication.

PI.2. Three annual meetings per group organized and held.

PI.3. At least 5 reports on joint efforts published and disseminated per year.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<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>228.228</b>	<b>7.500</b>	<b>235.728</b>	<b>228.228</b>	<b>7.500</b>	<b>235.728</b>
Promotion of trade and the competitiveness of agribusinesses	182.582	6.000	188.582	182.582	6.000	188.582
Repositioning agriculture and rural life and renewing its institutional framework	45.646	1.500	47.146	45.646	1.500	47.146

**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. Support for institutional modernization and the design of policies for the development and incorporation of technological innovations.

*IICA's Role:*

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

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

ER.1. NARIs in the region have strengthened their institutional frameworks and have the support of their governments and the other actors in the national innovation system.

PI.1. The institutional framework for research in Paraguay and Bolivia consolidated.

PI.2. The NARIs have clearly defined roles and play an important part in the national innovation systems.

ER.2. NARIs have up-to-date information on trends in and the demand for research.

PI.1. A prospective study on agricultural technology and innovation conducted in the region per year realized.

PA.2. To support the development of biotechnology as a means of increasing the participation of the region in international markets.

*IICA's Role:*

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. CAS/REDPA biotechnology group is operating efficiently with technical support from IICA.

PI.1. Working group on biotechnology set up.

ER.2. Opportunities for horizontal cooperation identified that will facilitate exchanges of experiences and horizontal cooperation related to the development of agro-energy.

PI.1. An annual reports on activities carried out and results obtained.

PI.2. A new area for research and regional cooperation identified per year.

PA.3. To promote good environmental management practices in agricultural and rural production.

*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. Production systems have the information they need to adapt to the conditions expected as a result of global climate change.

PI.1. Governmental policies and plans in the region defined.

PI.2. Production systems incorporate into their management systems measures designed to reduce the impact of climate change.

ER.2. Region has the technological tools it needs to make better use of natural resources and protect the environment.

PI.1. Farmers in the region use technological tools to record and control the use of their natural resources.

Promotion of the technology and innovation

PI.2. At least 500 farmers in the region apply control measures designed to prevent the improper use of natural resources.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<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>	<b>20.000</b>	<b>0</b>	<b>20.000</b>
Promotion of the technology and innovation	20.000	0	20.000	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 promote regional articulation of public and private actions in the area of agricultural health.

*IICA's Role:*

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

ER.1. Organizations responsible for AHFS at the national level are effectively linked to private organizations and improving their services.

PI.1. One annual report on evaluation of the results achieved by the national AHFS services.

PA.2. To support the articulation of the countries of the Southern Region to comply with the SPS agreements of the WTO, Codex Alimentarius and the IPPCA.

*IICA's Role:*

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

ER.1. National organizations are better prepared to apply sanitary and phytosanitary measures and to disseminate the agreements of the WTO, CODEX, IPPC and OIE, and monitor compliance with same.

PI.1. Formal and informal national organizations dealing with sanitary and phytosanitary measures consolidated and set up.

PI.2. One annual report per country on results obtained by international organizations.

**Promotion of agricultural health and food safety**

PA.3. To support strategic regional actions aimed at providing appropriate and timely responses to emerging issues (e.g. Avian Influenza).

*IICA's Role:*

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

ER.1. National organizations responsible for AHFS have specific plans and programs aimed at detecting and responding to emerging pests and diseases.

PI.1. One proposal per country prepared on ways to anticipate emerging issues.

PI.2. One annual report per country on activities carried out by and the current status of prevention mechanisms.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Southern Region</b>	<b>126.658</b>	<b>7.500</b>	<b>134.158</b>	<b>126.658</b>	<b>7.500</b>	<b>134.158</b>
Promotion of agricultural health and food safety	126.658	7.500	134.158	126.658	7.500	134.158

**Regional Technical Cooperation Plan in Education and Training in the Southern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators****Inter-thematic actions**

PA.1. To promote horizontal cooperation between the region and other countries and regions and document and disseminate national and regional institutional models.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Exchanges of successful experiences in the development of leadership and in the management of knowledge facilitated, to strengthen organizations of small- and medium-scale framers.

PI.1. Information disseminated, together with FAO, UNESCO and ECLAC, as support for the development of capabilities among small- and medium-scale producers.

Inter-thematic actions

PI.2. Seminar/workshop held on methodologies and strategies for creating knowledge generation and management networks in three countries of the Southern Cone.

PA.2. To support the development of the human resources in the region, to make up for shortcomings that hinder the development of agriculture and its participation in markets.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Efforts to transfer models for the development of professional farmers have been supported, to improve the productive conditions and of agricultural trade.

PI.1. Meeting coordinated with associations of small-scale family farmers in the Southern Region, aimed at their professionalization.

PI.2. Data sheets and monthly informational bulletins on agricultural education and training disseminated.

PA.3. To facilitate the operation of the Forums of Schools of Agronomy and Veterinary Medicine of MERCOSUR, and its linkage to the institutions of the agricultural sector.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Forums of schools of agronomy and veterinary medicine created and operating in the region, linked to public and private organizations in the agricultural and rural sector.

PI.1. Realized 3 meetings annual held to bring Forums of University Schools and 5 Distance Education Forums together with actors in the rural milieu.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Education and Training in the Southern Region</b>	<b>68.000</b>	<b>0</b>	<b>68.000</b>	<b>68.000</b>	<b>0</b>	<b>68.000</b>
Promotion of trade and the competitiveness of agribusinesses	11.336	0	11.336	11.336	0	11.336
Promotion of the technology and innovation	11.336	0	11.336	11.336	0	11.336
Promotion of agricultural health and food safety	11.336	0	11.336	11.336	0	11.336
Promotion of the development of rural communities adopting a territorial approach	11.336	0	11.336	11.336	0	11.336

Promotion of the sustainable management of natural resources and the environment	11.329	0	11.329	11.329	0	11.329
Repositioning agriculture and rural life and renewing its institutional framework	11.329	0	11.329	11.329	0	11.329

### **Regional Technical Cooperation Plan in Agribusiness Development 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 initiatives aimed at linking the public and private sectors at the regional level.

###### *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. Small- and medium-scale producers in the countries of the Southern Region have instruments for securing new markets.

PI.1. Nine chains analyzed and recommendations made for decision making by the different actors involved.

PI.2. Five reports prepared and published.

PA.2. To support the development of the human resources in the region in the area of agribusiness.

###### *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 countries of the region have received support in taking advantage of the benefits of trade opening for the development of competitive agribusinesses.

PI.1. Two training workshops and 2 courses held per year.

PI.2. Two agribusiness instruments designed.

#### **Resources Allocation of the Regular Fund**

##### **Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in</b>	<b>121.036</b>	<b>7.500</b>	<b>128.536</b>	<b>121.036</b>	<b>7.500</b>	<b>128.536</b>

**Agribusiness Development in the Southern Region**

Promotion of trade and the competitiveness of agribusinesses	121.036	7.500	128.536	121.036	7.500	128.536
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**Promotion and Formulation of Agricultural Projects in the Southern Region****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. To contribute to the development of capabilities in the areas of preinvestment and investment, in IICA and in the member countries, to improve the quality of programs and projects, achieving a multiplier effect in tasks directly and indirectly related to the topic.

ER.1. Methodological materials have been prepared and applied in formulating regional and national proposals that form part of the hemispheric programs: traceability, agricultural insurance, bio-energy and bio-fuels, biotechnology and biosafety.

PI.1. Methodology for determining needs and prioritizing the activities in the regional proposals on biotechnology and biosafety, designed, available and being applied.

PI.2. Methodology for formulating the regional and national proposals on traceability, designed, available and being applied.

ER.2. Support has been provided in planning and holding training events.

PI.1. Training course on the participatory formulation of projects, designed, and at least one training event held per region.

PA.2. To support preinvestment and investment processes in the countries.

ER.1. Support has been provided for the formulation of at least eight projects (regional and/or national).

PI.1. Two projects, two per region, formulated and available as support for negotiations to obtain financial resources.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Promotion and Formulation of Agricultural Projects in the Southern Region</b>	<b>126.693</b>	<b>0</b>	<b>126.693</b>	<b>126.693</b>	<b>0</b>	<b>126.693</b>
Promotion of trade and the competitiveness of agribusinesses	21.120	0	21.120	21.120	0	21.120
Promotion of the technology and innovation	21.120	0	21.120	21.120	0	21.120
Promotion of agricultural health and food safety	21.120	0	21.120	21.120	0	21.120
Promotion of the development of rural communities adopting a territorial approach	21.120	0	21.120	21.120	0	21.120



Promotion of the sustainable management of natural resources and the environment	21.107	0	21.107	21.107	0	21.107
Repositioning agriculture and rural life and renewing its institutional framework	21.107	0	21.107	21.107	0	21.107

### **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 strengthen the hemispheric system for cooperation between countries in the area of agricultural technology and innovation, and its linkage to the international research system.

##### *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

ER.1. PROCISUR being implemented efficiently on the basis of a cooperation agreement and medium term plan prepared and approved by the member countries and IICA.

PI.1. 2007 annual work plan prepared in keeping with the guidelines established in the MTP of PROCISUR, and approved.

ER.2. Linkages established with other regional and hemispheric cooperation mechanisms.

PI.1. A regional and hemispheric study on topics identified as priorities by FORAGRO and PROCISUR per year.

PI.2. Mechanisms established for cooperation in strategic areas: genetic resources, institutional innovation and climate change.

ER.3. National Technical Cooperation Agenda being implemented in the countries of the region in the area of technology and innovation.

PI.1. National agendas in the area of technology and innovation implemented and evaluated with its annual reports.

#### **Resources Allocation of the Regular Fund**

<b>Unit / Strategic Priority</b>	<b>Resources Allocation of the Regular Fund</b>					
	<b>Year 2008</b>		<b>Total</b>	<b>Year 2009</b>		<b>Total</b>
<b>Quotas</b>	<b>Miscellaneous</b>	<b>Quotas</b>		<b>Miscellaneous</b>		
<b>Cooperative Program for the Development of Agricultural Technology in the Southern Cone - PROCISUR</b>	<b>130.665</b>	<b>0</b>	<b>130.665</b>	<b>130.665</b>	<b>0</b>	<b>130.665</b>

Promotion of the technology and innovation	130.665	0	130.665	130.665	0	130.665
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### 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 strengthen the Plant Protection Committee of the Southern Cone (COSAVE).

##### *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. Implementation of the IICA-COSAVE Agreement supported and coordinated, taking into consideration the commitments and responsibilities assumed by the parties in same.

PI.1. COSAVE-IICA annual work plans approved.

PI.2. Two meetings of Steering Group and working groups held with logistic and administrative support from IICA.

PI.3. Two minutes taken at meetings of Steering Group and working groups.

ER.2. Technical cooperation requested by COSAVE provided by IICA on time and agreed upon on the basis of the strategic guidelines and priority actions of both institutions.

PI.1. One annual report on technical assistance provided and previously agreed upon.

PI.2. Three reports on activities and/or technical documents.

#### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</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>	<b>20.000</b>	<b>0</b>	<b>20.000</b>
Promotion of agricultural health and food safety	20.000	0	20.000	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****Repositioning agriculture and rural life and renewing its institutional framework**

PA.1. To support the CAS as Technical-Administrative Secretaria, and coordinate IICA's support for regional priorities agreed upon with the CAS.

*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

ER.1. CAS is better prepared to harmonize agricultural policies at the regional level and update the institutional framework of the agricultural and rural sector in the region.

PI.1. Three annual meetings organized and held.

PI.2. The regional agreements and specific resolutions implemented.

PI.3. Regional activities of CAS incorporated into agenda of the region.

ER.2. Technical Secretariat of the CAS has regional studies and technical proposals approved by the CAS.

PI.1. Two regional studies and 2 projects prepared.

PI.2. Three partnerships established with funding organizations.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to the Secretariat of the Agricultural Council of the South - CAS</b>	<b>68.015</b>	<b>0</b>	<b>68.015</b>	<b>68.015</b>	<b>0</b>	<b>68.015</b>
Repositioning agriculture and rural life and renewing its institutional framework	68.015	0	68.015	68.015	0	68.015

**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 actions for the Standing Veterinary Committee of the Southern Cone (CVP) and of its Technical Secretariat.

*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. Support has been provided for the consolidation of the CVP and its Technical Secretariat.

PI.1. Two minutes taken at regular and special meetings of CVP.

PI.2. Logistic support and documents provided to each health service in the Southern Region and Bolivia.

PI.3. At least one agreement with international organizations on orders from the Chair of the CVP.

PI.4. One annual report on intraregional and extraregional audits.

ER.2. The countries of the Southern Region and Bolivia receive support in connection with all routine or emergency actions related to animal health and food safety of animal origin.

PI.1. Two minutes taken at the required meetings of each of the auxiliary ad hoc working groups.

PI.2. Two meetings per year about the Emergency actions of the Permanent Technical Commission (CTP) carried out.

PI.3. Documents systematized efficiently, as required.

ER.3. Actions aimed at strengthening sanitary operations on the border between two or more countries supported.

PI.1. An action carried out in endemic or high-risk areas involving two or more countries facing specific health problems.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>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>	<b>60.000</b>	<b>0</b>	<b>60.000</b>
Promotion of agricultural health and food safety	60.000	0	60.000	60.000	0	60.000

**Northern Region****IICA Office in Canada**

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

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

PA.1. Support to horizontal cooperation and regional initiatives which contribute in capacity building in Agribusinesses to improve market access and competitiveness by sharing Canadian experience and expertise with LAC using IICA Canada Technical Cooperation tools (internships, expertise exchange and events).

*IICA's Role:*

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

ER.1. Horizontal cooperation between Canada and LAC countries supported by IICA Canada has been implemented and contributed to capacity building in Agribusiness to improve market access and competitiveness.

PI.1. Reports and publications of 6 agribusiness events, and 4 internships and expertise exchanges supported by IICA Canada per year.

**Promotion of the technology and innovation**

PA.1. Support to horizontal cooperation and regional initiatives which contribute in capacity building in Biotechnology and innovation to improve competitiveness by sharing Canadian experience and expertise with LAC using IICA Canada Technical Cooperation tools (internships, expertise exchange and events).

*IICA's Role:*

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

ER.1. Horizontal cooperation between Canada and LAC countries supported by IICA Canada has been implemented and contributed to capacity building in Biotechnology and innovation to improve competitiveness.

PI.1. Reports and publications of 6 Technology and Innovation events, and 3 internships and expertise exchanges supported by IICA Canada per year.

**Promotion of agricultural health and food safety**

PA.1. Support to horizontal cooperation and regional initiatives which contribute in capacity building of AHFS services and programs to comply with international SPS standards and agreements by sharing Canadian experience and expertise with LAC using IICA Canada Technical Cooperation tools (internships, expertise exchange and events).

*IICA's Role:*

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

ER.1. Horizontal cooperation between Canada and LAC countries supported by IICA Canada has been implemented and contributed to capacity building of AHFS services and programs to comply with international SPS standards and agreements.

PI.1. Reports and publications of 8 AHFS events and 8 internships and expertise exchanges supported by IICA Canada per year.

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

PA.1. Sharing of Canadian experience and expertise with LAC using IICA Canada Technical Cooperation tools (internships, expertise exchange and events) in horizontal cooperation and regional initiatives which promote prosperity in rural territories.

*IICA's Role:*

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

ER.1. 1 Horizontal cooperation between Canada and LAC countries supported by IICA Canada has been implemented and contributed to promote the development of Rural Communities.

PI.1. Reports and publications of one event and one internships and expertise exchanges supported by IICA Canada per year related to promoting the development of Rural Communities in LAC.

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

PA.1. Sharing of Canadian experience and expertise with LAC using IICA Canada Technical Cooperation tools (internships, expertise exchange and events) in horizontal cooperation and regional initiatives which promote Sustainable Management of NR and Environment.

*IICA's Role:*

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

ER.1. Horizontal cooperation between Canada and LAC countries supported by IICA Canada has been implemented and contributed to capacity building in Agri-Environmental Policies and Adaptation to Climate Change.

PI.1. Reports and publications of one event, 2 internships and expertise exchanges supported by IICA Canada per year in Agri-Environmental Policies and Adaptation to Climate Change.

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

PA.1. Sharing of Canadian experience and expertise with LAC using IICA Canada Technical Cooperation tools (internships, expertise exchange and events) in horizontal cooperation to support the development of new institutional frameworks and policies for the repositioning of Rural Life and Agriculture.

*IICA's Role:*

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

ER.1. Horizontal cooperation between Canada and LAC countries supported by IICA Canada has been implemented and contributed to support the development of new institutional frameworks and policies for repositioning Rural Life and Agriculture.

PI.1. Reports and publications of 5 events and one internship and expertise exchanges supported by IICA Canada per year in the development of new institutional frameworks and policies in agriculture and rural life.

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

PA.1. Enhancement of relationship and alliances with Canadian Government and private sector key stakeholders and partners by interaction and exchange to establish and consolidate agreements and strategic alliances.

ER.1. Consolidated agreements, strategic alliances and activities with key Canadian government stakeholders and partners.

PI.1. Each year, biannual reports and documents with results of meetings and activities with key Canadian government stakeholders and partners.

ER.2. Consolidates agreements, strategic alliances and activities with key Canadian private sector stakeholders and partners.

PI.1. Each year, biannual reports and documents with results of meetings and activities with key Canadian private sector stakeholders and partners.

PA.2. Improvement of program delivery and performance by changes in management practice for technical cooperation with a horizontal style following headquarters' guidelines and approved national agenda.

ER.1. Improved program delivery and performance by changes in management practices.

PI.1. Each year, biannual reports of program delivery and performance including documents such as project proposals, publication and other products derived from improved program delivery and performance.

### **Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>			<b>Resources Allocation of the Regular Fund</b>		
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>IICA Office in Canada</b>	<b>568.500</b>	<b>8.199</b>	<b>576.699</b>	<b>568.500</b>	<b>8.199</b>	<b>576.699</b>
Promotion of trade and the competitiveness of agribusinesses	159.180	2.296	161.476	159.180	2.296	161.476
Promotion of the technology and innovation	85.275	1.230	86.505	85.275	1.230	86.505
Promotion of agricultural health and food safety	113.700	1.640	115.340	113.700	1.640	115.340
Promotion of the development of rural communities adopting a territorial approach	51.165	738	51.903	51.165	738	51.903
Promotion of the sustainable management of natural resources and the environment	102.330	1.476	103.806	102.330	1.476	103.806
Repositioning agriculture and rural life and renewing its institutional framework	56.850	820	57.670	56.850	820	57.670

### **IICA Office in the United States of America**

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

PA.1. Assist IICA in forging prioritizing and developing strategic partnerships.

ER.1. IICA offices with enhanced opportunity to improve collaboration with strategic international Partners.

PI.1. A prioritized strategic partnership list developed.

- PI.2. A strategic partnership profile for priority partners in place.
- PI.3. Work plan developed to share priorities with IICA national offices.
- PI.4. Strategy developed for the IICA Office in Europe and priorities shared with IICA national offices.
- ER.2. External relation strategies with key partners designed and implemented.
  - PI.1. Five formal agreements (e.g., memoranda of understanding, cooperative agreements, etc.) with strategic partners in place.
- ER.3. Increased lines of communications with IICA units in HQ and between IICA national offices and international strategic partners.
  - PI.1. At least 10 meetings with coordinating groups between IICA units and strategic partners at the regional and national levels established.
  - PI.2. Quarterly project pipeline reports of three key partners (e.g., WB, IDB, and USAID sent to IICA representatives.
  - PI.3. Quarterly Strategic Partnership meetings in IICA HQ.
- ER.4. Clear agendas for Cooperation at the regional level.
  - PI.1. 4.1 Coordinate annual Tri-national meeting to establish actions for the region.
- PA.2. Develop agreements and actions with potential key strategic partners in the United States.
  - ER.1. Clear agendas for cooperation at the national (U.S.) level in place.
    - PI.1. Five agreements (e.g., memoranda of understanding, cooperative agreements, etc.) with U.S. entities yielding benefits to IICA and its network in place.
  - ER.2. Increased number of projects with Member States and strategic partners.
    - PI.1. Five joint efforts/projects with Member States and strategic partners registered.
    - PI.2. Three specific initiatives in agricultural health and food safety (e.g., to prevent and contain avian influenza in the Hemisphere Biotech and Biosafety) developed.
- PA.3. Enhance institutional presence and image as a credible and effective organization.
  - ER.1. Improved institutional image.
    - PI.1. Five requests to participate in international/national conferences.
    - PI.2. Five requests for initiatives/activities with strategic partners.
    - PI.3. At least 10 new press release citing IICA role in the Hemisphere.
  - ER.2. Increased presences of IICA senior-level staff at key inter agency meetings and public events.
    - PI.1. Participation in at least 10 meetings or conferences quarterly.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>



<b>IICA Office in the United States of America</b>	<b>913.619</b>	<b>18.743</b>	<b>932.362</b>	<b>913.619</b>	<b>18.743</b>	<b>932.362</b>
Promotion of trade and the competitiveness of agribusinesses	228.405	4.686	233.091	228.405	4.686	233.091
Promotion of the technology and innovation	228.405	4.686	233.091	228.405	4.686	233.091
Promotion of agricultural health and food safety	228.405	4.686	233.091	228.405	4.686	233.091
Promotion of the development of rural communities adopting a territorial approach	91.362	1.874	93.236	91.362	1.874	93.236
Promotion of the sustainable management of natural resources and the environment	45.681	937	46.618	45.681	937	46.618
Repositioning agriculture and rural life and renewing its institutional framework	91.362	1.874	93.236	91.362	1.874	93.236

**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 the North American Agrifood Market Integration Consortium (NAAMIC).

