



INTER-AMERICAN BOARD OF AGRICULTURE - IABA

SEVENTEENTH REGULAR MEETING OF THE IABA AND
MEETING OF MINISTERS OF AGRICULTURE OF THE AMERICAS 2013

IICA/JIA/Doc. 362a (13)
Original: Español

2014-2015 PROGRAM BUDGET

Appendix

Buenos Aires, Argentina
September 24-27, 2013

2014-2015

Program Budget



*Inter-American
Institute for
Cooperation on
Agriculture*

Appendix

September 2013

CONTENTS

Introduction.....	1
Directorate of Technical Cooperation	2
Innovation for Productivity and Competitiveness Program	2
Agricultural Health and Food Safety Program.....	8
Agribusiness and Commercialization Program.....	13
Agriculture, Territories, and Rural Well-being.....	18
Food Security.....	20
Natural Resources and Climate Change	22
Center for Strategic Analysis for Agriculture.....	24
Central Region	28
IICA Office in Belize.....	28
IICA Office in Costa Rica.....	30
IICA Office in Guatemala	35
IICA Office in Honduras	40
IICA Office in Nicaragua.....	44
IICA Office in Panama	47
IICA Office in El Salvador	51
Caribbean Region	54
IICA Office in Antigua and Barbuda	54
IICA Office in Barbados	56
IICA Office in Dominica	60
IICA Office in Guyana.....	62
IICA Office in Haiti.....	66
IICA Office in Jamaica	69
IICA Office in St. Kitts and Nevis	71
IICA Office in Saint Lucia	72

IICA Office in The Dominican Republic	74
IICA Office in Grenada	81
IICA Office in Suriname	83
IICA Office in Trinidad and Tobago	87
IICA Office in St. Vincent and The Grenadines.....	90
Andean Region	91
IICA Office in Bolivia	91
IICA Office in Ecuador	96
IICA Office in Peru.....	103
IICA Office in Venezuela	110
Southern Region	113
IICA Office in Argentina	113
IICA Office in Brazil	120
IICA Office in Chile	128
IICA Office in Paraguay	131
IICA Office in Uruguay	137
Northern Region.....	142
IICA Office in Canada	142
IICA Office in Mexico	147

INTRODUCTION

The present document attached to the proposed 2014-2015 Program Budget contains the technical cooperation projects financed with resources from the Regular Fund for the period 2010-2014, the same time frame covered by the current Medium-term Plan.

These projects are programmed annually with the expected results for the respective year, which contribute to the achievement of the technical cooperation actions implemented at the national, regional, and hemispheric levels.

Implementation of these projects will be completed in 2014, with a series of new projects being carried out under the 2014-2018 Medium-term Plan.

DIRECTORATE OF TECHNICAL COOPERATION

INNOVATION FOR PRODUCTIVITY AND COMPETITIVENESS PROGRAM

Name of Project: Promotion of Organic Agriculture

Line of Action: New uses of agriculture

Objective: To facilitate the establishment of the institutional framework required to foster the development of organic farming, attaching special importance to the use of sustainable technologies that reduce the effects of climate change, contribute to the competitive positioning of the activity in local and international markets, and help improve the income, health and food security of smallholder and rural families in the countries of the Americas.

Activity	Expected Results	Achievement Indicators
Provide advisory assistance with the drafting of strategy and public policy proposals for the development of organic production, drawing on IICA's methodological expertise and experience	<p>ER 1. The countries have methodological instruments for drafting strategy and public policy proposals.</p> <p>ER 2. The countries have strategy and policy proposals for their consideration.</p> <p>ER 3. The organic movements in the countries are growing stronger, and are calling upon the authorities to implement the strategies and policies.</p>	<p>AI. 1.1 A methodology developed.</p> <p>AI. 2.1. Two strategy and policy proposals drafted with methodological support from IICA and drawing on the Institute's experience.</p> <p>AI. 3.1. Organic movements consolidated in two countries.</p>
Strengthen national and regional control systems in the countries of the Americas	<p>ER 1. The CIAO adopts and implements work plans.</p> <p>ER 2. The CIAO has a resource management plan to support the strengthening of the national control systems.</p> <p>ER 3. The countries have methodological instruments for the harmonization of organic production standards.</p> <p>ER 4. The countries have proposed harmonized regional regulations governing organic production.</p> <p>ER 5. The countries are aware of the scope of, and commitments involved in, the implementation of a certification scheme with the State's participation.</p> <p>ER 6. The countries are considering establishing public or semi-public certification systems for organic</p>	<p>AI. 1.1. A work plan for strengthening the CIAO.</p> <p>AI. 2.1. Amount of resources obtained by the CIAO to strengthen the NCS.</p> <p>AI. 3.1. A document drafted containing a methodology for the regional harmonization of organic production standards.</p> <p>AI. 4.1. Two proposed sets of harmonized organic production standards.</p> <p>AI. 5.1. Meetings with the national authorities and organic sectors of ten countries to inform them of the scope of the public certification system.</p> <p>AI. 6.1. Two technical/financial proposals drafted.</p>

	products, based on the technical and financial proposals prepared.	
Establish and/or strengthen the information and knowledge management systems required to support the development of organic production	<p>ER 1. The countries have a hemispheric portal specializing in organic agriculture.</p> <p>ER 2. The countries have studies on important organic farming topics.</p> <p>ER 3. The countries have a network on clean technologies, and agro-ecological and organic practices.</p> <p>ER 4. The network has information and knowledge management structures and instruments.</p> <p>ER 5. The countries have strategies for seeking and securing resources.</p>	<p>AI. 1.1. Eight national portals providing input for the hemispheric portal.</p> <p>AI. 2.1. Six studies on important topics.</p> <p>AI. 3.1. Number of members of the network.</p> <p>AI. 4.1. An information and knowledge management system that supports the work of the network.</p> <p>AI. 5.1. Amount of resources obtained for strengthening the information and knowledge management systems.</p>
Support the IICA Offices with the implementation of country strategies.	ER 1. IICA Offices received support with the implementation of the country strategies.	AI. 1.1. Number of requests for assistance with the implementation of the country strategies to which the project responded.

Name of Project: Biotechnology and Biosafety

Line of Action: Agro-biotechnology and biosafety

Objective: To strengthen the technical and political institutional framework for development and innovation through the management and safe use of agro-biotechnologies, for competitive and sustainable agriculture for the countries of the Americas

Activity	Expected Results	Achievement Indicators
Compile, evaluate, analyze, and share clear, timely, transparent, and objective information on the benefits and risks of agro-biotechnology, and disseminate it to the general public	<p>ER 1. Decision-makers have the information they need to design and implement biotechnology and biosafety policies.</p> <p>ER 2. The countries have reliable, up-to-date information on the development of biotechnology and biosafety worldwide.</p>	<p>AI. 1.1. Number of technical documents per year.</p> <p>AI. 1.2. Number of subscribers to the e-newsletter on biotechnology and biosafety.</p> <p>AI. 1.3. Number of reports on the latest biotechnology and biosafety developments disseminated to the countries each year.</p> <p>AI. 1.4. Number of participants in the IICA/ISAAA forums to disseminate information about GMOs.</p> <p>AI. 1.5. Number of news items published on the activities carried out by the Biotechnology and Biosafety Area.</p> <p>AI. 2.1. Number of technical documents produced each year.</p>

		<p>Al. 2.2. Number of subscribers to the e-bulletin on biotechnology and biosafety.</p> <p>Al. 2.3. Number of reports on the latest biotechnology and biosafety developments disseminated to the countries each year.</p> <p>Al. 2.4. Number of participants in the IICA/ISAAA forums to disseminate information about GMOs.</p> <p>Al. 2.5. Number of news items published on the activities carried out by the Biotechnology and Biosafety Area.</p> <p>Al. 2.6. Communication strategy for the Andean Region.</p> <p>Al. 2.7. Communication strategy for the Central region.</p>
<p>Develop and strengthen technical and scientific capabilities related to biotechnology and biosafety in the countries</p>	<p>ER 1. Professionals with technical and scientific expertise related to biotechnology and biosafety, equipped for decision-making in IICA's member countries</p>	<p>Al. 1.1. Activities carried out under the continuous training program on B&B.</p> <p>Al. 1.2. Number of technical officers trained in biotechnology and biosafety in activities organized or supported by IICA.</p> <p>Al. 1.3. Number of requests for training in biotechnology and biosafety from IICA Offices in the countries to which the project responded.</p>
<p>Assist the governments with the creation of legal and institutional frameworks, and policies and strategies on biotechnology and biosafety</p>	<p>ER 1. The governments of IICA's member countries have the capabilities and information they require to create and implement institutional frameworks, policies, and strategies for biotechnology and biosafety.</p> <p>ER 2. The member countries have regional biosafety mechanisms that are enabling them to take technical decisions that will benefit the entire region.</p>	<p>Al. 1.1. Number of countries that have a biosafety framework as a result of IICA's support.</p> <p>Al. 1.2. Number of technical assistance and training activities on biotechnology and biosafety for decision-makers.</p> <p>Al. 1.3. Number of requests for support for national biosafety frameworks from the IICA Offices in the countries to which the project responded.</p> <p>Al. 2.1. Number of countries that have a biosafety framework as a result of IICA's support.</p> <p>Al. 2.2. Number of technical assistance and training activities on biotechnology and biosafety for decision-makers.</p> <p>Al. 2.3. Number of virtual or in-</p>

		person meetings of the regional biosafety mechanism organized and implemented in the Central Region.
Promote cooperation on biotechnology and biosafety among the member countries, the international scientific community, and the private sector	ER 1. The countries have mechanisms for cooperation on biotechnology and biosafety to facilitate decision-making on the issue at the national and regional levels.	AI. 1.1. Number of countries that have institutional technical capabilities for the detection of AP/LLP, for decision-making on the transboundary movement of LMOs, through the network of the Hemispheric Plan on the Transboundary Movement of LMOs (low-level presence and adventitious presence) AI. 1.2. Number of institutions taking part in the bio-economics network.
Organize, train, and mobilize IICA's member countries to enable them to participate effectively in international negotiations on Biotechnology and Biosafety	ER 1. The project organized and trained the delegates of IICA member countries, to enable them to take part in the international negotiations on biotechnology and biosafety. ER 2. The project strengthened the participation of IICA member countries in the international negotiations on biotechnology and biosafety.	AI. 1.1. Number of IICA member countries actively participating in the CPB and other international biotechnology and biosafety forums. AI. 2.1. Number of IICA member countries actively participating in Codex and other international biotechnology and biosafety forums.

Name of Project: Strengthening and development of national systems for technological innovation in the agrifood sector in LAC

Line of Action: National Innovation Systems

Objective: To foster the creation and strengthening of national agrifood innovation systems, promoting better management of the systems as a whole and of each of their stakeholders; and foster permanent, efficient processes in support of technological innovation

Activity	Expected Results	Achievement Indicators
Assist the Member States with the appraisal of the public and private institutional framework, incorporating the approach of national systems for technological innovation in the agrifood sector	ER 1. The countries have conceptual and methodological frameworks for the design, development, and evaluation of their national agricultural innovation systems.	AI. 1.1. Number of instruments for the appraisal and implementation of national technological innovation systems.
Assist the governments with the creation of institutional frameworks, and the design of policies and strategies aimed at improving extension systems and the impact of technology transfer in the countries	ER 1. The countries have guides and support instruments for enhancing the management and impact of technology transfer and outreach.	AI. 1.1. Number of instruments for the definition of policies and implementation of rural outreach programs and/or technical assistance services for small and medium-scale producers. AI. 1.2. Number of successful experiences and good practices in programs for the management of

		technological innovation, technology transfer and/or rural assistance or outreach.
Support the strengthening of individual stakeholders in the national systems for technological innovation in the agrifood sector.	<p>ER 1. The NALLs have improved their organizational and operational structures. As more modern institutions, they are better equipped to respond to their users' needs.</p> <p>ER 2. The countries have benchmark practices for overcoming the constraints in the area of intellectual property management.</p>	<p>AI. 1.1. Number of proposals to support organizations in developing institutional innovations for research, outreach, and technology transfer.</p> <p>AI. 1.2. Number of actions to support national institutions (according to the demand).</p> <p>AI. 2.1. Number of (in-person or virtual) training activities on intellectual property management.</p> <p>AI. 2.2. Number of conceptual frameworks and guides for the design of innovation policies, intellectual property management, and links between the public-private sectors.</p>

Name of Project: Knowledge and information management and ICTs for technological innovation in agriculture

Line of Action: Knowledge management and ICTs for innovation

Objective: To promote and strengthen the management of technical knowledge in the organizations that make up the systems for technological innovation in agriculture, improving, and developing processes and capabilities for promoting, sharing, improving access to, and facilitating the use of information for innovation, with emphasis on the use of ICT tools.

Activity	Expected Results	Achievement Indicators
Promote and strengthen the incorporation of the management of technical knowledge and the use of ICTs in national, regional, and hemispheric innovation organizations	ER 1. The national and regional innovation organizations and technical assistance services have enhanced capabilities for their technical knowledge management processes and the use of ICT tools.	<p>AI. 1.1. Database with methodological options for technical knowledge management strategies in innovation processes.</p> <p>AI. 1.2. Good practices and options for the use of ICTs in support of technological innovation, compiled through forums and contests.</p> <p>AI. 1.3. Number of short-term support actions for national and regional organizations, according to the demand.</p> <p>AI. 1.4. Number of instruments available via the institutional technological innovation network.</p>
Development and strengthening of capabilities for the management of technical knowledge and the use of ICTs for innovation	ER 1. The national and regional innovation organizations and technical assistance services have enhanced capabilities for their knowledge management processes	AI. 1.1. Number of (in-person and virtual) training activities in knowledge management and the use of ICT options to promote technological innovation.

	and the use of ICT tools.	AI. 1.2. Number of times that advisory assistance was provided to stakeholders of the technological innovation systems on knowledge management and the use of ICTs.
Strengthen access to, and increase the functionality of, the platform for sharing technological information	ER 1. The national and regional innovation organizations and technical assistance services have enhanced capabilities for their technical knowledge management processes and the use of ICT tools.	AI. 1.1. Access and number of stakeholders sharing information via INFOTEC. AI. 1.2. Number of tools on the platform that facilitate its use. AI. 1.3. Strength of INFOTEC's ties with the global research system through the GFAR's RAIS Program and EGFAR, and with the CIARD initiative.
Conduct strategic and prospective analyses to provide input for decisions and policies designed to strengthen technological innovation in agriculture	ER 1. IICA's Member States have strategic and prospective analyses on which to base their decisions and policies designed to strengthen technological innovation in agriculture.	AI. 1.1. Databases and analyses on the performance of agriculture from the technological perspective. AI. 1.2. Annual reports on prospective and strategic analyses published in a digital or printed format.

Name of Project: Reform and repositioning of the hemispheric and regional technological innovation system

Line of Action: Regional and international cooperation for technological innovation

Objective: To reform and reposition the hemispheric and regional technological innovation system

Activity	Expected Results	Achievement Indicators
Support the reform and overhaul of FORAGRO and the strengthening of FONTAGRO	ER 1. FORAGRO strengthened as a mechanism for dialogue and the building of consensus on hemispheric positions. ER 2. FONTAGRO strengthened as a mechanism for the financing of technological innovation projects.	AI. 1.1. Number of strategic studies AI. 1.2. Number of partnerships between stakeholders at different levels AI. 2.1. Number of countries that are partners of FONTAGRO AI. 2.2. FONTAGRO is securing more resources for its calls for proposals AI. 2.3. Amount of resources assigned in calls for proposals
Support the establishment and development of new networks, placing special emphasis on the incorporation of the private sector	ER 1. Latin American Network for Agrifood Innovation Management created, in operation, and positioned as an important player in the hemisphere.	AI. 1.1. Number of institutions participating in the Latin American Network for Agrifood Innovation Management.
Reorganize and strengthen the PROCIs and develop complementary	ER 1. The PROCIs have been redefined, stakeholders are more	AI. 1.1. Number of PROCIs that have impact assessments.

mechanisms	actively involved throughout the chain, and financing of projects with external resources has improved.	<p>AI. 1.2. Number of substantive initiatives involving more than one PROCI.</p> <p>AI. 1.3. Number of projects for which external financing has been leveraged.</p> <p>AI. 1.4. Greater involvement of public, private, and academic institutions in the PROCI is being promoted.</p>
Strengthen key partnerships and positioning in the international system for technological innovation in the agrifood sector	<p>ER 1. Latin America better positioned in the international technological innovation system, thanks to the strengthening of partnerships and the joint work with GFAR and CGIARD, and their research centers in the region.</p> <p>ER 2. IICA strengthened as a coordinator of hemispheric strategic proposals.</p>	<p>AI. 1.1. Number of agreements signed and joint programs being implemented.</p> <p>AI. 1.2. Number of partnerships with agrifood stakeholders outside the region.</p> <p>AI. 2.1. Number of strategic proposals presented.</p>

AGRICULTURAL HEALTH AND FOOD SAFETY PROGRAM

Name of Project: Strengthening of national capabilities for effective implementation of the WTO SPS Agreement

Line of Action: Sanitary and Phytosanitary Measures

Objective: To promote the broadest possible use of the WTO SPS Agreement in order to facilitate trade and improve the sanitary and phytosanitary status of the Americas, by means of institution building and the development of methodologies and capabilities

Activity	Expected Results	Achievement Indicators
Support for the institutional framework in the Member States, to ensure effective management, implementation, and use of the international SPS agreements	<p>ER 1. The countries have increased institutional capabilities and tools that are enabling them to take better advantage of, manage, and implement the international SPS agreements.</p> <p>ER 2. Regional institutions strengthened, supported or created that are helping the countries to manage international SPS issues better through the discussion of proposed standards and the establishment of common positions.</p>	<p>AI. 1.1. Guides to the management of national SPS committees prepared and validated.</p> <p>AI. 1.2. National SPS and Codex committees operating effectively. Two national Codex committees supported and adopted as pilot efforts and examples.</p> <p>AI. 1.3. Boletín Acceso published.</p> <p>AI. 2.1. Methodology for notification audits applied in at least 4 countries beginning the first year.</p>
Promotion of the regional analysis and sharing of national and regional	ER 1. The countries are playing a more active part in Codex and SPS	AI. 1.1. Codex or SPS information management systems adapted and in

SPS policies	<p>processes thanks to the information management system provided.</p> <p>ER 2. The countries of the Americas understand the importance of participating in Codex and are influencing international standards through their involvement in the work of the Commission.</p>	<p>use in 6 countries. Information management system provided.</p> <p>AI. 1.1. Reports on the project to promote the participation of the countries of the Americas in Codex available.</p> <p>AI. 2.1. The project promoted the participation of the countries in at least 8 Codex Alimentarius committees during 2011.</p>
Support for the development of capabilities related to the various provisions of the SPS Agreement, for both the public and private sectors	<p>ER 1. Selected countries have boosted their technical and institutional capabilities for effective implementation of the WTO SPS Agreement.</p> <p>ER 2. National Codex and SPS committees strengthened through the sharing of successful experiences in SPS (technical, political, and institutional).</p>	<p>AI. 1.1. The study and discussion of regional and international SPS standards supported each year (in the case of the IPPC, subject to resources being obtained).</p> <p>AI. 1.2. The Codex Coordinating Committee for Latin America and the Caribbean (CCLAC) supported.</p> <p>AI. 2.1. Courses on SPS standards (Codex, OIE, and IPPC) and good practices for participation in SPS forums carried out in the first and third years (subject to availability of internal or external resources).</p> <p>AI. 2.2. The countries of the Americas have participated actively and effectively in the Codex committee meetings each year (subject to external resources being obtained).</p> <p>AI. 2.3. Government, private sector and academic staff trained in participation in international forums.</p> <p>AI. 2.4. Courses on the implications and implementation of the SPS Agreement held in the second and third years.</p> <p>AI. 2.5. At least two horizontal cooperation actions supported.</p>

Name of Project: Addressing Emerging Issues and Emergencies

Line of Action: Emerging Issues and Emergencies in AHFS

Objective: To support national AHFS services in establishing or updating their systems for responding to animal and plant health and food safety emergencies, and their capacity to address emerging issues, with a regional approach.

Activity	Expected Results	Achievement Indicators
Support for the development and gathering of information to enable to Codex Alimentarius to establish	ER 1. Agencies responsible for these issues in the countries of the Americas have developed capabilities	AI. 1.1. Project submitted and financed by the STDF.

<p>maximum residue levels (MRLs) for pesticides used in minor crops</p>	<p>for improving their collection of toxicological and field data on maximum pesticide residues in minor crops.</p>	<p>Al. 1.2. Toxicological and field information gathered for at least one molecule used as a pesticide in minor crops.</p> <p>Al. 1.3. Toxicological and field data obtained on pesticides presented to the Joint Expert Meeting on Pesticide Residues (JMPR).</p> <p>Al. 1.4. The information obtained has been used by the JMPR (Joint FAO WHO Meeting on Pesticide Residues) that advises Codex Alimentarius on pesticide residues in food in order to establish maximum residue levels for the pesticides studied.</p>
<p>Control/eradication of fruit flies in the Andean and Central regions.</p>	<p>ER 1. Public and private institutions responsible for pest control in the countries of the Andean Region have more institutional capabilities and tools for work on fruit fly control and eradication.</p> <p>ER 2. The institutions responsible for pest control in the countries of the Central Region have improved their coordination for the control of fruit flies in the Central Region.</p>	<p>Al. 1.1. Application for a project for the Andean Region approved by the IAEA.</p> <p>Al. 1.2. Project document for the Andean Region available and presented to the International Atomic Energy Agency.</p> <p>Al. 1.3. Project for the Andean Region approved by the IAEA and implementation under way.</p> <p>Al. 1.4. Implementation of the project under way.</p> <p>Al. 2.1. National and regional coordination actions identified.</p> <p>Al. 2.2. Document containing proposed cooperation actions on the fruit fly for the Central Region presented to and approved by the Fruit Fly Working Group.</p>
<p>Support for the countries of the Americas in improving programs for the epidemiological control of Bovine Tuberculosis and Brucellosis</p>	<p>ER 1. The member countries are receiving and using information to strengthen their pilot programs on the control and eradication of tuberculosis and bovine brucellosis.</p>	<p>Al. 1.1. Results of the survey to collect data on Bovine Tuberculosis and Brucellosis carried out among the countries of the Americas available.</p> <p>Al. 1.2. Document on pilot project to strengthen the national Tuberculosis and Brucellosis control program in Costa Rica available.</p> <p>Al. 1.3. Costa Rica's technical capabilities for controlling Bovine Tuberculosis and Brucellosis strengthened.</p> <p>Al. 1.4. Request for financing approved and supported by financing entity or donor.</p>
<p>Support efforts to address emerging issues and emergencies in AHFS</p>	<p>ER 1. Government technical personnel, producers, processors of</p>	<p>Al. 1.1. Studies on possible effects of various factors on agricultural health</p>

effectively.	foodstuffs and other agricultural products, and the general public informed about emerging AHFS issues.	and food safety are available. AI. 1.2. Technical forums held on current AHFS issues. AI. 1.3. Up-to-date information on emerging AHFS issues. AI. 1.4. Observatory of Emerging Issues and Emergencies and AGROSALUD Web page operating and updated. AI. 1.5. Reports on technical cooperation provided to the countries on specific emergencies available.
--------------	---	---

Name of Project: Risk Analysis

Line of Action: Modernization of national sanitary and phytosanitary (AHFS) services

Objective: To assist the countries with the modernization of AHFS services through the development and adoption of appropriate policies and regulations, and the strengthening of their risk analysis capabilities.

Activity	Expected Results	Achievement Indicators
Strengthening of AHFS risk management mechanisms in the countries.	<p>ER 1. The agencies in the member countries responsible for risk analysis and assessment have mechanisms and tools that enable them to manage risk effectively.</p> <p>ER 2. The agencies in the member countries responsible for risk analysis and assessment are using methodologies and tools to evaluate the performance and promotion of a common vision for the development of government AHFS services.</p> <p>ER 3. The agencies responsible in the Member States have tools to characterize the performance of their diagnostic laboratories, national systems for responding to AHFS emergencies, national risk communication programs, and food inspection systems.</p>	<p>AI. 1.1. The project supported the development of AHFS policies in at least two countries.</p> <p>AI. 1.2. The project supported the application of the PVS in at least 6 countries.</p> <p>AI. 1.3. The project supported the implementation of regional and national action plans designed to strengthen the AHFS services characterized in at least 6 countries.</p> <p>AI. 2.1. PVS for Plant Health Services, Food Safety Control Services, Veterinary Services, and Sanitary and Phytosanitary Measures updated and available.</p> <p>AI. 3.1. Guides to the technical characterization of diagnostic laboratories, and the evaluation of national systems for responding to AHFS emergencies available.</p> <p>AI. 3.2. Guides to the technical characterization of national risk communication programs and food inspection systems available.</p>
Strengthening of risk assessment capabilities	ER 1. The government AHFS services have tools and have developed the	AI. 1.1. Videoconference and distance courses held on the assessment of

	capabilities required to carry out an effective risk assessment.	the risk of animal diseases. Al. 1.2. Videoconference and distance courses held on the assessment of the risk of plant pests. Al. 1.3. Videoconference and distance courses held on the assessment of the risk of chemical and microbiological hazards in food.
Strengthening of risk communication capabilities	ER 1. The government AHFS services have tools and have received training that is enabling them to communicate risks effectively.	Al. 1.1. Videoconference and distance courses held on risk communication. Al. 1.2. Development and implementation of national action plans on risk communication supported in at least two countries.

Name of Project: Food Safety

Line of Action: Food Safety

Objective: To support the countries in order to ensure the safety of foodstuffs for export and domestic consumption, so they meet the requirements of international, regional, and national regulations governing the access of products to markets, and to protect consumer health.