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Organized the Fifth Workshop on Market Integration within the framework of NAAMIC, based on the results of the Workshops on the integration of Northern Region markets.

PI.1. Program for Fifth Workshop on the Integration of Markets under the NAAMIC prepared.

PI.2. Three academic institutions and the IICA Offices in the Northern Region invited to propose specialists to participate in the workshop on the integration of markets.

PA.2. Consolidate the linkages between small producers, on one hand, and emerging distribution channels and supermarkets on the other.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Established an effective link between the chains of agricultural producers in Mexico and supermarket distribution chains.

PI.1. Workshop held on linking the production and distribution chains of small-scale producers.

PI.2. Book with case studies published.

Promotion of trade and the competitiveness of agribusinesses

PA.3. Contribute to strengthening the main production chains ("Product of Mexico" 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

ER.1. Structured a mechanism for the exchange of experiences and best practices between SAGARPA and other players in the agricultural sector in order to foster greater knowledge and analysis of the operation of production chains.

PI.1. Study prepared on new ways of linking distribution channels.

PI.2. Participation in 2 meetings of the committee organizing the World Milk Summit to be held in Mexico in 2008.

ER.2. Established a discussion forum related to perspectives of development of competitive agribusinesses.

PI.1. Three public-sector institutions (ASERCA, SE and BANCOMEXT) and three producer organizations (CAN, CNC and Fundaciones PRODUCE) incorporated into the discussion forum.

Promotion of the technology and innovation

PA.1. Favor the exchange of innovative technology and policies among PROCINORTE countries and in tandem with similar regional agricultural research and innovation institutions such as the other "PROCIS".

*IICA's Role:*

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

ER.1. Completed the process of handing over the Executive Secretariat of PROCINORTE in 2008.

PI.1. Summary of results for 2004-2007 presented and approved.

PI.2. Meeting of PROCINORTE Board of Directors held in country selected.

PI.3. Duties of new Executive Secretary and other members of PROCINORTE defined and communicated.

PI.4. Proposed agenda of activities presented to the Trinational Committee on Agriculture.

PA.2. Support Mexico's participation in the negotiations on Biotechnology and Biosecurity.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Incorporated knowledge management to the negotiations on biotechnology and biosecurity.

PI.1. Participation in two meetings related to the initiatives, and participation of national representatives promoted.

ER.2. Carried out an exchange of best practices regarding biotechnology and biosecurity at the national level with the participation of global specialists.

PI.1. Two articles published in specialized media.

ER.3. Strengthened interagency cooperation on technology and innovation issues.

**Promotion of the technology and innovation**

PI.1. Two exchanges of experiences organized with specialists in the field.

ER.4. Linkages have been supported between cooperation models such as NABI, where Mexico participates alongside countries from other regions.

PI.1. New initiatives promoted between the authorities of the Mexican government and specialized organizations.

**Promotion of agricultural health and food safety**

PA.1. Support for strengthening services related to plant and animal health, inspection and verification in the country of origin.

***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. Supported the animal health campaigns aimed at disease prevention and pest eradication.

PI.1. Collaboration in updating the emergency manuals.

PI.2. Program of courses and drills on the prevention of avian influenza and other exotic diseases completed.

PI.3. Participation in 3 meetings of working groups on surveillance, prevention and eradication of avian influenza and other diseases.

ER.2. Strengthened the operational capacity of the inspection system in ports, airports, and border crossings.

PI.1. Updating program agreed upon with the General Directorate of Phytosanitary and Zoosanitary Inspection, concluded.

PI.2. Technical information sent to Phytosanitary and Zoosanitary Inspection Offices (OISAs).

ER.3. Supported the inspection program on animal and livestock product safety in the place of origin.

PI.1. Monitoring of activities of consultants assigned to the verification program for the importation of deboned and aged meat from Uruguay into Mexico.

ER.4. Supported improvements in plant and animal health in Mexico by heeding the recommendations of the Advisory Committees on Animal Health and Plant Health.

PI.1. Participation in the monthly meetings of six committees of the Technical Advisory Council on Animal Health.

PI.2. Participation in special groups and in annual meeting.

PA.2. Support overall as well as spot training on best practices in the safe production and management of vegetables and fruit.

***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. Supported the Good Agricultural Practices (BPA), Good Manufacturing Practices (BPM), HACCP and POES programs.

PI.1. Program to update GAPs and GMPs, concluded.

PI.2. Program to verify and certify voluntary GAP and GMP programs, concluded.

PI.3. Editing of manuals on good agricultural practices in vegetables and fruits, agreed upon with the DGIAAP, concluded.

ER.2. Supported health checking programs in Federal-type inspection facilities and best livestock production practices.

Promotion of agricultural health and food safety

- PI.1. Program agreed upon with the DGIAAP, to update personnel of plants under federal inspection, concluded.
- PI.2. Manuals on good livestock production practices prepared and reviewed.

Promotion of the development of rural communities adopting a territorial approach

- PA.1. Promote the development of rural communities by applying a territorial approach.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

- ER.1. Devised a best practices model for the development rural communities based on the territorial approach.

PI.1. Teaching materials improved and third stage of Diploma and Master's Degree program launched.

PI.2. Article prepared to disseminate the results of the first and second stages of the Diploma and Master's Degree program in Management of Rural Development under a Territorial Approach.

- PA.2. Contribute to the integration of territory-based rural agroindustry approaches with the Localized Agrifood Systems Approach.

*IICA's Role:*

To develop and operate information and knowledge management system

- ER.1. Enhanced knowledge management of research results from the goat-farming project in the Mixteca region (spanning four Federal states of the Mexican Union).

PI.1. Presentation made at the ALTER seminar to be held in Argentina in 2008.

- ER.2. Implemented across the countries and institutions in the region the exchange of information, best practices and education on issues related to rural agroindustry, the localized agrifood systems approach, and territorial development.

PI.1. At least three exchanges held.

PI.2. Two articles on results prepared for publication.

- PA.3. Contribute new knowledge, methodologies and training packages on localized agrifood systems and the activation of territorial resources.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

- ER.1. Devised academic projects among well-respected, world class research institutions.

PI.1. Master's degree program "Rural Agroindustry, Territorial Development and Agrotourism" developed jointly by UAM, UAEM, UACH, and the University of Versailles.

PI.2. Curriculum designed, and its implementation agreed upon with university authorities.

PI.3. Master's degree program promoted and implemented.

- ER.2. Disseminate the findings of the knowledge exchange mechanisms and methodologies on rural agroindustry and territory.

Promotion of the development of rural communities adopting a territorial approach

PI.1. Major papers presented at the ARTE (Rural Agroindustry and Territory) Congress held in Argentina in 2008, disseminated.

PI.2. 500 copies of two-volume book, one on the SIALs and the other on the milk chain, published and distributed.

PA.4. Strengthen the Inter-agency Group for Rural Development.

*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. Consolidated the working agenda of the National Inter-agency Group on Rural Development (GIAN).

PI.1. Working agenda of the GIAN for 2008 and 2009 prepared and being implemented.

ER.2. Provided technical cooperation for executing the National Rural Development Program.

PI.1. Two documents prepared analyzing the execution of the National Rural Development Program.

Promotion of the sustainable management of natural resources and the environment

PA.1. Develop models that link production, transformation and marketing systems to environmental sustainability.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. Systematized and disseminated the experience carried out in the Lacandon forest, Chiapas, regarding the design of tools for the development of rural agribusinesses.

PI.1. Document published on the experience of the Lacandona forest, and distributed to IICA member countries.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Develop tools for supporting the Summits process and regional integration from the Node on Policies and Trade: Focal Point Mexico.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To establish knowledge networks and to design and implement training programs

ER.1. Informed and convened the national authorities on the meetings regarding the Summits process and the regional integration mechanisms.

PI.1. Official Institute documents on the Summits process disseminated.

PI.2. Secretary of Agriculture and Secretary of Foreign Relations, as well as the designated representatives, convened to both the Summits process and the regional integration mechanisms.

ER.2. Incorporated the Department of Commerce and the Mexican Foreign Trade Bank into the Node on Policies and Trade: Focal Point Mexico.

PI.1. Two meetings held on efforts to revise the NAFTA.

PI.2. Three exchanges held with participating institutions.

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

ER.3. Structured an interinstitutional network of specialists on regional integration mechanisms.

PI.1. Three academic institutions and three Secretariats of State convened to participate with specialists in the field of regional integration.

PA.2. Support the formulation of policies and strengthen and develop a new institutional framework for rural 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

To establish knowledge networks and to design and implement training programs

ER.1. Employed the follow-up, monitoring and evaluation system coordinated by IICA in Mexico to improve the decision-making process and the design of effective policies for the rural milieu.

PI.1. Three reports prepared analyzing the indicators, prepared using a territorial approach, of rural development in Mexico.

PI.2. Two documents prepared systematizing the experience under the new administration in 2000-2006 and 2006-2007.

ER.2. Incorporated new participants from the academic sector into the territorial knowledge management network.

PI.1. Agenda for collaboration between the member countries and regions of the Network for the management of knowledge on rural territories, being implemented.

PI.2. The members of the Network will have a program for the exchange of proposals that will enable them to learn of and share their best practices in managing knowledge about rural territories.

PI.3. Forum established for the exchange of successful experiences in the dissemination of best practices in the management of information on and in rural territories.

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

PA.1. Design and execute IICA Mexico's biennial National Technical Cooperation Agenda.

ER.1. Agreed with the Mexican government on a biennial National Technical Cooperation Agenda and completed at least 90% of it.

PI.1. A majority of the key players in Mexican agriculture and the rural milieu declare themselves pleased or very pleased with the fulfillment of the Technical Cooperation Agenda as measured in an annual survey.

PA.2. Devise programs and activities of mutual interest involving other international bodies operating in Mexico.

ER.1. Relations of the Office with international bodies operating in Mexico (FAO, the World Bank, UNEP, or ECLAC, for instance) have been strengthened, and joint working programs or initiatives have been agreed upon and formalized.

PI.1. Two joint activities have been implemented with the FAO and the World Bank within the framework of the Inter-Agency Group for National Rural Development.

PA.3. Modernize the technical and administrative structure and management of IICA Mexico.

ER.1. The administrative processes of IICA's Office in Mexico have been updated and harmonized with the guidelines from Headquarters and the requirements of the Office's internal and external customers.

PI.1. The Office's financial and administrative reports are received and approved by IICA Headquarters and the counterparts in timely and satisfactory fashion.

ER.2. A technical and administrative training program is developed and implemented for the benefit of IICA Mexico's staff.

PI.1. The training program is evaluated and judged satisfactory.

ER.3. The Office enjoys the necessary infrastructure – in terms of human resources and IT and other equipment – to meet the above-mentioned objective.

PI.1. The restructuring of the Office has been successfully completed.

PI.2. IT and other systems contribute to the efficient completion of administrative tasks.

PA.4. Incorporate efficient administrative processes into IICA Mexico's Quality Management System.

ER.1. Met the requirements of the Quality Management System in all of IICA Mexico's administrative operations in strict alignment with the policies and procedures of the Institute.

PI.1. Monthly follow-up meetings by the Quality Management System Committee lead to the implementation of all the corrective measures agreed upon during said meetings.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>IICA Office in Mexico</b>	<b>599.141</b>	<b>112.959</b>	<b>712.100</b>	<b>599.141</b>	<b>112.959</b>	<b>712.100</b>
Promotion of trade and the competitiveness of agribusinesses	149.785	28.240	178.025	149.785	28.240	178.025
Promotion of the technology and innovation	149.785	28.240	178.025	149.785	28.240	178.025
Promotion of agricultural health and food safety	179.742	33.888	213.630	179.742	33.888	213.630
Promotion of the development of rural communities adopting a territorial approach	59.914	11.296	71.210	59.914	11.296	71.210
Promotion of the sustainable management of natural resources and the environment	29.957	5.648	35.605	29.957	5.648	35.605
Repositioning agriculture and rural life and renewing its institutional framework	29.957	5.648	35.605	29.957	5.648	35.605

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

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

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

PA.1. To facilitate exchanges of experiences and technical cooperation for the regional integration of markets.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Support has been provided for the transfer of experiences and knowledge for use in improving capabilities to engage in trade with other regions, and in promoting agribusiness.

PI.1. At least two courses have been held, and their results disseminated.

PI.2. Program under way for the exchange of experiences, through meetings and research projects involving academic sectors and economic actors.

PA.2. To cooperate with regional mechanisms that promote the integration of the regional market.

*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. Integration of the market has been promoted with the public, private and public-private sectors through the linkage of mechanisms within NAFTA.

PI.1. Documentation that proves this linkage has had an impact, in the sense that resolutions similar to the ideas IICA is promoting have been adopted.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Policies and Trade in the Northern Region</b>	<b>118.682</b>	<b>7.500</b>	<b>126.182</b>	<b>118.682</b>	<b>7.500</b>	<b>126.182</b>
Promotion of trade and the competitiveness of agribusinesses	118.682	7.500	126.182	118.682	7.500	126.182

**Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Northern Region****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**



**Promotion of agricultural health and food safety**

PA.1. To facilitate exchanges of experiences and horizontal cooperation in agricultural health and food safety in the Northern Region and with other regions.

*IICA's Role:*

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

ER.1. National agricultural health systems have been strengthened and standardized through the exchange of experiences between the Northern Region and the countries.

PI.1. Analysis of 4 national systems before, during and after the period.

PI.2. Two seminars and two workshops organized and involving countries.

PA.2. To strengthen technical cooperation aimed at upgrading sanitary and phytosanitary capabilities, including participation in international events.

*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. New channels for the transfer of science and technology, and best practices, have been developed and consolidated with technical units of the governments and educational institutions.

PI.1. At least two projects under way.

PI.2. Interviews with participating actors at the regional level, and one international event coordinated per year.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Northern Region</b>	<b>122.151</b>	<b>7.500</b>	<b>129.651</b>	<b>122.151</b>	<b>7.500</b>	<b>129.651</b>
Promotion of agricultural health and food safety	122.151	7.500	129.651	122.151	7.500	129.651

**Support to the Regional Fund for Agricultural Technology - FONTAGRO****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**

Promotion of the technology and innovation

PA.1. Provide political-institutional support to FONTAGRO.

*IICA's Role:*

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

ER.1. FONTAGRO strengthened through the participation of new members, and fund increased with the linkage of 5 countries of the region.

PI.1. New countries have signed formal letter of accession.

PI.2. Minutes of Steering Council meeting reflect true participation of new countries.

ER.2. Operating capacity of the fund permanently strengthened in one of its member countries.

PI.1. Fund set up and operational in the new host country.

PI.2. Negotiation concluded with country selected.

PA.2. To provide technical support in critical areas of the Fund.

*IICA's Role:*

To develop and operate information and knowledge management system

ER.1. The fund has gained recognition for the sector in the countries of the region in terms of the impact of Fund projects on poverty reduction and greater competitiveness.

PI.1. Medium Term Plan updated.

PI.2. Five projects aimed at reducing poverty and increasing competitiveness selected and executed.

ER.2. Effective interinstitutional coordination has been provided for research and innovation in the hemisphere and the region.

PI.1. Policy decisions articulated with FORAGRO and PROCIs.

PI.2. Evaluation 3 reports and 3 proceedings of workshops prepared and disseminated.

PI.3. FONTAGRO Web page operational at hemispheric level, and in coordination with other sources of information.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support to the Regional Fund for Agricultural Technology - FONTAGRO</b>	<b>129.416</b>	<b>0</b>	<b>129.416</b>	<b>129.416</b>	<b>0</b>	<b>129.416</b>
Promotion of the technology and innovation	129.416	0	129.416	129.416	0	129.416

**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 strengthen the capabilities of PROCINORTE, including its ability to establish linkages with initiatives outside the region.

*IICA's Role:*

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

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

ER.1. Technology research, development and innovation strengthened in the countries through the exchange of experiences.

PI.1. Two meetings held, minutes kept and follow-up documents prepared per year.

PI.2. Results of three courses have been distributed.

ER.2. Ties established with other regional and hemispheric cooperation mechanisms, and with one or more PROCIS in other regions.

PI.1. At least two projects identified, designed and implemented as a result of action within the region and between regions.

PI.2. Two regional and hemispheric studies on strategic subjects prepared.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Cooperative Program in Research and Technology for the Northern Region - PROCINORTE</b>	<b>125.600</b>	<b>0</b>	<b>125.600</b>	<b>125.600</b>	<b>0</b>	<b>125.600</b>
Promotion of the technology and innovation	125.600	0	125.600	125.600	0	125.600

**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 recommendations made by the Council.

PI.4. Council recommendations have been incorporated into IICA's Northern Regional Agenda.

ER.2. Harmonize agricultural policies and interests of Council members.

PI.1. Organize and complete one technical meeting (on biotechnology or agricultural health/food safety) 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 recommendations of the Council.

PI.3. Action steps taken on technical recommendation made by the Council.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>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>	<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	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.

ER.1. General Directorate run in accordance with the rules and regulations of the Institute and the mandates of the Governing Bodies.

PI.1. Technical cooperation actions are carried out in keeping with the guidelines of the 2006-2010 MTP and the priorities of the Member States.

PI.2. Institutional resources are managed prudently, transparently and efficiently thanks to the proper application of the Institute's rules and regulations.

PI.3. Implementation of the corrective measures called for in the Office Improvement Plans is monitored, as part of the ongoing effort to improve the management of the Institute.

PI.4. The Protocol for the Transfer of a Representative's Responsibilities in IICA's Offices is implemented, ensuring that the new Representative is fully aware of the current situation in the Office.

PI.5. Relations with the Member States and strategic partners at the inter-American and hemispheric levels are strengthened and intensified.

ER.2. Effective organization of the meetings of the Governing Bodies of the Institute.

PI.1. Meetings of the SACMI, Executive Committee and IABA held successfully, from a political, strategic and logistic point of view, in keeping with the Institute's rules and regulations.

ER.3. Image of the Institute as an international development agent promoted.

PI.1. IICA is recognized by authorities and international organizations as a center for technical excellence that is transparent and demand and results driven and offers low operating costs.

PI.2. The Institute is recognized by the community of international organizations as a reliable strategic partner that contributes to the development of agriculture and rural life in the Americas.

ER.4. The Institute meets its diplomatic and protocolary obligations.

PI.1. The Director General participates in all relevant protocolary and diplomatic activities inherent to his position.

PA.2. To promote greater coordination with other international organizations.

ER.1. The Institute has strengthened its alliances with its most important strategic partners.

PI.1. At least six new cooperation agreements have been signed with international technical and financial cooperation agencies such as the IDB, IFAD, PAHO and FAO, U.S universities and private-sector organizations, which have led to the implementation of plans for the joint execution of said agreements.

PA.3. Corporate Management.

ER.1. The Institute has up-to-date knowledge of the current situation in, problems of, and needs for support in the Offices in the Member States.

PI.1. At least ten documents which summarize the current situation in, critical issues facing and recommendations for strengthening an equal number of Offices in the Member States.

ER.2. The institutional decision-making process has been improved thanks to the participation of the Deputy Director General in different management mechanisms of the General Directorate.

PI.1. Opinions and suggestions have been put forth on matters of interest to the Institute, at meetings of: Cabinet, Technical Cabinet, Administration and Finance Committee, Programming Committee, Strategic Partners Committee, SACMI, Executive Committee and IABA.

ER.3. Communication and relations with the Governing Bodies of the Institute have been strengthened.

PI.1. The working group responsible for organizing the meetings of the Governing Bodies successfully carries out the work plans prepared to organize such meetings; support information needed for same is delivered on time; and delegates from the Member States express a high level of satisfaction with the process.

PI.2. The Deputy Director General is in constant contact with the leaders of the Governing Bodies of the Institute.

ER.4. The Institute reports to its strategic partners and Member States monthly on the Institute's performance and current activities.

PI.1. INFOLETTER published monthly in collaboration with the Public Information and Institutional Image Unit, and distributed to authorities in the Member States and strategic partners.

PA.4. Organization of and support for official events 2008-2009.

ER.1. Successfully held:

-2008 and 2009 meetings of SACMI

-the Regular Meetings of the Executive Committee

-XXVIII 2008

-XXVIX 2009

-the meetings of the Ministerial Delegates in advance of the Fifth Ministerial Meeting on Agriculture and Rural Life.

PI.1. a) Letters of convocation for Member States and other participants prepared; b) working documents assigned to Secretariat prepared; c) preparation of other working documents for the meeting coordinated with units at Headquarters; d) final report of the meeting.

PI.2. For the 2008 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 operating efficiently; e) final report of the meeting.

PI.3. For the 2009 Executive Committee meeting: a) working documents delivered 45 days prior to the meeting; b) five working documents prepared; c) 18 draft resolutions prepared; d) support service organized and operating efficiently; e) final report of the meeting published.

PI.4. Preparation of the Fifth Ministerial Meeting: Meeting of GRICA held successfully.

PI.5. Working documents for the meeting sent to the 34 Member States.

PI.6. Twenty draft resolutions prepared.

PI.7. Final report published.

ER.2. Election of the Director General for 2010-2013 held.

PI.1. Protocol for the election of the Director General distributed.

PI.2. Logistic services and other support required for the election of the Director General organized.

PI.3. Necessary documentation prepared (process for transferring power to the Director General-elect).

PA.5. Operation of the Technical Secretariat of the Cabinet in 2008 and 2009.

ER.1. The Secretariat of the Cabinet is operated for 2008 and 2009 and support is provided to the Cabinet as the principal internal forum for the analysis, coordination and implementation of Institute policy.

PI.1. Prepared by the Secretariat and approved by the Director General:

- The annual calendar for Cabinet meetings
- Calls to and agendas for 24 meetings
- Supporting documentations for the items of those 24 agendas
- Minutes for all 24 meetings.

PI.2. Compliance with the decisions of the Cabinet is monitored:

- 24 monthly reports
- Reports prepared and sent to the units at Headquarters and the Offices on all the agreements reached by the Cabinet
- Improving the on-line system for monitoring agreements.

PA.6. Promotion of an image of efficiency and professionalism in the Office of the Director General.

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.7. Provide support to the Director General in the strengthening of relations with Member States and strategic partners.

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.8. Collaboration in the organization of institutional and governing body meetings.

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. and the IABA 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.9. Coordination of the diplomatic and protocolary relations of the Institute and the Director General.

ER.1. All diplomatic and protocolary obligations arising from the official relations of the Institute are met effectively.

PI.1. All diplomatic and technical events to be attended by the Director General are organized and carried out successfully, in coordination with all Institute units involved.

PI.2. Prompt responses provided to all diplomatic communications.

PI.3. High-level authorities from the Member States and other official visitors to Headquarters are received appropriately.

- ER.2. Greater participation by IICA in national and international diplomatic events.
  - PI.1. IICA supports activities of the Ministry of Foreign Affairs of Costa Rica, as a strategic local partner, to ensure IICA is included on the schedules of important visitors.
  - PI.2. IICA participates more in diplomatic affairs at the local level and in diplomatic forums such as the Diplomatic Institute, the Association of Diplomats and the Diplomatic Magazine.
- PA.10. Coordination, control and implementation of process involved in requesting exonerations, rights and immunities of the Institute and for IPP staff members.
  - ER.1. Computerization of the roll of IPP and Associate personnel.
    - PI.1. Documentary and electronic file containing information of the international and associate personnel, created and operational.
    - PI.2. International and associate personnel informed when renewals are due (MI cards, visas, etc.)
    - PI.3. IICA authorities, IPP and Associate Personnel receive important and timely information on institutional actions in international law.
  - ER.2. IICA complies with the laws of Costa Rica, as regards the use of rights, privileges and immunities, in removing vehicles from the official registry.
    - PI.1. Per month, at least 10 certifications of registration of vehicles, and timeframes for nationalizing, liberalizing and payment of vehicles taxes.
- PA.11. Ongoing evaluation of the internal control mechanisms used to ensure the efficient administration of institutional resources and greater transparency and accountability.
  - ER.1. Internal controls have been strengthened, making it possible to use institutional resources more effectively and efficiently.
    - PI.1. Two evaluations are conducted annually to determine the effectiveness of the procedures established by the Offices and Headquarters in connection with the management of administrative, financial and accounting operations.
    - PI.2. The computerized processing of financial and accounting information contains audit laws.
  - ER.2. The timely detection of exposure to risk enables the Administration to make timely decisions.
    - PI.1. Written and verbal reports are presented to the Director General analyzing the causes and effects of situations that expose the Institute to risk.
    - PI.2. Alternative preventive/corrective measures are submitted to the Administration for consideration.
  - ER.3. Control measures are adjusted to ensure greater transparency in financial-accounting information and in reporting on the use of the resources administered by the Institute.
    - PI.1. Participation in the Institute's management committees, contributing ideas, criteria and guidelines on making changes needed in administrative, financial and accounting procedures, with a view to making the internal control system more effective and efficient.
- PA.12. Audits of Offices and Headquarters.
  - ER.1. Determination of the state of the administrative, financial and accounting operations of the Office when there is a change of Representative.
    - PI.1. Protocol for the Transfer of a Representative's Responsibilities implemented in accordance with the guidelines established in Executive Order 21/2005.



ER.2. Regular audits of the Offices and Headquarters units planned and conducted to verify the proper use of resources, the use of good administrative practices and compliance with Institute rules and regulations.

PI.1. Offices and Headquarters units audited, and reports (with recommendations) submitted; OIPs prepared and their implementation monitored.

ER.3. Special audits conducted at the request of the Director General to obtain information needed for decision making.

PI.1. The General Directorate takes actions and makes decisions based on the information and recommendations contained in the audits.

	<b>Resources Allocated from the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Chapter II: Management Costs</b>	629.041	20.000	649.041	629.041	20.000	649.041

## **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. Multilateral and bilateral trade agreements and regional integration processes.

###### *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

To develop and operate information and knowledge management system

ER.1. To support the Member States in improving their capabilities to analyze international agricultural trade negotiations and the process involved in negotiating and administering same.

PI.1. At least six courses taught and informational materials prepared on the negotiations and the administration of multilateral and bilateral agricultural trade agreements.

PI.2. Technical personnel of the Institute involved in the area of trade and trade negotiations participated in a training internship in which they upgraded their knowledge (in coordination with the WTO).

ER.2. To provide public- and private-sector technical personnel in the Member States with up-to-date information on the state of and outlook for international agricultural negotiations and negotiations related to integration.

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

PI.1. Infoagro/Comercio, one component of the Institute's technical information platform, administered, providing information on multilateral and bilateral agricultural trade negotiations, as well as national sectoral policies in support of the agrifood sector.

PI.2. At least 10 articles written and published in the InterCambio electronic bulletin, on critical issues related to trade, agricultural trade negotiations and sectoral policies.

ER.3. To respond to requests for technical cooperation received from regional integration bodies (CAS/REDPA, CAC, CORECA, Council of Ministers of the Caribbean, etc.) and provide them with timely information for decision making in the area of policies and trade.

PI.1. At least four requests for technical cooperation from regional integration bodies met, in subject areas covered by the Directorate.

PA.2. Public policies for agricultural and rural development.

***IICA's Role:***

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. To support the Member States in improving their capabilities to analyze and formulate sectoral and agrifood trade policies in line with international regulations.

PI.1. At least four countries receive technical cooperation in the formulation of sectoral and agrifood trade policies.

PI.2. The Member States develop regional mechanisms for the analysis and coordination of sectoral and agrifood trade policies, with support from IICA.

ER.2. To develop an information system on agrifood policies at the regional and hemispheric levels in order to monitor and analyze the agricultural policies implemented by the countries of the hemisphere.

PI.1. An information system on agrifood policies at the regional and hemispheric levels is in place, in order to monitor and analyze the agricultural policies of third countries which are of importance to the countries of the hemisphere.

PI.2. At least two successful programs or agricultural policies implemented by countries in the hemisphere are monitored, and serve as examples for other countries in need of similar mechanisms.

PA.3. Analysis of impact of trade policies and 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 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. To support the Member States in developing the capability to monitor and evaluate, quantitatively and qualitatively, policies, negotiating proposals and commitments assumed in international trade negotiations.

PI.1. At least two analytical studies conducted of the impact on the agrifood sector of the policies or agricultural trade negotiations of countries in the hemisphere.

Promotion of trade and the competitiveness of agribusinesses

- PI.2. At least two courses taught on methods for the quantitative analysis of policies, negotiating proposals and commitments assumed in international trade negotiations.
- ER.2. To analyze periodically the current situation in agricultural trade, the integration of markets and agricultural negotiations.
  - PI.1. Annual report prepared and delivered to the unit responsible for preparing the Report on the State of and Outlook for Agriculture, pursuant to the relevant terms of reference.
  - PI.2. To prepare an annual report on the situation in the regional integration blocs.
- PA.4. Network of IICA Policy and Trade Specialists that develop the cooperation that the Institute offers to its countries members.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

- ER.1. To establish a network of IICA policy and trade specialists in order to reinforce the cooperation the Institute provides to its member countries.
  - PI.1. A virtual community developed, comprising Institute technical personnel in the field of agricultural trade, policies and negotiations.
  - PI.2. To establish at least four technical cooperation agreements with international organizations or regional cooperation agencies, to reinforce IICA's work at the national, regional and hemispheric levels.
  - PI.3. To coordinate all the technical cooperation actions carried out by IICA specialists at the regional or multiregional levels, with the Directorate of Regional Operations or the Offices in the countries.
  - PI.4. Identify and develop at least two training activities for IICA technical personnel in the field of agricultural trade, policies and negotiations.
  - PI.5. To develop an information system on the technical cooperation actions the Institute carries out in subject areas covered by the Directorate of Policies and Trade.

Promotion of the technology and innovation

- PA.1. Prospective vision of technology and innovation applicable to agriculture.

*IICA's Role:*

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

- ER.1. The countries have access to strategic information on the progress and performance of technology and innovation to support the design of policies and decision making, in order to strengthen technological change.
  - PI.1. A observatory of scientific advances and new technologies of use for innovation and research in agriculture in the Americas, available and updated annually.
  - PI.2. Updated report on the performance of agriculture from the perspective of technological innovation (biennial).
  - PI.3. A system of indicators for measuring the performance and impact of agricultural science and technology designed.

Promotion of the technology and innovation

PA.2. Supporting institutional modernization and the design of technology policies for the development and incorporation of technological innovations.

*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. Member Countries issued with guides and orientations to support their institutional innovation processes and the design of their technology policies.

PI.1. Externally funded hemispheric program on institutional innovations for technological innovation through reciprocal cooperation, being implemented.

PI.2. A guideline developed for designing policies and for managing intellectual property vis-à-vis innovations in agriculture.

PI.3. Document prepared and distributed, to seek funding for research and innovation at the national and regional levels.

ER.2. Member Countries have mechanisms to facilitate the development of appropriate technological innovations for family agriculture and its insertion into agribusiness.

PI.1. A guideline for designing technology innovation policies, with emphasis on small-scale agriculture, prepared and available to the countries.

PA.3. Strengthening the hemispheric cooperation system among countries on technological innovation in agriculture, and its links with the international research system.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To establish knowledge networks and to design and implement training programs

ER.1. Mechanisms of the hemispheric system of cooperation on technological innovation among countries strengthened and operating in response to demand, and their results are used for IICA's technical cooperation efforts.

PI.1. A semi-annual international meeting of FORAGRO held and final declaration agreed upon.

PI.2. Strategy in place to use and disseminate the results of the PROCIs, PROMECAFE, SICTA and similar networks, such as those on genetic resources, as well as FORAGRI and FONTAGRO, which will strengthen IICA's technical cooperation.

PI.3. LAC represented by FORAGRO-IICA in the 100% at important meetings of the international research system (CGIAR, GFAR).

PI.4. PROCIs, PROMECAFE, SICT implementing their cooperation agendas in their member countries and articulating actions among themselves.

PA.4. Promoting the management of information and knowledge to support technological innovation processes.

*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. Management of technological information and knowledge has been incorporated into the design of policies and into the institutional transformation of research and innovation processes; and the countries of the region have access to an operational scientific and technological information system linked to the global research system.

Promotion of the technology and innovation

- PI.1. A conceptual document prepared and 2 courses taught on policies and strategies on management of information for technological innovation and alternative methods for gathering and disseminating knowledge.
- PI.2. INFOTEC operational and growing steadily, to support the circulation of information for research, extension and technological innovation in the countries.

Promotion of agricultural health and food safety

- PA.1. Modernization of the official agricultural health and food safety services.

*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 Offices utilize methodologies and tools to assess the performance of official AHFS services in the countries and promote a common vision for their development.

PI.1. Performance, Vision and Strategy (PVS) of 3 tools available and updated and incorporated to Concept of biosafety.

PI.2. Application of PVS documented in at least four countries of the hemisphere.

PI.3. Support in evaluating the food control systems in three countries, applying the PVS instrument and the FAO –PCE- (IICA/FAO/PAHO) tool.

PI.4. Strategic partnerships (OIE, FAO) created and strengthened, and at least two plans of action with regional or international organizations being implemented.

PA.2. Working with Member States in the application of the provisions of the WTO Agreement on Sanitary and Phytosanitary Measures, as well as the regulations, directives and recommendations issued by international reference organizations (OIE, CIPF and Codex Alimentarius), or any other organization with an impact on trade linked to SPS).

*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 capacities of the IICA Offices and of the official services in the countries have been strengthened on issues related to SPS, enabling them to develop a national work agenda.

PI.1. At least two visits made to countries to provide training in the application of PVS methodology for SPS.

PI.2. IICA-STDF project 50% implemented, aimed at developing sustainable institutional capabilities in the countries of the Americas to participate actively in the CSPS and apply the Agreement on the Application of Sanitary and Phytosanitary Measures of the WTO.

Promotion of agricultural health and food safety

PA.3. Support efforts by Member States to develop standards, regulations, leadership capacity and technical competence in food safety, throughout the agrifood chain.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. Public and private sector technicians have access to a hemispheric leadership training program (technical, institutional, and human).

PI.1. First two modules of the second series of modules of the Leadership in Food Safety program implemented.

ER.2. The IICA Offices receive support from IICA Headquarters in the implementation of training activities on AHFS issues, both at national and regional level.

PI.1. At least two training courses held at the national and regional level (primarily on GAP) in conjunction with the Offices.

PA.4. Working with countries and regions on early recognition of emerging issues and emergencies that constitute potential threats or opportunities related to AHFS or that pose a risk to animal, plant or human health.

*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 IICA Offices improve their capacity to manage emerging issues or emergencies.

PI.1. At least five new fact sheets prepared on emerging and emergency issues that have a direct or indirect impact on agricultural health and food safety in the Americas. Existing fact sheets updated.

PI.2. A Mechanism developed to disseminate information on emerging and emergency issues; simulations of emergencies conducted.

ER.2. IICA's Member Countries have hemispheric standardized rules in Good Agricultural Practices (GAP) and Good Animal Husbandry Practices (GAHP).

PI.1. At least three actions carried out to strengthen capabilities to prevent, control and eradicate biologically and economically important pests and diseases.

PI.2. At least one hemispheric network established; working group set up; and formulation of hemispheric norm begun.

Promotion of the development of rural communities adopting a territorial approach

## PA.1. Management of rural 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 stakeholders improve their technical capacities in relation to the management of rural territories and have methodological and operational frameworks to guide the design and evaluation of policies and of rural development projects.

PI.1. In at least four countries, there are graduate programs in rural territory management; international seminar on Rural Territory Management held (2008); and at least one videoconference and/or annual technical forum on capacity building in the territorial management of rural development.

PI.2. At least two methodological documents prepared and distributed, as the basis for work in the reference territories; and a network of Knowledge on rural territories articulated and operational, with reference territories in at least 5 countries.

PI.3. At least five countries have been assisted in giving direction to their policies and institutional frameworks for rural development, using as a reference the territorial approach to rural development.

ER.2. Member Countries receive technical support for strategic planning in the rural milieu, and for developing innovative institutional mechanisms to enhance cooperation, shared responsibility and urban-rural, national-local and public-private synergies.

PI.1. Document on institutional innovations for rural development published and disseminated; and technical support provided to at least three national initiatives on institutional innovation each year.

PI.2. Support provided in at least two countries for discussions to define and measure what is rural, to modify the categories of urban and rural used in censuses.

PI.3. In at least five countries, strategic planning and land-use planning processes, for the rural milieu, are under way.

## PA.2. Consolidating family agriculture.

*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 develop and operate information and knowledge management system

ER.1. IICA's Member Countries receive technical support, materials and training programs in: a) managing rural agribusinesses to promote the development of rural businesses; b) developing institutional mechanisms to facilitate the coordination of micro and small rural businesses with conglomerates and agricultural production chains; and c) promoting technological innovation mechanisms for family agriculture that enhance the linkages between agriculture, trade and environment.

PI.1. A document published and disseminated on successful rural businesses based on the potential for linking agriculture and natural resources, and programs under way in at least five countries to develop business skills and capabilities to manage rural agroindustries.

PI.2. Each year, at least two countries receive support in developing institutional mechanisms for linking small-scale rural enterprises and clusters.

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

PI.3. In the pilot territories in at least three countries, technological innovations have been promoted in family agriculture to link agriculture, trade and the environment.

PI.4. At least one activity coordinated each year with the SRD Forum of Brazil.

ER.2. IICA's Member Countries receive technical support in the design of public policies and projects that are compatible with the production patterns of small rural businesses and market requirements, taking advantage of the links between production, environment and trade.

PI.1. Analysis of specific policies on family agriculture conducted, discussed and published; and workshop held to analyze family agriculture, policies and institutional frameworks.

PI.2. In at least two countries, advice has been provided in the formulation of ad hoc national policies for family agriculture and for small- and medium-scale rural enterprises.

PI.3. In at least five countries, support has been provided for efforts to create or improve institutional mechanisms that promote the provision of financial services suited to the needs of family agriculture and small- and medium-scale rural enterprises.

PA.3. Promoting development opportunities for rural women and young people.

*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

To develop and operate information and knowledge management system

ER.1. IICA's Member Countries receive technical support in the formation or consolidation of networks of women and young people who administer rural micro-enterprises.

PI.1. At least two networks of rural women and youths (e.g. CANROP, CAFY), and the IICA-RENAMUR strategic partnership, have been consolidated.

PI.2. At least one exchange of experiences among the networks facilitated, and one forum held to share specific knowledge.

ER.2. The Institute's Member Countries receive: a) materials on successful experiences of linkages between micro-enterprises run by rural women and young people and new markets; b) support for the development of innovative institutional mechanisms that promote entrepreneurship among rural women and young people; c) guidelines for the formulation of ad-hoc institutional policies and mechanisms that promote the competitiveness of rural businesses managed by women and young people.

PI.1. At least 2 successful attempts to link microenterprises run by rural women and youths to new markets systematized, and a new national strategy on fair trade published and disseminated.

PI.2. At least one forum on microfinance held per year.

PI.3. At least two countries supported per year in developing institutional mechanisms for promoting entrepreneurship among rural women and youths.

PI.4. At least two national initiatives supported per year to strengthen business capabilities, and inter-agency initiatives undertaken to promote entrepreneurship in rural areas.



Promotion of the development of rural communities adopting a territorial approach

PI.5. At least two projects formulated to strengthen the business capabilities of rural women and youths who run microenterprises.

PA.4. Knowledge management for rural development.

*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. IICA's Member Countries have methodological and operational instruments to guide knowledge management for the development of rural territories.

PI.1. Three capacity-building programs for students in all the regions strengthened, with AECI/MAPA, RUPRI and UCSB and other partners.

PI.2. National observatories on rural development consolidated in at least five countries.

PI.3. In at least five countries, the IICA Offices have received methodological guidelines for establishing reference territories.

PI.4. A comparative analyses of good practices in local management of rural development have been systematized, discussed and disseminated.

PI.5. The component of the IICA knowledge management system dealing with rural development under a territorial approach has been consolidated.

PI.6. Support has been provided for 100% of the actions aimed at improving the position of the Institute in critical aspects of the sustainable development of agriculture and rural communities.

Promotion of the sustainable management of natural resources and the environment

PA.1. Coordination between agriculture, trade and environment.

*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. IICA's Member Countries receive guidelines for incorporating environmental and natural resource management as integral components of agricultural and rural development policies.

PI.1. A document on best institutional practices for linking agriculture, trade and environment published and disseminated, and at least one forum held on mechanisms for linking the ministries of trade, agriculture and environment.

PI.2. In at least five countries and one region (Central America), support has been provided to incorporate considerations related to the environment and natural resources into their agricultural and rural development policies.

PI.3. Inventory of agro-environmental policies published, discussed and disseminated.

PI.4. Virtual forum on experiences in the application of agro-environmental policies operational.

Promotion of the sustainable management of natural resources and the environment

PA.2. Integrated natural resource management for agricultural and rural development.

*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 develop and operate information and knowledge management system

ER.1. The Institute's Member Countries receive technical support in the development and dissemination of knowledge that promotes changes of attitude and actions to encourage the incorporation of integrated natural resource management in rural development projects and activities, and in the coordination of work agendas on the topics of trade, agriculture and natural resources in selected territories.

PI.1. In at least five countries, support has been provided to incorporate considerations related to the integrated management of natural resources into agricultural and rural development projects.

PI.2. In the reference territories of at least five countries, working agendas have been promoted that address agricultural, trade-related and environmental issues.

PI.3. Support has been provided for the formulation of at least one territorial development project that calls for the management of natural resources in shared river basins.

ER.2. Promoting the development of specialized knowledge networks on integrated natural resource management and the design of projects that incorporate both the integrated management of natural resources and the territorial approach to development.

PI.1. The IICA knowledge management system has a component on the integrated management of natural resources.

PI.2. In at least three countries, support has been provided for the formulation of projects that link the integrated management of natural resources with initiatives related to management of the development of rural territories.