Activity	Expected Results	Achievement Indicators
Strengthening of technical and leadership capabilities in food safety	ER 1. Public and private institutional frameworks of the countries of the Americas have improved their capacity to regulate food safety. ER 2. Public agencies and private entities involved in safety issues in the countries of the Americas have strengthened their technical and leadership capabilities in food safety.	Al. 1.1. The project supported the development of food safety policies and legislation in at least two countries. Al. 2.1. The third and fourth modules of the Second Series of the Executive Leadership in Food Safety (ELFS) Program were held. Al. 2.2. Efforts under way to secure financing for the implementation of a Third Series, with other organizations. Al. 2.3. Funding proposal available and submitted to cooperation agencies.
Dissemination and local adaptation of educational materials on food safety for primary schools	ER 1. Primary school students have received instruction in hygiene and food safety principles through the dissemination of school materials.	Al. 1.1. Primary schools in at least three countries have educational materials on food safety adapted to the local lexicon.
Harmonization of IICA's training material on Good Agricultural Practices, Good Livestock Practices, and Good Manufacturing Practices	ER 1. Public agencies and private entities involved in safety issues in the countries are benefiting from the updated and harmonized guides produced by IICA for training in Good Agricultural Practices, Good Livestock Practices, and Good Manufacturing	Al. 1.1. A group of AHFS specialists has completed the process of harmonizing the training material on Good Agricultural Practices. Al. 1.2. A group of AHFS specialists has completed the process of

	Practices.	<p>harmonizing the training material on Good Livestock Practices and Good Manufacturing Practices.</p> <p>Al. 1.3. During the second and third years, training activities were carried out on Good Agricultural Practices, Good Livestock Practices, and Good Manufacturing Practices.</p>
Creation of Regional Schools for Food Inspectors	ER 1. The public and private institutions responsible for or involved in food inspection in the countries of the Central Region have enhanced their technical capabilities with regard to inspection	<p>Al. 1.1. Request for financing for pre-project submitted to the STDF.</p> <p>Al. 1.2. The financing from the STDF and other sources is available to prepare the Regional School for Food Inspectors project in the Central Region.</p> <p>Al. 1.3. Project document for the creation of the first Regional School for Food Inspectors submitted to the STDF.</p> <p>Al. 1.4. Financing from the STDF available to implement the Regional School for Food Inspectors project in the Central Region.</p> <p>Al. 1.5. Regional School for Food Inspectors in the Central region is operational.</p> <p>Al. 1.6. In the Central Region and the Dominican Republic, the first food inspectors were trained and obtained their diplomas.</p>

AGRIBUSINESS AND COMMERCIALIZATION PROGRAM

Name of Project: Improving agribusiness competitiveness and market transparency in the CARICOM Region

- Line of Action:**
- Linking farmers to markets
 - Markets and commercialization services
 - Adding value to agricultural production and retaining it in the territories
 - Prospection of innovation for agribusiness development

Objective: To increase competitiveness of the agricultural sector in the CARICOM region by improving the performance of the agrifood chains and the transparency of national and regional agricultural markets

Activity	Expected Results	Achievement Indicators
Identification and assessment of	ER 1. The business plan for the	Al. 1.1. One document identifying the

needs and goals for the establishment of a Regional AMIS	establishment and operation of a regional agricultural market information system has been approved by CARICOM authorities.	needs and constraints for a regional AMIS system is presented to CARICOM.
Development of institutional framework for the operation of a regional AMIS within CARICOM	ER 1. The business plan for the establishment and operation of a regional agricultural market information system has been approved by CARICOM authorities.	<p>AI. 1.1. Oversight committee from CARICOM approves the project proposal for the establishment of regional AMIS.</p> <p>AI. 1.2. Formal agreements reached with MOA/AMIS; Funding/Development Partners, Public/ Private sector and IICA Offices in CARICOM Member States, to participate in execution and funding of project activities</p>
Enhance the capacity of operators of the regional AMIS	ER 1. The business plan for the establishment and operation of a regional agricultural market information system has been approved by CARICOM authorities.	<p>AI. 1.1. One document containing a gap analysis for capacity building presented and approved by CARICOM.</p> <p>AI. 1.2. Methodology developed and validated in at least two countries in the Region.</p> <p>AI. 1.3. At least one yearly regional workshop conducted to enhance the administrative and operational capacity of AMIS operators.</p>
Enhancing capacity of operators of National AMIS to provide accurate and on time information.	ER 1. National AMIS have improved their services and provide reliable and timely information.	<p>AI. 1.1. Administrators of at least 5 CARICOM countries have been trained to improve the administration and services provided by the AMIS.</p> <p>AI. 1.2. At least three national projects have been developed and presented to national authorities and potential international donors.</p> <p>AI. 1.3. At least three countries in the region have fully operating AMIS.</p>
Improve the competitiveness of the 5 key agrifood chains within the CARICOM region. Including: identification and selection of good practices to improve the performance of agrifood chains, enhance the capacity of IICA and MAG professionals to improve the competitiveness of agrifood chains, and documentation of experiences and good practices within the Region	ER 1. Institutional and policy frameworks to promote the competitiveness of key selected agrifood chains have been strengthened.	<p>AI. 1.1. Synergies constructed between public and private institutions to work together toward the development of the selected agrifood chains.</p> <p>AI. 1.2. Plan of action developed to promote the development of institutional and policy frameworks conducive to improving the competitiveness of the selected agrifood chains.</p> <p>AI. 1.3. CARICOM authorities are committed to improving the competitiveness of the selected agrifood chains.</p> <p>AI. 1.4. A Regional platform for</p>

sharing knowledge in issues related to agrifood chains has been established and is operating.

AI. 1.5. Improved food security in the region and a larger proportion of the local and regional market is supplied by products from the region.

Name of Project: Strengthening the institutional framework for agribusiness and organizational capacity development in the Americas

- Line of Action:**
- Linking farmers to markets
 - Adding value to agricultural production and retaining it in the territories
 - Modernization of markets and marketing systems

Objective: To contribute to the creation of international public goods that help to strengthen the public institutional framework related to the development of the agribusiness and organizational capabilities of producers and agro-entrepreneurs to enable them integrate into markets in a profitable, sustainable, and competitive manner

Activity	Expected Results	Achievement Indicators
Identification and analysis of the capabilities of public and private institutions for helping to strengthen the agribusiness and organizational capabilities of producers and agro-entrepreneurs for integrating into markets in a profitable, sustainable, and competitive manner	ER 1. Public institutions and private organizations know the needs of producers and agro-entrepreneurs related to the strengthening of agribusiness capabilities; and the technical and operational constraints they face in meeting those needs.	<p>AI. 1.1. The needs of producers and agro-entrepreneurs identified.</p> <p>AI. 1.2. The institutional arrangements and instruments offered by the public institutions and private organizations identified.</p> <p>AI. 1.3. Successful experiences and lessons learned identified and described.</p> <p>AI. 1.4. The capabilities of the institutions and organizations for meeting the needs of the producers and agro-entrepreneurs identified.</p> <p>AI. 1.5. Possible partners for the implementation of the project identified and sensitized.</p> <p>AI. 1.6. Information systematized and published.</p>
Development of instruments for knowledge management and the sharing of experiences to facilitate synergies among the institutions involved in strengthening agribusiness and organizational capabilities for integrating into the market.	ER 1. The public institutions and private organizations have information, knowledge, and experiences that give them a better understanding of their roles and responsibilities in strengthening of the agribusiness capabilities of producers and agro-entrepreneurs.	<p>AI. 1.1. A basic model platform constructed for knowledge management and the sharing of experiences among the public institutions and private sector organizations.</p> <p>AI. 1.2. The project promoted an enabling environment for the constructive discussion of initiatives that have been successful and the instruments used, and the</p>

	<p>identification of factors that have contributed to the failure of other efforts.</p> <p>Al. 1.3. Synergies promoted between the public institutions and private sector organizations with a view to complementing efforts and making more efficient use of the resources available for strengthening agribusiness and organizational capabilities.</p> <p>Al. 1.4. Priority areas identified for the development of institutional arrangements and instruments to foster the strengthening of agribusiness and organizational capabilities.</p> <p>Al. 1.5. Institutions and organizations are providing inputs and feedback for the development of institutional arrangements and instruments by the project.</p>
<p>Development and validation of institutional arrangements and instruments (in flagship countries) for strengthening agribusiness and organizational capabilities, based on the successful experiences identified and in response to the weaknesses found.</p>	<p>ER 1. The public Institutions and organizations have at their disposal and are using, with IICA's help, instruments and institutional arrangements that make it possible to strengthen the capabilities of producers and agro-entrepreneurs with a view to achieving better links with the market.</p> <p>ER 2. Producers and agro-entrepreneurs are strengthening their agribusiness and organizational capabilities for integrating into the market more successfully.</p> <p>Al. 1.1. Institutional arrangements and technical cooperation instruments developed (adapted, adjusted, improved, or new models introduced).</p> <p>Al. 1.2. Models documented and disseminated to make people aware of them and seek partners for the implementation of the pilot efforts.</p> <p>Al. 1.3. Pilot initiatives implemented for the validation of the institutional arrangements and the instruments.</p> <p>Al. 1.4. Impact of activities evaluated.</p> <p>Al. 1.5. Feedback available to improve the models.</p> <p>Al. 2.1. Pilot initiatives systematized and published.</p> <p>Al. 2.2. Pilot initiatives and their results disseminated via the platform for knowledge management and the sharing of experiences.</p>
<p>Design and implementation of a strategy for the dissemination and sustainability of the application of the institutional arrangements and instruments developed to strengthen the agribusiness and organizational capabilities of producers and agro-entrepreneurs.</p>	<p>ER 1. The public institutions and the organizations have a strategy for implementing instruments and institutional arrangements designed to strengthen the capabilities of the producers and agro-entrepreneurs, and thereby achieve better links with the market.</p> <p>Al. 1.1. A strategy defined for the dissemination of the arrangements and instruments developed under the project.</p> <p>Al. 1.2. Strategic partnerships created for the transfer and implementation of the instruments and institutional arrangements.</p>

AI. 1.3. The design of the action plans for implementation in specific countries supported.

AI. 1.4. The implementation and monitoring of the action plans supported.

Name of Project: Promoting policy instruments and good practices to support the adding of value in agricultural products and its retention in rural territories

- Line of Action:**
- Agribusiness and Commercialization
 - Agricultural health and food safety

Objective: To develop public goods that will enhance the institutional capacity to improve the value added of the products and services of (mainly) family agriculture; and improve the retention of that value in the territories from which the production originates.

Activity	Expected Results	Achievement Indicators
Identification of good practices for adding value in reference countries.	ER 1. Government entities and civil society are improving their knowledge of good institutional practices for the design and implementation of policies, plans, programs, and projects aimed at facilitating the adding and retaining of value in rural territories.	AI. 1.1. A document presenting the information compiled and systematized.
Systematization and documentation of good practices of value added in reference countries	ER 1. Government entities and civil society are improving their knowledge of good institutional practices for the design and implementation of policies, plans, programs, and projects aimed at facilitating the adding and retaining of value in rural territories.	AI. 1.1. Documents with agreements on institutional arrangements and adjustments.
Adaptation and planning of their application in flagship countries (one country per region - Central American, Andean and Southern regions)	ER 1. IICA Offices in the countries have methodologies, models, and support instruments ready to be replicated and applied. ER 2. Projects designed and managed for the adaptation and application of models and practices, development of capabilities, and the adoption of instruments that promote and facilitate value added.	AI. 1.1. Minimum of three methodologies, models, or instruments adapted and organized. AI. 2.1. Project documents drafted and presented to seek partnerships and resources (minimum of three countries) AI. 2.2. Number of IICA Offices that have incorporated the methodologies and instruments into their cooperation programs (minimum of three Offices)
Implementation of projects to apply results in pilot countries	ER 1. The public institutional framework strengthened to foster value added and the diversification of	AI. 1.1. Number of institutions that are adapting and applying models, instruments, and practices.

	agricultural products and services. ER 2. The capabilities of technical officers, producers, and service providers improved to add value and improve their relative share of the income generated throughout the value chain.	AI. 2.1. Number of participants in the networks. AI. 2.2. Number of exchanges and activities carried out via the network. AI. 2.3. Number of training courses. AI. 2.4. Number of participants in training courses.
Evaluation of the application and documentation of the lessons learned, and design and implementation of a strategy to replicate and continuously improve the instruments and methodologies developed	ER 1. Public and private institutional framework and international cooperation agencies have a road map and projects that are making it possible for them to appropriate and replicate the lessons learned and knowledge imparted in the previous phases of the project.	AI. 1.1. A document presenting the experience, results, and recommendations stemming from the application of the projects in the flagship countries. AI. 1.2. A document that includes a general strategy and projects for the appropriation and replication of the models, and the practices and instruments validated in the target countries.

AGRICULTURE, TERRITORIES, AND RURAL WELL-BEING

Name of Project: Strengthening of Public Policies for Area-based Management

Line of Action: Comprehensive and sustainable management of rural territories

Objective: To contribute to well-being and sustainable development in rural territories by strengthening public policies and management capabilities

Activity	Expected Results	Achievement Indicators
Development, validation, and promotion of proposed policies, strategies, and institutional arrangements to promote area-based management models	ER 1. The institutions responsible for agriculture, well-being, and rural development in the countries are implementing area-based management models that enable institutional development and innovation, the coordination of sectoral competences and capabilities, and the integration of small farming systems into sustainable area-based development.	AI. 1.1. Number of policies or strategies for rural area-based development devised in the countries AI. 1.2. Number of reforms and new institutional arrangements formulated in the countries (public RAD institutions, regulations, etc.)
Development of instruments and training of public and private stakeholders in management of planning and intersectoral management processes for sustainable area-based development	ER 1. The capabilities of public and private institutional stakeholders enhanced and functional tools provided for organizing intersectoral planning and management processes for sustainable development in rural territories in a democratic, decentralized, and interdisciplinary manner.	AI. 1.1. Number of programs for developing capabilities for RAD designed and under way. AI. 1.2. Number of courses and people trained in RAD topics and leadership in area-based management. AI. 1.3. A toolbox for the planning and comprehensive management of

		rural territories placed at the service of public and private institutional stakeholders.
Organization and support of a multidisciplinary network of public and private stakeholders to manage knowledge and experience in sustainable development processes in rural territories	ER 1. A knowledge network created on the integrated management of rural territories, with a collection of important experiences and good practices systematized, conducive to generating new knowledge, learning, and innovative teamwork practices.	<p>AI. 1.1. Number of multidisciplinary technical teams created with partner institutions, to provide technical support to area-based development processes in the countries.</p> <p>AI. 1.2. Number of experiences and good practices systematized in partner countries.</p> <p>AI. 1.3. Number of thematic networks established to encourage the sharing of knowledge and information, and to facilitate the mobilization of technical cooperation with a view to improving area-based management.</p> <p>AI. 1.4. Number of documents produced and published on the contribution of agriculture to rural development and well-being.</p>
Development of instruments and training of public and private stakeholders in the design of area-based development projects and plans	ER 1. Territorial and institutional stakeholders trained in the design of area-based development plans, and strategic investment projects aimed at rural development and the improvement of living conditions.	AI. 1.1. Number of area-based investment projects and plans designed and carried out in territories of national and/or regional interest.

Name of Project: Strengthening Institutional Management for Family Agriculture

Line of Action: Contribution of family agriculture to the rural economy

Objective: To strengthen the institutional framework in family agriculture in order to improve its contribution to development and to the well-being of rural families

Activity	Expected Results	Achievement Indicators
Analysis and formulation of proposed policies, strategies, programs, and projects to develop and strengthen family agriculture	ER 1. The Member States developing and implementing public policies to support the strengthening of family agriculture, development of local markets, management of rural territories, and creation of jobs and sources of income.	<p>AI. 1.1. Intersectoral cooperation strategies established to support family agriculture in the member countries.</p> <p>AI. 1.2. Number of programs or projects established or strengthened in the member countries designed to promote family farming and/or the competitive and sustainable management of rural territories.</p> <p>AI. 1.3. Number of conceptual, methodological documents and appraisals on family agriculture produced and published.</p>

Development of instruments and training of public and private stakeholders in the design of proposals for strengthening the public and private institutional framework of family agriculture	ER 1. Member States have capabilities for strengthening the public and private institutional framework of family agriculture and its work related to innovation for productivity and competitiveness, agricultural health and food safety, agribusiness and marketing, natural resource management and climate change, rural women and food security.	AI. 1.1. Number of participants and regional and national seminars, forums and workshops held, with up-to-date, proactive technical information designed to meet the innovation needs of family agriculture
Identification, systematization, and dissemination of knowledge, experiences, and information on family agriculture	ER 1. Member States have up-to-date knowledge and information, systematized experiences, and differentiated instruments that are being used to help strengthen and reappraise the importance of family agriculture and social management in territories.	AI. 1.1. Number of experiences and good practices systematized in partner countries. AI. 1.2. Number of documents and amount of information related to family agriculture produced and published. AI. 1.3. Number of projects designed to benefit family agriculture formulated in the countries.

FOOD SECURITY

- Name of Project:** Contribution of Agriculture to Food Security
- Line of Action:**
- Institutional innovation for a new paradigm of technological change for food production and diversification
 - Institutional framework and services to support market access for small-scale producers
 - Analysis, monitoring, and dissemination of policies and information on the situation and outlook for food and nutrition security
- Objective:** To help strengthen the institutional framework of the Member States whose work involves food security, with a view to improving the contribution of small and medium-scale producers (including family farmers) to food security and making them less vulnerable.

Activity	Expected Results	Achievement Indicators
Compilation, systematization and analysis of information on the institutional framework that exists for research, innovation, extension and technology transfer applicable to Small and Medium-Scale Agriculture (SMSA), and to promote the sustainable participation of SMSA in markets	ER 1. Selected countries vulnerable to food insecurity have access to an assessment of the capacity of their institutions to: Plan and conduct research and technological innovation processes suited to the needs of SMSA Provide extension services keyed to the specific needs of SMSA Promote the adoption of environmentally responsible	AI. 1.1. Processes and methodologies for conducting analyses and assessments in selected countries designed and implemented. AI. 1.2. Results of assessments systematized and analyzed. AI. 1.3. Studies conducted in selected countries on the potential of SMSAs to increase the availability of food produced in an environmentally responsible manner, and to establish

	<p>technologies</p> <p>Promote the participation of SMSA in value chains.</p> <p>Design, implement, and evaluate food security strategies, policies and instruments in general, and those for SMSA in particular.</p>	<p>links with value chains.</p> <p>Al. 1.4. Documents on the assessment of institutional capacity to improve food security in general, and in SMSA in particular, prepared, revised, and then approved by the Technical Cooperation Management Committee.</p>
<p>Compilation, systematization, and analysis of information on the institutional framework that exists for defining strategies and policies, and managing food security plans, programs and policy instruments</p>	<p>ER 1. Selected countries vulnerable to food insecurity have access to an assessment of the capacity of their institutions to:</p> <ul style="list-style-type: none"> • Plan and conduct research and technological innovation processes keyed to the needs of SMSA • Provide extension services keyed to the specific needs of SMSA • Promote the adoption of environmentally responsible technologies • Promote the insertion of SMSA in value chains • Design, implement, and evaluate food security strategies, policies and instruments in general, and those for SMSA in particular. 	<p>Al. 1.1. Number of assessments produced, distributed and presented to key actors of the countries involved</p>
<p>Creation of instruments and formulation of proposals to develop or strengthen institutional frameworks and policies and strategies designed to increase the availability of food produced by SMSA and to link the sector more directly to value chains</p>	<p>ER 1. Selected countries vulnerable to food insecurity have access to comprehensive proposals relevant to SMSA that call for:</p> <ul style="list-style-type: none"> • Modernizing or adapting the institutional framework for innovation, technology transfer, and extension; • Fostering investment in innovation and extension systems applicable to SMSA; • Adopting and adjusting strategies, policies and instruments aimed at promoting the integration of SMSA in markets; • Improving the business skills and capabilities for associative undertakings of SMSA; • Developing and consolidating marketing institutions and instruments that will facilitate the linkage of small- and medium-scale producers to markets, in prioritized chains. 	<p>Al. 1.1. Processes and methodologies for formulating comprehensive proposals defined and endorsed by the Directorate.</p> <p>Al. 1.2. One general and at least two specific proposals for modernizing the institutional framework for innovation, technology transfer, and extension, or adapting it to the needs of SMSA, developed and approved.</p> <p>Al. 1.3. One general and at least two specific proposals aimed at increasing investment in innovation and extension systems, formulated and approved.</p>

NATURAL RESOURCES AND CLIMATE CHANGE

Name of Project: Strengthening of IICA and counterparts institutions in the implementation of sustainable agriculture and integrated natural resource management

Line of Action:

- Adaptation of agriculture to climate change
- Environmentally responsible agricultural activities

Objective: To ensure that the Programs and Offices, and key institutions in the countries, understand, take on board, and incorporate the concepts, principles, criteria, and objectives of sustainable agriculture and integrated natural resource management

Activity	Expected Results	Achievement Indicators
Development of institutional positions (IICA) and support for the management of knowledge in environmentally friendly agriculture and sustainable natural resource management	<p>ER 1. IICA's technical programs and units familiar with and adopting concepts related to sustainable agriculture and integrated natural resource management.</p> <p>ER 2. IICA units and public and private institutions better equipped to design projects for the development of sustainable agriculture and integrated natural resource management.</p>	<p>AI. 1.1. Document on sustainable agriculture distributed and disseminated throughout IICA.</p> <p>AI. 1.2. Document containing successful integrated natural resource management initiatives (water, soil, and agricultural biodiversity) produced and published in collaboration with the technical cooperation programs.</p> <p>AI. 1.3. Key elements of sustainable agriculture and integrated natural resource management incorporated into the projects and actions of IICA's technical programs and units.</p> <p>AI. 1.4. The Knowledge Management Platform of the ANRCC Program is being used and consulted internally.</p> <p>AI. 2.1. At least one project designed on the use and in situ conservation of plant genetic resources within the framework of the ECADERT and regional agro-environmental strategies.</p>

Strengthening the institutional framework of the member countries related to sustainable agriculture and the use and conservation of biodiversity

ER 1. Public and private institutions have information on sustainable agriculture and integrated natural resource management, and are applying it in their operating processes.

ER 2. Strategic partnerships between IICA and the public and private sectors strengthened by joint efforts aimed at the development of sustainable agriculture and integrated natural resource management.

AI. 1.1. Document on successful experiences produced and published in collaboration with the technical cooperation programs.

AI. 1.2. Public and private institutions of at least 10 countries strengthening their knowledge and adopting actions involving value chains and ancestral technologies.

AI. 1.3. The Knowledge Management Platform of the ANRCC Program is being used and consulted externally.

AI. 2.1. Sectoral stakeholders of at least 10 countries participating in and implementing together processes / projects designed to strengthen capabilities, based on events on value chains and ancestral technologies.

AI. 2.2. At least 4 sectoral stakeholders forming strategic partnerships for the design and implementation of a project on the conservation and use of local plant genetic resources.

Name of Project: Modernization of the institutional framework and capacity development in the agricultural sector, in order to improve the adaptation of agriculture to climate change

Line of Action: Adaptation of agriculture to climate change

Objective: To strengthen the institutional framework of the agricultural sector of the Member States responsible for helping agriculture to adapt to climate change, reduce the sector's vulnerability, and mitigate the effects of climate change on the environment and natural resources

Activity	Expected Results	Achievement Indicators
Support for knowledge management in the adaptation of agriculture to climate change and the mitigation of CO ₂	ER 1. The institutions of selected Member States have information for improving local capabilities for adapting agriculture to CC and mitigating the effects of CC on the environment and natural resources.	AI. 1.1. Study on strategies for adapting agriculture to climate change disseminated among key stakeholders. AI. 1.2. Study on the potential use of agriculture to mitigate the effects of GHG (assess opportunities for mitigation by studying successful cases) disseminated among key stakeholders. AI. 1.3. Web page/virtual platform in operation and updated at least once a month. AI. 1.4. Information and knowledge

		shared, and at least 6 collaborative processes implemented through the thematic network
Strengthening the capabilities of public institutions for contributing to processes for adapting agriculture to climate change	ER 1. Public and private institutions have technical expertise for addressing the issue, and are better equipped to contribute to processes aimed at adapting agriculture to climate change and mitigating GHG	<p>AI. 1.1. Sectoral stakeholders of at least 5 countries trained in OECD-GIZ climate proofing methodology.</p> <p>AI. 1.2. Strategy aligned and/or National Plan linked to agricultural sector in at least 5 countries.</p> <p>AI. 1.3. Sectoral stakeholders of at least 5 countries trained in strategies to mitigate the effects of GHG.</p>
Strengthening the institutional framework of the member countries for securing funds for technical cooperation on the adaptation of agriculture to climate change.	ER 1. IICA units and public institutions have information for the design of projects on adaptation to climate change.	<p>AI. 1.1. Funds for the adaptation of agriculture to climate change in 3 regions identified.</p> <p>AI. 1.2. Proposal drafted for cooperation on the adaptation of agriculture to climate change.</p>

CENTER FOR STRATEGIC ANALYSIS FOR AGRICULTURE

Name of Project: Strategic analysis for decision-making

Line of Action: Prospective and strategic analyses for agriculture

Objective: To provide information and knowledge to support decision-making by the public and private stakeholders of agriculture and rural life in the Americas

Activity	Expected Results	Achievement Indicators
Prospective analyses with a strategic vision	<p>ER 1. The ministers of agriculture of the Americas have up-to-date and timely information on the situation and outlook with regard to critical agricultural issues.</p> <p>ER 2. Agricultural stakeholders in the Americas have analytical technical and scientific knowledge on situational and structural factors that impact the performance of agriculture in the region.</p> <p>ER 3. IICA's General Directorate, highest governing bodies, personnel, and Member States have an up-to-date and timely technical analysis on the performance and outlook for agriculture across the globe and in the Americas.</p>	<p>AI. 1.1. At least 18 technical notes prepared by CAESPA that the Director General sends to the ministers of agriculture.</p> <p>AI. 1.2. At least 3 research projects per year.</p> <p>AI. 1.3. The joint (IICA-ECLAC-FAO) annual reports "Outlook for Agriculture and Rural Development in the Americas: A Perspective on LAC" produced and disseminated.</p>
Up-to-date data, data analysis, information and knowledge on	ER 1. IICA's technical units have access to up-to-date, reliable	AI. 1.1. The system of production and trade statistics on the Intranet is

<p>agriculture</p>	<p>statistics on the performance of agricultural production and trade around the world.</p> <p>ER 2. IICA's General Directorate, highest governing bodies, staff, and Member States have access to a statistical system that makes it possible to compare the performance of the countries of the Americas with respect to food security.</p> <p>ER 3. The Institute's website has a section containing information, studies, and technical events on the subjects in which the Center specializes.</p>	<p>updated continuously throughout the year and the information disseminated among the Institute's specialists.</p> <p>AI. 1.2. The system of food security statistics on the Institute's website is updated continuously throughout the year and the information disseminated.</p> <p>AI. 1.3. The section of the website is updated continuously.</p>
<p>Forums for the analysis, exchange, and dissemination of knowledge</p>	<p>ER 1. IICA's specialists and Member States have forums for the analysis, exchange, and dissemination of knowledge on issues of critical importance for agriculture, which enhance their knowledge and technical expertise.</p>	<p>AI. 1.1. The project institutionalized the annual series of technical forums for the hemispheric dialogue, and updated knowledge of critical issues related to agriculture and well-being in rural areas (at least 5 technical forums per year).</p>

Name of Project: Strengthening capabilities for promoting agrifood trade

Line of Action: International trade standards and their implications for agriculture

Objective: To support the countries' efforts to take advantage of the benefits of the agricultural trade negotiations and the resulting agreements

Activity	Expected Results	Achievement Indicators
<p>Monitor the progress of the negotiations on agriculture and the resulting agreements, particularly the ones that take place within the framework of the World Trade Organization (WTO)</p>	<p>ER 1. The agricultural stakeholders in the member countries are abreast of the latest developments with regard to the WTO negotiations.</p>	<p>AI. 1.1. Annual technical documents disseminated on the progress and implications of the trade negotiations between 2012 and 2014, and the integration processes (via e-newsletters and other means).</p> <p>AI. 1.2. Analysis of the evolution of agrifood trade flows conducted and incorporated into the situation and outlook reports for 2012-2014.</p>
<p>Support IICA's member countries in assimilating the agreements and implications of new international trade standards derived from the agricultural trade agreements</p>	<p>ER 1. Work program under way, designed to support the involvement of the countries in the activities of the WTO Agriculture Committee. The ministries of agriculture and sector organizations are better equipped to administer the agreements and comply with the trade regulations adopted under the multilateral, subregional, and bilateral agreements.</p>	<p>AI. 1.1. IICA continues to enjoy the status of observer, attended the meetings of the WTO Agriculture Committee programmed each year (2012-2014), and identified the support the countries require to develop capabilities for administering the agreements.</p> <p>AI. 1.2. Annual capacity development activities carried out (direct training by IICA in the countries or regions, or facilitation of training by the WTO).</p>

Name of Project: Public Policies for Agriculture and Institutional Modernization

- Line of Action:**
- Methodologies and instruments for the analysis of the impacts of policies on agriculture, and the sector's evolution and contribution to development
 - Methodologies and diagnostic instruments designed to promote institutional modernization

Objective: To promote better public policies for agriculture and institutional modernization of agriculture

Activity	Expected Results	Achievement Indicators
Methodologies, instruments, and knowledge for analysis of impact of policies for agriculture	<p>ER 1. During 2011, the project will compile details of policy changes and implement a process for the periodic and systematic gathering of information from the countries and regional integration mechanisms.</p> <p>ER 2. During 2011, the project will design the prototype virtual Observatory and coordinate efforts with other agencies, especially with the FAO. During 2012, the specific project will be submitted for approval and implementation.</p> <p>ER 3. The project developed 5 modules of analysis, and has begun developing 2 complementary modules and promotional folders and training material.</p> <p>ER 4. The translation of the price module is under way and the project is determining the demand for the indicator and database modules, for the training in the English-speaking countries.</p> <p>ER 5. At least 4 training events are being planned and carried out in selected countries.</p>	<p>AI. 1.1. The project produced Chapter III of the Report on the Situation and Outlook for Agriculture 2011, containing the analysis of changes in agriculture and food security policies adopted by countries in the region.</p> <p>AI. 2.1. A proposed prototype Observatory is available that includes the functional and structural design, and identifies the information sources and informants, and the actions proposed for the operation and updating of the Observatory.</p> <p>AI. 3.1. A folder is available containing the material of at least 5 modules with policy analysis instruments.</p> <p>AI. 4.1. The translation of the price module is available.</p> <p>AI. 5.1. At least 10 public and private-sector officials trained in 4 countries of the region, strengthening the capabilities for analysis of the ministries of agriculture and private organizations.</p>
Institutional framework of agriculture and investments for its modernization	<p>ER 1. An adapted version of the PVS methodology was developed for application in the ministries of agriculture, and validated in at least one ministry in the region.</p> <p>ER 2. A PVS exercise was carried out to characterize the impact of ICTs in the public agricultural institutional framework.</p> <p>ER 3. The institutional modernization project was implemented in one country selected as a prototype; the</p>	<p>AI. 1.1. The PVS publication for conducting diagnostic assessments of the ministries of agriculture is available.</p> <p>AI. 1.2. The PVS was used to conduct a diagnostic assessment of at least one ministry of agriculture in the region in 2011, and plans are afoot to do the same in at least one country per IICA region during 2012.</p> <p>AI. 2.1. The special chapter of the Report on the Situation and Outlook</p>

studies were carried out and the information generated to present IICA's experience on the subject; and external resources were sought to finance IICA actions in other countries in the subject.

for Agriculture 2011 was prepared, containing the results of the application of the PVS to describe the impact of the use of ICTs in the public agricultural sector of at least one country in the region.