ER.3. IICA's Member Countries gain a better understanding of water resource management and the conflicts between sectors that compete for their use.

PI.1. At least one forum held on the management of water for agriculture.

PI.2. At least two successful attempts to manage water in agriculture, systematized and disseminated.

PA.3. Impact of global environmental changes on agrifood systems.

*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 develop and operate information and knowledge management system

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

ER.1. Dialogue promoted among the scientific, technical and political communities regarding the processes of global environmental change and their implications for the agrifood systems, together with successful experiences and good mitigation practices and adaptation of agrifood systems and rural life to global environmental changes.

PI.1. Three technical forums on: a) mitigating and adapting to global environmental changes in agriculture; b) global environmental change in the preparation of agricultural and rural development policies and strategies; c) Policies and institutional frameworks that link the impact of global environmental change on agriculture and the rural milieu.

PI.2. A document systematizing good practices and successful attempts to mitigate and adapt to global environment changes in agriculture, and the impact of global environmental change and climate variability on agrifood systems.

PI.3. Formal ties have been established with at least two institutions specializing in topics related to the study of the impact of global environmental change on agrifood systems.

ER.2. Discussion promoted in the scientific, technical and political communities on topics linked to agriculture and the rural milieu in the context of the environmental agreements, facilitating their application to promote agricultural and rural development.

PI.1. Document prepared and disseminated on ways to more effectively link environment, agriculture and rural life, water, desertification and global environmental changes, within the framework of environmental conventions.

ER.3. IICA's Member Countries receive support in the design of innovative projects that anticipate scenarios of change and/or adaptation in production patterns and in social relations.

PI.1. In at least three countries, efforts are under way to formulate projects that incorporate the adaptation of agriculture to global environmental changes.

PI.2. An informal network of experts to contribute to dialogue and the formulation of proposals in the countries.

PA.4. Promoting good environmental management practices in agricultural and rural production.

*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. Promote among Member Countries appropriate technological innovation processes adapted to their environmental characteristics and production systems.

PI.1. In the pilot territories of at least three countries, the adoption of technological innovations suited to the corresponding environmental conditions and production systems has been promoted.

PI.2. At least three countries have received support in developing mechanisms and incentives, to encourage the adoption of clean technologies in rural and agricultural production activities.

PI.3. Document published and disseminated on the systematization of innovative experiences in rural businesses that focus on clean production, agrobiodiversity, ecotourism, environmental services and other intangible assets in the rural milieu.

Promotion of the sustainable management of natural resources and the environment

PI.4. In the reference territories of at least three countries, rural businesses based on clean production, agrobiodiversity, ecotourism, environmental services and other intangible assets in the rural milieu are being promoted.

PI.5. The IICA's knowledge management system includes a bank of systematized experiences of examples of good practices of environmental management in the rural production.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. Carry out technical studies to enable the Institute to develop a prospective vision of agriculture and rural life and its role in the economic and social development of its Member Countries.

*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. IICA's Member States have access to specialist information on the main changes and trends of agriculture and rural life. (Report on the Situation of and Outlook for Agriculture –Is&PA- prepared every two years).

PI.1. Two documents on ISyPAs prepared biennially and presented by the Director General at the regular meetings of the Inter-American Board of Agriculture (IABA).

PA.2. Prepare a work agenda for IICA's technical cooperation efforts on the topic of poverty and promoting rural prosperity in the Americas.

*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 implements a hemispheric work program to address the issue of poverty and promote rural prosperity.

PI.1. A proposed framework for reducing poverty prepared and submitted by the Technical Committee, and being implemented.

PA.3. Support Member Countries in implementing the institutional modernization processes necessary to meet the challenges of the 21st century.

*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 Institute's Member Countries have access to documents, conceptual frameworks and proposals that facilitate and guide the modernization processes in the Ministries of Agriculture, or in the technical units within the Ministries, and generate national policies for agriculture.

PI.1. Conceptual document on and proposal for work in the area of institutional modernization prepared and distributed to the IICA Offices.

PI.2. A comparative analysis made of the complementary agendas of the countries of the Andean and Central Regions that have negotiated and signed trade agreements with the United States. Results of the analysis distributed in collaboration with the LATN network.

Inter-thematic actions

PA.1. Managing agricultural information for the repositioning, utilization and renewal of its institutional framework.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The institutions of the agricultural sector have improved their capacities for information management and have access to appropriate tools and methodologies.

PI.1. Agricultural Information and Documentation System (SIDALC) is the largest collection of agricultural information in the Americas; at least 50 new users have joined the system.

PI.2. Four international events have been held to provide training in the management of information.

PI.3. Four centers with specialized information resources have been built.

ER.2. The Inter-American Association of Agricultural Librarians, Documentalists and Information Specialists (AIBDA) has been strengthened through the participation of partners, and through projects and actions related to the management of agricultural information in the Americas.

PI.1. 15th AIBDA meeting organized and held in a Member State.

PI.2. AIBDA maintains a membership of more than 100 per year. At least four journals (2 per year) of the association are published and distributed.

PI.3. AIBDA has more than US\$3000 available.

PA.2. Define, design and implement multimedia training programs, according to the Institute's Strategic Priorities and those of its strategic partners, within the framework of CECADI.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The IICA Offices in the countries use and implement distance training programs in coordination with CECADI.

PI.1. At least once a year, the IICA Offices in the countries, have used multimedia and teleconferencing technologies in their technical cooperation activities.

PI.2. A team set up to prepare courses, videoconferences and communications on priority topics, comprising the Directorates of Administration and Finance, Operations and Regional Integration, External Financing and Investment Projects, and Technical Leadership and Knowledge Management.

PA.3. Implement and disseminate IICA's own distance training materials and programs or those designed by its strategic partners.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The strategic areas have improved their training efficacy on strategic topics, through the use of the Internet, interactive CD-ROMs, videoconferencing, and other types of multimedia.

PI.1. At least one course taught in the strategic areas on the use of multimedia.

PI.2. At least one Office in each of IICA's regions has incorporated the ICTs into its training activities.

**Inter-thematic actions**

PA.4. Organize, coordinate and facilitate discussions and exchanges among the units of the Institute.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The units at IICA Headquarters, Regions and Member Countries have mechanisms for the exchange of experiences and communication to facilitate their technical cooperation tasks.

PI.1. The 5 Regional Directorates and the 34 IICA Offices in the countries have used at least 65% the teleconferencing and telecommunications services of the CECADI to link regions and countries to one another and with the different units at Headquarters.

PI.2. At least once a year, each technical cooperation area of IICA and the Offices in the countries have used multimedia and teleconferencing technologies in their technical cooperation activities.

PA.5. Promote the development of programs to facilitate knowledge management among higher and mid-level agricultural education institutions, through the use of the latest information and communications technologies in the regional forums and their different participating institutions.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

To establish knowledge networks and to design and implement training programs

ER.1. The regional forums and higher agricultural education institutions use and implement quality management programs.

PI.1. Four videoconferences held to support the regional forums in strengthening their capability to manage quality.

PI.2. Six courses taught together with regional forums or their constituent institutions.

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

PA.1. Improve the coordination of national, regional and hemispheric initiatives.

ER.1. IICA's hemispheric technical cooperation actions are articulated with the National and Regional Agendas, to ensure that the agendas produce the necessary value added and make a direct contribution to the member countries, working with the Directorate of Regional Operations and Integration and the Directorate of Horizontal Cooperation.

PI.1. A 2008-2009 Hemispheric Agenda was drawn up. It is now being used for planning purposes and updated to reflect changes in the agendas or new concerns of the countries.

PI.2. All actions are coordinated with the DORI and the Representatives in the countries, and the DLTGC's team of specialists is working with the DORI to execute the Hemispheric, Regional and National Agendas.

PA.2. Continually make improvements to the process followed by the Programming Committee, to make the Committee's work more efficient and effective.

ER.1. The Institute is continually improving its programming process, to make its technical cooperation work more efficient and effective.

PI.1. The Directorate established indicators and mechanisms for gauging the effectiveness of IICA's processes.

PI.2. The Directorate identified the processes of the Programming Committee.

PI.3. The indicators of the processes are being measured continually.

PA.3. Strengthen teamwork within the units and by networking, as a key action for generating the expected results and fulfilling the Institute's mission.

ER.1. The members of the DLTGC are operating and thinking as a team, spearheading IICA's technical work and representing the Directorate with an integrated vision.

PI.1. Directors represent the DLTGC in internal and external meetings, presenting a single vision.

PI.2. A cross-thematic strategy for technical cooperation was documented and implemented, in order to: 1) make family agriculture and small and medium-scale producers more competitive throughout the value chain, including their integration into domestic and export markets; and, b) alleviate rural poverty, as programmed.

PI.3. The Directorate set up hemispheric working groups on specific issues of interest to the institution (communities of practice), with mechanisms for coordinating actions and generating reports.

ER.2. The Directorate of the Institutional Modernization Unit (IMU) is supporting the DLTGC by working with the other Directorates at Headquarters and the Representatives to produce institutional outputs that are executed jointly.

PI.1. The Directorate took part in all the meetings programmed.

PA.4. Strengthen the performance management and evaluation systems.

ER.1. The system for sharing information about and evaluating the performance and progress of the DLTGC was defined and implemented and is monitored continually.

PI.1. Monthly reports on each technical area are submitted to the Director General for his monthly report.

PI.2. A system was put in place for sharing information about and monitoring the progress of the DLTGC's work program.

- Monthly meetings of the DLTGC, at which the team review the indicators in priority areas

- The team established the three most strategic priority actions and critical indicators for monitoring the Directorate's progress

- Monthly reports on each technical area submitted to the DG for his monthly report.

PI.3. Every member of staff assigned to the DLTGC is evaluated, following the parameters established by the Human Resources Division.

ER.2. The IMU programs its activities and assigns responsibility for results among its technical personnel.

PI.1. The annual action plan and the ICPs for 2008 were prepared for each specialist.

ER.3. IICA provides follow-up and updates the work plans of the national and regional rural development specialists.

PI.1. At least one annual meeting with the regional rural development specialists.

PI.2. Coordination of at least one onsite and/or distance technical forum per year for sustainable rural development professionals and specialists.

PA.5. Make knowledge management an element of the institutional culture, to promote IICA as a knowledge-based and capacity-building institution.

ER.1. IICA has a knowledge management system in place, designed to underpin technical actions at the national, regional and hemispheric levels.

PI.1. The Steering Committee is meeting every month to establish a knowledge management system.

PI.2. Current communities of knowledge (infoagro.net) were evaluated and their operation improved.

PI.3. The Institute's new Web system was evaluated and improved.

PI.4. The project management system was designed and implemented.

PI.5. The technical areas are supporting knowledge management and transfer in support of technical cooperation with mechanisms for generating and sharing knowledge that were developed and implemented in technical areas.

- Five guides to technical cooperation instruments were published and distributed

- Position papers were published and distributed.

PI.6. A database was created of potential professionals, partners and consultants, to strengthen technical cooperation.

ER.2. The Directorate of Technology and Innovation incorporates its strategic priority "Promotion of the incorporation of Technology and Innovation" into the institutional knowledge management plan.

PI.1. Technology and Innovation helped prepare the DLTGC document on the strategy for providing technical support to other units.

PI.2. A community of knowledge for technology and innovation is in operation.

PI.3. Technology and innovation issues were incorporated to the Institute's Knowledge Center.

ER.3. IICA has technological instruments to facilitate, strengthen and improve its knowledge management process (electronic forums, virtual communities, centers of knowledge, Web portal and Intranet).

PI.1. IICA officials have the SHAREPOINT tool at their disposal for creating virtual communities on the strategic priorities related to the issues in which they specialize.

PI.2. IICA has a dynamic, active, decentralized and up-to-date new portal for promoting information sharing and creating its institutional memory.

PI.3. IICA has a dynamic new Intranet that is facilitating the Institute's internal administrative processes and technical cooperation.

PI.4. The Institute has a tool for virtual collaborative work that allows its officials to interact (voice, video and data) and create virtual working meetings.

PA.6. Train and develop the Institute's human resources to meet the new challenges of the 21st century.

ER.1. IICA has first-rate, skilled professionals and technical specialists for carrying out its technical cooperation activities.

PI.1. All personnel are appointed via open, transparent processes.

PI.2. All missions of the DPME include members of the technical area.

ER.2. The staff of the IMU updates its expertise by taking part in workshops and conferences, which, in turn, enhances the quality of their technical work.

PI.1. Number of partnerships forged with specialized centers.

PI.2. At least 50% of the IMU's specialists take part in workshops or technical conferences to expand their knowledge.

ER.3. The IMU's technical and administrative personnel are evaluated and receive feedback about areas in which they need to improve.

PI.1. All IMU staff members were evaluated, following the guidelines of the Institute's Human Resources Division.

ER.4. The Institute's sustainable rural development specialists are enhancing their capabilities and skills (IPPs and LPPs).

PI.1. Three capacity building programs were strengthened for students from all the regions, working with AECI/MAPA, RUPRI and UCSB.



PI.2. Each year, at least five officials take part in professional training and updating activities, which are carried out with strategic partners.

PI.3. At least one videoconference and/or technical forum is held per year on capacity building for the territorial management of rural development.

PA.7. Strengthen relations with strategic partners at the national, regional, and hemispheric levels.

ER.1. IICA has strategic partners for coordinating and implementing technical activities at each level on which it operates (national, regional and hemispheric).

PI.1. Work programs were established with strategic partners in the thematic areas established in the 2006-2010 MTP.

ER.2. The IMU is strengthening relations by establishing and consolidating agreements and strategic alliances with public and private organizations of the countries' agricultural and agrifood sectors.

PI.1. Number of agreements signed with national, regional, hemispheric and global organizations for specific work and dialogue on critical issues.

ER.3. IICA is establishing and coordinating agreements and projects with strategic partners at the national, regional, hemispheric and global levels.

PI.1. Actions coordinated for implementing joint at least 3 projects with GFAR, FAO, CGIAR, CIRAD, COSUDE and other partners.

PI.2. Two agreements signed with national, regional, hemispheric and global organizations for specific work and dialogue on critical issues.

ER.4. Institutional actions supported for the Institute's technical positioning and leadership as a member of the Interagency Group for Rural Development (GIADR).

PI.1. Participation in the 100% of the regular meetings of the GIADR.

PI.2. Monitoring and implementation of the 100% of the Institute's commitments as a member of the GIADR.

PI.3. Work programs were consolidated with other international organizations that are members of the GIADR.

PA.8. Strengthen technical articulation for strategic thinking and action.

ER.1. The specialists assigned to the IMU collaborate in the implementation of technical activities when other Institute units request their assistance.

PI.1. The IMU took part in the preparation of the DLTGC document on the strategy for providing technical support to other units.

PI.2. A plan was drawn up for specific support actions with the participation of the IMU.

PI.3. Percentage of activities implemented with respect to the total number of activities programmed.

ER.2. The Institute's senior management has strategic information about technical issues related to agriculture that help the DG and/or Assistant Director Generals decide in which events they should take part.

PI.1. Number of documents drafted in response to requests from the General Directorate.

ER.3. The IMU takes part in the meetings programmed by the Technical and Management Cabinets, and specific committees in which the General Directorate asks it to participate.

PI.1. Participation in 100% of the meetings held.

ER.4. IICA has technical leadership and a hemispheric perspective for cooperation actions related to technology and innovation.

- PI.1. IICA responded to national and regional needs by providing strategic guidelines on priority issues for technical cooperation in technology and innovation.
- ER.5. The Institute coordinated the regional mechanism for managing technical cooperation in T&I (GTAF). The mechanism is made up of the members of the Area within the DLTGC and the Regional Specialists/Executive Secretaries of the PROCIs.
- PI.1. Frequent communication through the GTAF electronic discussion list in INFOTEC and phone conferences
- PI.2. The technology and innovation actions in the Institute's different geographical areas are aligned and articulated, based on the information available, which is discussed by all the staff involved in implementing the actions.
- ER.6. The Directorate of Technology and Innovation takes part in the regular meetings of the Technical Cabinet and specific committees when asked to do so by the DLTGC or the General Directorate.
- PI.1. The Area, the DLTGC or the Institute was represented in the meetings held, depending on the type of meeting involved.
- PA.9. Ensure greater transparency and accountability of the Institute's operations at the national, regional and hemispheric levels.
- ER.1. The IMU monitors the execution of the technical cooperation provided by its specialists and the implementation of the Individual Contribution Plan.
- PI.1. a) Number of semiannual technical reports and travel reports studied,  
b) Regular supervision of the ICP of each specialist.
- ER.2. IICA ensures transparency and accountability by producing status reports on technical cooperation in sustainable rural development.
- PI.1. Monthly and annual reports were prepared.
- PA.10. Promote the formulation of institution and capacity building programs and projects in the field of AHFS through interagency coordination that will optimize the efforts and resources of the international community.
- ER.1. IICA has strategic partnerships for the institutional modernization of government AHFS services with the international standard-setting agencies and other international and regional organizations, strengthened and established as a platform so that IICA Offices can carry out actions aimed at modernizing government services.
- PI.1. Two international and/or academic organizations are supporting the modernization of government services in the countries and/or supporting the preparation or updating of the performance, shared vision and strategy instrument.
- PI.2. Two project proposals were prepared to finance the strengthening and modernization of the services at the both national and regional levels.
- PI.3. At least two joint technical cooperation activities were implemented with other agencies (OIE, FAO/WHO -Codex- and PAHO).
- PA.11. Strengthen the capabilities of IICA's Offices so they can help the countries draft and implement a work program on SPS issues.
- ER.1. The IICA Offices are improving their capabilities in aspects related to guidelines or policies for institution building, and up-to-date information on SPS issues.
- PI.1. All the IICA Offices in the Member States have:  
a) A methodology for institution building.  
b) Up-to-date information analyzed by the WTO, Codex Alimentarius, OIE, IPPC and other sources.
- PI.2. Email list in operation, website updated, bulletins (3 Acceso, 54 e-bulletins), 3 information sheets or 2 workshops held or supported.

- PA.12. Consolidate the IICA Offices in the countries as centers of information, technology and training.
- ER.1. The IICA Offices in the countries have technical support available for developing instruments that will facilitate the management of the development of the rural territories.
    - PI.1. A Network of Knowledge on Rural Territories articulated and operating, with reference territories in at least five countries.
    - PI.2. At least five national rural development observatories consolidated.
- PA.13. Meet regional priorities, while the institution continues to be a hemispheric entity.
- ER.1. IICA's technical positioning was strengthened, along with its leadership capabilities in sustainable rural development.
    - PI.1. Organization and implementation of an International Seminar on the Management of Rural Territories (2008).
    - PI.2. Technical role in at least two international events each year.
    - PI.3. Two annual publications on important rural development issues.
    - PI.4. The contribution of the rural development component to the Report on the State of and Outlook for Agriculture.
    - PI.5. The contribution of the rural development component to other institutional reports as and when requested.
- PA.14. Manage institutional information to strengthen the technical cooperation model and knowledge management processes within IICA.
- ER.1. IICA can now draw on over 90% of the information generated at Headquarters and in the countries, thereby improving the knowledge management strategy.
    - PI.1. An Institutional Repository is in operation.
    - PI.2. The procedures for gathering and organizing information are published and operate as planned.
    - PI.3. The team of information professionals in the hemisphere was strengthened and is working in a coordinated manner.
  - ER.2. The Institute's technical capacity is reflected in a wide range of publications related to its cooperation.
    - PI.1. Over 100 publications were standardized.
    - PI.2. The institutional regulations in this field are reviewed periodically and kept up-to-date.
    - PI.3. All IICA's technical materials are more visible in the Member States via Google, SIDALC, the Virtual Bookstore and the Institutional Repository.
  - ER.3. The IICA Offices have a strategy for overhauling or strengthening their operations as Reference Information Centers in Agriculture.
    - PI.1. Work methodology for Headquarters and Offices to provide specialized information services.
    - PI.2. Six Offices strengthened their information services.
  - ER.4. IICA's technical and administrative units have services that provide timely information for their tasks.
    - PI.1. System of libraries operating with at least six specialized centers with up-to-date catalogues.
    - PI.2. Over 1000 titles of journals available for use.
    - PI.3. Over 50 books acquired (the latest management and technical literature related to the Institute's work).
- PA.15. Use an integrated system to manage institutional information, introducing the new information and communication technologies (ICTs) into all aspects of the Institute's operations, to increase efficiency and reduce costs.

ER.1. IICA has an online, centralized financial information system, installed in the Offices in the countries and at Headquarters, which makes it possible to manage resources more efficiently.

PI.1. Headquarters implemented the SAP System.

PI.2. At least 15 IICA Offices in the countries are incorporated into the SAP System.

PI.3. All the IICA Offices in the countries have the infrastructure required to implement the SAP System.

ER.2. IICA has a new technological platform that is helping to improve the Institute's technical cooperation, ensure the security of information, enhance Internet access and the email service, guarantee interaction among Offices and facilitate virtual and collaborative work.

PI.1. Security tools like Intrusion Prevention AntiSpam, Antivirus are available.

PI.2. Mechanisms are in place that improve information backup and access.

PI.3. A new strategic information technology plan was drawn up for 2007 and 2008.

PI.4. Access and speed was enhanced by renewing and improving the capacity of the Institute's internal network, using new telecommunications equipment such as switches, routers, communications equipment and structured cabling.

PI.5. Internal ICT processes are improved based on the recommendations and guidelines made by the Informatics Audit.

PA.16. Strengthen the leadership capabilities of IICA officials.

ER.1. IICA has a program for developing leadership capabilities, which will be implemented and validated.

PI.1. The leadership program was offered to the Institute's different units.

ER.2. IICA has interdisciplinary teams for implementing training programs.

PI.1. At least three teams were set up with the different IICA units for implementing courses and other training activities.

PI.2. The Technical Cooperation Areas have multimedia materials to make their training activities more effective.

## Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Directorate of Technical Leadership and Knowledge Management</b>	<b>2.275.248</b>	<b>112.854</b>	<b>2.388.102</b>	<b>2.275.248</b>	<b>112.854</b>	<b>2.388.102</b>
Promotion of trade and the competitiveness of agribusinesses	379.284	18.813	398.097	379.284	18.813	398.097
Promotion of the technology and innovation	379.284	18.813	398.097	379.284	18.813	398.097
Promotion of agricultural health and food safety	379.284	18.813	398.097	379.284	18.813	398.097
Promotion of the development of rural communities adopting a territorial approach	379.284	18.813	398.097	379.284	18.813	398.097

Promotion of the sustainable management of natural resources and the environment	379.056	18.801	397.858	379.056	18.801	397.858
Repositioning agriculture and rural life and renewing its institutional framework	379.056	18.801	397.858	379.056	18.801	397.858

### **Office for Follow-up to the Summit of the Americas Process**

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

PA.1. Help boost IICA's assistance to the countries in implementing the "Guatemala 2007" Hemispheric Ministerial Agreement, supporting the technical units at Headquarters and, working with the Directorate of Regional Operations and Integration, the Offices in the countries.

ER.1. The Summit Follow-up Office assisted units at Headquarters and the IICA Offices in the countries in implementing the "Guatemala 2007" Hemispheric Ministerial Agreement.

PI.1. Documents and meetings in support of the 2008-2009 "Agriculture and Rural Life in the Americas" Ministerial Process.

PA.2. Keep the Executive Committee abreast of the progress and results of the 2008-2009 "Agriculture and Rural Life in the Americas" Ministerial Process, assisting the Director General in preparing the corresponding reports.

ER.1. The Director General received the input he required to report to the Executive Committee on the 2008-2009 Ministerial Process and the Fifth Ministerial Meeting.

PI.1. Inputs for the Director General's report on the 2008-2009 "Agriculture and Rural Life in Americas" Ministerial Process.

#### **Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Office for Follow-up to the Summit of the Americas Process</b>	<b>213.285</b>	<b>0</b>	<b>213.285</b>	<b>213.285</b>	<b>0</b>	<b>213.285</b>
Promotion of trade and the competitiveness of agribusinesses	35.555	0	35.555	35.555	0	35.555
Promotion of the technology and innovation	35.555	0	35.555	35.555	0	35.555
Promotion of agricultural health and food safety	35.555	0	35.555	35.555	0	35.555
Promotion of the development of rural communities adopting a territorial approach	35.555	0	35.555	35.555	0	35.555
Promotion of the sustainable management of natural resources and the environment	35.533	0	35.533	35.533	0	35.533

Repositioning agriculture and rural life and renewing its institutional framework	35.533	0	35.533	35.533	0	35.533
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**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 work with the Member States in implementing the WTO Agreement on the Application of Sanitary and Phytosanitary Measures, as well as the norms, directives and recommendations issued by the relevant international organizations (OIE, IPPC and Codex Alimentarius), or any other organization of importance for AHFS and trade.

*IICA's Role:*

To establish knowledge networks and to design and implement training programs

ER.1. The public and private institutional structures associated with the negotiation and administration of SPS measures have been strengthened, and their personnel trained.

PI.1. At least one regional workshop held on subjects related to the negotiation and administration of SPS measures and the international agreements that regulate their application, implemented jointly with regional or international organizations such as FAO, the WTO and the relevant international organizations.

PI.2. National SPS Committees and SPS agendas in place in the member countries.

ER.2. The active participation of the member countries in international forums (SPS Committee of the WTO, OIE, IPPC and Codex Alimentarius) has been promoted.

PI.1. Program to foster active participation of the member countries in international forums, developed and being implemented.

PI.2. Delegates from member countries have been able to participate in some international forums.

ER.3. Support has been provided to develop the capabilities the member countries need to implement the provisions of international agreements on SPS measures.

PI.1. at least one training workshop by region held on understanding and applying SPS measures and the international agreements that regulate their use: for example, equivalence, risk assessment, harmonization, transparency, evaluation of regulations.

**Resources Allocation of the Regular Fund****Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
	<i>Quotas</i>	<i>Miscellaneous</i>		<i>Quotas</i>	<i>Miscellaneous</i>	
<b>Sanitary and Phytosanitary Measures Initiative</b>	<b>150.000</b>	<b>0</b>	<b>150.000</b>	<b>150.000</b>	<b>0</b>	<b>150.000</b>

**for the Americas**

Promotion of agricultural health and food safety	150.000	0	150.000	150.000	0	150.000
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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 gathering, analysis and dissemination of objective, scientific information on biotechnology and biosafety.

*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. The member countries receive quarterly reports on the situation regarding biotechnology and biosafety, and its impact on the agrifood sector.

PI.1. Quarterly report on biotechnology and biosafety distributed.

ER.2. The member countries have an information and communication system on biotechnology and biosafety, via which they receive information on both periodically.

PI.1. Information system operational, subscribers receive periodic information via same.

PA.2. Identification of needs at the regional and national levels.

*IICA's Role:*

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

ER.1. IICA has mapped out all biotechnology and biosafety projects in the region, which financial organizations can use to identify opportunities for the development of new projects

PI.1. Working groups established in each region, and regional strategy defined.

PI.2. Three project profiles prepared and submitted to potential donors for consideration.

PA.3. To promote transparent communication regarding the risks and benefits of biotechnology.

*IICA's Role:*

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

ER.1. The member countries have a document containing information on the public perception of biotechnology and biosafety, and its impact on the agrifood sector.

PI.1. Document prepared and disseminated to the IICA Offices and to relevant technical personnel in the public and private sector

**Promotion of the technology and innovation**

PA.4. To encourage studies, discussions and analyses of national, regional and international norms, and international negotiations and agreements.

*IICA's Role:*

To organize fora for reflection, dialogue and consensus building

ER.1. Public- and private-sector technical personnel associated with biotechnology and biosafety participate in training and discussion events in which strategic topics are analyzed.

PI.1. At least two international forums held to discuss issues related to international negotiations and agreements, and the state of biotechnology worldwide.

PI.2. Document on implications of the Cartagena Protocol on Biosafety and CODEX for the agricultural sector, prepared and discussed in one of the forums.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Support for Hemispheric Biotechnology and Biosafety Program</b>	<b>314.265</b>	<b>0</b>	<b>314.265</b>	<b>314.265</b>	<b>0</b>	<b>314.265</b>
Promotion of the technology and innovation	314.265	0	314.265	314.265	0	314.265

**Hemispheric Program in Support of the Technical and Strategic Consolidation of FONTAGRO****Priority Activities of Technical Cooperation, Expected Results and Performance Indicators**



*Promotion of the technology and innovation*

PA.1. Strengthening of the hemispheric system for cooperation among countries in agricultural technology innovation, and links to the international research system.

*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. 2008-2009 IICA-IDB agreement in support of the consolidation of FONTAGRO, as an innovative mechanism for funding research and technology innovation in the region, prepared and signed by the parties.

PI.1. Legal instrument signed between IICA and the IDB spelling out purposes, commitments and contributions of the parties in support of FONTAGRO.

PI.2. Semi-annual IICA work plan established to achieve the goals of the agreement.

ER.2. FONTAGRO (its member countries), as an innovated mechanism for funding research and technology innovation in the region, is consolidated in the area of monitoring and evaluating the impact of the results of regional research projects.

PI.1. Methodology for assessing economic, social, environmental and institutional impacts developed, tested and distributed to the countries.

PI.2. Three reports on regional technical follow-up workshops prepared as support in the management of Fund projects, and as the basis for impact assessments and the dissemination of results. (Joint action with STA of the Fund, with technical inputs and support from IICA).

PI.3. Reports on the assessment of the impact of the results of at least three projects of the fourth and fifth call for proposals of FONTAGRO.

PI.4. Document disseminated on the results of the projects of the Fund's call for proposals, and on experiences in the management of institutional consortia involving countries and institutions.

ER.3. The national and regional public and private institutions that make up FONTAGRO, and IICA, have conceptual frameworks and guidelines for supporting the design of policies and managing the intellectual property rights of public and semi-public assets that are regional in scope, with a view to protecting such varieties.

PI.1. Managers and head researchers of public and private institutions for innovation have access to conceptual frameworks, information and instruments for designing policies and managing matters related to intellectual property rights for products generated by regional projects.

PI.2. Regional annual workshops co-sponsored by IICA, the FONTAGRO/IDB Secretariat and the PROCIs. Proceedings distributed to members and interest groups of FONTAGRO and of the regional R&D system.

ER.4. Non member countries and new institutional actors are made aware of the importance of joining FONTAGRO and of the support they can receive in promoting technological change in agriculture.

PI.1. Efforts made to promote the benefits of the Fund, together with the IDB and the countries and Steering Committee of the Fund, to authorities in the countries of the Americas that are not yet members to encourage them to join the Fund and/or establish ties with same through cooperative technological innovation projects.

PI.2. Annual reports prepared, analyzing IICA activities in support of the Fund, and submitted to the FONTAGRO Steering Committee and to the Executive Committees of FORAGRO and the PROCIs.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Hemispheric Program in Support of the Technical and Strategic Consolidation of FONTAGRO</b>	<b>15.000</b>	<b>15.000</b>	<b>30.000</b>	<b>15.000</b>	<b>15.000</b>	<b>30.000</b>
Promotion of the technology and innovation	15.000	15.000	30.000	15.000	15.000	30.000

**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. Strengthening of entrepreneurial capabilities.

*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. Agribusiness operators in IICA's member countries are better prepared to export.

PI.1. Export platforms program supported and adjusted to meet new needs of the countries.

PI.2. System operational for assessing the readiness of small- and medium-scale rural businesses in IICA member countries to export.

PI.3. Agribusiness Series "Export Handbooks" published at least six times per year on topics related to rural businesses.

PI.4. Two training and technical assistance programs on good agricultural practices and good manufacturing practices being implemented in IICA member countries.

PI.5. Knowledge of regulations that affect access to markets for agricultural and food products from IICA member countries updated, with emphasis on the requirements established for the U. S. and Canadian markets.

ER.2. Small- and medium-scale rural enterprises in the member countries operate more effectively and efficiently.

PI.1. Validated and implemented 3 programs on the management of rural businesses.

PI.2. Business managements skills of at least 50 rural women and young people strengthened.

Promotion of trade and the competitiveness of agribusinesses

PI.3. New areas identified for strengthening and cooperation, to integrate small- and medium-scale farmers into dynamic markets, with emphasis on family agriculture.

PI.4. Cooperation instruments developed to strengthen the management capabilities of small- and medium-scale rural agribusinesses.

PA.2. Identification of market opportunities, and provision of information for decision making.

*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. Agribusiness operators in IICA's member countries have mechanisms for identifying market opportunities.

PI.1. Support provided to efforts of IICA member countries to encourage small- and medium-scale rural agribusiness operators to participate in national, regional and global trade-related events.

PI.2. Two instruments developed and efforts made to validate products of interest for small- and medium-scale farmers in final markets.

ER.2. Rural entrepreneurs in IICA's member countries have important information for decision making.

PI.1. Information system on requirements governing entry of fresh and processed agricultural products into the U.S., Canadian and European Union markets, updated.

PI.2. INFOAGRO/AGRONEGOCIOS information system operational and updated as an instrument for disseminating information on marketing opportunities.

PI.3. Proposal developed to create an Agribusiness Antenna and innovative business opportunities.

PA.3. Strengthening the public and private institutional framework for the development of competitive agribusinesses.

*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. IICA's member countries strengthen their public and private institutional framework to develop competitive agribusinesses.

PI.1. Market Information Organization of the Americas (MIOA) supported; its Technical Secretariat strengthened.

PI.2. Technical cooperation provided in creating and strengthening the public and private institutional framework needed to foster the development of agribusinesses in at least 5 IICA's member countries.

PI.3. At least 4 policies and instruments per year that have contributed to the development of agribusinesses identified, with emphasis on those that call for the incorporation of small- and medium-scale family farmers into dynamic markets.

## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008		Total	Year 2009		Total
Quotas	Miscellaneous	Quotas		Miscellaneous		
<b>Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety</b>	<b>576.878</b>	<b>50.000</b>	<b>626.878</b>	<b>576.878</b>	<b>50.000</b>	<b>626.878</b>
Promotion of trade and the competitiveness of agribusinesses	288.439	25.000	313.439	288.439	25.000	313.439
Promotion of agricultural health and food safety	288.439	25.000	313.439	288.439	25.000	313.439

**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. Strengthening of the hemispheric system for cooperation among countries in agricultural technology innovation, and links to the international research system.

*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. Technological research, development and innovation processes in the NARIs of the countries of the region strengthened, through the consolidation of the RD&I networks of PROCITROPICOS.

PI.1. Two evaluation reports prepared per year, and the results of activities disseminated through the media.

ER.2. PROCITROPICOS program is implemented under a cooperation agreements and a medium-term plan prepared and approved by the member countries and IICA.

PI.1. Two reports on implementation and evaluation of annual work plans prepared and published.

ER.3. Linkages established with other regional and hemispheric cooperation mechanisms.

PI.1. Two regional and hemispheric studies on strategic subjects prepared per year.

## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS</b>	<b>135.000</b>	<b>0</b>	<b>135.000</b>	<b>135.000</b>	<b>0</b>	<b>135.000</b>
Promotion of the technology and innovation	135.000	0	135.000	135.000	0	135.000

### Promotion of organic agriculture

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

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

PA.1. To promote hemispheric forums for reflection and discussion on critical issues related to agriculture and rural life in the Americas.

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

To organize fora for reflection, dialogue and consensus building

ER.1. The member countries have opportunities to discuss critical issues related to the development of organic production, and information relevant to the hemispheric agenda.

PI.1. Second hemispheric meeting held, and information systematized and analyzed as feedback for the hemispheric agenda.

PA.2. To promote, together with other participating organizations, the creation of an inter-agency agenda for development, which emphasizes the "working together" approach.

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

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

ER.1. IICA has a hemispheric inter-agency agenda for the development of organic production, to be implemented jointly by the countries, actors and cooperation agencies.

PI.1. Agenda prepared, and implemented jointly by the countries, actors and cooperation agencies.

ER.2. The countries receive support.

PI.1. Regional project being executed to support the establishment of the institutional framework required for organic production.

Promotion of trade and the competitiveness of agribusinesses

PA.3. Strengthening of entrepreneurial capabilities.

*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 member countries have receive technical support in promoting trade in organic products.

PI.1. Project implemented to foster the trade of organic products between LAC and Spain.

PA.4. To develop a knowledge management system as support for in making decisions aimed at making the sector more competitive.

*IICA's Role:*

To develop and operate information and knowledg management system

ER.1. IICA's member countries have a knowledge management system specialized in organic production, which provides them with information for preparing strategies.

PI.1. Knowledge management system designed and opeational.

Repositioning agriculture and rural life and renewing its institutional framework

PA.1. To support the countries of the hemisphere in monitoring the state of and outlook for 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 member countries have annual information and statistics on the state of organic production in the countries of the hemisphere (unpublished).

PI.1. Annual hemispheric document containing information and statistics on the status of organic production in the countries.

PI.2. A hemispheric data base containing information on qualified sources of information in each country.

PA.2. To support the reform of the ministries of agriculture and the formulation of state policies for agriculture and rural development.

*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 countries of the hemisphere have strategic proposals and technical-legal guidelines for the development of organic production, and offices in charge of same.

PI.1. Two methodological proposals for the preparation of strategies of development of organic production in three countries.

PI.2. Technical-legal regulations for the development of organic production in the countries of the hemisphere.

**Resources Allocation of the Regular Fund**

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008			Year 2009		
	Quotas	Miscellaneous	Total	Quotas	Miscellaneous	Total
<b>Promotion of organic agriculture</b>	<b>124.017</b>	<b>12.500</b>	<b>136.517</b>	<b>124.017</b>	<b>12.500</b>	<b>136.517</b>
Promotion of trade and the competitiveness of agribusinesses	111.615	11.250	122.865	111.615	11.250	122.865
Repositioning agriculture and rural life and renewing its institutional framework	12.402	1.250	13.652	12.402	1.250	13.652

### 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. Strengthening of agricultural information systems at the hemispheric level.

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

To develop and operate information and knowledge management system

ER.1. IICA offers the best options for accessing important agricultural information, and our services are more well known in the Member States.

PI.2. AIBDA Community of more than 100 member interacting with IICA's actions.

PI.3. Joint actions involving the IICA Offices and the national chapters of AIBDA carried out.

PI.4. SIDALC is promoted by AIBDA in its member countries and with its contacts as a hemispheric information system.

ER.2. AIBDA is more active at the hemispheric level, and has repositioned itself.

PI.1. Fifteen national chapters active, with their respective work plans.

PI.2. Two projects prepared to improve agricultural information services in the Americas.

PI.3. Four new specialized journals have been published.

PI.4. Two hundred active members.

PI.5. Minimum \$10,000 budget available.

ER.3. AIBDA and IICA have brought together the community of agricultural specialists in an international meeting to exchange experiences and upgrade their capabilities.

PI.1. Committee for Fifteenth RIBDA established.

PI.2. Fifteenth RIBDA held.

PI.3. New AIBDA Steering Committee elected, and 2009-2012 work plans prepared.

## Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008		Total	Year 2009		Total
Quotas	Miscellaneous	Quotas		Miscellaneous		
<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>	<b>4.000</b>	<b>0</b>	<b>4.000</b>
Promotion of trade and the competitiveness of agribusinesses	667	0	667	667	0	667
Promotion of the technology and innovation	667	0	667	667	0	667
Promotion of agricultural health and food safety	667	0	667	667	0	667
Promotion of the development of rural communities adopting a territorial approach	667	0	667	667	0	667
Promotion of the sustainable management of natural resources and the environment	666	0	666	666	0	666
Repositioning agriculture and rural life and renewing its institutional framework	666	0	666	666	0	666

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 implement the Hemispheric Program for Horizontal Cooperation in Agro-energy and Bio-fuels in compliance with mandates from the IABA and the EC.

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 reach agreement on, program and coordinate horizontal cooperation actions between/among countries
- To develop and operate information and knowledge management system

ER.1. The Institute has implemented the Hemispheric Program for Horizontal Cooperation in Agro-energy and Bio-fuels, as per the work plan adopted for 2008 and 2009.

PI.1. Work plan for the 2008-2009 biennium prepared.



Promotion of the technology and innovation

PI.2. Hemispheric program for horizontal cooperation in agro-energy and bio-fuels, and corresponding work plan, have been reviewed and adjusted to ensure they are in line with the demands and needs of the countries.

PI.3. The Institute has consolidated partnerships with the Inter-American Commission on Ethanol, the OAS, the IDB, FAO, ECLAC and other organizations, and with the private sector, to implement joint actions in the area of agro-energy and bio-fuels.

PI.4. Two Annual hemispheric meetings (forums, seminars, workshops) have been held on agro-energy and bio-fuels.

PI.5. Two Annual regional meetings on agro-energy and bio-fuels have been held/promoted.

PI.6. IICA has promoted and participated in 2 annual national meetings (forums, seminars, workshops) on this subject.

PI.7. A system is in place to enable the different actors involved in the hemispheric program for horizontal cooperation in agro-energy and bio-fuels to share information and knowledge.

ER.2. National and regional capabilities to analyze, prepare, implement and evaluate proposals on the production of agro-energy and bio-fuels have been strengthened.

PI.1. With support from IICA, and via horizontal technical cooperation initiatives, the capabilities needed to analyze and conduct studies of the socioeconomic viability of bio-fuels and sources of bio-energy have been created and consolidated.

PI.2. The horizontal technical cooperation provided by IICA has enabled at least 5 countries to consolidate institutional capabilities to undertake the development and expansion of the production, distribution and consumption of agro-energy products and bio-fuels.

PI.3. IICA has helped analyze 2 agro-energy and bio-fuels projects, and evaluate their implementation.

PI.4. IICA has disseminated of at least 4 lessons learned on this subject, through its information system, national and regional technical meetings and conversations with the actors of the agro-energy and bio-fuels chain.