AI. 2.2. The training process is under way for the application of the PVS in the ministries of selected countries.

AI. 3.1. The project document is available for presentation in the efforts to secure external resources.

AI. 3.2. Methodologies for analysis are available for determining the new roles of the ministries of agriculture.

AI. 3.3. At least one ministry of agriculture in the region has a diagnostic assessment and proposals for its institutional modernization.

Name of Project: Regional Reference Center of the World Trade Organization (WTO) at the Inter-American Institute for Cooperation on Agriculture

Mission: To serve as the Regional Reference Center, the WTO's information leader in Latin America and the Caribbean, with special emphasis on trade negotiations and agricultural trade policy, and the administration of agreements within the hemisphere and within the WTO system

Vision: To provide up-to-date and timely information, and strengthen the capabilities of the stakeholders in agriculture with regard to trade negotiations and agricultural trade policy, in order to contribute to the competitive, sustainable and equitable development of IICA's member countries.

Responsibilities: The WTO Regional Reference Center located at IICA Headquarters will have three main functions.

- a. To serve as a repository of all important WTO information and, in particular, with regard to agriculture and trade, for which it has up-to-date databases.
- b. To serve as an information center for the general public specializing in WTO issues and, in particular, agricultural trade negotiations and policies.
- c. To serve as a type of training to strengthen capabilities with regard to trade negotiations and agricultural policy (mainly, those of public officials).

Services: Provision of information:

- a. The Center will be a mechanism for the dissemination of information about the agricultural issues discussed and analyzed within the WTO.
- b. It will serve as a hub for the dissemination of the material generated by the WTO on the agricultural issues analyzed and discussed within the WTO (books, DVDs, CDs, etc).
- c. Afford online access to the information contained in the WTO's databases.

Creation of capabilities:

a. This Center will be used to gather information about the needs of IICA's member countries with regard to the creation of capabilities for the negotiations on agriculture and agricultural trade policy; and serve as a bridge, so that, working with IICA, courses and workshops are designed to meet those needs. The courses and workshops may be held at IICA Headquarters, in the countries, at the WTO's Headquarters in Geneva, or in any of the WTO's training centers. Basic courses will be designed and held regularly to provide the countries with a permanently and continually updated base of human resources.

b. In addition to these basic courses, the Center will coordinate with the WTO the implementation of specific courses and workshops intended to meet needs arising out of the status of negotiations and the commitments assumed by each of IICA's member countries.

- **Provide support for the WTO.** As it will be run by IICA, the Center will offer the WTO any technical support required to gain access to the Institute's member countries, enhance their capabilities, and foster their participation in the various WTO forums and the issues they address, including negotiations on aspects of plant and animal health.

- **Hub for the preparation of joint projects.** To improve the agricultural policies and capabilities of IICA's member countries and thereby make the sector more competitive and sustainable.

- **Hemispheric network of specialists.** Operate a hemispheric network of specialists in negotiations on agriculture and agricultural trade policy.

- **Strengthen the technical capabilities of IICA personnel.** On account of its location and access, this Center will also help improve the Institute's own capabilities in relation to agricultural trade and trade negotiations.

Target Population: The services that the WTO-IICA Regional Reference Center will offer are directed mainly at the government sector, with emphasis on the ministries of agriculture and trade of IICA's member countries (Latin America and the Caribbean), and IICA's own personnel.

Services will also be provided to the academic sector (students and professors of public and private universities), the private sector, research institutes, and the general public.

CENTRAL REGION

IICA OFFICE IN BELIZE

Name of Project: Development and Implementation of the Belize Rural Area-Based Development Project

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: The IICA office supports the country in the modernization of rural communities through the implementation of the Belize Rural Area Based

Development Strategy (BRADS), for the purpose of promoting rural prosperity

Activity	Expected Results	Achievement Indicators
Strengthening of rural communities to develop and execute investment plans in sustainable rural development.	ER 1. A portfolio of projects is prepared for each rural area by local actors.	AI 1.1 3 Trainings in project preparation. AI 1.2 30 participants trained in project preparation. AI 1.3 18 projects prepared for approval and finance
Capacity building in leadership for both Jalacte and San Vicente residents	ER 1. Area Development Groups established to facilitate implementation of project in their communities	AI 1.1 10 community leaders trained in leadership skills AI 1.2 2 leadership forums conducted

Name of Project: Development of a National Strategy for the Production and Marketing of Locally Produced Organic Products

Program: Innovation for Productivity and Competitiveness

Line of Action: New uses of agriculture

Objective: Fostering the Production of Organic Agriculture as healthier farming alternative and adding value to local products

Activity	Expected Results	Achievement Indicators
Support the establishment of the Participatory Guarantee System (PGS) Local Organic Crops.	ER 1. PGS scheme developed and being used by at least three grower groups in three districts of Belize.	AI. 1.1. PGS scheme developed for Belize. AI. 1.2. Three growers groups in three districts in Belize using the PGS scheme.
Strengthening the Organic Program for the Ministry of Agriculture at Central Farm.	ER 1. The Ministry of Agriculture at Central Farm carrying out regular training and capacity building courses in organic production practices and certification.	AI. 1.1. At least three training courses given to at least 60 organic producers in organic production practices. AI. 1.2. Three training courses given in organic crops certification procedures to three organic producer groups.
Marketing and the promotion of organic products	ER 1. Marketing Strategy developed and producers marketing organic products under an established certification system.	AI. 1.1. Three grower groups having regular sales at the local producer market and to local hotels and resorts.

Name of Project: Innovations to improve post harvest technology and the income of small white maize and black bean producers in Jalacte and San Vicente Villages, Toledo District, Belize

Program: Innovation for Productivity and Competitiveness

Line of Action: Regional and international cooperation for technology innovation

Objective: Innovations to improve the competitiveness and the income of small white maize and black bean producers in Jalacte and San Vicente Villages, Toledo District, Belize through innovations using the productive chain approach

Activity	Expected Results	Achievement Indicators
Investigations on new varieties and improved agronomic practices in maize and bean	ER 1. Elevated the level of productivity and quality of white maize and black bean	AI. 1.1. Yield increased from 30 to 35 bags (100 pounds) maize per manzana and from 16 to 20 bags per manzana for beans AI. 1.2. Reduce the percentage of dirt and broken grain by 10% in the harvested product
Identified and Incorporated technologies of post harvests (dried) and grain storage	ER 1. Reduced costs of shelling and cleaning, and risks and losses of postharvest in maize and bean	AI. 1.1. Reduced by 30% the costs of shelling of maize AI. 1.2. Reduced by 70% the losses of post harvests in maize and bean
To train and facilitate producers in negotiations, securing markets	ER 1. Producers organized in one organization that satisfies its expectations	AI. 1.1. An organization of producers constituted and received training in their role and functions

IICA OFFICE IN COSTA RICA

Name of Project: Support for the implementation of strategies to promote the adaptation of agriculture to climate change with reduced emissions of greenhouse gases in Costa Rica

Program: Natural Resources, Climate Change and Environment

Line of Action: Adaptation of agriculture to climate change

Objective: To support the implementation of strategies that promote the adaptation of Costa Rica's agriculture to climate change through the management, coordination and promotion of innovative programs and projects that focus on systems with low greenhouse gas (GHG) emissions.

Activity	Expected Results	Achievement Indicators
Support the implementation of Projects (i) "Synergies between Agriculture and Environment in the context of SNITTA ", (ii) PRICA-ADO and (iii) "Challenges, Priorities and Evaluation of Institutional Arrangements for Managing Agriculture's Adaptation to Climate Change: Shared Watersheds in Central America, Colombia, Mexico and Dominican Republic "	ER 1. MAG, MINAET and other agricultural organizations have more information on the components of adaptation and mitigation of climate change and are better able to coordinate their work.	AI. 1.1. Public and private agricultural institutions implement strategies to promote the components of adaptation and mitigation of climate change for Costa Rica's agricultural development.
Support the design of projects that	ER 1. Partner organizations and	AI. 1.1. Promotion of technologies

promote environmentally-friendly production technologies through the exchange of successful experiences and innovative cases of adaptation to and mitigation of climate change	national counterparts have information on innovative technologies and the agricultural experiences of producers who creatively develop proposals in the context of the components adaptation and mitigation of climate change.	and proposal for agricultural production with low greenhouse gas (GHG) emissions based on the identification of successful and innovative experiences.
Promote a forum for discussion and training through meetings, workshops or conferences with specialists in agriculture and climate change	ER 1. Partner organizations and national counterparts analyze, discuss and propose potential plans and projects using techniques and tools that address the components of adaptation to and mitigation of climate change in the agricultural sector.	AI. 1.1. Member organizations and counterparts propose at least 2 projects related to the development of techniques and tools for adaptation to climate change with low GHG emissions in the agricultural sector.

Name of Project: Supporting the public and private institutional framework to help link small and medium-scale producers (SMP) to markets

Program: Agribusiness and Commercialization

Line of Action: Modernization of markets and marketing systems

Objective: To promote competitiveness through actions that strengthen the public and private institutional framework and business management through new tools and methodologies that help link small and medium-scale farmers to commercial circuits and differentiated markets.

Activity	Expected Results	Achievement Indicators
Support institutional modernization processes in public and private organizations related to marketing and commercialization issues through active participation in events and activities aimed at introducing the proposed products	ER 1. Public and private agricultural marketing institutions (PIMA and CNP) have a number of capabilities and tools to support the sector's modernization in their specialist areas.	AI. 1.1. The country's agricultural marketing Institutions recognize IICA's support in modernizing agricultural marketing at their accountability events.
Support the formulation of a policy proposal on organic agriculture and a proposal on public certification through workshops and work meetings	ER 1. The organic agriculture sector and SPA have improved their management capacity through public certification mechanisms and specific policies on this issue.	AI. 1.1. The organic agriculture sector of Costa Rica has policy documents and a public certification system, as a means to improve its competitiveness, and recognizes IICA's contributions
Organize activities, workshops and meetings to propose mechanisms for disseminating information in an efficient and timely manner to producers, traders and consumers	ER 1. Producers, traders and consumers of agrifood products have a system for receiving information on market prices via cell phones, which has improved their business and agro-entrepreneurial decision-making	AI. 1.1. More democratic access to information on market prices of agricultural commodities
Design technical proposals for the development of methodologies and differentiated strategies for priority	ER 1. Producers have differentiated strategies through the use of collective seals and brands	IA. 1.1. The process of linking small-scale farmers to markets in priority chains has been facilitated through

production chains	differentiated capabilities in agribusiness management
-------------------	--

Name of Project: Support capacity building efforts on Health and Safety issues in the public and private sector in order to improve access to markets

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and phytosanitary measures

Objective: To contribute to strengthening public and private sector capabilities in the application of SPS, in order to improve the quality of animal and plant-based products and the competitiveness of the national agrifood sector.

Activity	Expected Results	Achievement Indicators
Support the strengthening of the National Food Safety Services (NFSS)	ER 1. Improved national coordination on food safety issues	AI. 1.1. Half-yearly progress reports satisfactorily received by the High Level Committee of the NFSS
Support the strengthening of the CNC and its role in the CCLAC	ER 1. As coordinator of the CCLAC, Costa Rica has management tools to enhance coordination among its regions	AI. 1.1. IICA /CNC work plan formulated once CR completes its term as coordinator of the CCLAC; coordination mechanism in operation
Support to strengthen the National SPS Committee	ER 1. Costa Rica has a discussion forum on SPS issues.	AI. 1.1. Officials of SPS Committee formally appointed
Support for the implementation of MEIC/MAG/MS Work Plan in the context of the cooperation agreement	ER 1. Three ministries have improved their capabilities in relation to food safety issues. Agendas have been coordinated between the NFSS, SPS Committee and the working group of the agreement	AI. 1.1. Semester reports satisfactorily received by the authorities. No duplication of efforts and activities among the three organizations
Support for the implementation of the Strategic Plan of the Official Plant Health Service (SFE)	ER 1. SFE has tools to improve its management of the institution's orientation.	AI. 1.1. Strategic Plan, project portfolio and progress reports satisfactorily received by the authorities
Support to strengthen the national notification mechanism	ER 1. Improved national capacities in notification	AI. 1.1. Implementation mechanism for the proposed strategy designed
Support INTA in the implementation of the project "Biological control of the stable fly (<i>Stomoxys calcitrans</i>) through the use of parasitoids reproduced in fruit flies "	ER 1. National producers have access to biological tools for the control of stable fly	AI. 1.1. Producers' associations learn about biological control methods
Support the design and implementation of the project "Modernization and improvement of Epidemiological Surveillance Programs for Brucellosis and Tuberculosis"	ER 1. Improved national capabilities in epidemiological surveillance of brucellosis and tuberculosis	AI. 1.1. Other countries in the region show interest in learning about Project results
Support the country in implementing activities of the "Regional joint work program on sanitary and phytosanitary issues SE - CAC/IICA" in	ER 1. Costa Rica aware of SPS issues discussed at regional forums	AI. 1.1. Strategic information delivered on regional processes to facilitate decision-making

the context of the UAC and PACA		
Support the country in its efforts to harmonize and implement regional sanitary and phytosanitary measures in the context of the UAC	ER 1. The National Agricultural Health and Food Safety Services have increased their capacity to implement regional measures	AI. 1.1. Costa Rica applies regional regulations
Support SENASA in formulating its Strategic Plan	ER 1. Strategic Plan of SENASA designed and implemented	AI. 1.1. Strategic Plan, project portfolio and progress reports on implementation satisfactorily received by the authorities

Name of Project: Support the consolidation of rural area-based (RAD) development in Costa Rica

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To improve governance at the national and local levels in order to facilitate rural development, through the creation of mechanisms that promote harmonization of interests and capabilities in rural areas

Activity	Expected Results	Achievement Indicators
Create operational structures for the implementation of ECADERT (Central American Strategy for Rural Area-based Development) in Costa Rica	ER 1. National Committee of ECADERT has guidelines for implementing and consolidating ECADERT in the country	AI. 1.1. Work plan of the National Committee of ECADERT
Support the transformation of IDA (Institute of Agrarian Development) into the INDER (Rural Development Institute)	ER 1. Authorities of INDER have guidelines to facilitate the implementation of INDER ER 2. IDA has improved its capacity to prioritize work areas	AI. 1.1. Document containing proposal for a structure and regulations for the implementation of INDER AI. 2.1. Report on the workshop held to disseminate and explain the prioritization tool for rural territories
Capacity building for the management of rural territories	ER 1. National public and private sector actors improve their capacity to promote the management of rural territories ER 2. National public actors improve their capacity to promote the management of rural territories ER 3. Public and private stakeholders improve their capabilities in managing territories through the exchange of experiences	AI. 1.1. At least 3 Costa Ricans per year participate in the Central American course for territorial managers AI. 2.1. Designed and imparted national course for territorial managers AI. 3.1. At least 25 IDA/INDER technicians participate in the course; at least one visit per year to CR to illustrate external experiences on area-based management
Dissemination of Rural Area-based Development (RAD) in CR	ER 1. Decision-makers and representatives of public institutions, local governments and private sector organizations are familiar with ECADERT and RAD ER 2. Knowledge and positioning of	AI. 1.1. Report on forum held in coordination with MAG, with the participation of at least 75 people, AI. 2.1. Report on forum prepared in coordination with IDA, with participation of at least 40 high-level

	<p>ECADERT and RAD among decision-makers and middle managers of public institutions</p> <p>ER 3. Members of Territorial Action Groups (TAGs), institutional and local government authorities in the northern zone are familiar with ECADERT and aware of the opportunities it offers</p> <p>ER 4. Costa Rican society aware of the INDER and RAD as the new working model to facilitate coordination and consensus-building in rural areas.</p> <p>ER 5. Members of the national TAGs agree on objectives and have improved capacity to exert influence to advance their interests</p>	<p>officials.</p> <p>AI. 3.1. Report on workshop prepared in coordination with MAG, with the participation of at least 40 persons from the northern zone.</p> <p>AI. 4.1. Report on international forum held in coordination with IDA, with participation of at least 150 persons in the forum.</p> <p>AI. 5.1. Report on annual workshops held in coordination with TAGs for at least 30 people.</p>
<p>Studies and tools for rural area-based development (RAD)</p>	<p>ER 1. National stakeholders have up-to-date information on institutional changes and on policies and projects related to RAD</p> <p>ER 2. Managers of RAD processes have an additional tool to guide their work strategies</p>	<p>AI. 1.1. Biannual report printed</p> <p>AI. 2.1. Video produced</p>
<p>Strengthening the RAD experience in the southern zone</p>	<p>ER 1. Members of the southern zone's TAGs are better able to contribute to the development of their territory through the improvement of their organizational skills and their capacities to implement projects of interest to their community</p> <p>ER 2. TAG members of the southern zone have more options for developing their territory after identifying opportunities for cooperation with TAG members in the Baru area of Panama</p>	<p>AI. 1.1. At least 50% of PIDERT projects designed and negotiating funding</p> <p>AI. 1.2. Training program document</p> <p>AI. 2.1. At least 5 modules of the training program "Unleashing Local Energies" imparted to at least 40 TAG members</p> <p>AI. 2.2. Report on at least one workshop for each TAG, held to review and prioritize activities in their respective PEDERT</p> <p>AI. 2.3. Funding proposal to continue supporting the management structure of the TAG</p> <p>AI. 2.4. Report on at least 1 annual meeting to discuss possibility of forming a binational territory.</p>
<p>Support the implementation of the RAD experience in Guanacaste</p>	<p>ER 1. Social actors of selected regions of Guanacaste Province are better equipped to promote local development through the creation of a public-private institutional framework that harmonizes interests and defines guidelines through territorial plans</p>	<p>AI. 1.1. Institutional agreements to formalize actions in the territory</p> <p>AI. 1.2. Document containing analysis of local development dynamics, and potential and characteristics of social actors</p> <p>AI. 1.3. Territorial Action Group formed and operating</p>

		AI. 1.4. Document containing area-based development plan
Capacity building for the CEPROMAs (Agricultural Processing and Marketing Centers)	ER 1. Management teams of CEPROMAs with improved capabilities to operate their respective centers through new knowledge and attitudes.	AI. 1.1. Report on strategic planning workshops for at least one CEPROMA AI. 1.2. Report on at least one workshop on leadership and teamwork for at least 40 people

Name of Project: Supporting the generation of public goods in order to improve agricultural competitiveness in Costa Rica

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To support INTA with a view to increasing agricultural productivity and output through its consolidation, creating coordination mechanisms and promoting agricultural research

Activity	Expected Results	Achievement Indicators
Meetings to disseminate regional technological innovation projects promoted by SICTA and IICA	ER 1. INTA and actors of selected chains familiar with the components and activities of regional projects contribute to the definition and prioritization of activities to be implemented in the country	AI 1.1 Executive bodies of INTA and actors of selected chains incorporate regional projects into their agendas
Support the design of an IICA-INTA operating plan that includes the aforementioned projects and activities to strengthen INTA	ER 1. Rethinking the role, strategy and organization of INTA in order to contribute more effectively to technological innovation	AI 1.1 Governing Board of INTA endorses proposal for consolidation and operational plan
Support the agricultural sector in efforts to strengthen agricultural extension processes and the National Agricultural Technology Transfer System (SNITTA)	ER 1. DESOREA has plan for improving agricultural extension processes. ER 2. SNITTA has key information for its strategic strengthening.	AI 1.1 Director of DESOREA receives strategic plan to improve agricultural extension processes AI 2.1 Results of assessment and proposal for improvement presented to members of SNITTA

IICA OFFICE IN GUATEMALA

Name of Project: Supporting the implementation of rural development processes in Guatemala

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To support public and private actors, both at national and local level, including governmental, academic and trade organizations, in the task of implementing rural development processes with area-based, municipal and similar approaches

Activity	Expected Results	Achievement Indicators
Create national and territorial mechanisms for the implementation of ECADERT.	ER 1. The MAGA has made progress in establishing and activating the National Committee for the implementation of ECADERT.	AI 1.1 Legal instrument for the creation of the Committee is in effect and has begun operations.
Promote involvement by international cooperation agencies, NGOs and civil society in rural development processes in selected territories.	ER 1. Map of actors interested and committed to the implementation of ECADERT is available.	AI 1.1 At least 5 institutional actors identified.
Systematize rural development experiences in the country	ER 1. The country has systematized a rural development experience which is available to be applied/adapted to other regions of the country and to other Central American countries.	AI 1.1 One document available.

Name of Project: Strengthening institutional capacity in order to improve the competitive development of agribusiness in priority chains

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To strengthen the capabilities of both public and private institutions so as to promote the sustainable and competitive development of commercial agrifood chains, prioritized because of their positive impact on the environment and the use of natural resources, and on the well-being of the target population

Activity	Expected Results	Achievement Indicators
Improve the productivity and competitiveness of basic grain chains, giving priority to organizations of small-scale producers.	<p>ER 1. Organizations of small-scale maize and bean producers participating in the "Purchase for Progress-P4P" initiative apply good agricultural practices (GAP) in production and post harvest management.</p> <p>ER 2. Organizations of small-scale farmers participating in the P4P initiative implement plans to improve the competitive development of maize and bean production.</p> <p>ER 3. The IICA-WFP partnership and other actors are informed about the results, lessons learned and impacts of the Purchase for Progress-P4P" initiative.</p>	<p>AI 1.1 These organizations have incorporated at least 4 technological innovations in production and post harvest processes on their farms.</p> <p>AI 1.2 At least 50% of members of the organizations participating in the P4P initiative increase their productivity and supply grain of the quality required by the WFP and other markets.</p> <p>AI 2.1 At least 6 business plans have been prepared for 6 organizations.</p> <p>AI 2.2 At least 50% of the organizations involved in the P4P initiative are linked to markets through the adoption of new marketing systems.</p> <p>AI 2.3 Organizations increase their current volumes of maize and bean sold by at least 30%</p>

		AI 3.1 At least 3 annual reports and 3 studies that systematize the experiences and lessons learned in the implementation of the P4P initiative, prepared and disseminated
Strengthen the capabilities of public and private organizations to improve the competitive and sustainable development of agribusiness in prioritized environmentally-friendly agricultural production chains (fruits, organic products, etc.)	ER 1. The Ministry of Agriculture (MAGA) and the Committees of priority fruit chains have a tool for managing financial resources for the execution of the National Fruit-growing Development Program (PDF). ER 2. The MAGA, in partnership with the Fruit Chain Committees has begun execution of the PDF.	AI 1.1 PDF document prepared and approved AI 2.1 The PDF is included in the 2012 MAGA Budget. AI 2.2 At least one agreement signed between MAGA and external financial cooperation sources.
Improve the capabilities of public and private institutions in order to develop competitive and sustainable cattle production (milk and meat).	ER 1. The Ministry of Agriculture (MAGA) and private actors linked to the milk and beef chains establish a partnership and use the Strategic Plan to manage the competitive and sustainable development of national cattle production.	AI 1.1 Strategic Plan available for the competitive and sustainable development of cattle production. AI 1.2 Public-private Competitiveness Agreement established for the development of national cattle production.
Strengthening the competitiveness of Rural Cooperative Enterprises (RCEs), particularly those affiliated to AGER, to promote links to markets.	ER 1. The Guild of Rural Businesses (AGER) has strengthened the competitiveness of its affiliated RCEs and has begun implementation of a project to consolidate that process.	AI 1.1 At least 5 RCEs implement processes to improve their agribusiness competitiveness. IDAL 1.2 At least 10 RCEs affiliated to AGER market their products through single sales points (micro franchises).

Name of Project: Strengthening leadership for agricultural and rural development

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To contribute to Guatemala's agricultural and rural development by strengthening the leadership skills of agricultural professionals, service providers in rural communities and representatives of historically excluded rural populations (women, young people and Maya communities)

Activity	Expected Results	Achievement Indicators
Leadership training for trainers	ER 1. A Leadership Center for Guatemalan Agriculture has been created and implemented	AI 1.1 60% of participants capable of acting as national trainers in leadership, endorsed by IICA. AI 1.2 A leadership training plan has been prepared for each year of the project's duration.
Leadership training for representatives of the agricultural sector and rural territories	ER 1. The regional offices of the Ministry of Agriculture, Livestock and Food (MAGA), Agricultural Technical Schools and rural areas with marginalized populations have	AI 1.1 At least 4 leadership workshops have been implemented during each year of the project's duration.