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>			<b>Resources Allocation of the Regular Fund</b>		
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Hemispheric Agro-energy and Bio-fuels Program</b>	<b>165.588</b>	<b>50.000</b>	<b>215.588</b>	<b>165.588</b>	<b>50.000</b>	<b>215.588</b>
Promotion of the technology and innovation	165.588	50.000	215.588	165.588	50.000	215.588

**Technical Support Units****Directorate of Performance Management and Evaluation**

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

- PA.1. Ongoing review of the National Technical Cooperation Agendas (NTCA).
  - ER.1. Priorities of NTCA are in line with priorities of national sectors.
    - PI.1. Reports verifying the alignment of the NTCA of each country with the priorities of the national sectors (government, private sector, academic sector, etc.).
- PA.2. Evaluation of the performance of and attainment of results by Offices, units, programs and projects.
  - ER.1. The Director General, Headquarters units and the Offices have up-to-date information on the management and provision by the Offices and units of the Institute, generated by the institutional performance evaluation system.
    - PI.1. Five performance evaluation missions conducted per year in the Offices in the countries, and the corresponding Office Improvement Plan (OIP) prepared for each Office evaluated.
    - PI.2. Process of preparing and reviewing the Agenda, and its coherence with the priorities of the sector, verified in five countries per year via interviews clients and partners.
    - PI.3. Confidential management letters, based on the performance evaluation missions conducted in Offices and units, prepared and submitted to the Director General.
    - PI.4. Final reports of performance evaluation missions conducted in Offices and units prepared and submitted to the Director.
    - PI.5. Follow-up missions conducted per year to three Offices implementing an OIP.
    - PI.6. Annual evaluation conducted of two units of the Directorate of Technical Leadership and Knowledge Management.
    - PI.7. Methodologies improved for evaluating the performance of Offices and Directorate of Technical Leadership and Knowledge Management.
- PA.3. Strengthening of the knowledge base on cooperation experiences of the Institute and the management of its performance.
  - ER.1. Report prepared on the experiences of the DPME in analysis, review and evaluation missions to the countries.
    - PI.1. Report on the evaluations conducted by DPME from 2006-2009, regarding the Performance Review and Evaluation System and the experiences of the DPME between 2006-2009.
  - ER.2. Information on Good Institutional Practices (GIP) identified by the DPME in its performance evaluation system is available to Institute staff members.
    - PI.1. DPME report on Good Institutional Practices (GIP) updated.
- PA.4. Improvement of institutional planning, execution and accountability process.
  - ER.1. Management instruments and techniques designed and put in place to improve the products of the institutional planning, execution and accountability process.
    - PI.1. Proposals prepared for the Cabinet, Programming Committee and Administration and Finance Committee aimed at improving the institutional planning, execution and accountability process.
- PA.5. Preparation of reports and documents for the Director General on specific missions and efforts.
  - ER.1. The DPME carried out specific tasks assigned by the Director General and support activities agreed upon with other units of the General Directorate.

PI.1. Reports submitted on specific matters requested by the Director General.

### Resources Allocation of the Regular Fund

Unit / Strategic Priority	Resources Allocation of the Regular Fund					
	Year 2008		Total	Year 2009		Total
Quotas	Miscellaneous	Quotas		Miscellaneous		
<b>Directorate of Performance Management and Evaluation</b>	<b>366.534</b>	<b>0</b>	<b>366.534</b>	<b>366.534</b>	<b>0</b>	<b>366.534</b>
Promotion of trade and the competitiveness of agribusinesses	61.101	0	61.101	61.101	0	61.101
Promotion of the technology and innovation	61.101	0	61.101	61.101	0	61.101
Promotion of agricultural health and food safety	61.101	0	61.101	61.101	0	61.101
Promotion of the development of rural communities adopting a territorial approach	61.101	0	61.101	61.101	0	61.101
Promotion of the sustainable management of natural resources and the environment	61.065	0	61.065	61.065	0	61.065
Repositioning agriculture and rural life and renewing its institutional framework	61.065	0	61.065	61.065	0	61.065

### Programming Division

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

PA.1. To conduct the corporate process of allocating resources, and promote the adoption of a culture focused on the achievement of results and on technical cooperation and on the execution of resources with financial prudence and minimal administrative costs, within the framework of the strategic priorities, Institute policies and rules, and the management needs of the different areas of the Institute.

ER.1. The participation of the Director of Administration and Finance in the different management mechanisms of the General Directorate has contributed to the institutional decision-making process.

PI.1. Opinions and suggestion have been put forth on matters of interest to the Institute in meetings of: Cabinet, Technical Cabinet, Administration and Finance Committee, Programming Committee, Procurement Committee, Salaries Sub-committee, OIP Group, Strategic Partners Committee, SACMI, Executive Committee and IABA.

ER.2. The priority actions to be carried out jointly by the different divisions of the Directorate of Administration and Finance in the following areas have been coordinated: a) installation of the new management information system in the Offices in the Member States; b) provision of support to the Offices in the Members States; c) training; and d) evaluation of DAF services

- PI.1. The new management information system is fully operational at Headquarters and in all the Offices in the Member States, with support from the personnel of DAS, DPC, Finance and Informatics.
- PI.2. At least 8 reports prepared on support missions to Offices in the Member States, comprising DAF personnel, containing conclusions and recommendations for improving their performance in areas the fall under the purvey of the DAF.
- PI.3. The personnel of the different divisions of the DAF constantly strive to improve the services they provide to customers and have received training in different areas of common interest to the DAF.
- PI.4. Reports on the results of the DAF opinion polls for 2006 and 2007 published and distributed, containing the opinions of the different units of the Institute regarding the quality and timeliness of the services they receive from DAF in the areas of administration, finance and programming.
- ER.3. The Administration and Finance Committee (CAF) and the DAF Coordination Committee continue to perform the duties assigned to them.
- PI.1. At least 40 aide memoires of virtual and on-site meetings of CAF.
- PI.2. At least 30 aide memoires of meetings of DAF Coordination Committee.
- PI.3. An information system containing the resolutions of the CAF and the DAF Coordination Committee continues to operate, facilitating the periodic verification of compliance with the decisions of both.
- ER.4. The Institute has a 2010 Program Budget and Annual Actions Plans for 2009 and 2010, whose expected results and programmed technical cooperation actions have been defined in close coordination among the units that operate at the three levels of Institute action and are line with the corporate strategic guidelines and the priorities of the national and regional technical cooperation agendas
- PI.1. Document containing the 2010 Program Budget approved by the IABA.
- PI.2. Two documents containing the 2009 and 2010 plans of action of the Institute, respectively, approved by the Director General.
- PI.3. 90% of the agreements of the National GAPs are ratified by the DIPRO and the DPC.
- ER.5. The different technical units of the Institute have new legal and cooperation instruments approved by the Programming Committee, which avoids delays in their execution and ensures that same are in line with Institute priorities, policies, rules, procedures and interests.
- PI.1. At least seven legal and cooperation instruments studied and approved (when appropriate) per month; and corresponding resolutions issued by the Programming Committee distributed to the units, containing decisions on the approval, modification or rejection of said instruments.
- PI.2. At least ten technical cooperation agendas studied and approved; and corresponding resolutions issued by the Programming Committee
- ER.6. The Members States and the different units of the Institute have direct access to information on the programming process at IICA, contained in the data base known as Control and Programming System, which is operated jointly by the DIPRO and the Budget and Control Unit.
- PI.1. The legal and cooperation instruments, the National and Regional Technical Cooperation Agendas, the 2008-2009 Program Budget and the 2008 and 2009 plans of action are organized and updated and readily available for consultation in documentary and electronic data bases operated by the DIPRO and the Budget and Control Unit.
- ER.7. New internal processes are being implemented in the DIPRO, based on the principles of rapid response to client requests, equitable distribution of workload, use of modern tools and teamwork.
- PI.1. Internal clients express satisfaction (on average, 90% or above) on survey conducted by DAF.

PI.2. The personnel of the DIPRO express satisfaction (at least 90%) with their work environment.

PI.3. At least one new work tool built into the internal processes.

ER.8. The operating units of the Institute receive timely advice on how to prepare proposals for legal and technical cooperation instruments, plans of operation and programs budgets, in terms of their alignments with corporate guidelines, their coherence with national needs, and their articulation at the three levels of action of the Institute.

PI.1. At least 10 queries from the different units of the Institute answered on time, offering comments and recommendations on the preparation or modification of legal and technical cooperation instruments.

PI.2. The five Directorates of Regional Operations and Integration have a set of updated strategic priorities and the corresponding priority actions to be implemented in 2009 and 2010, defined jointly by the Directors of Regional Operations and Integration, the Representatives in the Member States, the Regional Specialists and staff from the DTLKN and the DAF.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>			<b>Resources Allocation of the Regular Fund</b>		
	<i>Year 2008</i>		<i>Total</i>	<i>Year 2009</i>		<i>Total</i>
<i>Quotas</i>	<i>Miscellaneous</i>	<i>Quotas</i>		<i>Miscellaneous</i>		
<b>Programming Division</b>	<b>240.806</b>	<b>0</b>	<b>240.806</b>	<b>240.806</b>	<b>0</b>	<b>240.806</b>
Promotion of trade and the competitiveness of agribusinesses	40.142	0	40.142	40.142	0	40.142
Promotion of the technology and innovation	40.142	0	40.142	40.142	0	40.142
Promotion of agricultural health and food safety	40.142	0	40.142	40.142	0	40.142
Promotion of the development of rural communities adopting a territorial approach	40.142	0	40.142	40.142	0	40.142
Promotion of the sustainable management of natural resources and the environment	40.118	0	40.118	40.118	0	40.118
Repositioning agriculture and rural life and renewing its institutional framework	40.118	0	40.118	40.118	0	40.118

### Directorate of Regional Operations and Integration

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

PA.1. To contribute to dialogue and reflection on the repositioning of agriculture and rural life in the countries and regions.

ER.1. The Ministerial Delegates of the countries, the Secretariats and Forums of Ministers of Agriculture in the regions (Alliance, CAC, CAS, Trilateral Council of the North, Andean Mechanism) receive support in implementing the AGRO 2003-2015 Plan of Action, in fulfillment of the mandates issued in the Hemispheric Ministerial Agreements (HMA) of Guatemala 2007.

- PI.1. Regional strategies adjusted to conform with the AGRO 2003-2015 Plan of Action.
- PI.2. Reports prepared at the national and regional levels on progress in implementing the HMA of Guayaquil.
- ER.2. Up-to-date information on the state of and outlook for agriculture and rural life is used for dialogue and reflection and to give direction to the Institute's actions in the regions.
  - PI.1. Five regional reports on monitoring the state of and outlook for agriculture and rural life.
- PA.2. To participate in preparing and updating the National Technical Cooperation Agendas, and ensure the quality and delivery of the annual accountability reports.
  - ER.1. The Offices in the countries have National Agendas that reflect national priorities and are consistent with the Strategic Guidelines of the 2006-2010 MTP.
    - PI.1. 2006-2010 National Agendas approved and being implemented.
  - ER.2. The Directorates of Operations supervise the quality and timely delivery of the annual accountability reports of the Offices in the Member States.
    - PI.1. National and regional accountability reports submitted to authorities in the 34 Member States.
    - PI.2. Annual national and regional accountability reports published.
- PA.3. To support and monitor actions taken by the Offices in the countries to improve their management and performance.
  - ER.1. The national and regional priority actions defined are in line with the priorities contained in the national, regional and hemispheric agendas, as agreed in the planning meetings.
    - PI.1. Annual planning meetings organized and held in the five regions.
    - PI.2. The plans of action of the countries and the Regional and Hemispheric Specialists reflect the established priorities.
  - ER.2. The process of improving the Offices has been coordinated with the Offices, the DORI and the units at Headquarters, by reviewing, implementing and monitoring the Office Improvement Plans (OIP).
    - PI.1. Office Improvement Plans (OIP) prepared, reviewed and implemented.
  - ER.3. Offices supported in efforts to secure payment of member country quotas.
    - PI.1. Members States pay their quotas.
- PA.4. To contribute to the management and implementation of the Regional Technical Cooperation Program, with a view to strengthening articulation with the different actors in the region and facilitating implementation of the Regional Agenda.
  - ER.1. The priorities of the Regional Technical Cooperation Agendas have been established jointly with the Councils and Forums of Ministers of Agriculture, and annual accountability reports are delivered
    - PI.1. Priority actions of the Regional Agendas implemented by the regional technical team.
    - PI.2. Regional accountability reports submitted to the Councils of Ministers of Agriculture and published.
  - ER.2. Support provided in strengthening regional integration mechanisms (Councils of Ministers of Agriculture and Regional Forums).
    - PI.1. Priority actions of the Regional Agendas are aligned with the demands of the regional integration mechanisms.
- PA.5. To consolidate strategic partnerships with regional organizations of the agricultural sector and strategic partners to promote regional initiatives.

ER.1. Partnerships have been created and formalized, and joint work expanded, with strategic partners and organizations operating in the regions.

PI.1. At least five priority regional proposals for partnerships with strategic partners and securing external resources at the regional level, prepared.

PI.2. At least five agreements formalized with regional organizations.

PA.6. To promote horizontal cooperation, systematizing successful experiences and promoting exchanges among countries, institutions, Offices and regions in priority subject areas, with a view to improving agriculture and rural life in the hemisphere.

ER.1. Rules, procedures and methodological guidelines for the management of horizontal technical cooperation are being defined.

PI.1. Document with rules, procedures and methodological guidelines prepared.

ER.2. Successful experiences in the countries identified, selected and systematized for promotion by the Offices in connection with priority topics.

PI.1. Experiences in AHFS, agricultural insurance, biotechnology, agro-energy, rural development, trade and agribusiness documented.

PI.2. Information system designed and operational.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Directorate of Regional Operations and Integration</b>	<b>1.015.380</b>	<b>50.000</b>	<b>1.065.380</b>	<b>1.015.380</b>	<b>50.000</b>	<b>1.065.380</b>
Promotion of trade and the competitiveness of agribusinesses	169.264	8.335	177.599	169.264	8.335	177.599
Promotion of the technology and innovation	169.264	8.335	177.599	169.264	8.335	177.599
Promotion of agricultural health and food safety	169.264	8.335	177.599	169.264	8.335	177.599
Promotion of the development of rural communities adopting a territorial approach	169.264	8.335	177.599	169.264	8.335	177.599
Promotion of the sustainable management of natural resources and the environment	169.162	8.330	177.492	169.162	8.330	177.492
Repositioning agriculture and rural life and renewing its institutional framework	169.162	8.330	177.492	169.162	8.330	177.492

### Directorate of External Finance and Investment Projects

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

PA.1. To contribute to the implementation of the actions called for in the national, regional and hemispheric agendas and in the resolutions of the governing bodies of the Institute, aimed at promoting agricultural and rural development in the member countries, by identifying additional external sources of funding for same.

ER.1. Efforts have been made to secure additional external funding with which to implement Institute actions in support of the member countries, working more closely with existing sources and identifying new ones.

PI.1. Resources are available for the implementation of three project proposals included in hemispheric and/or regional programs (traceability, agricultural insurance, bio-energy and bio-fuels, and biotechnology and biosafety, fruit production, cacao and other programs).

ER.2. Contributions from companies, as a new source of funding, have been secured for initiatives aimed at promoting sustainable development in the member countries.

PI.1. Companies are co-financing at least two project proposals.

PA.2. To support the formulation of hemispheric programs and their regional and national actions, with their corresponding portfolios of projects and business plans.

ER.1. Support has been provided in formulating the following hemispheric programs: traceability, agricultural insurance, bio-energy and bio-fuels, biotechnology and biosafety.

PI.1. Documents for at least two regional proposals and six national projects prepared.

PA.3. To contribute to the analysis of the state of and outlook for investments and funding, within the framework of the IICA report on the state of and outlook for the development of agriculture and rural communities in the Central Region.

ER.1. Support has been provided in preparing the report on the state of and outlook for investment in and funding of agriculture and rural development in Latin America and the Caribbean.

PI.1. Regional reports prepared.

## Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<b>Resources Allocation of the Regular Fund</b>					
	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Directorate of External Finance and Investment Projects</b>	<b>299.881</b>	<b>15.000</b>	<b>314.881</b>	<b>299.881</b>	<b>15.000</b>	<b>314.881</b>
Promotion of trade and the competitiveness of agribusinesses	49.990	2.501	52.491	49.990	2.501	52.491
Promotion of the technology and innovation	49.990	2.501	52.491	49.990	2.501	52.491
Promotion of agricultural health and food safety	49.990	2.501	52.491	49.990	2.501	52.491
Promotion of the development of rural communities adopting a territorial approach	49.990	2.501	52.491	49.990	2.501	52.491



Promotion of the sustainable management of natural resources and the environment	49.960	2.499	52.459	49.960	2.499	52.459
Repositioning agriculture and rural life and renewing its institutional framework	49.960	2.499	52.459	49.960	2.499	52.459

**Associate Deputy Director General****Priority Activities of Management of Cooperation, Expected Results and Performance Indicators**

PA.1. To move forward with implementation of the Hemispheric Program for Horizontal Cooperation in Agro-energy and Bio-fuels, in compliance with mandates from the IABA and the EC.

ER.1. The Institute has implemented the Hemispheric Program for Horizontal Cooperation in Agro-energy and Bio-fuels, as per the work plan adopted for 2008 and 2009.

PI.1. The Hemispheric Program for Horizontal Cooperation in Agro-energy and Bio-fuels, and the respective work plan, have been reviewed and adjusted periodically to ensure they continue to reflect the needs and priorities of the Member States.

PI.2. The Institute has consolidated partnerships with the OAS, IDB, FAO, ECLAC and other organizations and the private sector with a view to implementing joint actions in agro-energy and bio-fuels.

PI.3. Annual hemispheric meetings (forums, seminars, workshops) have been held on agro-energy and bio-fuels.

PI.4. Annual regional meetings on agro-energy and bio-fuels have been held/promoted.

PI.5. IICA has promoted and participated in annual national meetings (forums, seminars, workshops) on agro-energy and bio-fuels.

PA.2. To coordinate and serve as Secretariat of the Technical Cabinet.

ER.1. The Technical Cabinet is a high-level body which discusses and makes decisions regarding strategic technical-management issues.

PI.1. The meetings of the Technical Cabinet have been coordinated, their agendas prepared and documents for discussion distributed.

PI.2. The technical-management team of the Institute are aware and implement the decisions and agreements approved by the Technical Cabinet, thanks to the minutes and executive summaries prepared after each meeting, and to follow-up provided on approved decisions.

PI.3. The institutional memory is enriched when the discussions, minutes and decisions (implemented and pending implementation) are recorded in data bases which are available to the members of the Technical Cabinet.

PA.3. To support and advise the General Directorate in defining and reviewing Institute objectives, policies and lines of action vis-à-vis the management of cooperation and institutional repositioning, and relations with the Member States.

ER.1. Support provided in defining the objectives, and policies and lines of action vis-à-vis the management of cooperation and institutional repositioning implemented and evaluated.

PI.1. The Director General has been advised on these matters.

PI.2. The Office has supported and participated in the monitoring and evaluation of the management of cooperation and institutional repositioning.

ER.2. The Office has worked with the General Directorate to ensure that the Member States understand and endorse the proposals related to the internal management and technical cooperation of IICA.

PI.1. The Office has advised the Director General on political aspects of relations with the Member States.

PI.2. The Office has represented the Director General on special visits to Ministers and high-level authorities of the public and private sectors.

PI.3. Support has been provided for the efforts of the General Directorate to ensure that the Member States understand and support policies and lines of action, via publications, communications and meetings.

### Resources Allocation of the Regular Fund

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Associate Deputy Director General</b>	<b>145.682</b>	<b>15.000</b>	<b>160.682</b>	<b>145.682</b>	<b>15.000</b>	<b>160.682</b>
Promotion of trade and the competitiveness of agribusinesses	24.285	2.501	26.786	24.285	2.501	26.786
Promotion of the technology and innovation	24.285	2.501	26.786	24.285	2.501	26.786
Promotion of agricultural health and food safety	24.285	2.501	26.786	24.285	2.501	26.786
Promotion of the development of rural communities adopting a territorial approach	24.285	2.501	26.786	24.285	2.501	26.786
Promotion of the sustainable management of natural resources and the environment	24.271	2.499	26.770	24.271	2.499	26.770
Repositioning agriculture and rural life and renewing its institutional framework	24.271	2.499	26.770	24.271	2.499	26.770

## Directorate of Administration and Finance

### Directorate of Administration and Finance

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

PA.1. To conduct the corporate process of allocating resources, and promote the adoption of a culture focused on the achievement of results and on technical cooperation and on the execution of resources with financial prudence and minimal administrative costs, within the framework of the strategic priorities, Institute policies and rules, and the management needs of the different areas of the Institute.

ER.1. The Institute has a 2010 Program Budget and Annual Actions Plans for 2009 and 2010, whose expected results and programmed technical cooperation actions have been defined in close coordination among the units that operate at the three levels of Institute action and are line with the corporate strategic guidelines and the priorities of the national and regional technical cooperation agendas.

PI.1. Document containing the 2010 Program Budget approved by the IABA.

PI.2. Two documents containing the 2009 and 2010 plans of action of the Institute, respectively, approved by the Director General.

PI.3. 90% of the agreements of the National GAPs are ratified by the DIPRO and the DPC.

ER.2. Personnel responsible for the budgets of Headquarters units have been trained.

PI.1. At least 20 staff members from Headquarters units are familiar with and apply in their daily work: i) the use of the objectives of expenditure; ii) institutional rules and regulations; iii) programming and budget system; iv) procedures for executing resources; and v) use of available tools.

PI.2. New procedures are implemented for executing budgetary resources at Headquarters, in which the units assume full responsibility for the execution of their resources.