<p>directives, guidelines and knowledge to strengthen local leaders.</p> <p>ER 2. Financial resources available for the implementation of agreements.</p> <p>ER 3. Leaders of agriculture involved in P4P have directives, guidelines and new knowledge to improve their leadership skills.</p>	<p>AI 1.2 At least 120 local representatives have received leadership training each year</p> <p>AI 2.1 At least 2 annual agreements signed by IICA for leadership training.</p> <p>AI 3.1 At least 2 training events organized with 70 representatives of 40 organizations involved in the P4P initiative.</p> <p>AI 3.2 At least 15 work plans designed and executed with leaders of organizations involved in the WFP's P4P initiative.</p>
---	---

Name of Project: Information and knowledge management for the sustainable development of agriculture and the rural milieu

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Prospective and strategic analyses for agriculture

Objective: To support improved decision-making on public strategies and policies for a competitive and sustainable agriculture, food security, area-based management, effective natural resource management, environment and climate change, by promoting technological innovation and information and knowledge management on these strategic issues

Activity	Expected Results	Achievement Indicators
Dialogue and consensus-building among leading actors of national agriculture, concerning emerging issues of importance for agricultural and rural development in Guatemala.	ER 1. Leading actors of the public and private sectors develop a culture of dialogue and consensus that facilitates basic agreements on emerging and/or important issues for agricultural and rural development	AI 1.1 At least 4 emerging and/or important issues per year have been discussed with the participation of at least 50 leading actors of the country's agriculture and rural life. AI 1.2 At least 2 agreements reached per year on the issues under discussion, endorsed with a project profile.
Publication and dissemination of a report on the situation of and outlook for agriculture and rural life in Guatemala.	ER 1. Public and private institutions (cooperation, trade and agribusiness organizations, civil society, academic centers etc.) linked to the country's agricultural sector and rural life have access to an updated Report on the situation of and outlook for agriculture and rural life, which serves as input for the design of strategies and policies.	AI 1.1 At least 100 representatives of different organizations linked to the country's agriculture and rural life, have participated in events to present and disseminate the report. AI 1.2 At least 500 copies of the report have been distributed to public and private institutions.
Evaluation of the competitive performance of agricultural and agroindustrial products through termination of their respective comparative advantages revealed by international trade in the last ten years	ER 1. Public and private agricultural institutions have information and knowledge about the competitive performance of the country's agricultural and agroindustrial products	AI 1.1 At least 100 representatives of the country's public and private agricultural institutions have participated in an event to disseminate the results.

Name of Project: Modernization and strengthening of the public and private agricultural sector, with an emphasis on innovation, research and technology transfer services

Program: Innovation for Productivity and Competitiveness

Line of Action: Regional and international cooperation for technology innovation

Objective: To contribute to a process of recovery and consolidation of agricultural institutions

Activity	Expected Results	Achievement Indicators
Strengthen the structure and operation of the Ministry of Agriculture, Livestock and Food.	ER 1. The country has a proposal for the modernization and strengthening of the Ministry of Agriculture (MAGA) which meets the sector's current and future needs.	AI 1.1 At least 10 interviews conducted with qualified information sources. AI 1.2 At least 2 workshops organized to analyze the sector's institutional framework AI 1.3 Document containing a proposal for the modernization and strengthening of MAGA has been disseminated
Formulation of the Strategic Plan for the Association of Agronomists of Guatemala (CIAG).	ER 1. The Association of Agronomists of Guatemala (CIAG) applies the Strategic Plan for the benefit of its members and of Guatemalan society.	AI 1.1 Strategic Plan designed and approved.
Modernization and strengthening of the Agricultural Science and Technology Institute (ICTA)	ER 1. ICTA has access to and makes use of information, plans, tools, methodologies and a strategy for the implementation of regional technology innovation projects. ER 2. Executors, donors and beneficiaries are informed about the achievements and progress made in the implementation of regional technology innovation projects	AI 1.1 ICTA has established a National Committee for the execution of regional projects and has at least one annual work plan AI 2.1 ICTA has a National Committee for the implementation of regional projects, and at least one annual work plan. AI 2.2 At least one half-yearly technical report and one annual report available by the end of 2011
Implementation of the National Agricultural Research, Transfer and Innovation Subsystem (SNITA).	ER 1. The executive organs of SNITA are operating and participate in the management of national and regional projects	AI 1.1 At least two bodies established to support the operation of SNITA. AI 1.2 At least 10 national actors engaged in research, technology transfer and innovation have been formally incorporated into SNITA

- Name of Project:** Market access and food security for small-scale producers in Honduras
- Program:** Agriculture and Food Security
- Line of Action:** Institutional framework and services to support market access for small-scale producers
- Objective:** To contribute to improving income generation for small-scale producers in order to ensure their access to food, through market access on favorable terms

Activity	Expected Results	Achievement Indicators
Strengthen the organizational and business capabilities of producers' associations	ER 1. Organizations participating in the P4P initiative strengthen their organizational and business management capabilities in order to develop competitive agribusiness enterprises, improve risk management and insert their products into markets on favorable terms	AI 1.1 Associations involved in P4P are linked to markets on favorable terms
Technological, institutional and process innovations	ER 1. Organizations participating in the P4P initiative improve the value added of their production, making their post-harvest and processing practices more efficient for sale to the WFP and other buyers	AI 1.1 At least 5 associations participating in P4P offer competitive grain processing services
Links to markets (national, regional, international)	ER 1. Organized small-scale producers are inserted into agrifood chains and boost their commercial transactions ER 2. Small-scale producers become suppliers of public and private institutional markets ER 3. The country has a plan to ensure that the strategic reserve in basic grains is more efficient and flexible	AI 1.1 Actors of at least 3 chains have made progress in implementing their respective action plans AI 1.2 At least 10 associations of small-scale producers participate in public and private institutional markets. Three policy proposals available for managing basic grain reserves
Knowledge management	ER 1. DICTA has a monitoring system that promotes transparency in the distribution of BSP inputs, and DICTA has a monitoring, evaluation and communication system for the BSP ER 2. Committees of chains have a monitoring mechanism for their respective action plans ER 3. Associations of basic grain farmers who are beneficiaries of the P4P apply more efficient production, processing, management and marketing practices.	AI 1.1 Reports on transparency and monitoring systems for the BSP implemented by DICTA AI 1.2 Monitoring and evaluation mechanism for the action plans of priority chains, validated and appropriate changes made AI 3.1. More efficient production, processing, management and marketing practices applied by the associations of basic grain farmers who are beneficiaries of the P4P

Name of Project: Institutional development for the integrated management of water resources for agriculture under irrigation

Program: Natural Resources, Climate Change and Environment

Line of Action: Efficient and integrated management of natural resources

Objective: To strengthen public and private institutions for the integrated and sustainable management of water resources to improve agricultural production and increase productivity, improve food security and the quality of life of rural populations through the modernization and expansion of irrigation projects.

Activity	Expected Results	Achievement Indicators
Policies for the development of irrigation agriculture	ER 1. The country has a public policy that encourages and promotes public-private investment in the development of irrigation agriculture using the IWRM approach	AI 1.1 Policy proposal to develop irrigation agriculture with an IWRM approach prepared and disseminated
Development of a public-private institutional framework for irrigation	ER 1. The Secretariat of Agriculture and Livestock (SAG) has a study on irrigated agriculture in the country ER 2. A strengthened PRONAGRI has the necessary human and technical capacity to lead the design of the National Irrigation Plan	AI 1.1 50% of PRONAGRI technicians trained to use tools and methodologies to prepare irrigation plans
Capacity-building in irrigation technologies, organizational and business skills	ER 1. Key actors trained to apply irrigation technology ER 5: The Agricultural Training and Development Center (CEDA) and the Department for the Development of Irrigation and Drainage Technology (DDTRD) have been strengthened in order to improve training activities on irrigation for technicians and farmers	AI 1.1 At least 30 key actors of the public and private sectors participate in training courses on irrigation technology

Name of Project: Strengthening the institutional framework to promote rural area-based development in Honduras

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To contribute to the consolidation of public and private institutions in territories selected by the National Committee of ECADERT to facilitate the implementation and evaluation of rural area-based development processes in the country

Activity	Expected Results	Achievement Indicators
Training for rural area-based	ER 1. Key actors in community-based	AI 1.1 At least 100 key actors have

development (RAD)	and agricultural institutions and organizations adopt and apply the RAD concepts and methodology in the implementation of their projects	developed capacity in RAD
Integrated management of rural territories	ER 1. National Committee for the execution of ECADERT installed and operating; focal territories defined for the execution of ECADERT; improved management capacity in the public and private organizations and institutions involved in RAD; and the national and local consensus bodies work collaboratively.	AI 1.1 Selected territories have their respective investment plans incorporating RAD concepts
Promoting knowledge management.	ER 1. Knowledge management has contributed to the implementation of RAD processes with the full participation of local stakeholders.	AI 1.1 At least 1 RAD experience systematized per territory.

Name of Project: Modernization of the institutional framework for the agrifood sector

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Institutional framework for agriculture and investments for its modernization

Objective: To contribute to the strengthening of the institutional framework for the agrifood sector in order to improve the relevance, timeliness, quality, efficiency and efficacy of the services provided

Activity	Expected Results	Achievement Indicators
Public policies and strategies to develop the agricultural sector	ER 1. The country has a strategy to take advantage of the opportunities created by FTAs in agriculture. ER 2. The country has a national SPS policy	AI 1.1 Strategy to take advantage of FTAs in agriculture prepared AI 2.1 National SPS policy formulated
Public-private mechanisms for the institutional modernization of organizations of the agrifood sector	ER 1. Contribution made to the strengthening of the private institutional framework to support the agricultural exports sector. ER 2. Leading institutions of the public agricultural sector have mechanisms for participation, management and supervision of key users to improve their performance. ER 3. Agricultural innovation networks focusing on maize and bean crops operating with the support of government, academic and private sector institutions	AI 1.1 The agricultural exports sector has a private institutional framework to support it. AI 2.1 Participatory monitoring and follow-up mechanisms strengthened in relevant institutions of the agrifood sector AI 3.1 At least two agricultural innovation networks for maize and bean operating and with capacity to design and execute projects
Capacity-building	ER 1. SENASA has sufficient trained human resources, tools and methodologies to meet the country's sanitary and phytosanitary	AI 1.1 Increased level of satisfaction with the services offered by SENASA and Agribusiness

	requirements and has improved institutional capabilities to promote agribusiness.	
Knowledge management	ER 1. The Agrifood Information System (INFOAGRO) has the necessary human resources and technicians to provide up-to-date, reliable and timely information on the agrifood sector; DICTA has a knowledge management system to disseminate innovation processes in the productive sector; and the Secretariat for Social Development and the SAG have tools and human resources trained in Agricultural Health and Food Safety that strengthen their action in the rural milieu	AI 1.1 The public agricultural sector has tools for the dissemination of knowledge

Name of Project: Modernization and sustainability of small and medium-scale coffee production

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To increase the capacity of small and medium-scale coffee producers and their associations in order to diversify, add value and improve their access to markets and their supply of products and services.

Activity	Expected Results	Achievement Indicators
Capacity-building in leadership, business management and marketing	ER 1. Enhance the capacity of coffee producers and their associations in business management	AI 1.1 At least 3 coffee associations have prepared their business plans
Promoting good processing practices	ER 1. Contribute to efforts to ensure that producers have the necessary equipment and infrastructure to improve and maintain the quality of coffee without polluting the environment	AI 1.1 4 coffee processing plants operating in harmony with the environment
Knowledge management	ER 1. Studies on coffee production and its contribution to development prepared and disseminated ER 2. Actors of the coffee chain learn about successful business experiences that complement coffee production	AI 1.1 At least 3 experiences in marketing differentiated coffees systematized

Name of Project: Promotion of inclusive agribusinesses

Program: Agribusiness and Commercialization

Line of Action: Linking farmers (including small-scale producers) to markets

Objective: To improve the incomes and quality of life of small-scale producers via the promotion and development of inclusive agribusinesses, within a framework of economic, social and environmental sustainability, with a view to reducing poverty

Activity	Expected Results	Achievement Indicators
Promotion of inclusive agribusinesses	ER 1. Current state assessment of inclusive agribusinesses delivered.	AI. 1.1. Document containing current state assessment of inclusive agribusinesses.
Promotion and strengthening of associative undertakings involving small-scale producers as a means of increasing their capacity to negotiate and gain access to markets.	ER 1. Creation of consortia for the marketing of honey and cacao promoted. ER 2. Small-scale producers, as members of associative undertakings, have increased their capacity to negotiate and market their products in new markets.	AI. 1.1. Consortia for the marketing of honey and cacao created. AI. 2.1. 150 producers are members of consortia for the marketing of honey and cacao. AI 2.2. Consortia now export honey and cacao.
Support in strengthening the MAGFOR's statistical, registration and market intelligence system on agricultural and forestry products.	ER 1. Existing statistical system strengthened and training provided in the use of the market information tool promoted by IICA.	AI 1.1. 200 exporters have received training in the use of market information to facilitate the marketing of their products in other countries. AI 1.2. 1000 producers have benefited from the market information system. AI 1.3. MAGFOR information system strengthened, and the market information tool developed by IICA implemented.
Development of technical capabilities needed to produce high-quality, safe products.	ER 1. Capacity to process agricultural and forestry products improved. ER 2. Technical capabilities improved of the staff of the competent authority responsible for conducting food inspections and applying HACCP procedures.	AI 1.1. At least 5000 producers trained in the application of Good Agricultural Practices. AI 1.2. The project worked with five agricultural production chains on the quality and safety of their products. AI 2.1. Twelve area-based workshops on concepts related to quality. AI 2.2. Twelve quality plans. AI 2.3. At least 60 food inspectors from State organizations trained in application of HACCP procedures.

Delivery of proposals for supporting the development of inclusive agribusinesses as a means of increasing agricultural production levels	ER 1. Proposals on inclusive agribusinesses in the country's rural territories promoted and implemented with partner institutions in the sector.	AI 1.1. A project document on greenhouse agriculture. AI 1.2. A project document on the production of safe, high-quality food products, in order to differentiate national products and make them more competitive.
--	--	--

Name of Project: Strengthening technological innovation for agricultural development

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To help reduce poverty among small-scale farmers in Nicaragua via the development and adoption of technological innovations

Activity	Expected Results	Achievement Indicators
Institutional strengthening for the nationwide dissemination of agricultural technological innovations, to meet the needs of small-scale farmers.	ER 1. Institutional assessment conducted to improve the country's technology innovation system. ER 2. Small-scale technology transfer programs carried out in at least three countries of Central America. ER 3. Institutions strengthened to improve the country's technology innovation system. ER 4. National and area-based networks set up.	AI 1.1. Presentation of the results of the study to agricultural sector actors involved in innovation. AI 2.1. Small-scale technology transfer projects have been implemented satisfactorily in the country. AI 3.1. A regional network for work on technology transfer created in at least one production chain. AI 3.2. At least seven institutions that make up the network have strengthened their innovation system, generating and disseminating technological information for the members. AI 4.1. Four national networks operational and comprising representatives of key actors.
Increase access to information and knowledge on innovative technologies for small-scale farmers and other actors in the chain.	ER 1. Producers have adopted innovations and addressed issues. ER 2. Knowledge of technical personnel and producers improved and applied in technological innovation processes.	AI 1.1. Technologies adopted by at least 50% of beneficiaries. AI 1.2. Technical materials prepared for the dissemination of technologies for the production of staple crops such as beans and corn. AI 2.1. Knowledge disseminated and shared applied in the production practices of small-scale producers and other participants in the value chains.
Promotion and fostering of participatory innovation processes intended to solve problems identified	ER 1. The relevant institutions have a road map to engage in prospective planning.	AI 1.1. Methodologies disseminated and shared.

by small-scale agricultural producers, and which will increase their profits.	ER 2. Technology transfer fairs held.	AI 2.1. At least 10 organizations involved in technology generation and transfer activities are sharing the latest developments in technological innovation.
---	---------------------------------------	--

Name of Project: Strengthening the technical and professional capabilities needed for agricultural development

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated sustainable development of rural territories

Objective: To strengthen the technical capabilities of the human capital of the agricultural sector, to enable them to contribute to poverty reduction

Activity	Expected Results	Achievement Indicators
Strengthening technical and professional capabilities needed for agricultural development as part of the IICA Country Strategy.	ER 1. Leaders of agricultural sector institutions and organizations agree on a project aimed at improving capabilities in the agricultural sector. ER 2. Knowledge related to climate change and technological innovation disseminated. ER 3. Capabilities developed in specific areas, such as the certification of personnel.	AI 1.1. Project document prepared and agreed upon. AI 2.1. A discussion workshop on trends and challenges related to climate change held for decision makers in key institutions. AI 3.1. Two training events held on certification of competencies.
Promotion and establishment of strategic partnerships to help facilitate training plans.	ER 1. The training center is helping the public and private institutions to achieve their strategic objectives and contribute the technical and financial resources needed for that purpose.	AI 1.1. At least three public institutions, three trade associations and four organizations are using the training center to achieve their strategic objectives and contributing technical and financial resources for that purpose.
Design, development, and implementation of innovative methodologies, instruments, and tools for training activities.	ER 1. The training methodologies and tools ensure more effective use of the knowledge acquired.	AI 1.1. The institutions benefiting from the center judge the specific methods and instruments of each event to be positive.
Organization of logistics for in-house training events or those requested by outside clients, as required.	ER 1. Technical officers, professionals, and producers in the agricultural sector have new technical capabilities that they use in their professional and production activities.	AI 1.1. Technical and professional personnel and leaders are sharing the knowledge acquired and using more advanced management tools.

Name of Project: Support in developing the institutional framework of the agricultural sector

Program: Center for Strategic Analysis for Agriculture (CAESPA)

- Line of Action:**
- Prospective and strategic analysis for agriculture
 - Public policies for agriculture
 - Innovation for Productivity and Competitiveness
 - Knowledge management and ICTs for innovation
 - New uses of agriculture
 - Agribusiness and Commercialization
 - Risk management and reduction
 - Agriculture and Food Security
 - Institutional framework and services to support market access for small-scale producers

Objective: To contribute to the strengthening of the institutional framework of the agricultural sector by further developing the capabilities of the technical and administrative personnel of the institutions; improving technological tools and technical advisory services for ongoing programs and/or projects; and developing a medium- and long-term public agricultural policy that will make the sector more competitive

Activity	Expected Results	Achievement Indicators
Strengthening of and support for the formulation of the Public Policy for the Agricultural Sector, planning and follow-up	ER 1. Public Policy for the Agricultural Sector formulated.	AI. 1.1. At least three workshops held to formulate the Public Policy.
Support for agrifood chains	ER 1. Greater synergy among members of chain committees.	AI. 1.1. At least one meeting of each chain held per month.
Strengthening the use of ICTs in planning, administrative, and operational activities in the agricultural sector.	ER 1. Plan for strengthening the use of ICTs formulated.	AI. 1.1. Plan shared with senior ministry officials.
Support for the extension system	ER 1. At least 100 MIDA extension agents trained.	AI. 1.1. At least five training workshops held.
Market Information System	ER 1. Price information system implemented using ICTs.	AI. 1.1. IMA has an innovative price information platform that was shared with the sector.
Support for Agricultural Insurance	ER 1. ISA has a strategic plan. ER 2. Opportunity provided to discuss the impact of risk management and climate change.	AI. 1.1. Strategic plan delivered. AI 1.2. At least six delegates from several countries of the region participate in the congress on insurance.

Name of Project: Support for and promotion of innovation and new production technologies

Program: Innovation for Productivity and Competitiveness

- Line of Action:**
- National innovation systems
 - Agrobiotechnology and biosafety
 - New uses for agriculture
 - Clean energies
 - Regional and international cooperation for technology innovation
 - Knowledge management and ICTs for innovation

Objective: To collaborate in the modernization, strengthening and development of the agricultural sector by promoting innovation and the use of new production technologies

Activity	Expected Results	Achievement Indicators
Support for the national strategy	ER 1. Irrigation committee trained, organized and operating, in accordance with plans of action.	AI. 1.1. National Irrigation Plan reformulated and being implemented in the country.
Coordination of the regional strategy	ER 1. One irrigation project implemented in the country.	AI. 1.1. An increase of at least 10% in the acreage under irrigation in the country, with the use of modern systems.
Crops in controlled environments	ER 1. One greenhouse operating with technology aimed at small-scale producers.	AI. 1.1. 20 producers trained in the management and application of new greenhouse technologies.
Alternative energies in agriculture	ER 1. Nationwide study on potential of biomass.	AI. 1.1. Contribution to the make-up of Panama's energy matrix through the use of alternative agriculture-based energies.
Adaptation to climate change and conservation of natural resources	ER 1. MIDA implements policies for adapting agriculture in Panama to climate change. ER 2. MIDA Environmental Unit restructured and carrying out actions under a strategic plan for adapting agriculture to, and mitigating the effects of, climate change.	AI. 1.1. Producers are adopting and implementing MIDA recommendations for adapting agriculture to climate change. AI. 2.1. MIDA Environmental Unit restructured and has specific plans for adapting agriculture to, and mitigating the effects of, climate change.
Promotion and development of new subsectors	ER 1. Pre-feasibility project for the fruit sector in Panama implemented.	AI. 1.1. MIDA has a feasibility study on which to base its decisions to promote the development of the fruit sector in Panama.
Support for the National Biotechnology and Biosafety Committee	ER 1. A strategic plan developed and implemented by the National B&B Committee.	AI. 1.1. The country has a national B&B strategy.
Technical cooperation with government agriculture sector institutions, universities and enterprises that carry out activities or projects related to B&B.	ER 1. At least three activities (seminar, workshop, videoconference) aimed at updating the knowledge of actors involved in B&B.	AI. 1.1. Governmental agriculture sector institutions, universities and private sector strengthened in latest developments in B&B.
Support for regional projects (PRAACA; PRESICA; PRIICA; Red SICTA, Stage 3)	ER 1. Researchers of PRAACA project have generated appropriate technologies for corn and beans.	AI 1.1. Ten educators and technical officers trained to apply techniques acquired.

ER 2. Researchers of PRESICA project have generated technologies for corn, bell pepper, cassava, and beans that they have shared with the consortia.	AI 1.2. 25 corn and bean producers are planting seeds that have been improved and adapted for drought conditions.
ER 3. Potato, cassava, tomato, and avocado researchers have generated technologies that they have shared with the consortia.	AI 2.1. Four (4) corn, bean, cassava, and bell pepper consortia are sharing technologies developed by IDIAP and national production of these crops has increased by 10%.
ER 4. Corn and bean consortia are generating and applying technologies via knowledge management.	AI 3.1. Results of research conducted on cassava, potatoes, tomatoes, and avocado have been applied by the consortia, resulting in a 10% increase in national production. AI 4.1. Corn and bean networks in remote production areas implemented technologies, increasing production by an additional 15%, and are sharing experiences through a national and regional knowledge management network.

Name of Project: Institutional strengthening for the implementation of ECADERT

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated sustainable management of rural territories

Objective: To support efforts to strengthen the institutions in Panama that work in the area of rural area-based development, in order to contribute to efforts to reduce poverty, promote social inclusion, and improve the quality of life for rural populations

Activity	Expected Results	Achievement Indicators
Support the strengthening of the capabilities of public and private institutions involved in the ECADERT process	ER 1. Relevant RAD institutions have the capabilities they need to develop rural territories.	AI. 1.1. Number of technical personnel trained in rural area-based development (RAD). AI. 1.2. Panamanian experiences in RAD systematized. AI. 1.3. Practical tools for area-based planning and management.
Support the operation of the National Commission for the Implementation of ECADERT, and the establishment and participatory management of focal and cross-border territories.	ER 1. Public and private institutions involved with ECADERT have an institutional framework that makes it possible to carry out the actions proposed in the strategy.	AI. 1.1. A conceptual/ methodological document on topics related to rural area-based development. AI. 1.2. A conceptual/ methodological document used in the identification and description of territories. AI. 1.3 Two focal territories established, with Area-based Development Councils or

		management groups, and investment projects formulated.
		Al. 1.4. One cross-border territory established, with regular exchanges among social and institutional actors in both countries involved in its management.
Support for the coordination and implementation of projects in the territories	ER 1. Increased production of staple grains, vegetables, tubers, coffee, and fruit, in the projects' service areas.	Al 1.1. 450 producers from the family agriculture projects were trained and implemented activities that made it possible to increase production.
	ER 2. Improvement of solid waste management in the territory.	Al 2.1. The impact of contamination has been reduced considerably.
	ER 3. Cultural activities to highlight the characteristics of the territory identified.	Al 3.1. Two cultural events carried out.

Name of Project: Support for the promotion of agroindustry and agricultural exports in Panama

Program: Agribusiness and Commercialization

Line of Action: Linking of producers (including small-scale producers) to markets

Objective: To facilitate the integration of institutions in the agroindustrial and agricultural export sectors

Activity	Expected Results	Achievement Indicators
Establishment of and support for the National Agroindustry Committee	ER 1. Panama has a National Agroindustry Committee that participates actively in the implementation of the agro-export program.	Al. 1.1. Capacity of the Montuna Plant is being used, and REDAR processors trained. Al. 1.2. New products are being developed using innovative technologies.
Export platforms to the markets of the Caribbean, United States, Canada and Spain	ER 1. Panama has agricultural export companies with increased export capabilities. ER 2. Panama has strengthened its agricultural export system, which operates and is closely coordinated with different public and private institutions.	Al. 1.1. At least 25 companies participate in three international fairs. Al. 1.2. At least 5 companies close business deals. Al 2.1. At least 30 companies have business plans.

Name of Project: Support for the improvement of agricultural health and food safety in Panama

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and Phytosanitary Measures

Objective: To support the strengthening of knowledge related to agricultural health and

food safety among officials and producers, through work with relevant committees

Activity	Expected Results	Achievement Indicators
Support for national and regional agricultural health committees (CODEX, MSF, GFTads, COSALFA)	ER 1. Panama's CODEX Committee sets up technical committees and strengthens its management and participation in the CCLAC	AI. 1.1. CODEX and SPS Committees are well managed and Panama is well positioned nationally and internationally
Support for the control of transboundary and emerging pests and diseases	ER 1. IICA projects itself as an institution that supports the strengthening of capabilities in relation to foot and mouth disease.	AI. 1.1. At least one IICA speaker participated in COSALFA meeting.