ER.3. At least 15 Representatives and 15 Administrators have received training in: i) the use of the objectives of expenditure; ii) institutional rules and regulations; iii) programming and budget system; iv) procedures for executing resources; and v) use of available tools.

PI.1. The Offices where those Representatives and Administrators work are evaluated or audited satisfactorily, with a minimum of problems in the area of budget and execution of resources.

PI.2. The Offices whose personnel have been trained operate the SIF ably, reporting an error rate of less than 5%.

ER.4. New budgetary control procedures have been put in place, based on the principles of self-control, focus on critical issues and use of new tools.

PI.1. New budgetary control procedures being implemented at Headquarters, where units assume full responsibility for the execution of their resources.

PI.2. New budgetary control procedure operational in the Offices.

PI.3. Internal clients express satisfaction (on average, 90% or above) on survey conducted by DAF.

ER.5. New internal processes are being implemented in the DPC, based on the principles of rapid response to client requests, equitable distribution of workload, use of modern tools and teamwork.

PI.1. Internal clients express satisfaction (on average, 90% or above) on survey conducted by DAF.

PI.2. The personnel of the DAF express satisfaction (at least 90%) with their work environment.

PI.3. At least one new work tool built into the internal processes.

ER.6. Rules of procedure, manuals, executive orders and institutional procedures are kept up to date, as mandated by the Governing Bodies and the Director General and as Institute needs change.

PI.1. Documents containing the Institute rules and procedures currently in force are available in printed form and on the IICA Intranet, for easy consultant by IICA staff.

PA.2. To implement and oversee the corporate processes used to monitor the Institute's physical and financial resources.

ER.1. The units of the General Directorate receive updated financial reports on time, containing reliable information for decision making.

PI.1. The monthly closing of the operations of the units is conducted in accordance with the scheduled established by Headquarters.

PI.2. Monthly reports prepared and distributed on budgetary execution by the Institute, containing proposed preventive and corrective measures.

ER.2. The systems used to pay for goods and services operate efficiently.

- PI.1. Weekly deadlines for the receipt of requests for payment and for processing payments are met.
- PI.2. National and international vendors are paid by transfer or check on a weekly basis.
- ER.3. Efficient systems are in place to monitor compliance with Institute rules and policies in the financial-accounting area.
  - PI.1. Efficient systems are in place to monitor compliance with Institute rules and policies in the financial-accounting area.
  - PI.2. Follow-up reports on the accounts in the financial statements of the operating units.
- ER.4. A flexible system is in place to show the availability of resources needed to meet the obligations assumed by the operating units, as well as timely information on the use of same.
  - PI.1. On a monthly basis, the Offices have access to authorized funds, based on their needs and financial situation.
  - PI.2. Authorizations for the Institute's bank accounts controlled and updated.
  - PI.3. Special weekly reports on cash flow, status of Member States quota payments, and increases or decreases in payroll and the cost of consultants at Headquarters prepared and submitted to the Director General.
  - PI.4. Reports on quota payments (up-to-date and overdue) sent periodically to the Member States.
  - PI.5. Reports on income and expenditures prepared and presented to externally funded projects on a monthly basis, and on the control and administration of the corresponding information, periodically.
  - PI.6. Financial statements prepared, agreed upon and discussed with external auditors and the ARC, for presentation to the Governing Bodies.
- ER.5. The units of the General Directorate implement Institute rules and procedures to ensure sound financial management.
  - PI.1. Policies, rules and procedures related to charge advices, fixed assets, insurance, accounting pre-closes and closes, cash and financial execution are reviewed, adjusted and implemented.
  - PI.2. Management letter prepared and presented on the basis of the reports of the external auditors and the ARC.
  - PI.3. Support is provided to follow-up on the recommendations from internal auditors, support missions and evaluation missions, participating actively in the DAF monitoring system.
  - PI.4. Support is provided for the operations of the Offices, providing information and analysis useful in monitoring their management.
- PA.3. To oversee the process of managing the Institute's human resources, as support in fulfilling its mandate and achieving its objectives.
- ER.1. The Institute Human Resources Management Framework is realigned and modernized.
  - PI.1. The changes approved by the Executive Committee in 2008 and 2009 have been implemented.
  - PI.2. Personnel Manual revised and adapted on the basis of Rules changes.
  - PI.3. Policies on Training & Development; Sabbatical and Educational leave; Performance Appraisals & Awards of Excellence; IPPs Housing Allowance; and Leave for IPP; have been revised and published as required.
- ER.2. Integrated Personnel Evaluation System & DG Awards for Excellence Program has been implemented.
  - PI.1. Awards winners selected and announced.
  - PI.2. Analysis of results conducted and Integrated System revised.
- ER.3. Improvement of Insurance Program continued.
  - PI.1. Broker and Insurance Company options revised.

- PI.2. Renewal of Program for 2009 and 2010 negotiated.
- PI.3. Implementation of Short Term Insurance System continued.
- ER.4. Recruitment and Selection of employees strengthened.
  - PI.1. Succession Planning Exercise regularly updated.
- ER.5. The Institute Learning Strategy and Program designed and implementation continued.
  - PI.1. Sabbatical Program and Exit Program continued.
  - PI.2. Language Training Program expanded within the countries offices.
  - PI.3. Implementation of training for representatives continued.
  - PI.4. Orientation Program strengthened and accessibility increased.
- ER.6. HRD Division Services and Advices provided and improved.
  - PI.1. Provision of services and advices to HQ and the Offices managers and employees carried out.
  - PI.2. Occupational Health Program expanded (in Offices).
  - PI.3. Extensive support provided to Offices.
- PA.4. To provide the advisory services required for 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 and 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 the notarial support they require to comply with certain institutional procedures.
    - PI.1. At least thirty certifications of juridical personality and legal status, authentications and requests for tax exemptions prepared.
    - PI.2. At least 50 applications to register vehicles with MI license plates, change license plates and transfer ownership submitted to Public Registry for processing.
  - ER.3. Legal support and advisory services provided to the different units of the DAF.
    - PI.1. At least 30 contracts submitted for signature to those authorized to sign on behalf of the Institute reviewed and corrected.
    - PI.2. The Coordinator of the Legal Advisory Services Unit has participated in at least 30 monthly meetings of the CAF and DAF Committee, contributing technical opinions and to the process of updating Institute rules and regulations.
  - ER.4. The Institute is in strict compliance with the rules and regulations of the Ministry of the Treasury governing tax exemptions for vehicles.
    - PI.1. All tax exemption procedures for 166 vehicles originally registered with MI license plates have been completed.
  - ER.5. Institutional data base on movable and immovable property and Basic Agreements operating with up-to-date information.
    - PI.1. All legal information related to vehicles exonerated by the Institute, contracts related to immovable property, and the Basic Agreements of the Institute with the Member States, has been incorporated into the data base and is available in electronic format for.
- PA.5. To provide high-quality services in the areas of purchases, storage, security, transportation, communications, maintenance of the physical plant, and meetings, at the lowest possible cost, using the best practices and ensuring the security of internal and external clients.

ER.1. Support services programmed, provided and supervised efficiently and in a timely manner at Headquarters.

PI.1. The janitorial, cafeteria, gardening, maintenance, meeting room, transportation, security, mail, courier and telephone services provided to Headquarters units receive a rating of at least 85% on the opinion poll conducted every year on the services provided by the DAF.

ER.2. Goods and services required at Headquarters acquired, in compliance with standards related to quality, timely delivery and efficiency.

PI.1. A new process for purchases and services, made necessary by the installation of the Institute's new financial information system, is operating efficiently.

PI.2. All goods acquired for the different units at Headquarters are duly inventoried and distributed by the Warehouse.

PI.3. Purchasing Manual updated.

ER.3. Roll out program for the installation of the SIF in the IICA Office completed.

PI.1. All Offices now have on-line, real time access to the new financial information system.

**Resources Allocated from the Regular Fund**

	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<i>Chapter II: Management Costs</i>	663.477	62.783	726.260	663.477	62.783	726.260

## **Institutional Funds and Line Items**

### **Institutional Funds and Line Items**

#### **Resources Allocation of the Regular Fund**

**Resources Allocation of the Regular Fund**

<i>Unit / Strategic Priority</i>	<i>Year 2008</i>			<i>Year 2009</i>		
	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>	<i>Quotas</i>	<i>Miscellaneous</i>	<i>Total</i>
<b>Institutional Funds and Line Items</b>	<b>218.572</b>	<b>73.394</b>	<b>291.966</b>	<b>218.572</b>	<b>73.394</b>	<b>291.966</b>
Promotion of trade and the competitiveness of agribusinesses	54.643	18.349	72.992	54.643	18.349	72.992
Promotion of the technology and innovation	54.643	18.349	72.992	54.643	18.349	72.992
Promotion of agricultural health and food safety	54.643	18.349	72.992	54.643	18.349	72.992
Promotion of the development of rural communities adopting a territorial approach	54.643	18.349	72.992	54.643	18.349	72.992

***APPENDIX 3***

***Composition of Regular Fund by Strategic Priority  
Includes Chapter I  
2008 - 2009***

***Allocation of the Regular Fund  
by Strategic Priority (US\$)***

***2008 - 2009  
Program Budget***

<b>Strategic Priority: Promotion of Trade and the Competitiveness of Agribusiness</b>	<b>2008 Program Budget</b>			<b>2009 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	682.536	188.087	870.622	682.536	188.087	870.622
Institutional Funds and Line Items	-	72.992	72.992	-	72.992	72.992
Regional Actions of Technical Cooperation	1.020.493	321.474	1.341.968	1.020.493	321.474	1.341.968
National Actions of Technical Cooperation	2.685.152	1.670.771	4.355.923	2.685.152	1.670.771	4.355.923
Basic Management Structure	1.823.562	839.294	2.662.855	1.823.562	839.294	2.662.855
Basic National Technical Cooperation Plan	861.590	831.477	1.693.068	861.590	831.477	1.693.068
Technical Support Units	305.012	53.106	358.119	305.012	53.106	358.119
<b>Summary:</b>	4.693.193	2.306.430	6.999.623	4.693.193	2.306.430	6.999.623



***Allocation of the Regular Fund  
by Strategic Priority (US\$)***

***2008 - 2009  
Program Budget***

<b>Strategic Priority: Technology and Innovation</b>	<b>2008 Program Budget</b>			<b>2009 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	745.943	383.228	1.129.171	745.943	383.228	1.129.171
Institutional Funds and Line Items	-	72.992	72.992	-	72.992	72.992
Regional Actions of Technical Cooperation	673.277	281.428	954.706	673.277	281.428	954.706
National Actions of Technical Cooperation	1.528.980	977.751	2.506.731	1.528.980	977.751	2.506.731
Basic Management Structure	1.070.737	508.470	1.579.207	1.070.737	508.470	1.579.207
Basic National Technical Cooperation Plan	458.243	469.281	927.524	458.243	469.281	927.524
Technical Support Units	305.012	53.106	358.119	305.012	53.106	358.119
CATIE	-	1.000.000	1.000.000	-	1.000.000	1.000.000
<b>Summary:</b>	<b>3.253.213</b>	<b>2.768.505</b>	<b>6.021.718</b>	<b>3.253.213</b>	<b>2.768.505</b>	<b>6.021.718</b>

***Allocation of the Regular Fund  
by Strategic Priority (US\$)***

***2008 - 2009  
Program Budget***

<b>Strategic Priority: Agricultural Health and Food Safety</b>	<b>2008 Program Budget</b>			<b>2009 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	581.270	316.487	897.757	581.270	316.487	897.757
Institutional Funds and Line Items	-	72.992	72.992	-	72.992	72.992
Regional Actions of Technical Cooperation	554.851	221.987	776.838	554.851	221.987	776.838
National Actions of Technical Cooperation	2.359.054	1.550.426	3.909.480	2.359.054	1.550.426	3.909.480
Basic Management Structure	1.575.629	767.460	2.343.090	1.575.629	767.460	2.343.090
Basic National Technical Cooperation Plan	783.425	782.965	1.566.390	783.425	782.965	1.566.390
Technical Support Units	305.012	53.106	358.119	305.012	53.106	358.119
<b><i>Summary:</i></b>	3.800.187	2.214.998	6.015.185	3.800.187	2.214.998	6.015.185

***Allocation of the Regular Fund  
by Strategic Priority (US\$)***

***2008 - 2009  
Program Budget***

<b>Strategic Priority: Rural Communities</b>	<b>2008 Program Budget</b>			<b>2009 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	378.590	55.728	434.318	378.590	55.728	434.318
Institutional Funds and Line Items	-	72.992	72.992	-	72.992	72.992
Regional Actions of Technical Cooperation	444.034	122.217	566.252	444.034	122.217	566.252
National Actions of Technical Cooperation	1.764.850	1.185.871	2.950.722	1.764.850	1.185.871	2.950.722
Basic Management Structure	1.194.414	593.383	1.787.798	1.194.414	593.383	1.787.798
Basic National Technical Cooperation Plan	570.436	592.488	1.162.924	570.436	592.488	1.162.924
Technical Support Units	305.012	53.106	358.119	305.012	53.106	358.119
<b><i>Summary:</i></b>	<b>2.892.487</b>	<b>1.489.914</b>	<b>4.382.402</b>	<b>2.892.487</b>	<b>1.489.914</b>	<b>4.382.402</b>

***Allocation of the Regular Fund  
by Strategic Priority (US\$)***

***2008 - 2009  
Program Budget***

<b>Strategic Priority: Natural Resources and the Environment</b>	<b>2008 Program Budget</b>			<b>2009 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	378.363	55.694	434.057	378.363	55.694	434.057
Institutional Funds and Line Items	-	-	-	-	-	-
Regional Actions of Technical Cooperation	51.076	20.525	71.601	51.076	20.525	71.601
National Actions of Technical Cooperation	662.817	472.476	1.135.292	662.817	472.476	1.135.292
Basic Management Structure	466.230	225.564	691.794	466.230	225.564	691.794
Basic National Technical Cooperation Plan	196.587	246.912	443.499	196.587	246.912	443.499
Technical Support Units	304.829	53.075	357.904	304.829	53.075	357.904
<b><i>Summary:</i></b>	1.397.085	601.770	1.998.855	1.397.085	601.770	1.998.855

***Allocation of the Regular Fund  
by Strategic Priority (US\$)***

***2008 - 2009  
Program Budget***

<b>Strategic Priority: Repositioning of Agriculture</b>	<b>2008 Program Budget</b>			<b>2009 Program Budget</b>		
	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>	<b>Personnel</b>	<b>Operating Costs</b>	<b>Total</b>
Hemispheric Actions of Technical Cooperation	389.615	58.094	447.709	389.615	58.094	447.709
Institutional Funds and Line Items	-	-	-	-	-	-
Regional Actions of Technical Cooperation	371.441	328.410	699.851	371.441	328.410	699.851
National Actions of Technical Cooperation	578.723	376.193	954.916	578.723	376.193	954.916
Basic Management Structure	409.906	187.669	597.575	409.906	187.669	597.575
Basic National Technical Cooperation Plan	168.817	188.524	357.341	168.817	188.524	357.341
Technical Support Units	304.829	53.075	357.904	304.829	53.075	357.904
<b><i>Summary:</i></b>	1.644.608	815.772	2.460.380	1.644.608	815.772	2.460.380

***APPENDIX 4***

***Allocation of the Regular Fund by Unit and Major Object of Expenditure  
2008 - 2009***

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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>2008</i>	121.642	79.551	5.000	10.000	8.000	7.718	17.867	2.500	4.800	257.078
	<i>2009</i>	121.642	79.551	5.000	10.000	8.000	7.718	17.867	2.500	4.800	257.078
IICA Office in Costa Rica	<i>2008</i>	112.192	142.505	8.300	12.000	23.700	17.470	14.805	46.103	4.014	381.089
	<i>2009</i>	112.192	142.505	8.300	12.000	23.700	17.470	14.805	46.103	4.014	381.089
IICA Office in Guatemala	<i>2008</i>	121.004	214.482	5.500	7.000	4.000	8.248	49.455	0	4.900	414.589
	<i>2009</i>	121.004	214.482	5.500	7.000	4.000	8.248	49.455	0	4.900	414.589
IICA Office in Honduras	<i>2008</i>	122.296	117.187	9.000	18.500	32.000	24.574	75.844	0	9.147	408.548
	<i>2009</i>	122.296	117.187	9.000	18.500	32.000	24.574	75.844	0	9.147	408.548
IICA Office in Nicaragua	<i>2008</i>	122.160	90.325	8.000	15.805	15.440	14.826	75.859	66.008	5.100	413.523
	<i>2009</i>	122.160	90.325	8.000	15.805	15.440	14.826	75.859	66.008	5.100	413.523
IICA Office in Panama	<i>2008</i>	110.071	156.214	0	6.000	5.484	12.435	53.104	3.600	1.283	348.191
	<i>2009</i>	110.071	156.214	0	6.000	5.484	12.435	53.104	3.600	1.283	348.191
IICA Office in El Salvador	<i>2008</i>	109.279	172.147	3.663	9.858	15.000	60.438	48.471	0	4.153	423.009
	<i>2009</i>	109.279	172.147	3.663	9.858	15.000	60.438	48.471	0	4.153	423.009

Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.

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<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 Policies and Trade in the Central Region	<i>2008</i>	107.018	0	0	15.000	700	800	2.000	6.000	500	132.018
	<i>2009</i>	107.018	0	0	15.000	700	800	2.000	6.000	500	132.018
Regional Technical Cooperation Plan in Technology and Innovation in the Central Region	<i>2008</i>	112.335	0	0	20.000	3.000	1.000	1.000	0	0	137.335
	<i>2009</i>	112.335	0	0	20.000	3.000	1.000	1.000	0	0	137.335
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Central Region	<i>2008</i>	105.590	0	0	15.000	0	2.000	4.000	2.000	2.000	130.590
	<i>2009</i>	105.590	0	0	15.000	0	2.000	4.000	2.000	2.000	130.590
Regional Technical Cooperation Plan in Rural Communities in the Central Region	<i>2008</i>	107.087	0	1.000	17.604	2.000	1.000	1.000	2.396	0	132.087
	<i>2009</i>	107.087	0	1.000	17.604	2.000	1.000	1.000	2.396	0	132.087

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*



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<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 Agribusiness Development in the Central Region	<i>2008</i>	109.618	0	0	17.000	2.000	0	1.000	5.000	0	134.618
	<i>2009</i>	109.618	0	0	17.000	2.000	0	1.000	5.000	0	134.618
Support to Regional Council for Agricultural Cooperation - CORECA and to Central American Agricultural Council - CAC	<i>2008</i>	104.238	29.662	0	0	0	0	0	0	0	133.900
	<i>2009</i>	104.238	29.662	0	0	0	0	0	0	0	133.900
Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Panama and the Dominican Republic (PROMECAFE)	<i>2008</i>	104.552	0	0	0	0	0	0	0	0	104.552
	<i>2009</i>	104.552	0	0	0	0	0	0	0	0	104.552

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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<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	<i>2008</i>	0	0	0	3.500	500	0	1.000	0	0	5.000
	<i>2009</i>	0	0	0	3.500	500	0	1.000	0	0	5.000
IICA Office in Barbados	<i>2008</i>	118.508	158.880	24.500	14.000	20.440	15.008	41.602	8.550	9.000	410.488
	<i>2009</i>	118.508	158.880	24.500	14.000	20.440	15.008	41.602	8.550	9.000	410.488
IICA Office in OECS	<i>2008</i>	110.279	532.090	15.820	29.000	5.000	6.505	60.321	1.000	16.000	776.015
	<i>2009</i>	110.279	532.090	15.820	29.000	5.000	6.505	60.321	1.000	16.000	776.015
IICA Office in Guyana	<i>2008</i>	109.668	115.492	8.700	8.500	11.700	17.701	18.017	37.232	13.449	340.459
	<i>2009</i>	109.668	115.492	8.700	8.500	11.700	17.701	18.017	37.232	13.449	340.459
IICA Office in Haiti	<i>2008</i>	122.802	159.067	10.000	14.000	11.800	9.898	80.178	9.000	9.763	426.508
	<i>2009</i>	122.802	159.067	10.000	14.000	11.800	9.898	80.178	9.000	9.763	426.508
IICA Office in Jamaica	<i>2008</i>	107.548	165.796	13.500	14.280	9.500	7.547	54.508	24.710	8.220	405.609
	<i>2009</i>	107.548	165.796	13.500	14.280	9.500	7.547	54.508	24.710	8.220	405.609
IICA Office in Bahamas	<i>2008</i>	107.088	54.858	8.200	23.940	8.300	12.448	27.331	0	2.000	244.165
	<i>2009</i>	107.088	54.858	8.200	23.940	8.300	12.448	27.331	0	2.000	244.165

Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.