IICA OFFICE IN EL SALVADOR

Name of Project: Contribution to the Safe Use of Biotechnology in El Salvador

Program: Innovation for Productivity and Competitiveness

- Lines of Action:**
- National innovation systems
 - Agro-biotechnology and biosafety
 - New uses of agriculture
 - Regional and international cooperation for technology innovation
 - Knowledge management and ICT for innovation

Objective: To contribute to the design and implementation of a biosafety operating system for the safe use of biotechnology in El Salvador, in line with national priorities and international obligations

Activity	Expected Results	Achievement Indicators
Provide technical assistance that contributes to the safe integration of biotechnology into national development plans and policies	ER 1. The Cartagena Protocol is implemented in a safe and coordinated manner ER 2. The importance and relevance of biosafety is accepted by the relevant sectors	AI 1.1. National Strategy on Safety and Capacity building for relevant sectors reviewed. AI 2.1. At least 3 plans, programs and projects implemented by relevant sectors have incorporated the use and management of modern Biotechnology
Technical assistance for the design of a regulatory framework adapted to national needs and priorities and to the provisions of the Cartagena Protocol	ER 1. A legal framework that covers the areas contemplated in the Cartagena Protocol ER 2. The application of new regulations enables El Salvador to perform more efficiently in the area of biosafety	AI 1.1. Specific regulations on biosafety formulated and disseminated to users and strategic sectors. AI 2.1. Special procedures based on Regulations for the Safe Management of Genetically Modified Organisms drafted
Design a program to promote awareness, education and access to	ER 1. Promoting the safe use of modern biotechnology in the	AI 1.1. At least two leading institutions of El Salvador's formal

relevant information on Biotechnology Safety	on education sector serves to enhance the knowledge and opportunities for specialization in biotechnology safety	and informal education sector include the topics of biotechnology and biosafety in their curriculum
	ER 2. Society has greater awareness regarding the use of products of modern biotechnology	AI 2.1. 200 representatives of the public and private sectors have been trained in order to improve safety awareness in biotechnology
		AI 2.2. At least 25 officials of the competent authorities trained to implement public consultation processes on this issue

Name of Project: Capacity building to increase competitiveness in agricultural production chains

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To contribute to increasing the competitiveness of selected production chains and promote better job opportunities and incomes in the country's rural areas

Activity	Expected Results	Achievement Indicators
Implementation of the field schools methodology to train agricultural extension workers	ER 1. Public technical and agricultural extension services are offered through methodologies that promote broad participation by farmers	AI 1.1 Four training workshops for facilitators implemented. AI 1.2 Eight action plans designed for the implementation of ECAS by facilitators who have been trained
Design and implementation of training sessions in agribusiness management	ER 1. Public agricultural and business management services of quality exist and are made available to farmers	AI 1.1 Four training workshops in agribusiness management directed at technicians and professionals of the sector, organized or supported by IICA. AI 1.2 Four action plans prepared AI 1.3 Four business plans reviewed AI 1.4 Eight businesses linked to markets
Strengthening and modernization of small-scale producers' organizations	ER 1. Organizations of small-scale producers influence the design of proposals and public policies that create better conditions for the sector	AI 1.1 100 professionals and technicians trained in leadership skills and application of successful cooperative models AI 1.2 Fifteen institutions apply good practices and improve their models of associativity AI 1.3 Five strategic plans for the modernization of organizations reviewed.
Knowledge management and use of ICT	ER 1. Institutions are strengthened and provide support to the agricultural sector, based on the use of relevant and timely information,	AI 1.1 Four successful cases or good practices systematized. AI 1.2 Four knowledge management networks have been strengthened

the application of good practices and the replication of successful ICT models	AI 1.3 Four institutional studies on potential use of ICTs in support of producers completed
	AI 1.4 Four action plans reviewed
	AI 1.5 Twelve videoconferences held

Name of Project: Implementation of ECADERT in El Salvador

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To promote rural area-based development (RAD) in coordination with other institutions, based on methodological processes and the application of tools implicit in ECADERT.

Activity	Expected Results	Achievement Indicators
Capacity building with local actors to apply the ECADERT process	<p>ER 1. Leading institutions associated with RAD have adopted and apply methodologies and tools developed for the implementation of ECADERT</p> <p>ER 2. Selected territories have prepared an investment project and make progress in identifying and negotiating financial resources for its implementation</p>	<p>AI 1.1 Three workshops organized for the design and implementation of the training course on local capacity-building supported by IICA</p> <p>AI 1.2 Three training courses in area-based management organized with IICA's support.</p> <p>AI 1.3 National Committee for the implementation of ECADERT in operation</p> <p>AI 2.1 Territories have 5 actors accredited in RAD to guarantee future replication processes</p> <p>AI 2.2 A rural area-based development plan designed and selected as an initiative of national interest, supported by IICA</p>

CARIBBEAN REGION

IICA OFFICE IN ANTIGUA AND BARBUDA

- Name of Project:** Institutional support to enhance production and agri-business development in Antigua and Barbuda
- Program:** Agribusiness and Commercialization
- Line of Action:** Adding value to agricultural production and keeping value in production zones
- Objective:** To strengthen the institutional capability to support increased food production in Antigua and Barbuda.

Activity	Expected Results	Achievement Indicators
National consultation and training to develop an agriculture policy.	ER 1. The ministry of agriculture now has a draft agriculture policy to improve support to production and agriculture development	AI 1.1 At least six (6) consultations and training workshops held for staff of the Ministry of Agriculture by the end of project. AI 1.2 At least one draft agriculture policy prepared and endorsed by stakeholders by end of project
National consultation and training to develop draft strategic plan	ER 1. The ministry of agriculture now has a draft strategic plan to improve support to production and agriculture development	AI 1.1 At least three (3) consultations held for stakeholders of the agriculture sector by the end of project. AI 1.2 At least one draft strategic plan endorsed by stakeholders by end of project
Enhance capacity in results based management and data management for staff of the ministry of agriculture and targeted producers	ER 1. The capacity of the ministry's staff to monitor and evaluate their work programme is enhanced	AI 1.1 At least 75% of staff of the Ministry of Agriculture trained in results based management, and data management by end of project. AI 1.2 At least 200 hundred producers trained in results based management, and data management by end of project.
Workshop to examine the recommendations of the Agriculture Insurance Symposium held in 2010 and training in disaster damage and loss assessment	ER 1. Agriculture sector stakeholders are knowledgeable on the actions to improve disaster risk management	AI 1.1 At list one report on recommendations for the way forward for disaster risk management in the agriculture sector
Site visit to conduct a diagnostic assessment of agro- processing facilities and seminar to discuss findings	ER 1. Agro-processors have enhanced their capacity to assess how to increase incomes from value added products	AI 1.1 Visit to at least four agro-processing facilities by end 2011 AI 1.2 At least three seminar/workshops conducted by end 2014. AI 1.3 One report of technical, managerial and operational

		<p>assistance required, endorsed by agro-processors by 2012.</p> <p>AI 1.4 Project proposal developed for external funding by end 2013.</p>
<p>Provide technical assistance to build capacity of Agro-processors Association to develop a directory of purveyors of products and services for agro-industry</p>	<p>ER 1. Members of the Association have increased their knowledge of suppliers and service providers in agro-industry</p>	<p>AI 1.1 At least two (2) workshops held to train stakeholders in the procedures for creating a directory of products and services for agro - industry by end of project.</p> <p>AI 1.2 At least one terms of reference prepared and endorsed for a consultancy to guide the creation of the Directory by end of project.</p>
<p>Conduct an assessment of the potential for protected agriculture and seminar to discuss findings</p>	<p>ER 1. Stakeholders in the sector have increased understanding of protected agriculture systems</p>	<p>AI 1.1 At least 20 public and private sector persons attended the seminar.</p> <p>AI 1.2 One report of the assessment available.</p>
<p>Inter-school garden competition among secondary schools</p>	<p>ER 1. Increased knowledge of students to agriculture practices</p>	<p>AI 1.1 Report of activity each year</p>
<p>Summer Programme for schools</p>	<p>ER 1. Increased number of students engaged in agriculture related activities</p>	<p>AI 1.1 At least 10 secondary schools participating in an agricultural summer programme by end of project.</p> <p>AI 1.2 At least three (3) Ministry of Agriculture, agricultural stations providing technical support to the students at summer camp by end of project.</p>
<p>Expanding and Improving the Productive Capacity and Platform for Agribusinesses Development</p>	<p>ER 1. Improved productivity and efficiency in the operations and management of agribusinesses</p>	<p>AI 1.1 The technology for the commercial production of at least one (1) new crop established in Antigua and Barbuda by end of project.</p> <p>AI 1.2 At least thirty (30) farmers and Ministry of Agriculture technical officers benefiting from training workshops by end of project.</p> <p>AI 1.3 At least two (2) pilot projects completed for waste management in the livestock sector by end of project.</p> <p>AI 1.4 At least six (6) farmers benefiting from the introduction of Protected Agriculture technology to Antigua and Barbuda by end of the project.</p>
<p>Strengthening the Leadership and Governance Structures of Agricultural Youth and Rural Women Producer Organizations</p>	<p>ER 1. Participation in agricultural youth and rural women producer organizations increased with corresponding improvements in governance.</p>	<p>AI 1.1 At least ten (10) meetings held with agricultural youth organization by end of project.</p> <p>AI 1.2 At least one (1) training workshop conducted for members of the agricultural youth organization by</p>

		<p>end of project.</p> <p>AI 1.3 At least four (4) consultations held with rural women agro-processors by end of Project.</p> <p>AI 1.4 At least one training workshop conducted for women agro-processors by end of project.</p>
Introduction of Efficient Operational and Management Systems for the Ministry of Agriculture, Lands, Housing and the Environment	ER 1. Improved management capacity and service delivery of the Ministry of Agriculture, Lands, Housing and the Environment to the agricultural sector and rural communities	<p>AI 1.1 At least two assessments conducted for the Ministry of Agriculture by end of project.</p> <p>AI 1.2 At least one consultation held for the management team of the Ministry of Agriculture and one national consultation with stakeholders in agriculture and related sectors.</p> <p>AI 1.3 At least one training session conducted for the officials of the Ministry of Agriculture in data collection and management.</p> <p>A.I 1.4 Modalities for establishment of NAIS clearly defined for the MOA by end of project.</p>

IICA OFFICE IN BARBADOS

Name of Project: Enhance the ability of Barbados to meet local and international food safety and quality demands for some agricultural products

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and phytosanitary measures

Objective: To promote and strengthen public and private sector partnerships for developing standards and certificate programmes for fish, poultry, dairy and fruit and vegetables in order to facilitate export of these products internationally

Activity	Expected Results	Achievement Indicators
Conduct capacity building actions to strengthen the sanitary and phytosanitary systems of the fisheries, poultry, dairy and fruits and vegetables sectors.	<p>ER 1. The relevant sectors are equipped with clear guidelines for production and operation.</p> <p>ER 2. The capacity of stakeholders increased enhancing their ability to access international markets.</p> <p>ER 3. The quality and safety of products improved through the conduct of surveillance and monitoring exercises.</p>	<p>AI 1.1. One manual each for GAPs, GMPs and SOP adapted for the fisheries, poultry, dairy and fruits and vegetables sectors (one manual produced each year).</p> <p>AI 2.1. At least 2 training sessions conducted targeting each sector.</p> <p>AI 3.1. In conjunction with MAFFI and the Agricultural Health and Food Control Programme, monitoring and</p>

		surveillance guidelines developed for each of the selected four sectors.
Conduct capacity building activities to strengthen the agricultural health and food safety sectors.	ER 1. The relevant sectors, including the youth in agriculture, are equipped with clear guidelines for production, operation and AHFS requirements. ER 2. Capacity of youth in agriculture is improved.	AI 1.1. Training in HACCP and food safety conducted. GAPS manual developed. AI 2.1. Young farmers summer programme developed and implemented.

Name of Project: Improving the competitiveness and sustainability of the black belly sheep in Barbados

Program: Agribusiness and Commercialization

Line of Action: Adding value to agricultural production and keeping value in production zones

Objective: To increase the production of BBS in Barbados to a level that meets the market demand for lamb, while ensuring full transparency and participation among the different stakeholders along value chain

Activity	Expected Results	Achievement Indicators
Conduct value chain analysis (including nutritional study) of the BBB industry in Barbados	ER 1. MAFFI and industry stakeholders are better informed and prepared to invest in the industry	AI 1.1. 80% of stakeholders contributed to the development of the analysis
Co-host a national symposium to discuss the results of the value chain analysis and to sensitize all the stakeholders on their responsibilities on the value chain approach	ER 1. BBB industry stakeholders equipped with the skills and awareness to participate in the value chain dialogue	AI 1.1. Two workshops hosted and the reports detailing the successes / concerns addressed by the participants presented
Development of business models for the BBB sheep	ER 1. Farmers now have business models for making investment decisions	AI 1.1. The number of producers and quantifiable investments in the sub-sector have increased by 50%
Conduct market and nutritional studies of BBB sheep and products and review prior research on BBB sheep nutrition	ER 1. Information is available on nutrition and products of BBB sheep and workshop conducted to present findings of studies. Training in livestock management and production conducted for Young Farmers Summer programme	AI 1.1. Studies are available for distribution to stakeholders

Name of Project: Promote the commercial production of fruits and vegetables with the use of protected agriculture technology

Program: Innovation for Productivity and Competitiveness

Line of Action: Regional and international cooperation for technology innovation

Objective: To enhance food and nutrition security

Activity	Expected Results	Achievement Indicators
Conduct a diagnostic assessment of the status of protected agriculture in Barbados	ER 1. The MAFFI has updated policy instruments and a situation analysis of the spread, use and impact of protected agriculture in Barbados and to support farmers and private sector operators	AI 1.1. Report of assessment handed over to MAFFI by Dec 2011 and meeting held with BAS to share report
Share successful policy instruments and best practices in protected agriculture technologies appropriate for Barbados, through horizontal technical cooperation	ER 1. Greenhouse farmers and operators have enhanced the application of appropriate management tools and lesson learnt in their operations	AI 1.1. At least four (one each year) horizontal technical cooperation actions executed (Jamaica, Dom. Rep. and other countries). AI 1.2. At least 50 green house farmers and operators have internalized the tools and best practices in their operations
Train selected extension officers in the operations of protected agriculture for effective delivery of services to producers	ER 1. The Protected Agriculture Unit now has the capacity and the tools to deliver effective services in the agronomic management and operations of greenhouses to farmers and producers	AI 1.1. At least 8 extension officers trained by 2014
Provide support for the formation of an association of protected agriculture producers	ER 1. The national protected agriculture association capable of promoting the interest of its members	AI 1.1. 80% of protected agriculture farmers in Barbados are members of the association
Support the organization and management operations of protected agriculture producers	ER 1. The national protected agriculture association capable of promoting the interest of its members	AI 1.1. 80% of protected agriculture farmers in Barbados are members of the association and are receiving tangible benefits
Development of tools and instruments for dissemination	ER 1. All protected agriculture farmers have access to the tools developed	AI 1.1. 3 CDs developed; information posted on Ministry of Agriculture, IICA, CARDI. CDB, FAO and other websites

Name of Project: Promotion of agribusiness opportunities in rural communities through linkages between agriculture and tourism

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To enhance the capacity of key public sector institutions and Community Based Organizations (CBOs) in the promotion and implementation of linkages between the agriculture and tourism sectors

Activity	Expected Results	Achievement Indicators
To facilitate the establishment of formal institutional mechanisms to promote agribusiness through agrotourism linkages	ER 1. Institutional mechanisms in place and functioning for the promotion of agrotourism linkages	AI 1.1. Cabinet paper available by December 2012. AI 1.2. Meetings of Agrotourism committee held at least quarterly and minutes of meetings available.
To support the implementation of community based rural tourism projects	ER 1. Agribusinesses linked to tourism promoted in rural communities. ER 2. Community stakeholders have skills and organized and capable to manage projects	AI 1.1. At least 3 strategic plans developed for new agrotourism businesses in 2012. AI 1.2. At least 4 training workshops conducted with community stakeholders in 2012
To provide support for investment in new rural tourism sites and attractions	ER 1. Rural entrepreneurs have the capacity to prepare successful proposals for funding	AI 1.1. Database of potential investors available by 2013. AI 1.2. At least one workshop conducted on preparation of project proposals for funding in 2013. AI 1.3. At least 2 persons supported each year to participate in the online agro-ecotourism course in 2012. AI 1.4. Portfolio of projects available by 2012. AI 1.5. One Investment Forum held to promote at least 3 new rural investment opportunities in 2013.
To promote best practices in rural tourism through documentation, dissemination and adaptation of best practices	ER 1. Knowledge sharing and knowledge management in agrotourism promoted	AI 1.1. At least 4 Barbados case studies documented and disseminated in 2013. AI 1.2. Diagnostic tool created and piloted for assessment of rural tourism potential of communities in 2014. AI 1.3. Website updated with Barbados information from 2011. AI 1.4. At least 1 horizontal cooperation initiative undertaken per year to share knowledge and

promote adaptation of best practices.

Name of Project: Strengthen market intelligence in the agri-food sector

Program: Agribusiness and Commercialization

Line of Action: Modernization of markets and marketing systems

Objective: To support MAFFI in developing its Market Information System

Activity	Expected Results	Achievement Indicators
Conduct a market demand study to determine key commodities and quality specifications in targeted value added markets	ER 1. The Planning Unit has the market information and is able to support farmers and producers in making investment decisions in the Agri-Food sector	AI 1.1. The MAFFI has updated market specifications on demand for commodities as inputs to the domestic agro-processing sector and target markets by Dec. 31, 2013
Support the creation of a Market Information System (MIS) to store and produce reports on production, price, forecasted demand, supplier information, grades and standards and dissemination of information	ER 1. The MAFFI and producers and processors have updated market supply and demand information on targeted commodities	AI 1.1. The MAFFI has updated market supply and demand information on at least 50% of the targeted commodities prepared by Dec. 31, 2012. AI 1.2. ICTs used to disseminate information to farmers, wholesalers and consumers by end of year 3.
Provide training in marketing for the Young Farmer Summer programme	ER 1. Selected young farmers trained in the area of marketing	AI 1.1. At least 10 young farmers trained in marketing as a part of the Young Farmers Summer programme
Workshop for stakeholders conducted to update them on the findings of the market demand study	ER 1. Stakeholders sensitized as to key commodities demanded and quality specifications of targeted value added markets	AI 1.1. At least one workshop held to inform stakeholders on the findings of the market demand survey

IICA OFFICE IN DOMINICA

Name of Project: Enhancement of the competitiveness of agri-business through improved quality and food safety systems

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To facilitate increase market access and the competitiveness of Dominica's agricultural commodities, through support for the National Export Strategy

Activity	Expected Results	Achievement Indicators
Strengthening the National Food Safety/ Quality Control system for fresh fruits and vegetables	ER 1. Coordinating mechanisms for Food Safety are operational in Dominica	AI 1.1. At least five (5) food safety audits undertaken for each identified commodity by end of year 1

	<p>ER 2. Consumer confidence in the Agricultural Health and Food Safety Systems has improved</p> <p>ER 3. The capabilities and capacities of all actors in the agri -food chain to respond to market demands strengthened</p> <p>ER 4. Entrepreneurs engaged in Organic agriculture have reached consensus on an Organic Certification system for Dominica</p>	<p>AI 1.2. One report documenting gaps and non compliance to national GAP protocols by end of year 1</p> <p>AI 1.3. Codes of Practice developed for the four (4) selected commodities by end of year 2</p> <p>AI 1.4. DBOS/ DOA provided with an Operational manual/plan by end of year 2</p> <p>AI 1.5. Global Gap systems established on at least two model farms by end of year 3</p> <p>AI 1.6. At least 50 farmers, 15 extension personnel, 10 exporters and 10 agro processors trained on Global Gap systems and have all document procedures by end of year 4</p> <p>AI 2.1. Codex Committee functional in Dominica by year 2</p> <p>AI 2.2. The AHFS Committee functional in Dominica by year 2</p> <p>AI 3.1. An Inspection Manual is provided to the Bureau of Standards by year 2, as a reference document for the inspection of fresh produce</p> <p>AI 3.2. Fresh produce Quality inspection Training manual developed and provided to the Bureau as a reference document</p> <p>AI 3.3. Inspection brochures developed and given to DBOS for dissemination to inspectors by year 2</p> <p>AI 3.4. At least 50 exporters, 25 farmers, 5 packinghouse operators trained on standards & quality of selected commodity by year</p> <p>AI 4.1. A proposed organic certification scheme presented to DOAM for adoption by year 1</p> <p>AI 4.2. At least one Organic production standard developed to support the organic industry by year 2</p> <p>AI 4.3. DOAM with the assistance of IICA prepared a plan of action to implement the organic certification scheme by year 3</p>
<p>Strengthening the risk management efforts of the Ministry of Agriculture</p>	<p>ER 1. Consensus reached on the need to strengthen manage risks in agriculture</p>	<p>AI 1.1. One Forum for Dialogue on National Agricultural Insurance Scheme held by year 2</p>
<p>Strengthening Productive Capacity of</p>	<p>ER 1. Agribusinesses strengthened</p>	<p>AI 1.1. The Division of Agriculture</p>

<p>Agribusinesses</p>	<p>through training towards increased capacity and improved operating systems</p> <p>ER 2. Leadership and participation of women in rural organizations strengthened and increased</p>	<p>assisted by IICA upgraded two model agro tourism units by the end of year 3</p> <p>AI 1.2. At least 12 persons engaged in agro-tourism ventures trained in hospitality and food safety by end of year 4</p> <p>AI 1.3. At least 4 management/organizational development training courses conducted for individual agro processors and producers groups engaged in primary production and value added by end of project</p> <p>AI 2.1. At least four events targeted at youth and women participation in organizations by end of project</p> <p>AI 2.2. At least 5% increase in the membership of women in rural organizations by end of project</p> <p>AI 2.3. At least 10 young persons are gainfully engaged in an agricultural business by the end of the project</p>
-----------------------	--	---

IICA OFFICE IN GUYANA

- Name of Project:** Capacity building for improving market access for small producers and agro processors
- Program:** Agricultural Health and Food Safety
- Line of Action:** Institutional framework and services to support market access for small scale producers
- Objective:** To build the capacity of the producers, entrepreneurs, and SMEs to enable them to penetrate local, regional and international markets through improved post harvest practices and compliance with international standards

Activity	Expected Results	Achievement Indicators
<p>Cluster strengthening fora</p>	<p>ER 1. Enhanced collaboration among producers, processors, suppliers of packaging materials, NGMC and the quarantine officials.</p> <p>ER 2. Operators in the VC are better positioned to collectively negotiate the sourcing of appropriate packaging material and other critical inputs including labels.</p>	<p>AI 1.1. At least 4 working group meetings with operators in the value chain held by December, 2011.</p> <p>AI 1.2. At least 1 agreement settled between packaging supplier and 4 groups of exporters on customised packaging for specific products by December, 2013.</p> <p>AI 1.3. At least 4 new exporters from among those targeted have secured supply contracts to supply importers in Canada December, 2013</p>

SPS Capacity Building and Strengthening Programme	ER 1. Operators in the value chain better positioned for certification in Global GAP, GMPs.	AI 1.1 At least five producer groups and agro-processors certified in Global GAPs and GMPs by December, 2014.
Market Intelligence/Information Management Training	ER 1. MoA, NGMC and selected groups of producers better equipped to manage and utilize market in format.	AI 1.1 The NGMC has enhanced its networking with at least 3 selected producers' groups and the MIOA by December, 2011.
Production and dissemination of information on requirements of targeted markets and promotional material of specific local produce	ER 1. Enhanced awareness among producers and exporters of requirements for accessing specific markets. ER 2. Potential importers of Guyanese products have more information for decision-making.	AI 1.1. At least 500 information guides published and distributed among at least 3 clusters by December, 2012. AI 1.2. At least 500 printed and 50 CDs produced and distributed among targeted buyers in North America by December, 2012. AI 2.1. Information on targeted group is accessible through at least 1 social network and enhanced linkages through ICT platforms of MoA, NGMC, GMSA and MIOA by December, 2013.
TFO Project Export Readiness Support	ER 1. Fresh producers and exporters have a greater awareness and practical knowledge of international market requirements, trends and opportunities. ER 2. Exporters are undertaking ongoing actions to improve their export readiness for Canada and other export markets.	AI 1.1. At 4 producers groups and processors' groups have agreed on selected lines of produce for export to Canada. AI 1.2. At least 4 groups trained in post harvest handling by December 2012. AI 2.1. At least 25% of workshop participants have begun process of adopting GAPs by December, 2013. AI 2.2. A GAPs manual produced and distributed among the participating groups by December, 2012.

Name of Project: Capacity building for rural tourism

Program: Agriculture, natural resource management and climate change

Line of Action: Efficient and integrated management of natural resources

Objective: To support programme of responsible integrated management of the local environment

Activity	Expected Results	Achievement Indicators
Conduct health and food safety training	ER 1. Improved food safety practices at the farmer level and at eco-lodge	AI 1.1. At least 10 producers and 3 eco-lodge food handlers trained by December, 2011
Conduct localized environment awareness programme	ER 1. Heightened environmental awareness and improved waste	AI 1.1. At least six community town hall meetings, three school visits and

	management practices.	field exercises by December, 2011.
	ER 2. Improved aesthetics in the community particularly at the community school, lake landings, churches and grocery shops; improved solid waste disposal facilities.	AI 1.2. At least 3 communities have adopted Good Green Practices by December, 2013. AI 2.1. One project proposal produced for construction of public restrooms by December, 2012. AI 2.2. At least 6 community environmental managers trained by December, 2012.
Conduct managerial and organizational training	ER 1. Strengthened administrative skills displayed by the Local Council	AI 1.1. At least 10 community leaders trained in record keeping practices, reporting procedures and communication by December, 2012.

Name of Project: Modernizing tertiary agricultural education in Guyana

Program: Innovation for Productivity and Competitiveness

Line of Action: Regional and international cooperation for technology innovation

Objective: Development of a programme for improving the quality and relevance agricultural education in Guyana

Activity	Expected Results	Achievement Indicators
Conduct an assessment of the existing agricultural curricula, available skill set and delivery mode at the GSA and the UG; Mobilization of the main stakeholders through the hosting of a series of workshops/consultations to discuss areas for curricula adjustment, possibilities for upgrading skills set and adjustment of delivery mode(s)	ER 1. The UG and GSA will have at their disposal a programme for implementation of New and/or improved modules.	AI 1.1. At least 33% of course material offered by UG and GSA adopted over the period 2011-2014.
Facilitate training and technical cooperation in new and emerging areas in agriculture and entrepreneurship in agriculture	ER 1. Staff of the UG and GSA have been exposed to training in emerging areas in agriculture and entrepreneurship in agriculture	AI 1.1. At least two lecturers each from the UG and the GSA have received training for the delivery of lectures in the areas of new and emerging themes in agriculture as well as entrepreneurship in agriculture including ICTs and distance learning by December 2012.

Name of Project: Promoting agricultural diversification and providing support to disease monitoring and surveillance

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: 1. To increase the number of producers exposed to and adopting bio -gas and shade house (mainly hydroponics) technology. 2. To improve Carambola Fruit

Fly (CFF) monitoring and surveillance in Guyana with a view to improving control measures. 3. To support the improvement of solid waste management esp. on rural farms through the introduction of composting and vermiculture.

Activity	Expected Results	Achievement Indicators
Seminars co-hosted to demonstrate the use and impact of shade house technology to rural livelihoods especially in those areas affected by frequent flooding	ER 1. Increased adoption of shade house technology by farming groups and individual households	AI 1.1. The number of groups/households adopting shade house technology increased by 40%
Seminar and practical sessions co-hosted to demonstrate the use of impact of bio-gas technology esp on rural farms where the disposal of fecal material from livestock is difficult	ER 1. Increased adoption of bio-gas technology by farming groups and individual households	AI 1.1. The number of groups/households adopting shade house technology increased by 35%
Seminars and demonstrations co-hosted to demonstrate the positive impact of efficient solid waste management through composting and vermiculture, esp on rural farms where the disposal of fecal material from livestock is difficult	ER 1. At least six (6) rural communities practicing efficient solid waste management through the adoption of composting and vermiculture	AI 1.1. Six(6) rural communities have established solid waste management systems involving the establishment of composting and/or vermiculture
Carambola Fruit Fly monitoring and surveillance activities (baiting and trapping), of the MoA supported	ER 1. CFF population reduced by 40% and control sustained nationally	AI 1.1. CFF population reduced by 50-60% and rejection of fruits as result of CFF reduced by 20%

Name of Project: Promoting alternative income generation in hinterland communities

Program: Innovation for Productivity and Competitiveness

Line of Action: New uses of agriculture

Objective: To build capacity in organic production for improving quality and standards, towards providing alternative income generating capacities particularly in hinterland communities.