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<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 Dominican Republic	<i>2008</i>	106.080	152.681	25.500	17.500	23.000	21.522	82.088	56.533	28.755	513.659
	<i>2009</i>	106.080	152.681	25.500	17.500	23.000	21.522	82.088	56.533	28.755	513.659
IICA Office in Suriname	<i>2008</i>	106.742	72.521	26.500	26.500	12.000	15.845	35.758	8.700	9.300	313.866
	<i>2009</i>	106.742	72.521	26.500	26.500	12.000	15.845	35.758	8.700	9.300	313.866
IICA Office in Trinidad and Tobago	<i>2008</i>	120.159	198.428	3.239	4.539	11.369	4.408	77.693	8.998	4.855	433.688
	<i>2009</i>	120.159	198.428	3.239	4.539	11.369	4.408	77.693	8.998	4.855	433.688
Regional Technical Cooperation Plan in Policies and Trade in the Caribbean Region	<i>2008</i>	98.387	0	3.000	14.300	0	500	700	6.500	0	123.387
	<i>2009</i>	98.387	0	3.000	14.300	0	500	700	6.500	0	123.387
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Caribbean Region	<i>2008</i>	92.053	0	0	19.500	1.000	2.000	2.000	0	500	117.053
	<i>2009</i>	92.053	0	0	19.500	1.000	2.000	2.000	0	500	117.053

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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<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 Caribbean Region	<i>2008</i>	98.466	0	0	17.000	2.000	1.000	2.000	2.000	1.000	123.466
	<i>2009</i>	98.466	0	0	17.000	2.000	1.000	2.000	2.000	1.000	123.466
Promotion and Formulation of Agricultural Projects in the Caribbean Region	<i>2008</i>	97.015	0	11.747	600	800	1.300	1.350	4.203	0	117.015
	<i>2009</i>	97.015	0	11.747	600	800	1.300	1.350	4.203	0	117.015
Regional Technical Cooperation Plan in Agribusiness Development in the Caribbean Region	<i>2008</i>	107.798	0	0	17.700	600	0	2.551	4.149	0	132.798
	<i>2009</i>	107.798	0	0	17.700	600	0	2.551	4.149	0	132.798
Support to Alliance for Sustainable Development in the Caribbean	<i>2008</i>	0	0	44.380	35.385	6.000	3.000	1.700	35.035	4.500	130.000
	<i>2009</i>	0	0	44.380	35.385	6.000	3.000	1.700	35.035	4.500	130.000

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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<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 Caribbean Agricultural Research & Development Institute - CARDI	<i>2008</i>	95.000	0	19.000	15.000	5.000	60.000	1.000	0	5.000	200.000
	<i>2009</i>	95.000	0	19.000	15.000	5.000	60.000	1.000	0	5.000	200.000
Promotion of Agro-tourism	<i>2008</i>	114.188	0	0	19.500	1.000	2.000	2.000	0	500	139.188
	<i>2009</i>	114.188	0	0	19.500	1.000	2.000	2.000	0	500	139.188
IICA Office in Bolivia	<i>2008</i>	104.007	180.174	11.000	14.500	24.000	17.520	56.767	28.897	9.932	446.797
	<i>2009</i>	104.007	180.174	11.000	14.500	24.000	17.520	56.767	28.897	9.932	446.797
IICA Office in Colombia	<i>2008</i>	118.632	581.270	73.400	103.000	143.695	97.445	347.697	268.463	33.398	1.767.000
	<i>2009</i>	118.632	581.270	73.400	103.000	143.695	97.445	347.697	268.463	33.398	1.767.000
IICA Office in Ecuador	<i>2008</i>	103.081	263.397	10.000	21.000	25.923	31.711	60.999	38.500	8.000	562.611
	<i>2009</i>	103.081	263.397	10.000	21.000	25.923	31.711	60.999	38.500	8.000	562.611
IICA Office in Peru	<i>2008</i>	120.571	202.782	0	17.640	18.300	5.877	63.635	42.490	7.200	478.495
	<i>2009</i>	120.571	202.782	0	17.640	18.300	5.877	63.635	42.490	7.200	478.495
IICA Office in Venezuela	<i>2008</i>	115.117	158.673	5.000	31.072	30.000	32.763	79.092	94.347	9.373	555.437
	<i>2009</i>	115.117	158.673	5.000	31.072	30.000	32.763	79.092	94.347	9.373	555.437

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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<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 Policies and Trade in the Andean Region	<i>2008</i>	107.197	0	0	16.800	2.000	1.000	1.700	3.500	0	132.197
	<i>2009</i>	107.197	0	0	16.800	2.000	1.000	1.700	3.500	0	132.197
Regional Technical Cooperation Plan in Technology and Innovation in the Andean Region	<i>2008</i>	0	0	0	3.500	5.000	1.500	1.500	8.500	0	20.000
	<i>2009</i>	0	0	0	3.500	5.000	1.500	1.500	8.500	0	20.000
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Andean Region	<i>2008</i>	94.453	0	0	23.900	100	0	1.000	0	0	119.453
	<i>2009</i>	94.453	0	0	23.900	100	0	1.000	0	0	119.453
Regional Technical Cooperation Plan in Rural Communities in the Andean Region	<i>2008</i>	111.725	0	0	15.000	500	1.500	1.500	6.500	0	136.725
	<i>2009</i>	111.725	0	0	15.000	500	1.500	1.500	6.500	0	136.725

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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Regional Technical Cooperation Plan in Education and Training in the Andean Region	<i>2008</i>	0	0	7.000	6.000	1.000	1.000	1.000	4.000	0	20.000
	<i>2009</i>	0	0	7.000	6.000	1.000	1.000	1.000	4.000	0	20.000
Promotion and Formulation of Agricultural Projects in the Andean Region	<i>2008</i>	101.372	0	0	9.500	1.500	2.000	500	4.500	2.000	121.372
	<i>2009</i>	101.372	0	0	9.500	1.500	2.000	500	4.500	2.000	121.372
Regional Technical Cooperation Plan in Agribusiness Development in the Andean Region	<i>2008</i>	0	0	1.000	9.000	2.500	0	1.000	6.500	0	20.000
	<i>2009</i>	0	0	1.000	9.000	2.500	0	1.000	6.500	0	20.000
Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCIANDINO	<i>2008</i>	104.359	0	0	0	0	0	0	0	0	104.359
	<i>2009</i>	104.359	0	0	0	0	0	0	0	0	104.359

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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Program of Rural Agro-industrial Development for Latin America and the Caribbean - PRODAR	<i>2008</i>	103.492	0	1.300	4.500	2.500	1.000	1.000	9.700	0	123.492
	<i>2009</i>	103.492	0	1.300	4.500	2.500	1.000	1.000	9.700	0	123.492
Training Program for Agricultural and Rural Development	<i>2008</i>	110.567	0	22.000	2.000	0	0	2.000	14.000	0	150.567
	<i>2009</i>	110.567	0	22.000	2.000	0	0	2.000	14.000	0	150.567
IICA Office in Argentina	<i>2008</i>	122.708	314.943	20.000	18.500	27.760	14.296	91.882	51.880	8.500	670.469
	<i>2009</i>	122.708	314.943	20.000	18.500	27.760	14.296	91.882	51.880	8.500	670.469
IICA Office in Brazil	<i>2008</i>	121.454	542.781	25.000	14.422	76.200	59.481	390.647	534.225	117.300	1.881.510
	<i>2009</i>	121.454	542.781	25.000	14.422	76.200	59.481	390.647	534.225	117.300	1.881.510
IICA Office in Chile	<i>2008</i>	114.265	178.158	6.000	11.000	24.142	8.693	54.862	29.275	5.773	432.168
	<i>2009</i>	114.265	178.158	6.000	11.000	24.142	8.693	54.862	29.275	5.773	432.168
IICA Office in Paraguay	<i>2008</i>	106.975	137.745	3.596	26.797	25.852	15.905	56.736	27.789	7.905	409.300
	<i>2009</i>	106.975	137.745	3.596	26.797	25.852	15.905	56.736	27.789	7.905	409.300
IICA Office in Uruguay	<i>2008</i>	114.201	129.978	44.490	5.000	6.060	7.395	38.858	71.117	8.209	425.308
	<i>2009</i>	114.201	129.978	44.490	5.000	6.060	7.395	38.858	71.117	8.209	425.308

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*



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Support to the Agricultural Policy Coordination Network of the South - REDPA and Support to the Informal Group of the Agricultural Negotiators - GINA	<i>2008</i>	116.357	0	0	57.000	18.000	6.000	19.000	18.000	7.371	241.728
	<i>2009</i>	116.357	0	0	57.000	18.000	6.000	19.000	18.000	7.371	241.728
Regional Technical Cooperation Plan in Technology and Innovation in the Southern Region	<i>2008</i>	0	0	2.500	10.000	2.500	0	0	5.000	0	20.000
	<i>2009</i>	0	0	2.500	10.000	2.500	0	0	5.000	0	20.000
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Southern Region	<i>2008</i>	109.158	0	0	17.200	1.000	0	1.000	5.800	0	134.158
	<i>2009</i>	109.158	0	0	17.200	1.000	0	1.000	5.800	0	134.158

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

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Regional Technical Cooperation Plan in Education and Training in the Southern Region	<i>2008</i>	0	0	1.200	10.000	5.000	0	3.000	48.000	800	68.000
	<i>2009</i>	0	0	1.200	10.000	5.000	0	3.000	48.000	800	68.000
Regional Technical Cooperation Plan in Agribusiness Development in the Southern Region	<i>2008</i>	105.536	0	0	17.000	2.000	2.000	4.000	0	0	130.536
	<i>2009</i>	105.536	0	0	17.000	2.000	2.000	4.000	0	0	130.536
Promotion and Formulation of Agricultural Projects in the Southern Region	<i>2008</i>	108.193	0	2.000	14.000	500	1.500	500	1.000	500	128.193
	<i>2009</i>	108.193	0	2.000	14.000	500	1.500	500	1.000	500	128.193
Cooperative Program for the Development of Agricultural Technology in the Southern Cone - PROCISUR	<i>2008</i>	102.194	23.680	0	0	4.791	0	0	0	0	130.665
	<i>2009</i>	102.194	23.680	0	0	4.791	0	0	0	0	130.665

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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 Development and Strengthening of National Agricultural Health Systems in the Countries of the Southern Cone to Facilitate International Agricultural Trade - COSAVE	<i>2008</i>	0	0	0	4.500	2.500	0	1.500	10.000	1.500	20.000
	<i>2009</i>	0	0	0	4.500	2.500	0	1.500	10.000	1.500	20.000
Support to the Secretariat of the Agricultural Council of the South - CAS	<i>2008</i>	0	15.134	5.000	10.000	4.000	3.000	6.750	25.131	2.000	71.015
	<i>2009</i>	0	15.134	5.000	10.000	4.000	3.000	6.750	25.131	2.000	71.015
Support to the Permanent Veterinary Committee of the Southern Cone	<i>2008</i>	0	0	0	12.000	0	0	0	48.000	0	60.000
	<i>2009</i>	0	0	0	12.000	0	0	0	48.000	0	60.000
IICA Office in Canada	<i>2008</i>	114.514	86.304	55.000	25.000	9.000	21.351	86.966	186.915	13.000	598.050
	<i>2009</i>	114.514	86.304	55.000	25.000	9.000	21.351	86.966	186.915	13.000	598.050
IICA Office in the United States of America	<i>2008</i>	392.165	261.810	5.000	35.000	8.000	14.274	155.296	65.000	10.091	946.636
	<i>2009</i>	392.165	261.810	5.000	35.000	8.000	14.274	155.296	65.000	10.091	946.636

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

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2008 - 2009**

<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 Mexico	<i>2008</i>	106.409	377.719	6.000	21.178	14.000	11.690	69.827	106.967	10.000	723.790
	<i>2009</i>	106.409	377.719	6.000	21.178	14.000	11.690	69.827	106.967	10.000	723.790
Regional Technical Cooperation Plan in Policies and Trade in the Northern Region	<i>2008</i>	102.682	0	0	17.000	1.500	1.500	0	0	5.000	127.682
	<i>2009</i>	102.682	0	0	17.000	1.500	1.500	0	0	5.000	127.682
Regional Technical Cooperation Plan in Agricultural Health and Food Safety in the Northern Region	<i>2008</i>	104.651	0	0	15.000	3.000	0	2.000	5.000	0	129.651
	<i>2009</i>	104.651	0	0	15.000	3.000	0	2.000	5.000	0	129.651
Support to the Regional Fund for Agricultural Technology - FONTAGRO	<i>2008</i>	111.416	0	0	10.000	3.000	2.000	1.000	4.000	0	131.416
	<i>2009</i>	111.416	0	0	10.000	3.000	2.000	1.000	4.000	0	131.416
Cooperative Program in Research and Technology for the Northern Region - PROCINORTE	<i>2008</i>	0	0	0	13.600	2.000	1.000	2.000	107.000	1.000	126.600
	<i>2009</i>	0	0	0	13.600	2.000	1.000	2.000	107.000	1.000	126.600

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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 Tri-National Council of the Northern Region	<i>2008</i>	0	0	0	40.000	6.000	0	4.000	0	0	50.000
	<i>2009</i>	0	0	0	40.000	6.000	0	4.000	0	0	50.000
Office of the Director General	<i>2008</i>	543.286	35.888	830	37.325	11.090	1.900	6.392	5.255	8.975	650.941
	<i>2009</i>	543.286	35.888	830	37.325	11.090	1.900	6.392	5.255	8.975	650.941
Directorate of Technical Leadership and Knowledge Management	<i>2008</i>	1.000.582	1.078.820	33.200	100.000	43.500	57.300	78.000	45.500	8.500	2.445.402
	<i>2009</i>	1.000.582	1.078.820	33.200	100.000	43.500	57.300	78.000	45.500	8.500	2.445.402
Office for Follow-up to the Summit of the Americas Process	<i>2008</i>	123.032	68.653	0	12.000	5.500	0	3.500	600	0	213.285
	<i>2009</i>	123.032	68.653	0	12.000	5.500	0	3.500	600	0	213.285
Directorate of Performance Management and Evaluation	<i>2008</i>	229.860	90.599	2.000	35.963	4.179	2.750	3.500	433	0	369.284
	<i>2009</i>	229.860	90.599	2.000	35.963	4.179	2.750	3.500	433	0	369.284
Programming Division	<i>2008</i>	127.444	84.362	2.500	18.000	2.000	1.000	2.600	3.500	400	241.806
	<i>2009</i>	127.444	84.362	2.500	18.000	2.000	1.000	2.600	3.500	400	241.806

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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 Regional Operations and Integration	<i>2008</i>	636.126	248.754	5.000	130.400	15.500	16.500	25.100	0	4.500	1.081.880
	<i>2009</i>	636.126	248.754	5.000	130.400	15.500	16.500	25.100	0	4.500	1.081.880
Directorate of External Finance and Investment Projects	<i>2008</i>	236.351	45.530	2.000	21.000	0	7.000	10.000	0	0	321.881
	<i>2009</i>	236.351	45.530	2.000	21.000	0	7.000	10.000	0	0	321.881
Associate Deputy Director General	<i>2008</i>	130.682	0	0	1.000	18.000	0	9.000	0	2.000	160.682
	<i>2009</i>	130.682	0	0	1.000	18.000	0	9.000	0	2.000	160.682
Directorate of Administration and Finance	<i>2008</i>	250.778	336.996	2.650	29.995	36.002	21.416	56.400	5.239	8.200	747.676
	<i>2009</i>	250.778	336.996	2.650	29.995	36.002	21.416	56.400	5.239	8.200	747.676
Institutional Funds and Line Items	<i>2008</i>	0	0	135.000	64.083	83.138	90.000	9.745	0	0	381.966
	<i>2009</i>	0	0	135.000	64.083	83.138	90.000	9.745	0	0	381.966
Contribution to CATIE	<i>2008</i>	0	0	0	0	0	0	0	1.000.000	0	1.000.000
	<i>2009</i>	0	0	0	0	0	0	0	1.000.000	0	1.000.000
Governing Bodies	<i>2008</i>	0	0	26.000	140.000	115.492	0	83.508	0	35.000	400.000
	<i>2009</i>	0	0	26.000	140.000	115.492	0	83.508	0	35.000	400.000

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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>
Insurance	<i>2008</i>	0	0	0	0	0	0	0	0	320.000	320.000
	<i>2009</i>	0	0	0	0	0	0	0	0	320.000	320.000
Pensions	<i>2008</i>	262.650	0	0	0	0	0	0	0	0	262.650
	<i>2009</i>	262.650	0	0	0	0	0	0	0	0	262.650
OAS Administrative Tribunal	<i>2008</i>	0	0	0	0	0	0	0	25.000	0	25.000
	<i>2009</i>	0	0	0	0	0	0	0	25.000	0	25.000
External Audit	<i>2008</i>	0	0	0	0	0	0	0	95.500	0	95.500
	<i>2009</i>	0	0	0	0	0	0	0	95.500	0	95.500
Sanitary and Phytosanitary Measures Initiative for the Americas	<i>2008</i>	0	0	45.000	22.500	60.000	0	22.500	0	0	150.000
	<i>2009</i>	0	0	45.000	22.500	60.000	0	22.500	0	0	150.000
Support for Hemispheric Biotechnology and Biosafety Program	<i>2008</i>	116.765	0	57.000	35.000	38.000	2.500	29.500	38.000	0	316.765
	<i>2009</i>	116.765	0	57.000	35.000	38.000	2.500	29.500	38.000	0	316.765

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*

**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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>
Hemispheric Program in Support of the Technical and Strategic Consolidation of FONTAGRO	<i>2008</i>	0	0	9.000	4.500	6.000	0	4.500	6.000	0	30.000
	<i>2009</i>	0	0	9.000	4.500	6.000	0	4.500	6.000	0	30.000
Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety	<i>2008</i>	346.886	58.474	2.000	55.000	15.000	15.000	91.566	46.352	11.600	641.878
	<i>2009</i>	346.886	58.474	2.000	55.000	15.000	15.000	91.566	46.352	11.600	641.878
Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS	<i>2008</i>	135.000	0	0	0	0	0	0	0	0	135.000
	<i>2009</i>	135.000	0	0	0	0	0	0	0	0	135.000
Promotion of organic agriculture	<i>2008</i>	112.517	0	1.500	15.000	2.500	1.000	3.000	0	2.000	137.517
	<i>2009</i>	112.517	0	1.500	15.000	2.500	1.000	3.000	0	2.000	137.517

*Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.*



**Allocation of the Regular Fund by Unit and  
Major Object of Expenditure (US\$)**

**Program Budget  
2008 - 2009**

<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 for the Inter-American Association of Agricultural Librarians, Documentalists and Information Specialists	<i>2008</i>	0	0	0	1.500	2.137	0	363	0	0	4.000
	<i>2009</i>	0	0	0	1.500	2.137	0	363	0	0	4.000
Hemispheric Agro-energy and Bio-fuels Program	<i>2008</i>	115.588	0	44.500	25.000	6.000	0	4.500	20.000	0	215.588
	<i>2009</i>	115.588	0	44.500	25.000	6.000	0	4.500	20.000	0	215.588
<b>Total</b>	<b>2008</b>	10.995.861	8.114.510	929.215	1.888.386	1.209.194	910.958	2.889.090	3.511.592	818.766	31.267.572
	<b>2009</b>	10.995.861	8.114.510	929.215	1.888.386	1.209.194	910.958	2.889.090	3.511.592	818.766	31.267.572

Note: MOE1: International Professional Personnel, MOE2: National Professional and General Services Personnel, MOE3: Training and Scholarships, MOE4: Travel, MOE5: Publications and Materials and Inputs, MOE6: Purchase of Property, Books, Equipment and Furnishings, MOE7: General Services, MOE8: Contracts for Services and Transfers, MOE9: Other Costs.

***APPENDIX 5***

***Projection of External Resources and INR by Unit  
2008 - 2009***

## Projection of External Resources and INR by Unit (US\$)

*Program Budget  
2008 - 2009*

Unit	External Resources	INR to be Generated	External Resources	INR to be Generated
	2008	2008	2009	2009
IICA Office in Costa Rica	770.000	57.750	270.000	20.250
IICA Office in Guatemala	2.577.626	128.881	3.150.500	157.525
IICA Office in Honduras	2.857.143	200.000	3.142.858	220.000
IICA Office in Nicaragua	3.000.000	210.000	3.000.000	210.000
IICA Office in El Salvador	1.388.888	111.112	1.388.888	111.112
Regional Actions Central Region	1.640.691	39.913	1.640.691	39.913
IICA Office in Guyana	180.000	14.400	250.000	20.000
IICA Office in Dominican Republic	94.340	5.660	141.509	8.491
IICA Office in Bolivia	200.000	10.000	250.000	12.500
IICA Office in Colombia	25.155.222	1.131.984	26.412.982	1.188.584
IICA Office in Ecuador	1.000.000	60.000	1.000.000	60.000
IICA Office in Peru	3.127.649	203.184	749.599	49.511
IICA Office in Venezuela	300.000	24.000	200.000	16.000
IICA Office in Argentina	6.000.000	360.000	6.500.000	390.000
IICA Office in Brazil	24.500.000	1.225.000	25.000.000	1.250.000
IICA Office in Chile	800.000	48.000	1.000.000	60.000
IICA Office in Paraguay	3.600.000	128.340	1.200.000	44.100
IICA Office in Uruguay	200.000	12.000	250.000	15.000
Regional Actions Southern Region	840.613	7.257	695.000	0
IICA Office in Mexico	32.335.854	2.586.889	33.629.288	2.690.365
Inter-American Program for the Promotion of Agricultural Trade, Agribusiness and Food Safety	92.592	7.407	92.592	7.407
<b>Summary:</b>	110.660.618	6.571.777	109.963.907	6.570.758