Activity	Expected Results	Achievement Indicators
Development of a beekeeping manual	ER 1. Beekeeping sector has at its disposal appropriate reference information for undertaking beekeeping	AI 1.1. At least one hundred CDs and one hundred printed copies of the manual delivered to the National Authority and producers by December, 2012
Conduct apiculture training for MoA technicians and beekeepers	ER 1. MoA technical staff and producers better equipped with basic beekeeping knowledge	AI 1.1. At least twenty technicians and at least sixty producers from at least three rural communities trained by December, 2012. AI 1.2. At least each of the three communities trained has at least 20 producing hives by December, 2013

Development of a protocol for certification in organic standards	ER 1. Beekeeping sector has at its disposal appropriate reference information for preparedness for organic certification	AI 1.1. At least one hundred CDs and one hundred printed copies of the manual delivered to the National Authority by December, 2011
Conduct specialized training for MoA technicians on GAPs and GMPs for organic production	ER 1. The MoA technical staff better equipped to train and promote organic beekeeping locally	AI 1.1. At least twenty technicians trained in areas of GAPs and GMPs for organic production by December, 2012 AI 1.2. At least sixty farmers from three rural communities trained by trained technicians by December, 2013
Conduct training in value - added production	ER 1. Strengthened skills in production of value -added products	AI 1.1. At least 4 new value-added products developed by December, 2013.

IICA OFFICE IN HAITI

Name of Project: Relaunch of agricultural production and food security in Haiti through technical support to the different projects implemented by the office

Program: Innovation for Productivity and Competitiveness

Line of Action: New uses for agriculture

Objective: Contribute to improving the revenue of the poorest members of the population through an increase in agricultural production, both in terms of yield as well as surface area under production, in order to assist in guaranteeing food security for these target groups

Activity	Expected Results	Achievement Indicators
Training in the establishment of organic vegetable gardens and distribution of quality inputs in the Western, Northern, North-eastern and Central, as well as Artibonite Departments	ER 1. Families in the localities in question have access to quality products from their gardens, thereby improving their diet	AI 1.1. At least 18,000 families in five geographical departments have access to quality, fresh vegetables beginning in 2011
Construction of cisterns for collection and storage of rainwater in the community of Ganthier	ER 1. Families have continuous access to water for various uses in Pays Pourri, Mare Roseau, Dubois, Malafy and Maingritte	AI 1.1. About 800 families have access to water from the 170 cisterns by the end of 2011
Implementation of systems for conducting research on corn, cassava, rice and bean in the department of Nippes	ER 1. Increased revenue for small farmers through sustainable expansion of in agricultural production	AI 1.1. At least 4 plots established on the Fond des Nègres farm by the end of 2011
Organization of courses for an adapted local purchasing system and meetings with the institutions in question to explore synergies	ER 1. The farmers are able to offer and sell their products on a constant basis	AI 1.1. At least 50% of small farmers are included on the government purchasing list by the end of 2012. AI 1.2. A Study Report published and available to the partners by the end

of 2012		
Training of farmers in new production techniques for the production of cassava, potato and yam in the Salagnac (Nippes) and Lévy (Sud) zones	ER 1. New technologies are adopted and acquired by farmers who are able to increase their production and sell at a good price	AI 1.1. More than 100 farmers trained and 2 demonstration sites established by November 2012
Reforestation, construction and distribution of stoves in the Arreguy zone	ER 1. Reduced pressure with respect to cutting-down of trees; the population is made more aware of the importance of preserving the environment and saving energy; the food security of the women who benefit is strengthened	AI 1.1. 96,000 forest trees and 32,000 fruit trees distributed and planted by 800 families/ 800 energy-saving heaters are distributed and used by the families; nurseries established in the area
Dissemination of quality declared/certified seed stocks of improved disease-resistant varieties	ER 1. The productivity of black-eyed peas has improved by 25%-30% in the targeted areas	AI 1.1. Dissemination of certified pea seed / Production of Rhizobium inoculum and training in its use
Improvement in food production, protection of natural resources and training of human resources in the Nippes region	ER 1. Food production in the region has improved; natural resources are preserved in the Nippes region	AI 1.1. Construction of irrigation systems, road rehabilitation, seed distribution / soil conservation/ employment generation
Support for the Mango Chain in the Central Department of Haiti	ER 1. The capacity of mango associations is strengthened; mango production is better organized nationally; the post-harvest chain is organized	AI 1.1. 400,000 mango trees planted, 50,000 mango trees grafted, 100 producer associations strengthened, thematic sessions carried out

Name of Project: Strengthening of animal health at the national level through technical support to the project for classic swine fever control and avian flu control

Program: Agricultural Health and Food Safety

Line of Action: Modernization of the national sanitary and phytosanitary services

Objective: Support for Strengthening of the National Sanitary Protection System to facilitate the control and epidemiological monitoring of certain diseases and pests in the agricultural sector

Activity	Expected Results	Achievement Indicators
Support the National Government Plan for mitigating the risk to the human and poultry populations of infection from avian flu and other animal diseases in Haiti, and deal with a potential outbreak of human influenza	ER 1. The agricultural sector has improved its capacity to deal with AI and other animal diseases (Prevention and Control)	AI 1.1. Half of the 50 community areas submit, in a timely manner, a weekly monitoring report by the end of 2012 AI 1.2. 2,800 range-fed poultry farmers apply at least three treatments to protect their poultry and/or their family against AI. AI 1.3. Two-month vaccination campaign in each department and 800,000 pigs vaccinated.
Support the development of a stronger animal and plant health infrastructure in Haiti	ER 1. Cooperation with MARNDR, the Private Sector and other international organizations and infrastructure	AI 1.1. At least two (2) NGOs participating in the development of activities each year.

strengthened. network established	Epidemiological	<p>AI 1.2. At least 4 quarantine stations rehabilitated by the end of 2012.</p> <p>AI 1.3. 18 Community radio stations broadcast public-service programs about the PPC each year.</p> <p>AI 1.4. 35,000 information leaflets and 5000 posters distributed each year.</p> <p>AI 1.5. 2 training sessions with 10 technicians organized each year.</p> <p>AI 1.6. Material available for vaccination of more than 600,000 animals each year.</p>
--------------------------------------	-----------------	--

Name of project : Institutional Strengthening of the sector through technical support for the Project for strengthening the human capacity and training professional staff

Program: Innovation for Productivity and Competitiveness

Line of Action: New uses for agriculture

Objective: To collaborate in the training of professionals in the agriculture sector with the aim of providing effective and close support to producers in order to obtain an increase in food productivity and production, and contribute to strengthening the National Food Safety Coordination (CNSA)

Activity	Expected Results	Achievement Indicators
Conduct seminars on current best agricultural practices	ER 1. Personnel in the Ministry of Agriculture trained in best agricultural practices	AI 1.1. List of topics defined. At least 15 training seminars organized in September 2012
Develop and implement regional technical assistance and a training program for MARNDR and select partners from the private sector	ER 1. Training program established and Haitian professionals and other NGOs trained	<p>AI 1.1. Training program developed on different topics such as: Economics, agricultural technology, institutional strengthening, Natural Resources, Plant Production and Rural Engineering.</p> <p>AI 1.2. At least 5 conferences held by the end of 2011.</p> <p>IA 1.3. Contacts established with at least 4 select universities by July 2011.</p> <p>AI 1.4. Two regional exchange training programs (In France and in Costa Rica) organized by the end of 2011.</p>
Visit the DDA, the BAC and the institutions which benefitted from training sessions to monitor application of the knowledge received	ER 1. Newly-acquired capacities used effectively with small farmers	AI 1.1. At least 2 field trips and five meetings organized
Put new observatories in place and	ER 1. The current decision-making	AI 1.1. A team established within the

strengthen the technical and logistical capacities of existing ones	tools implemented in the food sector are improved in terms of their presentation	CNSA and capable of ensuring continuity in the joint actions at the end of the Project at the decentralized levels
Put in place a methodology for monitoring food security and strengthening the market information system via its observatory	ER 1. The information is published on a regular basis. ER 2. The mechanisms for consultation between those involved in the implementation of food security programs are reinforced to obtain better coordination of the interventions	AI 1.1. At least 4 quarterly bulletins produced and published with quantifiable information on the profile of groups that are vulnerable to food security. AI 1.2. Monthly dissemination of information on food security. AI 2.1. Establishment of a consultation network.
Assist the CNSA to finalize the National Plan for Food and Nutrition Security	ER 1. The country has a National Plan for Food and Nutrition Security	AI 1.1. The general document on food and nutrition security is reviewed and updated and at least 50% of the programmed activities are carried out by the end of 2011

IICA OFFICE IN JAMAICA

Name of Project: Assist with the institutional strengthening of public and private sectors, including commodity groups (PMOS, goat, pig, apiculture, herbs & spices, JAS, JGGA, public AHFS agencies), YOUTHS, JNRWP and AHFS agencies

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To strengthen public and private capacities for agribusiness development

Activity	Expected Results	Achievement Indicators
Provide logistical support to facilitate training and technical assistance for MOA&F personnel in market intelligence and information systems	ER 1. Increased competence of the Ministry of Agriculture's marketing division to undertake local and international market intelligence. ER 2. Ministry of Agriculture and Fisheries personnel as well other stakeholders in the Agricultural sector are better able to plan and make projections and there is consistency in the supply of produce in the domestic market	AI 1.1. At least 20 MOA&F personnel trained in market intelligence by December 2012. AI 1.2. Monthly, quarterly market intelligence reports disseminated by December 2012. AI 2.1. A 5% reduction in recurring glut scenario for at least 2 commodities by December 2013.
Provide logistical support to facilitate training and technical assistance for MOA&F personnel in group dynamics	ER 1. Increased competence of the Ministry of Agriculture's personnel and key stakeholder groups in group dynamics	AI 1.1. At least 20 MOA&F personnel trained and 30 stakeholder group members trained in group dynamics by December 2012
Provide technical as well as logistical support to facilitate training of MOA&F personnel in food value -	ER 1. Increased competence of the Ministry of Agriculture's marketing division to conduct food value-chain	AI 1.1. At least 10 MOA&F personnel trained in food value chain analysis and at least two dialogue established

chain analysis and clusters analysis development		by December 2014. AI 1.2. At least one evaluation report on selected crops developed and at least one dialogue platform established
Provide technical assistance and logistical support to facilitate workshops in entrepreneurship, business development and management	ER 1. Increased competence of the selected stakeholder groups in entrepreneurship, business development and management	AI 1.1. At least 30 members of selected stakeholder group trained and receive Technical Assistance in entrepreneurship, business development and management by December 2013. AI 1.2. At least one set of training manuals developed according to subject areas.
Provide technical assistance and logistical support to facilitate workshops in local international food safety standards	ER 1. Increased competence of the Ministry of Agriculture and Fisheries personnel in food safety standards compliance mechanisms	AI 1.1. At least 20 MOA&F personnel trained and 30 stakeholder group members trained in food safety standards and compliance mechanisms by December 2012. AI 1.2. At least one food safety manual developed and disseminated.
Participation in the Denbigh Agricultural Industrial Show and execution of the Youth in Agribusiness Awards	ER 1. Successful participation in the Denbigh Agricultural Industrial Show and presentation of the Youth in Agribusiness Awards	AI 1.1. At least two awards presented and participation in the three - day Agricultural show

Name of Project: Promote community based agrotourism for identified communities and participating agencies

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To promote stronger linkages between the agriculture sector, rural communities and the tourism industry

Activity	Expected Results	Achievement Indicators
Facilitate training sessions in attraction development and management	ER 1. Increased competence of rural stakeholders in developing and managing tourism sites and attractions	AI 1.1. At least 5 rural community groups trained in developing and managing attractions by December 2012
Facilitate linkages between small scale enterprises, tourism partners and stakeholders along the value-chain	ER 1. Rural community groups are able to establish formal arrangements with hotels, tour agencies and buyers of agricultural produce	AI 1.1. At least 3 contractual arrangements established between rural community groups and tour partners and buyers by June 2012
Provide business development support for the establishment of new agro-tourism ventures	ER 1. Increased competence of rural community groups in business planning and sourcing of funding to assist in enterprise development	AI 1.1. At least 2 proposals submitted for funding by June 2012 AI 1.2. At least 2 business plans

		developed for new economic ventures by December 2012.
Disseminate information on best practices and facilitate networking among stakeholders in the sector	ER 1. Stakeholders in the sector are exposed to information on best practices in agro tourism and are establishing linkages in the sector	AI 1.1. At least 1 document on best practices developed and disseminated by December 2012 AI 1.2. Ongoing participation in national inter-agency meetings regarding the development of agro/rural tourism.
Strengthen the organizational capacities of rural organizations involved in agro-tourism	ER 1. The capacities of rural organisations involved in agro-tourism have been strengthened	AI 1.1. Stakeholder meetings held with at least 2 rural organisations involved in agro-tourism to strengthen their management capacities by December 2012
Participation in the Denbigh Agricultural Show	ER 1. Successful participation in the Denbigh Agricultural Show	AI 1.1. Participation in the three days of the Denbigh Agricultural Show

IICA OFFICE IN ST. KITTS AND NEVIS

Name of Project: To enhance the institutional framework and technical capability for agricultural development

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Public policies for agriculture

Objective: To develop the Medium Term Plan for the sector and to enhance the institutional and technical capacity of the producers/processors and extension officers

Activity	Expected Results	Achievement Indicators
Virtual meetings held with policy specialist in Trinidad and Tobago and senior management team in St. Kitts in developing Medium Term Plan for the Ministry of Agriculture	ER 1. Ministry of Agriculture has draft plan. ER 1.2 Ministry of Agriculture has final Medium Term Plan	AI 1.1. Draft Plan available to the Ministry of Agriculture and shared with stakeholders AI 1.2. Operation Plan endorsed by stakeholders
Diagnostic assessment of capacity of farmers/agro-processors and extension officers	ER 1. The farmers and extension officers have manuals to assist in strengthening capacity	AI 1.1. Farmers/extension officers participating in at least 4 training activities
Support to country on specific issues and investment projects	ER 1. Food security enhanced with the making of cassava and breadfruit flour. ER 2. Farmers have reduced post-harvest loss ER 3. Water for crop production has increased	AI 1.1. At least 4 projects developed and approved by funding agencies AI AI 2.1. Walk-in chiller installed and utilized. AI AI 3.1. Grater and hammer mill purchased and are being used. AI 3.4 One additional liner procured and installed.

Agro-processors participated in training locally and in Jamaica	ER 1. Capacity of agro-processors to produce items which are safe, properly labeled and are of high quality standard enhanced.	AI 1.1. Processors participate in 4 local workshops and two overseas workshops.
Training in farm management and cooperatives	ER 1. Farmers would be able to record performance measurement and identify weaknesses and work together as a group ER 2. Improvement in joint marketing of produce at hotels and restaurants. (strengthening of agro-tourism relationship)	AI 1.1. At least 16 farmers have adopted manuals and forms, and are measuring the performance of their farms. AI 2.1. At least 2 farmer groups have collaborated to market their produce.
Training in shade house technology	ER 1. Capacity of farmers to use shade house technology enhanced and crop production and productivity improved	AI 1.1. Two shade houses constructed AI 1.2. Two training in shade house technology

IICA OFFICE IN SAINT LUCIA

Name of Project: Enhancing production; productivity and efficiency of agribusinesses

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: The overall objective of the project is to contribute towards the improvement in the standard of living of rural households engaged in commercial agricultural enterprises

Activity	Expected Results	Achievement Indicators
Strengthening Productive Capacity of Agribusinesses	ER 1. Increased use of appropriate modern technology in the agricultural sector	AI 1.1. At least 40 individual producers, schools and producer organizations receiving support to their agricultural enterprises by end of project. AI 1.2. At least 14 individual agro-processors and agro-processing groups receiving support by end of project. AI 1.3. At least two producer groups benefiting from the introduction of automated systems to boost productivity by end of project. AI 1.4. At least 20% of agribusinesses and producers employing new production, marketing and distribution processes by end of the project.
Strengthening the Management and	ER 1. Agribusinesses strengthened	AI 1.1. At least 8

Operational Agribusinesses and Organizations	Capacities of Producer through training towards increased capacity and improved operating systems	management/organizational development training courses conducted for individual producers and producers groups engaged in primary production and value added by end of project AI 1.2. At least 50% of targeted rural organizations participating in training courses by end of project. AI 1.3. At least 5% of producer organizations engaging in exchange visits with regional counterparts by end of Project. AI 1.4. At least one assessment and strategic plan developed and accepted for use by producer organizations by end of project. AI 1.5. At least 50% of targeted agribusinesses adopting new procedures to manage their businesses by end of project.
Strengthening the capacities of Vulnerable Groups	ER 1. Leadership and participation of youth and women in rural organizations strengthened and increased	AI 1.1. At least four events targeted at youth and women participation in organizations by end of project. AI 1.2. At least 5% increase in the membership of youth and women in rural organizations by end of project.
Institutional strengthening of Public and Private Sector Agriculture and Rural Development Service Providers	ER 1. Institutional framework for public and private sector agencies strengthened to respond to challenges in the agriculture and rural milieu	AI 1.1. At least one study conducted to determine the true contribution of agriculture to the Saint Lucia economy. At least one diagnostic assessment conducted to review the management structure of the Ministry of Agriculture, Food Production, Fisheries, and Rural Development

IICA OFFICE IN THE DOMINICAN REPUBLIC

Name of Project: Project to support the management of sustainable agricultural production in the Dominican Republic

Program: Natural Resources, Climate Change and Environment

Line of Action: Efficient and integrated management of natural resources

Objective: To support the Dominican Republic in the adoption of sustainable practices in the management of natural resources, promoting agricultural, livestock and forestry technologies that facilitate adaptation to climate change and biodiversity conservation

Activity	Expected Results	Achievement Indicators
Support the promotion and adoption of production systems such as Conservation Agriculture (CA), Silvopastoral Systems (SS) and Protected Agriculture (PA)	ER 1. The Ministry of Agriculture has innovative tools and techniques to improve the competitiveness of different producers in the DR ER 2. Trained producers have increased their productivity and reduced their operating costs through the application of the techniques promoted	AI 1.1. At least 1 project to promote sustainable production systems in operation AI 2.1. At least 150 officials, technicians and decision-makers of the agricultural sector are aware of and trained in the importance of these techniques AI 2.2. At least 300 producers have received information on the benefits of these production techniques
Support the development of agricultural production systems for the conservation of protected areas	ER 1. The Ministry of Environment and Natural Resources has a project proposal for the conservation of protected areas, which is suitable for seeking funding	AI 1.1. At least 1 project for the conservation of protected areas in operation

Name of Project: Project to support research, extension services and education in agriculture in the Dominican Republic

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To support research, technology development, extension services and education in order to improve the production, processing and marketing of agricultural and forest products

Activity	Expected Results	Achievement Indicators
Strengthening the capabilities of institutions in the Dominican Republic in the implementation of Red SICTA projects	ER 1. IDIAF has validated agricultural innovations for maize and bean crops to improve the competitiveness, productivity and sustainability of local producers	AI 1.1. At least two RED SICTA projects under implementation
Curricular and educational modernization	ER 1. With IICA's support, public universities in the Dominican	AI 1.1. At least two universities participate in curricular

	<p>Republic offer agricultural courses with modern curricula in line with current needs of the agricultural labor market</p> <p>ER 2. With IICA's support, public universities offering agricultural courses and research institutions in the Dominican Republic have modernized the technical management of their training farms</p>	<p>modernization efforts</p> <p>AI 2.1. At least two universities or public institutions participate in a program for the modernization of farm management techniques</p>
Exchange of experiences among producers	<p>ER 1. The agricultural sector of the Dominican Republic has developed a communication tool with producers of other countries, making it possible to improve its competitiveness and the transfer of knowledge and experiences</p> <p>ER 2. Farmers increase their agricultural knowledge based on the experiences of producers in other countries</p>	<p>AI 1.1. At least two videoconferences organized between farmers of DR and producers of two LAC countries</p> <p>AI 2.1. At least one mission of producers promoted, organized and carried out to a LAC country</p>

Name of Project: Project to support the sustainable development of rural territories in the Dominican Republic

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To support the execution and implementation of strategies and investments for the sustainable development of rural territories, seeking better living conditions for the Dominican Republic's rural populations, and particularly for its small-scale farmers

Activity	Expected Results	Achievement Indicators
Strengthening the capabilities of the National Committee of ECADERT in the Dominican Republic	ER 1. National Committee for the execution of ECADERT successfully implements the Strategy in the Dominican Republic	AI 1.1. Three Committee members trained in RAD approaches
Training in RAD for technicians of public and private institutions	ER 1. National Committee for the execution of ECADERT successfully implements the Strategy in the Dominican Republic	AI 1.1. 25 institutional technicians trained and equipped with the necessary skills to apply RAD tools
Technical support for the participatory design and implementation of investment projects for small-scale farmers and to strengthen the contribution of family agriculture to local development	ER 1. Families in rural areas have greater opportunities, higher incomes and better living conditions	AI 1.1 At least 5 projects in operation AI 1.2 Five project documents available AI 1.3 150 families benefit from the projects

Name of Project: Project to support the development and consolidation of policies, the execution of strategies and plans, dialogue and public -private partnerships in the agricultural sector of the Dominican Republic

Program: Agriculture and Food Security

Line of Action: Institutional framework and services to support market access for small-scale producers

Objective: To support the development and consolidation of policies, the execution of strategies and plans, dialogue and public -private partnerships that contribute to the creation of social capital and take advantage of synergies

Activity	Expected Results	Achievement Indicators
Support the reform and modernization of the agricultural sector	<p>ER 1. The Ministry of Agriculture has a project to modernize and improve institutional management in the agricultural sector of the Dominican Republic</p> <p>ER 2. With IICA's support, the public agricultural sector has modernized the supporting institutional framework and is better equipped to meet present and future challenges</p>	<p>AI 1.1. At least two legislative initiatives and/or policy proposals prepared and presented to the authorities</p> <p>AI 2.1. At least two proposals or actions for institutional improvement designed and presented</p> <p>AI 2.2. At least two legislative initiatives prepared and presented to the authorities</p> <p>AI 2.3. At least two proposals or actions for institutional improvement designed and presented</p>
Support strategies and plans of the private agricultural sector	<p>ER 1. With IICA's support, the livestock sector of the Dominican Republic has executed projects that allow it to develop its public and private institutions</p> <p>ER 2. The agribusiness capabilities of producers' organizations and groups have improved</p>	<p>AI 1.1. Support for the design of at least three projects and the execution of at least one project</p> <p>AI 2.1. At least two producers' organizations and groups supported with agribusiness management projects</p>
Implement mechanisms for discussion and analysis	<p>ER 1. Local public policies have been strengthened to benefit the national agricultural sector through proposals resulting from seminars</p> <p>RE 2. International organizations have a mechanism to discuss and coordinate joint actions around a common work agenda</p>	<p>AI 1.1. At least two seminars on agrifood policies organized and their conclusions presented to the authorities</p> <p>AI 2.1. At least three initiatives coordinated or agreed upon at the negotiating table</p>

Name of Project: Project to promote and develop organic agriculture in the Dominican Republic

Program: Innovation for Productivity and Competitiveness

Line of Action: New uses of agriculture

Objective: To promote the expansion of profitable crops with market potential, including organic production, by strengthening the institutional framework and through research, development and investment initiatives

Activity	Expected Results	Achievement Indicators
Support the design of OA policies	ER 1. The Ministry of Agriculture of the Dominican Republic has the necessary policy tools to promote the development of organic agriculture in the country	<p>AI 1.1. 70 producers have been consulted at workshops</p> <p>AI 1.2. Study of the context in which local organic agriculture develops, published</p> <p>AI 1.3. Census containing information on organic production in the country carried out</p> <p>AI 1.4. Policy document for OA produced and published</p> <p>AI 1.5. A policy document has been disseminated among key actors of the national agricultural sector</p>
Support the development of organic production models in the country	ER 1. The country has organic production models that provide options for improving the competitiveness of those products	<p>AI 1.1. Study of the situation of rice and an analysis of the potential of organic production published</p> <p>AI 1.2. Document available on a technological package for production of organic rice</p> <p>AI 1.3. At least three institutions related to the OA sector have benefited from technical visits to improve their production techniques</p>

Name of Project: Project to support the improvement of Agrifood Health and Safety Systems in the Dominican Republic

Program: Agricultural Health and Food Safety

Line of Action: Modernization of the national sanitary and phytosanitary services

Objective: To support the development of a comprehensive, integrated, modern and efficient agrifood health and safety system that involves all the actors of the production chain

Activity	Expected Results	Achievement Indicators
Strengthening the system for protection against Avian and Human	ER 1. The Ministries of Agriculture, Public Health and Environment and	AI 1.1. 300 technicians and producers have been trained by the project's

<p>Influenza in the Dominican Republic</p>	<p>Natural Resources have a coordinated plan to respond to outbreaks of diseases in birds, and to those that can be transmitted from birds to humans</p> <p>ER 2. The Dominican Republic has a system to monitor the movement of birds to help prevent or control the spread of avian diseases.</p> <p>ER 3. The Ministry of Agriculture has an effective register of poultry producers in the country, which facilitates support services for the control of diseases.</p> <p>ER 4. Haiti and the Dominican Republic have harmonized their technical policies, strategies and criteria for the control of bird diseases.</p>	<p>different training programs</p> <p>AI 1.2. A national animal health surveillance system has been established</p> <p>AI 2.1. A surveillance and monitoring system for migratory birds has been established in the Dominican Republic</p> <p>AI 3.1. A national register of poultry producers has been implemented in the Dominican Republic</p> <p>AI 3.2. A system for monitoring the movement of birds has been introduced in the Dominican Republic</p> <p>AI 4.1. Agreement signed between the Haitian and Dominican health authorities on the issue of avian and human influenza</p>
<p>Strengthening the international quarantine system in Agricultural Health and Food Safety on the island of Hispaniola</p>	<p>ER 1. The Dominican Republic and Haiti have a quarantine system that allows for improved levels of safety and control of quarantine diseases</p> <p>ER 2. The Ministry of Agriculture has established mechanisms for monitoring quarantine pests and diseases that allow for prompt response and treatment, in order to reduce the risks of introducing these pests and diseases into the country</p>	<p>AI 1.1. 150 quarantine inspectors trained in quarantine inspection mechanisms and systems</p> <p>AI 2.1. 150 inspectors trained in control of pests and diseases</p> <p>AI 2.2. 80 quarantine inspectors have been trained to provide services at ports and airports</p> <p>AI 2.3. 50 inspectors trained in the use of X-ray equipment</p> <p>AI 2.4. At least 10 incinerators installed and operating in airports</p> <p>AI 2.5. At least 10 sterilizers installed and operating in ports</p> <p>AI 2.6. A quarantine information system in operation</p> <p>AI 2.7. At least 1 document containing a proposal for the modernization of quarantine laws and regulations.</p>

Name of Project: Project to promote competitive agricultural exports in the Dominican Republic

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale farmers

Objective: To promote agricultural exports based on continuous prospective and competitive insertion in international markets

Activity	Expected Results	Achievement Indicators
Execution of the IV Export platform	<p>ER 1. Participants have up-to-date information on the target market</p> <p>ER 2. Participants have the necessary capabilities to access the target market</p> <p>ER 3. Participants have defined a clear strategy to export to the target market.</p> <p>ER 4. Participants have negotiated with potential buyers</p>	<p>AI 1.1 Market study prepared and distributed</p> <p>AI 2.1 At least two reports on the activities carried out</p> <p>AI 3.1. At least (18) business plans prepared and distributed</p> <p>AI 4.1. At least one report on results of the Trade Mission.</p>
Formulation, negotiation and execution of the V Export Platform	<p>ER 1. The Ministry of Agriculture has a tool to promote agricultural exports</p> <p>ER 2. With IICA's support, the Ministry of Agriculture is capable of implementing Export Platforms</p> <p>ER 3. The participants have up-to-date information on the target market.</p> <p>ER 4. The participants have the necessary capacity to access the target market.</p> <p>ER 5. The participants have defined a clear strategy for exporting to the target market.</p> <p>ER 6. The participants have negotiated with potential buyers.</p>	<p>AI 1.1 Proposal document prepared and distributed</p> <p>AI 2.1. Agreement document prepared and distributed</p> <p>AI 3.1. Market study document prepared and distributed</p> <p>AI 4.1. At least two reports on the activities carried out</p> <p>AI 5.1. At least eighteen (18) business plans prepared and distributed</p> <p>AI 6.1. At least one report of results of the Trade Mission prepared and distributed</p>
Formulation, negotiation and execution of the VI Export platform	<p>ER 1. The Ministry of Agriculture has a tool for promoting agricultural exports</p> <p>ER 2. With IICA's support, the Ministry of Agriculture is capable of executing a program of Export Platforms</p> <p>ER 3. The participants have up-to-date information on the target market</p> <p>ER 4. Participants have the necessary capacity to access the target market.</p>	<p>AI 1.1. Proposal document prepared and distributed</p> <p>AI 2.1. Agreement document prepared and distributed</p> <p>AI 3.1. Market study document prepared and distributed</p> <p>AI 4.1. At least two reports prepared on the activities carried out</p> <p>AI 5.1. At least eighteen (18) business plans prepared and distributed</p>

	ER 5. Participants have defined a clear strategy for exporting to the target market. ER 6. The participants have negotiated with potential buyers.	AI 6.1. At least one report prepared on the results of the Trade Mission
Negotiation and execution of Project with ADOEXPO	ER 1. Public-sector technicians and private consultants have the necessary tools to advise producers on this issue	AI 1.1. Reports on the activities carried out and relations with participants

Name of Project: Project to strengthen market information and intelligence systems for agricultural and forest products of the Dominican Republic

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Public policies for agriculture

Objective: To strengthen market information and intelligence systems for agricultural and forest products, through the use of Information and Communication Technologies

Activity	Expected Results	Achievement Indicators
Workshops and training in market intelligence	ER 1. National institutions related to trade and promotion of products use up-to-date tools and techniques to obtain and apply information on external markets ER 2. The Ministry of Agriculture has strengthened the capacities of the OTCA in the area of market intelligence	AI 1.1. Proposal document prepared and distributed AI 2.1. At least 3 training modules imparted
Support an agricultural information system	ER 1. The Ministry of Agriculture has a proposal to improve the national agricultural information system ER 2. With IICA's support, the Ministry of Agriculture has modernized the national agricultural information system	AI 1.1. Proposal document prepared and distributed AI 2.1. Agreement signed between the Ministry of Agriculture and IICA
Monitoring local prices of agricultural products	ER 1. The Ministry of Agriculture has a proposal to improve the local monitoring system for agricultural products ER 2. With IICA's support, the Ministry of Agriculture has improved the local monitoring system for agricultural products	AI 1.1. Proposal document prepared and distributed AI 2.1. Agreement signed between the Ministry of Agriculture and IICA

Name of Project: Project to promote and develop agro-tourism in the Dominican Republic

Program: Agribusiness and Commercialization

Line of Action: Adding value to agricultural production and keeping value in the production zones

Objective: To promote agro-tourism in order to diversify incomes and support development in rural communities

Activity	Expected Results	Achievement Indicators
Negotiations to secure the approval and application of external resources for the execution of an agro-tourism project in Samana	ER 1. Improved capacity to generate wealth in rural communities of Samana	AI 1.1. Project document prepared and distributed AI 1.2. Agreement document drafted and signed AI 1.3. At least 3 technical and financial reports on project
Negotiations to secure the approval and application of external resources for the execution of an agro-tourism project in Miches.	ER 1. Improved capacity to generate wealth in rural communities of Miches.	AI 1.1. Project document prepared and distributed AI 1.2. At least 3 technical and financial reports on project

IICA OFFICE IN GRENADA

Name of Project: Support to improve the institutional capacity of Grenada's National Agricultural Health and Food Safety System, and support Government's efforts toward the identification and control of the causal organism of the nutmeg disease

Program: Agricultural Health and Food Safety

Line of Action: Modernization of the national sanitary and phytosanitary services

Objective: To assist the Government of Grenada to strengthen the country's agricultural health and food safety system, and to solve a major plant disease problem affecting Grenada's agriculture sector

Activity	Expected Results	Achievement Indicators
Providing technical support to the Grenada Government to strengthen the country's Agricultural Health and Food Safety (AHFS) system.	ER 1. AHFS entity institutionalised. ER 2. Local traders in agricultural commodities are provided with a more efficient service, at reduced cost. ER 3. Enhanced national capability to respond to emerging and emergency issues related to AHFS.	AI 1.1. New (or amended) AHFS legislation published. AI 2.1. Report assessing the performance of the AHFS entity. AI 3.1. Report on workshops (inclusive of SPS issues and Risk Management) conducted.
Strengthening and augmenting local	ER 1. The ability of local plant health	AI 1.1. IICA/USDA plant health

capacity towards identification of the causal organism(s) of the nutmeg disease	technicians to identify soil-borne plant diseases is enhanced. ER 2. Local crop disease research capability enhanced.	Consultant's report indicating the involvement of MoA 's plant health technicians attached to the project. AI 2.1. Report on field studies and laboratory analyses related to the nutmeg disease problem.
Formulation and communication of recommendations for controlling the nutmeg disease.	ER 1. Increased capability of technicians and nutmeg farmers to effectively manage the nutmeg disease.	AI 1.1. MoA technicians and nutmeg farmers are in possession of a FACT SHEET containing guidelines for managing the nutmeg disease.

Name of Project: Supporting the establishment and institutional strengthening of rural groups

Program: Agriculture, Territories and Rural Well-being

Line of Action: Contribution of family agriculture to the rural economy

Objective: To reduce the level of poverty in rural areas, through the creation of enterprises which promote sustainable livelihoods

Activity	Expected Results	Achievement Indicators
Identifying and developing the agri-entrepreneurial potential of two community - based rural groups at Clozier and Telescope, respectively.	ER 1 Rural groups' ability to identify innovative and potentially successful project ideas is enhanced, through the availability of relevant information. ER 2. The capability of members of two rural groups to identify and develop project ideas is enhanced.	AI 1.1. Survey report available. AI 2.1. At least two pertinent Project Profiles available (one per group), in year 2.
Improving the organizational and entrepreneurial capabilities of members of two community - based rural groups and the national chapters of three of the Alliance constituents (CABA, CANROP, CAFY)	ER 1. Enhanced inter-personal relationships within groups; and improved public image of the respective groups ER 2. Enhanced project management and entrepreneurial skills of members of two community - based groups and the national chapters of three of the Alliance constituents.	AI 1.1. Membership of each of the Alliance constituents increase by at least 10 per cent annually. AI 1.2. At least one income-generating project formulated (in year 2) and implemented (in year 3) by each group and each of the Alliance constituents.
Formation and strengthening of a national organic agriculture Movement	ER 1. Increased farmers' awareness of the economic and environmental benefits of organic agriculture ER 2. Grenada Organic Agriculture Movement (GOAM) officially registered. ER 3. Increased consumer confidence in organically produced commodities, locally. ER 4. Potential for increased production of organically produced commodities enhanced.	AI 1.1. Report on at least one farmers' meeting. AI 1.2. GOAM's Registration Certificate available. AI 1.3. Draft "Articles of Association" for the GOAM is available. AI 1.4. Document on national standards for at least four commodities produced organically. AI 1.5. At least two local markets are purchasing organically produced commodities, at premium prices.

Name of Project: Enhancing livelihoods in selected rural territories in Suriname

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To improve the capability of selected rural communities to increase the availability of food, improve their income earning capacity and effectively manage their natural resources

Activity	Expected Results	Achievement Indicators
Training of farmers to improve production.	ER 1. Selected rural communities in Suriname strengthening their food security with the introduction of appropriate technology.	AI 1.1. Twenty (20) family farms have been trained in improved vegetable production techniques through a series of five (5) training workshops
Support the establishment of pilot project for testing of upland rice varieties.	ER 1. Food security in rural communities strengthened by the diversification of staples.	AI 1.1. Ten (10) family farms are producing an improved upland rice variety as a result of three (3) training sessions.
Establishment of permaculture systems in rural communities in the hinterland.	ER 1. Natural resource management incorporated into Suriname's hinterland agricultural and rural development activities.	AI 1.1. Design of permaculture systems has been developed and twenty (20) hinterland producers have attended two (2) training workshops in permaculture systems.
Establishment of trials for raising neotropical species in captivity.	ER 1. Suriname has adapted raising of neotropical animal species into its agriculture and rural development programme.	AI 1.1. Two trials have been established and twenty hinterland producers have received training in two (2) workshops in rearing neotropical animal species.
Conduct training activities in agro-eco-tourism for tour operators and rural community members	ER 1. Tour operators and rural communities have improved their efficiency in managing agro-eco-tourism enterprises.	AI 1.1. Agro-eco-tourism best practices have been developed and disseminated to ten tour operators and rural communities through two (2) training seminars.
Document, experiences generated through projects.	ER 1. Milieu informed about activities and issues learnt during project implementation.	AI 1.1. One (1) final project report prepared and distributed.

Name of Project: Strengthen the agriculture technology and innovation systems

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To promote and support the establishment of appropriate technology and innovation systems in Suriname

Activity	Expected Results	Achievement Indicators
Support the development of a national platform for communication between research institutions and a strategy document to improve institutional collaboration.	ER 1. Suriname has improved the management of research and development.	AI 1.1. Strategy document prepared and presented to fifty (50) private and public sector stakeholders who in turn have been sensitized to opportunities to improve national collaboration. AI 1.2. A platform has been developed which effectively facilitates communication between research institutions on a national level.
Disseminate information on Cartagena protocol.	ER 1. The national systems have been strengthened in collecting and disseminating information on research and development.	AI 1.1. Thirty (30) pamphlets on the Cartagena protocol have been published and distributed to private and public sector stakeholders.
Publish Office newsletters to foster information sharing and collaboration.	ER 1. The national systems have been strengthened in collecting and disseminating information on research and development.	AI 1.1. Three (3) "Partnership" newsletters have been published and distributed to private and public sector stakeholders
Introduce low-cost protected agriculture technology to selected organizations/communities.	ER 1. The national systems have been strengthened in collecting and disseminating information on research and development.	AI 1.1. Two (2) pilot low hydroponics sites have been developed at local orphanages./Five (5) training sessions on the use of protected agriculture have been carried out and ten (10) stakeholders have been trained.
Prepare and disseminate an annual report and conduct an accountability seminar.	ER 1. The national systems have been strengthened in collecting and disseminating information on research and development.	AI 1.1. IICA's Annual Report 2010 prepared and presented at the Annual Accountability Seminar.
Evaluate national agriculture extension services and support formulation of improved extension systems.	ER 1. Extension report of upgraded extension services.	AI 1.1. Fifteen (15) national extension specialists have received support through Six(6) trainings to improve the agricultural extension services provided to rural populations.
Provide support for the participation of Suriname at Procitropicos and dissemination of information on CARDI.	ER 1. National technology and innovation systems strengthen relationships with regional and international stations.	AI 1.1. One (1) stakeholder has participated at meetings of Procitropicos and information has been disseminated to agricultural community through three (3) informational workshops.

		AI 1.2. At least thirty (30) private and public sector stakeholders have been sensitized to new information developments in CARDI through distribution of pamphlets and one informational workshops.
Provide support for the participation of Suriname in regional and international research systems.	ER 1. National technology and innovation systems strengthen relationships with regional and international stations.	AI 1.1. At least two public sector stake holders have participated in regional and international agricultural research fora and disseminated research information to the agricultural community through one (1) informational workshop.

Name of Project: Support the strengthening and modernization of Suriname's agricultural health and food safety service

Program: Agricultural Health and Food Safety

Line of Action: Food Safety

Objective: To support Suriname in strengthening and modernizing its agricultural health and food safety systems and to improve conditions for fostering international trade

Activity	Expected Results	Achievement Indicators
Support the participation of public and private sector stakeholders in SPS fora.	ER 1. Suriname has participated in SPS and other fora.	AI 1.1. At least four (4) delegates from Suriname have participated in SPS meetings and fifty (50) private and public sector stakeholders have been informed as to new SPS developments through three (3) informational workshops.
Conduct a training activity on field and factory sanitation.	ER 1. Enhanced national capabilities in food safety.	AI 1.1. Twenty-five (25) private and public sector stakeholders have been sensitized to GAPs and GMPs and the incentives for their adoption through two (2) training activities conducted with support from international specialists.
Assess the quarantine services and provide ongoing support.	ER 1. Enhanced national capabilities in food safety.	AI 1.1. One (1) status report on the country's Quarantine Services has been prepared and presented to twenty-five (25) public sector stakeholders through one (1) informational workshop.
Support to the operationalisation of CAHFSa.	ER 1. CAHFSa operational.	AI 1.1. At least one (1) international seminar carried out with thirty - five (35) participants from CAHFSa.

Name of Project: Support the strengthening of the agribusiness sector in Suriname

Program: Agribusiness and Commercialization

Line of Action: Prospection and management of innovation for agribusiness

Objective: To develop competitive and inclusive agribusinesses in Suriname by enhancing entrepreneurial and organizational capabilities and thereby improving producers management skills

Activity	Expected Results	Achievement Indicators
Support the preparation of a government policy document and organize a seminar for public and private sector on the document.	ER 1. Government has developed and implemented appropriate agribusiness policies and strategies.	AI 1.1. Fifty (50) Private and public sector stakeholders have been sensitized to an agricultural policy document and its implications through two (2) workshops.
Conduct a seminar to increase awareness of agricultural risk management.	ER 1. Government has developed and implemented appropriate agribusiness policies and strategies.	AI 1.1. Fifty (50) private and public sector stakeholders have been made aware of the importance of agricultural risk management and its potential for implementation in Suriname through two (2) seminars.
Conduct training activities to strengthen the capacity for organizational management of SAS.	ER 1. Agribusiness subsectors have awareness of their status and enhance their competitiveness.	AI 1.1. Twenty-five (25) private and public sector stakeholders have increased their capacity for organizational management through three (3) training activities.
Conduct a training activity on the value chain approach.	ER 1. Agribusiness subsectors have awareness of their status and enhance their competitiveness.	AI 1.1. Private and public sector stakeholders twenty-five (25) have attended two (2) training activities to become sensitized to the value chain approach.
Analyze commodity value chains and publish commodity profiles to increase sector knowledge and efficiency.	ER 1. Agribusiness subsectors have awareness of their status and enhance their competitiveness.	AI 1.1. Thirty (30) Stakeholders in three (3) different subsectors have attended two (2) sessions to present a detailed analysis of their commodity and opportunities for value chain improvement.
Conduct a market survey and support private and public sectors in accessing the Caribbean market.	ER 1. Agribusiness entrepreneurs have increased their market share in domestic, regional and international markets.	AI 1.1. Thirty (30) private and public sector stakeholders attended two (2) informational workshops and have subsequently increased their knowledge of a specific market and increased their capacity to access that market.

IICA OFFICE IN TRINIDAD AND TOBAGO

Name of Project: Enhancing capacity and processes for agricultural policy and planning in Trinidad and Tobago

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Public policies for agriculture

Objective: To provide assistance in the development of a coherent policy and planning framework that facilitates and promotes the sustained growth and development of the agri-food sector.

Activity	Expected Results	Achievement Indicators
Conduct training programmes in policy, planning projects and related disciplines.	ER 1. Enhanced capacity in MFPLMA/THA and other state agencies in agriculture to formulate, implement, monitor and evaluate policies, programmes, plans and projects.	AI 1.1. AI 1: At least two (2) training workshops conducted and 25 persons trained annually on policy and planning themes
Provide oversight, guidance and mentorship to officers from Planning Division on Special Policy and Planning related Assignments	ER 1. Enhanced capacity in Planning division to undertake analysis, planning and programming.	AI 1.1. IICA Staff provide oversight to and mentor planning division staff on at least two planning and policy related special assignments annually
Conduct strategic analyses, studies, impact assessments, etc	ER 1. More informed decision making, planning and policy formulation based on increased availability and reliability of data/information	AI 1.1. At least one analytical study completed on an annual basis
Assist in preparation of policy framework, sector/strategic plans and projects	ER 1. The adoption of a relevant and responsive policy regime with associated plans and strategies	AI 1.1. Policy framework and sector plan completed by end 2011. Annual reviews of sector policy framework and plans
Assist MFPLMA in strengthening systems and procedures and developing methodologies for improved policy planning, monitoring and evaluation	ER 1. Improved policy and planning processes and enhanced monitoring and evaluation of programs, projects, etc.	AI 1.1. Technical assistance provided to Ministry in implementing monitoring and evaluation system in keeping with policy framework and sector plan by end of 2011
Provide support in the evaluation of specific projects and programmes (e.g National Agribusiness Development Programme)	ER 1. Improved planning and implementation of selected agricultural development projects and programmes.	AI 1.1. Support the evaluation of the National Agribusiness Development Programme in 2011 and 2012 and selected programmes on an annual basis

Name of Project: Enhancing the competitiveness of selected commodity systems through integrated and coordinated technical cooperation

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To facilitate the sustained development and increased competitiveness of

selected commodities by mobilizing technical cooperation in an integrated and coordinated manner to address key constraints

Activity	Expected Results	Achievement Indicators
Conduct training programmes in commodity assessment methodologies (e.g value chain analysis,) and in preparation of commodity plans and strategies.	ER 1. Enhanced capacity among stakeholders to undertake commodity assessments and value chain analysis and prepare plans and strategies for commodity development.	AI 1.1. At least two (2) training courses delivered and 30 persons trained on an annual basis in VCA and preparation of commodity plans and strategies
Assist in the conduction of commodity assessments and analysis and preparation of feasibility studies, business plans.	ER 1. More informed decision making in both public and private sectors as this relates to support for and participation in competitive commodity value chains.	AI 1.1. Commodity assessment analyses/business plans/feasibility plans prepared for at least one commodity each year between 2011-2014
Facilitation of dialogue and interaction between development partners and stakeholders on commodity development interventions.	ER 1. More effective and efficient delivery of technical cooperation for the development of selected commodities.	AI 1.1. At least two meetings convened involving stakeholders along the value chain for selected commodities on an annual basis
Promote the formation of clusters and increased dialogue and interaction between stakeholders along the value chain.	ER 1. Enhanced cooperation among stakeholders along the value chain and within clusters leading to improved coordination and effectiveness in addressing commodity development.	AI 1.1. Support provided to at least two (2) clusters through the increased participation of stakeholders in programmes to address constraints to development of selected commodities
To mobilize and deliver technical cooperation from the IICA system to address key constraints affecting the development of selected commodities.	ER 1. Greater efficiency and effectiveness in the mobilization of technical cooperation from IICA targeted at specific commodities.	AI 1.1. At least one horizontal technical cooperation action completed annually and services of at least two (2) technical specialists secured annually in support of development of selected commodities

Name of Project: Institutional strengthening and support to organizations (including producer groups and SMEs) in the agri-food sector

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To provide assistance in the strengthening of institutions and organizations operating along the value chain with emphasis on commodity and producer organizations involving SMEs

Activity	Expected Results	Achievement Indicators
Conduct training programmes in areas relating to group dynamics, organization development, management, leadership	ER 1. Enhanced capacity within institutions and organizations for developing and managing sustainable and effective organizations.	AI 1.1. At least two (2) training programmes and 20 persons trained annually and 2 training manuals developed

Provide assistance in preparation of programmes, plans, projects and in mobilizing resources and technical cooperation	ER 1. Increased technical and financial support delivered to producer and commodity organizations.	AI 1.1. At least two groups receive technical assistance annually in preparation of projects and programmes and or in mobilizing technical cooperation
Assist organizations in promotion, planning, organizing and participating in events	ER 1. Improvements in the delivery of marketing, products, services and level of networking of participating organizations.	AI 1.1. At least two organizations receive support in organizing and participating in major events annually

Name of Project: Strengthening and integrating agricultural health and food safety systems and services for enhanced food security and increased market access

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and phytosanitary measures

Objective: To promote and facilitate the development of a strengthened and more integrated agricultural health and food safety system which facilitates national food security and increased market access for SMEs in particular

Activity	Expected Results	Achievement Indicators
Conduct training programmes in areas of AHFS based on needs of public and private sector stakeholders	ER 1. Enhanced capacity in public and private sectors to utilize and apply AHFS principles and practices leading to better management of pest and diseases, increased adoption of practices and food safety standards and increased access to markets	AI 1.1. At least two (2) training programmes conducted and 25 persons trained in agricultural health and food safety related issues
Provide assistance in strengthening system for knowledge management as it relates to AHFS	ER 1. General public, public sector and private sector including SMEs are better informed to act and make decisions relating to the AHFS system	AI 1.1. Knowledge management system for AHFS reviewed and recommendations presented for strengthening system by mid 2012
Conduct assessments using various PVS tools – SPS, Food safety, Plant health and animal health	ER 1. Increased efficiency and effectiveness in programme and project design as it relates to strengthening the AHFS system	AI 1.1. Assessment of the Animal Health and plant health system conducted in 2011 and 2012. Updates of assessments in SPS and Food Safety conducted in 2012-2013
Provide fora for inter -agency and multi-stakeholder dialogue and interaction on AHFS issues	ER 1. Increased levels of cooperation and integration in the design and execution of projects and programmes relating to AHFS	AI 1.1. Support provided in convening at least one multi-sectoral and multi-stakeholder fora annually
Provide technical assistance in facilitating the adoption of GAPS, HACCP, GMP , etc by SMEs in particular	ER 1. Private sector and SMEs in particular are empowered with information and skills to adopt standards required for accessing markets	AI 1.1. At least one GAP Protocol developed annually and support provided in developing grades and standards for two commodities annually. Technical assistance programme developed in collaboration with CARIRI and NAMDEVCO targeting SMEs

IICA OFFICE IN ST. VINCENT AND THE GRENADINES

Name of Project: Developing small-holder enterprises and producer organizations

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To facilitate the development of competitive agribusiness enterprises through a systematic approach addressing the challenges and constraints affecting the development of targeted commodity chains

Activity	Expected Results	Achievement Indicators
Support the formation and development of commodity organizations in non-traditional industries to accelerate transformation of the agricultural sector.	ER 1. Knowledge and technical competences of stakeholders in two non-traditional industries have been strengthened and stakeholders have adopted a systematic approach to value chain development	<p>AI 1.1. Reports on outcome of fora and follow-up actions of stakeholders by end of year two.</p> <p>AI 1.2. Two completed documents on analysis conducted in two non-traditional sectors are available by end of year two.</p> <p>AI 1.3. By end of year four, development plans are completed for two industries.</p> <p>AI 1.4. Reports and evaluation are available on leadership and business capacity enhancing workshops conducted for stakeholders available by end of year three.</p>
Strengthen the entrepreneurial capacities of the SVGNRWP and the engagement of its members in agriculture and related rural development activities.	ER 1. The knowledge and technical capacities of members of the SVGNRWP has been strengthened and members have adopted new technologies and approaches to the development of their individual enterprises and the group.	<p>AI 1.1. By the end of year three twenty members of the SVGNRWP trained in agribusiness management principles and practice and at least 60% are applying the methodologies taught and have farm business plans to support development of their ventures.</p> <p>AI 1.2. Two completed project proposals developed by the IICA office and presented to the group by the end of year two. 2.3 One medium term plan completed for SVGNRWP and the group has accepted the document and is utilizing it as a guide for the development of its annual work plans.</p> <p>AI 1.3. Seven operational seedling nurseries by the end of year two.</p>
Support and promote the participation of youth in commercial agriculture.	ER 1. The knowledge and capabilities of members of SVGAFY have been enhanced and internal structure strengthened and the groups has	AI 1.1. By end of year one, one capacity building project proposal has been completed for the SVGAFY and is accepted by the group as the

	<p>adopted an expanded role in agricultural development and has elaborated a national agenda for the engagement of youth in agriculture.</p>	<p>instrument for the delivery of capacity building support from donor agencies.</p> <p>AI 1.2. By the end of year four twenty members have received training in agribusiness development and at least 50% have internalized and are applying the concepts.</p> <p>AI 1.3. One medium term plan to chart development of SVGAFY and engagement of youth in agriculture has been developed and is being implemented by the group by the end of year two.</p>
<p>Modernization of marketing systems to support agricultural development.</p>	<p>ER 1. The Ministry of Agriculture, Rural Transformation, Forestry and Fisheries and other stakeholder institutions have improved their capacities to deliver technical services to clients and are actively engaged in the delivery of new knowledge to stakeholder groups.</p>	<p>AI 1.1. Twenty-five persons engaged in agricultural marketing have received training in application of CADIAC and have internalized the methodology and are utilizing its principles.</p> <p>AI 1.2. Twenty extension agents have received training in development of standards and are applying it to two commodity systems.</p>

ANDEAN REGION

IICA OFFICE IN BOLIVIA

Name of Project: Reinforcement of strategies and mechanisms to improve linkage of small-scale producers to markets

Program: Agribusiness and Commercialization

Line of Action: Linkage of producers to markets, including small-scale producers

Objective: To strengthen public and private capacity to improve the integration of producers into markets by creating instruments for reducing risks, developing partnership models and integrating production chains

Activity	Expected Results	Achievement Indicators
<p>Strengthening of the technical capabilities of those in charge of the Ministry of Rural Development and Lands (MRD&L) through conceptual, methodological and instrumental proposals relating to the institutional, technical and operational design and management of agricultural insurance and the training plan and</p>	<p>ER 1. The capabilities of staff working in the Insurance and Risk Unit area of the MRD&L to develop and implement agricultural risk and insurance plans have been improved.</p> <p>ER 2. There is an agricultural insurance system in operation under the MRD&L.</p>	<p>AI 1.1. Five staff members from the MRD&L of Bolivia have been trained in agricultural insurance. Four technical on-site and virtual workshop meetings have been held. Four individual annual training events have been held for specialists in risk management.</p>

<p>gathering of experiences in risks to small-scale producers</p>	<p>ER 3. A system for providing information on agro-climatic risks is operating under the Risk Unit of the MRD&L.</p> <p>ER 4. The capabilities of small-scale producers to handle agricultural risks, in general, and climatic risks, specifically, have been improved.</p> <p>ER 5. Information on the experiences of small-scale producers in agricultural risks and prevention have been publicized.</p>	<p>AI 1.2. An agricultural insurance proposal has been approved by the Government of Bolivia.</p> <p>AI 1.3. A proposal for designing an information system has been approved by the MRD&L.</p> <p>AI 1.4. Four individual annual training workshops have been held for small-scale producers in the agricultural regions of the country.</p> <p>AI 1.5. Two individual annual technical workshops have revealed two experiences involving small-scale producers in agricultural risks and prevention.</p>
<p>Identification, systematization, dissemination and replication of successful experiences in partnerships and access to markets of micro and small enterprises and design of a promotional program, one that will build partnerships and provide micro-entrepreneurial training as well as institute a system for providing information on market opportunities with respect to the products of small-scale producers</p>	<p>ER 1. National, regional and/or local stakeholders learn about successful experiences in business partnerships and access to markets for micro and small-scale companies.</p> <p>ER 2. Improvements have been made in the capabilities of small-scale producers and rural micro-entrepreneurs.</p> <p>ER 3. A virtual information system, known as Active Trade is operating in coordination with IICA and the Vice Ministry of Micro and Small-scale Enterprise of the Ministry of Productive Development and the Plural Economy.</p>	<p>AI 1.1. The 2011-2015 Institutional Strategic Plan of the Vice Ministry of Micro and Small-scale Enterprise of the Ministry of Productive Development and the Plural Economy has been reinforced. Four technical events have been held to analyze experiences. Successful experiences have been publicized and disseminated.</p> <p>AI 2.1. At least six courses on partnerships and micro entrepreneurial training have been held.</p> <p>AI 3.1. Four workshops have been held with small-scale and micro entrepreneurs on joining the system and they have been trained in its use. A document on the implementing strategy has been produced and the experience has been systematized and disseminated.</p>
<p>Integration of small-scale producers in production chains: <i>Empresa SUMA</i> in the Coroico county – Municipality of La Paz</p>	<p>ER 1. Improvements have been made in the ability of small-scale producers and the SUMA company to integrate into the chains identified.</p>	<p>AI 1.1. Three plans of action according to chain have been prepared to increase the competitiveness of production chains. There is a proposal for an infrastructure project to modernize the SUMA company plants. A marketing and sales plan is in the pipeline to strengthen the commercial image of SUMA. Three workshops are being held per year to define topics and tasks and consolidate agreements on the competitiveness of production chains. The experience with small-scale producer chains is being documented.</p>

Name of Project: Strengthening of the national agricultural and forestry innovation system of Bolivia

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To promote the strengthening of the National Agricultural and Forestry Innovation System by fostering better management of the system as a whole and of each of its stakeholders in research, outreach and technological innovation to build sustainable agriculture that will contribute to food safety and to poverty alleviation.

Activity	Expected Results	Achievement Indicators
Strengthening of strategic actions in research by the INIAF and the Vice Ministry of Science and Technology within the framework of the SBI and the SNIAF	ER 1. The INIAF and the Vice Ministry of Science and Technology are engaged in and are promoting research work in priority products, in partnership with public and private research centers in the various regions of the country.	AI 1.1. The INIAF and the Vice Ministry of Science and Technology, with support from IICA, prepared their work plan to guide and develop basic, applied and adaptive research in nine priority products (wheat, potato, quinoa, cattle rearing, vegetables, soya, maize, rice and sugarcane).
Upgrading of schools of agricultural sciences in the Bolivian university system and of organizations that form the basis of the agricultural sector	ER 1. The INIAF and the Vice Ministry of Science and Technology are spearheading and promoting, within the framework of the Bolivian Innovation System, technological innovation processes with ICTs, forums for dialogue and consultation and human resource training and upgrading.	AI 1.1. The INIAF has an outreach and technical assistance strategy that makes it possible to cover nine priority products (wheat, potato, quinoa, cattle rearing, vegetables, soya, maize, rice and sugarcane).
Strengthening of the institutional framework for biosafety	ER 1. The INIAF and the Vice Ministry of Science and Technology are spearheading and promoting, within the framework of the Bolivian Innovation System, technological innovation processes, using ICTs, forums for dialogue and consultation and human resource training and upgrading.	AI 1.1. Stakeholders from the Bolivian Innovation System access and use information generated by the universities through research (four documents reporting on advances in research). Minutes of the meetings of the National Biosafety Committee are available. The MRD&L has national plans, regulatory and institutional frameworks that promote the development of headings of social and/or economic importance.
Support for the Bolivian Innovation System of the Vice Ministry of Science and Technology	ER 1. The INIAF and the Vice Ministry of Science and Technology are spearheading and promoting, within the framework of the Bolivian Innovation System, technological innovation processes, using ICTs, forums for consultation and dialogue and human resource training and upgrading.	AI 1.1. Stakeholders from the Bolivian Innovation System access and use information generated by the universities through research (four documents reporting on advances in research).

Strengthening of innovation platforms in products of social and/or economic importance	ER 1. The INIAF and the Vice Ministry of Science and Technology are spearheading and promoting, within the framework of the Bolivian Innovation System, technological innovation processes with ICTs, forums for consultation and dialogue and human resource training and upgrading.	AI 1.1. The MRD&L has national plans, regulatory and institutional frameworks that promote the development of products of social and/or economic importance.
Strengthening of the institutional framework for technical assistance and outreach	ER 1. The INIAF articulates outreach and technical assistance in accordance with the characteristics of the regions and priority products, in partnership with institutions and the production sector involved in the Departmental Innovation Councils.	AI 1.1. The INIAF has an outreach and technical assistance strategy that makes it possible to cover nine priority products (wheat, potato, quinoa, cattle rearing, vegetables, soya, maize, rice and sugarcane).

Name of Project: Strengthening of the National Agricultural Health and Food Safety System (AHFS)

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and Phytosanitary Measures

Objective: To support the Bolivian agricultural sector in strengthening the National Agricultural Health and Food Safety System

Activity	Expected Results	Achievement Indicators
Strengthening for the application of the Agreement on Sanitary and Phytosanitary Measures (SPS Agreement); Pesticides; Good Agricultural Practices (GAP); Good Manufacturing Practices (GMP) and Good Hygiene Practices (GHP); and HACCP	ER 1. The National AHFS System has been strengthened, through the training of technicians at the SENASAG and related institutions, in the application of the Agreement on Sanitary and Phytosanitary Measures; Pesticides; Good Agricultural Practices; Good Manufacturing and Hygiene Practices; and HACCP.	<p>AI 1.1. At least 50 officials, technicians and/or producers have adopted the methodology of GAP, GMP, GHP and HACCP and incorporated them as part of their working tools.</p> <p>AI 1.2. The SENASAG, with support from IICA, has prepared a work plan for implementing GAP and for making improvements in GMP, GHP and HACCP.</p> <p>AI 1.3. The delegates of the CNCA represent Bolivia on the various technical committees of Codex Alimentarius, and express the positions of the public and private sectors.</p> <p>AI 1.4. The SPS Committee, which analyzes and discusses international proposals, is being established so that Bolivia can put forward the country's position through its delegates.</p> <p>AI 1.5. The training plan has been developed and carried out in the municipalities prioritized with the</p>

		WFP.
Support for the execution of AHFS projects and programs	ER 1. Support has been provided for strengthening the Agricultural Health and Food Safety Program to respond to the needs of the national population and producers.	<p>AI 1.1. Bolivia achieves recognition as a country that is foot and mouth disease free with vaccination.</p> <p>AI 1.2. A plan for controlling and eradicating fruit flies has been launched, with the participation of IICA on the advisory committee.</p> <p>AI 1.3. Bolivia improves its technical capabilities for avoiding the introduction of Avian Influenza and other transboundary diseases.</p> <p>AI 1.4. Personnel have been trained as a result of hemispheric initiatives on topics related to sanitary and phytosanitary measures through video conferencing.</p>
Institutional strengthening of the National Agricultural Health and Food Safety Service (Servicio Nacional de Sanidad Agropecuaria e Inocuidad Alimentaria – SENASAG)	ER 1. The SENASAG has initiated a process for modernizing its organizational and operational structure to respond to the needs of its users and meet the requirements of international standards.	<p>AI 1.1. The methodology of characterizing the performance of the service developed by IICA has been adopted by the SENASAG.</p> <p>AI 1.2. A three-year plan to improve SENASAG has been launched starting with an analysis and specific conclusions and recommendations prepared jointly by IICA and the SENASAG.</p>

Name of Project: Strengthening of management and capabilities in territorial rural development

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To support the articulation of intersectoral policies and the capabilities of stakeholders in rural territories based on a territorial approach to rural development, to increase production opportunities in family agriculture

Activity	Expected Results	Achievement Indicators
Strengthening of capabilities in the preparation and execution of policy proposals, programs and projects based on a territorial approach towards rural development	ER 1. Rural territorial stakeholders have expertise in the preparation and execution of policies, programs and projects that have a territorial approach.	<p>AI 1.1. The technical teams in the prioritized territories have incorporated a territorial approach to rural development into their planning tools.</p> <p>AI 1.2. At least two territorial management committees per year have planning capacity based on a territorial approach to rural development.</p>
Strengthening of the productive capacity of agriculture to increase sustainable access to domestic	ER 1. Territorial economic stakeholders have the productive capacity, which is focused on	AI 1.1. At least two municipalities a year have been supported with the review of projects to upgrade

markets	promoting access to domestic markets in a sustainable manner.	productive capacity among prioritized productive complexes.
Adoption of the methodological instrument for measuring sustainable development, Biogram, as part of the system for the follow-up and evaluation of programs and projects in the prioritized territories	ER 1. Technicians from the MRD&L and the MMP-0 review the status of sustainable development in the prioritized territories.	AI 1.1. The BIOGRAM was adopted as an instrument for the follow-up and evaluation of programs and projects in prioritized territories.

IICA OFFICE IN ECUADOR

Name of Project: Support for regional-hemispheric integration and horizontal cooperation with respect to agricultural topics

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Public policies for agriculture

Objective: To establish a mechanism that allows Ecuador to effectively take advantage of the various opportunities for, and offers of, hemispheric technical cooperation, both regional and national (horizontal cooperation), and that facilitates participation by Ecuadorian bodies in regional and hemispheric integration processes and mechanisms that specialize in agricultural topics

Activity	Expected Results	Achievement Indicators
Support for the participation of INIAP in regional integration mechanisms in the area of agricultural research (PROCIANDINO and PROCITROPICOS)	<p>ER 1. INIAP–Ecuador effectively leads a strategic topic (Biotechnology) in PROCIANDINO.</p> <p>ER 2. INIAP-Ecuador participates actively within the thematic networks established in PROCITROPICOS.</p> <p>ER 3. INIAP–Ecuador participates in the formulation and execution of regional research projects within the framework of PROCIANDINO and PROCITROPICOS.</p>	<p>AI 1.1. At least 80 per cent of the work plan related to the strategic topic spearheaded by INIAP-Ecuador has been executed.</p> <p>AI 2.1. Ecuador’s rate of participation in the thematic networks of PROCITROPICOS stands at over 80 per cent.</p> <p>AI 3.1. INIAP–Ecuador participates in the formulation and execution of two regional agricultural research projects. IICA’s Evaluation Report on commitments met by INIAP under projects.</p>
Support for participation in integration programs, projects and forums, articulation and harmonization (regional, hemispheric, global) in aspects related to agricultural health and food safety and organic agriculture	ER 1. The participation of technicians and/or delegates from Ecuador in hemispheric meetings or forums related to AHFS, CODEX and international trade has materialized on at least three occasions and at least five national technicians are being trained per year in the topics described. Preparatory meetings are being held between the delegates and relevant national institutions on	AI 1.1. Travel reports. Technical training reports. Aide-Mémoire of meetings and “country position” document, where applicable. Aide-Mémoires of meetings. Data base of beneficiaries of training with reference data and training content.

	<p>the topics that will be discussed. Meetings are being established to report on topics discussed at the international meetings, forums or training sessions in which Ecuador has participated.</p>	
<p>Support for participation in the Agricultural Hemispheric Biotechnology and Biosafety Program. Support for participation by Ecuadorian technicians in the technical initiatives, training and meetings promoted by the Center for Strategic Analysis for Agriculture (CAESPA)</p>	<p>ER 1. The participation of technicians and/or delegates from Ecuador in hemispheric meetings or forums relating to biotechnology and biosafety has materialized. Preparatory meetings are being held between the delegates and relevant national institutions on the topics that will be discussed. Meetings are being established to report on topics discussed at the international meetings, forums or training sessions in which Ecuador has participated.</p>	<p>AI 1.1. Travel reports. Aide-Mémoire of meetings and “country position” document, where applicable. Aide-Mémoires of meetings. Data base of beneficiaries of training with reference data and training content.</p>
<p>Support for participation in integration projects and forums (regional and hemispheric) of the Hemispheric Center for Leadership in Agriculture</p>	<p>ER 1. The participation of representatives from Ecuador in hemispheric meetings or forums connected to the Leadership Center is materializing and at least ten national technicians are being trained in various topics related to leadership.</p>	<p>AI 1.1. Travel reports. Technical training reports.</p>
<p>Support for participation in regional Andean or South American projects and funds</p>	<p>ER 1. Ecuador’s participation in regional or hemispheric initiatives is being achieved through national coordination mechanisms led by SETECI. Ecuador participates actively in the Sustainable Forest Management Program in the Andean Region and in the “Alliance in Energy and Environment” Program for the Andean region.</p>	<p>AI 1.1. Ecuadorian institutions and organizations have managed to gain approval for at least four national projects financed by regional or hemispheric programs or funds, which have been implemented.</p>
<p>Support for the preparation, coordination monitoring, follow-up and evaluation of Ecuador’s participation in regional and hemispheric integration and agricultural coordination bodies</p>	<p>ER 1. Biannual planning meetings have been held. An annual evaluation and follow-up meeting has been held. An information module for SETECI’s and IICA’s Home Page has been developed. It is intended to report on the existing technical offer coordinated by IICA. A report on Ecuador’s participation and on the status of commitments it assumed in hemispheric agricultural forums is being prepared. An information module has been developed for SETECI’s and IICA’s home page to publicize the data base of international experts and successful experiences in strategic topics for agriculture in Ecuador.</p>	<p>AI 1.1. Aide-Mémoire on planning meetings. Document on Annual Programming of Integration and Horizontal Cooperation Activities. Aide-Mémoire of follow-up and evaluation meetings. Summary document on the evaluation of integration and horizontal cooperation activities carried out by Ecuador. Status report on commitments assumed by Ecuador in hemispheric agricultural forums. Data base of international experts in agricultural topics has been established and is operating and data base of successful international experiences in agricultural topics has been established and is in operation.</p>

Name of Project: Support for processes of reform, institutional strengthening and coordination of the agricultural and rural sector in Ecuador

Program: Center for Strategic Analysis for Agriculture (CAESPA)

Line of Action: Public policies for agriculture

Objective: To contribute to the design of public policies and strategies aimed at strengthening institutions that make up the system to boost production and agriculture and thereby promote inter-institutional coordination among the various levels of government

Activity	Expected Results	Indicators Achievement
Institutional strengthening and coordination of the agricultural public sector in Ecuador	ER 1. The agricultural public sector has a plan to support institutional strengthening and coordination.	AI 1.1. Work plan document has been agreed upon and approved; a report has been prepared on at least two technical missions conducted on priority topics; two analyses or sectoral study documents on strategic and priority topics for Ecuadorean agriculture have been completed.
Strengthening and coordination of trade union organizations in the agricultural sector	ER 1. Two major institutions for Ecuador's agricultural sector have a work plan that is discussed and agreed to at the beginning of each year (<i>Gremio Cúpula-IIICA</i>).	AI 1.1. Work plan document has been agreed upon and approved; annual reports on the status of commitments assumed in work plans with trade unions have been completed.
Design and preparation of the National Rural Development Strategy	ER 1. Ecuador has an advanced and agreed proposal for the implementation of its National Rural Development Strategy.	AI 1.1. An edited document regarding the proposed National Rural Development Strategy of Ecuador has been produced.
Strengthening of the MAGAP and the decentralized autonomous governments for the methodological development of strategies for the transfer of agricultural competencies	ER 1. The decentralized autonomous governments and the MAGAP have methodological instruments that facilitate the process for the transfer of competencies, such as the provincial production agendas.	AI 1.1. 3 Provincial agricultural production agendas are developed on the basis of agreed and participatory methodologies for the transfer of competencies.
Design and putting into operation of new agricultural institutional schemes that are adapted to the new constitutional realities and policies of the country and that are consistent with the areas or territories in which they operate	ER 1. At least two institutional designs have been established to facilitate the adoption and transfer of agricultural competencies.	AI 1.1. At least two new institutional schemes have been established in at least two provinces to assume their new agricultural competencies.
Establishment of information systems that enable them to better perform their role as national leaders in agriculture	ER 1. The MAGAP has a center for strategic analysis of agricultural policies; the Ministry of Coordination of Production, Employment and Competitiveness (<i>Ministerio de la Coordinación de la Producción, Empleo y Competitividad – MCPEC</i>) has the system for the follow-up,	AI 1.1. Annual report of the center for the strategic analysis of agricultural policies; annual report of the unit in charge of the system for the follow-up, monitoring and evaluation of the provincial agricultural production agendas.

monitoring and evaluation of the provincial agricultural production agendas.

Name of Project: Upgrading of the national agricultural health and food quality system

Program: Agricultural Health and Food Safety

Line of Action: Modernization of national sanitary and phytosanitary services

Objective: To contribute to the design of public policies and strategies aimed at strengthening institutions that make up the agricultural health and food safety system in such a way as to promote the protection of animals and plants, and thereby improve the productivity and competitiveness of agriculture and contribute to the national economy and public health

Activity	Expected Results	Achievement Indicators
Strengthening of the System for Agricultural Health, Food Quality, and Safety (<i>Sistema Nacional de Sanidad y Calidad de los Alimentos - SISCAI</i>) as a mechanism for interinstitutional coordination	ER 1. SISCAI has managed to become an effective entity for the institutional coordination of AHFS topics in Ecuador.	AI 1.1. The document for the project entitled "Strengthening and national coordination of SISCAI" was edited at the end of the fourth year.
Institutional and technical strengthening of the national foot and mouth disease program	ER 1. A new stage in the Project to Support the Eradication of Foot and Mouth Disease in Ecuador has been developed. Ecuador is succeeding in establishing a steady strategy to eradicate foot and mouth disease.	AI 1.1. A document on the Project to Support the Eradication of Foot and Mouth Disease in Ecuador; levels of vaccination exceeding 85 per cent have been achieved in the area of intervention of the project; there has been a 50 per cent reduction in the outbreak of foot and mouth disease in the area of influence of the project.
Support in establishing a National Program to Control Pollutants (mycotoxins and pesticides)	ER 1. The national authorities have a proposal to establish the National Program to Control Pollutants (mycotoxins and pesticides).	AI 1.1. Document with the proposal to establish the National Program to Control Pollutants (mycotoxins and pesticides).
Support for the design and preparation of procedural manuals for certification in GMP, the issuing of health registration and post-registration control	ER 1. The country has various technical and regulatory proposals for issuing the health registration and the post-health registration.	AI 1.1. Summary document (report) with technical and regulatory proposals for issuing the health registration and post-health registration.
Support for processes in updating existing policy (regulations, standards and procedures), as well as the strengthening of Codex committees and sanitary and phytosanitary measures	ER 1. The country has various technical and regulatory proposals for updating existing policy (regulations, standards and procedures), as well for strengthening the Codex committees and sanitary and phytosanitary measures.	AI 1.1. Summary document (report) with technical and regulatory proposals for updating existing policy (regulations, standards and procedures), as well as for strengthening the Codex committees and sanitary and phytosanitary measures.

Name of Project: Inclusion of small-scale producers in trade

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To strengthen national and territorial public and/or private institutional capabilities as a mechanism for improving conditions of access to markets for small-scale producers

Activity	Expected Results	Achievement Indicators
Support for the careful selection and characterization of organizations of small-scale entrepreneurs who will participate in the project	ER 1. The associated institutions have a critical mass of organizations of small-scale producers to launch the program. The associated institutions have a data base of local, regional and national organizations of small-scale producers.	AI 1.1. At least four data bases of producer organizations; criteria for selecting companies defined according to territory and a final technical report each year.
Support in training capacity by making available basic information and tools to generate or strengthen marketing capacity based on native potential and the natural propensity of the territory	ER 1. The member institutions have tools that enable the small-scale producer organizations to be properly trained.	AI 1.1. Programming of training; a training guide adapted according to each project executed; four aide-memoires of training events; four reports on training workshops.
Support for follow-up and on-site technical assistance to producer organizations based on topics imparted during the training provided	ER 1. The associated institutions have a mechanism that enables them to follow up on producer organizations to ensure that they can successfully implement the various chapters of the agribusiness plan.	AI 1.1. An agribusiness plan for each participating organization; a follow-up and assessment methodology for each participating company.
Support for trade negotiations which consists in preparing a marketing strategy per organization and narrowing the gap with the market	ER 1. The member institutions have tools that enable them to support organizations of small-scale producers to get closer to the markets and establish links with them.	AI 1.1. A report on participation in fairs, business events and meetings and visits to points of sale for each project executed. Reports on trade events held and achievements during the negotiations.

Name of Project: Productivity and competitiveness for the rural agricultural sector

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To support national capabilities with the identification of innovative technological alternatives to strengthen the execution of agro-production initiatives at the central, sectional and union levels, with a view to increasing levels of production and productivity throughout the agrifood chain, and thereby contribute to the dynamic of the Ecuadorian agro-production matrix

Activity	Expected Results	Achievement Indicators
Technical support for strengthening local capability for the transfer and	ER 1. The decentralized autonomous governments are strengthening their	AI 1.1. Training workshop/courses for instructors in methodologies for the

dissemination of technologies and agricultural know-how	outreach, transfer and agricultural training programs	transfer and dissemination of agricultural technologies
Technical assistance to the INIAP in providing services to support the production and generation of agricultural public goods	ER 1. The national agricultural sector benefits from services to support the production and generation of public goods provided by the INIAP.	AI 1.1. The experimental stations of INIAP have updated operational capabilities in their research laboratories and for the delivery of services.
Support for the design of sectoral strategies with an emphasis on technological innovations in the territories	ER 1. The territorial production agendas prepared by the decentralized autonomous governments incorporate development initiatives based on agricultural technology innovation processes.	AI 1.1. A portfolio of technological innovation and/or biotechnological project profiles in the territories has been identified.
Strengthening of production chains as mechanisms for increasing productivity and generation of value added in the territories	ER 1. The national government, decentralized autonomous governments and stakeholders in prioritized chains have instruments for consolidating partnerships to increase the productivity and generation of value added.	AI 1.1. Methodological guide for the establishment of productive partnerships among stakeholders in prioritized chains in territories.
Technical cooperation for conceptualizing and designing an Agricultural Technological Surveillance System	ER 1. The national institution for technological research and technology transfer, INIAP, has a methodology for building Agricultural Technological Surveillance Systems.	AI 1.1. Conceptual and methodological guide for building Agricultural Technological Surveillance Systems
Support for creating and strengthening strategic partnerships for agricultural technology transfer at the territorial level	ER 1. The MACAF and INIAP have a reference guide in lessons learnt and successful experiences in outreach and technology transfer. INIAP is upgrading its National System for Technology Transfer and Dissemination. Agricultural technicians from the decentralized autonomous governments have methodologies for technical assistance, agricultural technology transfer and dissemination.	AI 1.1. A methodology for coordination and technical cooperation based on strategic partnerships between the National System for Technology Transfer of INIAP and the decentralized autonomous governments has been defined and there is now a document containing information on lessons learnt in outreach and technology transfer in Ecuador.

Name of Project: Territories and rural well-being in the framework of the decentralized autonomous governments

Program Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To upgrade the capabilities of the decentralized autonomous governments through instruments and methodologies that allow for the decentralized planning and management of competencies—in production, agriculture and irrigation—in harmony with national and territorial planning processes

Activity	Expected Results	Achievement Indicators
Planning and management of	ER 1. The decentralized autonomous	AI 1.1. The Directorates for

<p>competencies in production and agriculture at the territorial level</p>	<p>governments have common planning methodologies and instruments for the management of competencies in production and agriculture, in harmony with processes defined by the national, regional and/or provincial institutional framework</p>	<p>Promotion of Production and Agriculture of the decentralized autonomous governments have methodological documents on inter-institutional planning and coordination with the leading ministries.</p> <p>AI 1.2. The Directorates for Promotion of Production and Agriculture that are counterparts of IICA have inter-institutional sectoral investment programs, in coordination with the leading ministries, as an instrument for agricultural sectoral management.</p> <p>AI 1.3. The decentralized autonomous governments sign specific technical cooperation instruments with IICA to institute a Program on Territories and Rural Well-being, in harmony with national and territorial guidelines.</p>
<p>Planning and management of competencies in irrigated agriculture at the territorial level</p>	<p>ER 1. The provinces in the country, through their decentralized autonomous governments, have irrigation management models.</p> <p>ER 2. The decentralized autonomous governments have instruments that make it possible to boost irrigated production systems.</p>	<p>AI 1.1. Management models for capacity-building in irrigation in the provinces of Loja and Manabi have been designed in terms of the methodology.</p> <p>AI 1.2. The instrument for the investment program has been adapted as a mechanism for promoting vigorous growth in the irrigated areas of Loja and Manabi.</p>
<p>Management of knowledge with respect to competencies in production and agriculture through ICTs</p>	<p>ER 1. The country, unions like CONCOPE and CONAJUPARE, have systematized and validated documents on methodologies and instruments for the decentralized management of capacities in production, agriculture and irrigation.</p>	<p>AI 1.1. The methodologies for formulating territorial investment programs have been systematized and documented.</p> <p>AI 1.2. Methodologies for participatory planning at the level of the parochial boards have been documented.</p> <p>AI 1.3. A methodology for the design and formulation of agricultural sectoral plans has been documented.</p>
<p>Support for the design and launching of rural youth enterprises as instruments of productive management</p>	<p>ER 1. The decentralized autonomous governments have a strategy, carried out from the territories, for job creation and income generation for young people in rural areas, in harmony with the projects on entrepreneurship carried out in the territories.</p>	<p>AI 1.1. Three entrepreneurial young people's programs have been implemented in at least three provinces (El Oro, Santo Domingo de los Tsáchilas and Cotopaxi) as a form of job and income management.</p> <p>AI 1.2. The methodological basis and guidelines for identifying, formulating and instituting ventures at the territorial level have been generated.</p>

Food security and sovereignty in territories	ER 1. The provinces of El Oro and Pichincha have a strategy for promoting and managing food security at the territorial level.	AI 1.1. A food security program has been designed for the province of El Oro. AI 1.2. Experiences in territorial dynamics for promoting food security in El Oro have been systematized.
Integrated management of natural resources from the decentralized autonomous governments	ER 1. The units for environmental management, planning and production of the decentralized autonomous governments that are IICA's counterparts have projects for the integrated management of natural resources.	AI 1.1. In collaboration with the IICA area-based counterparts (Pichincha, Loja), a portfolio of project profiles on the integrated management of natural resources has been identified.
Management of agro-production chains with decentralized autonomous governments	ER 1. The decentralized autonomous governments that are counterparts of IICA are instituting specific instruments to promote the association and management of chains, circuits and clusters, in accordance with the objective and priorities of the provinces.	AI 1.1. Plan for the improvement and strengthening of chains prioritized in the territories of Pichincha, Santo Domingo de Tsáchilas, Loja and El Oro.

IICA OFFICE IN PERU

Name of Project: Strengthening of entrepreneurial capabilities of producers to facilitate their linkage to markets

Program: Agribusiness and Commercialization

Line of Action: Linkage of producers to markets, including small-scale producers

Objective: To strengthen the capabilities of public and private stakeholders in such a way as to link agricultural producers to the markets and thereby contribute to improving the competitiveness and profitability of agriculture

Activity	Expected Results	Achievement Indicators
Identification, systematization, dissemination and replication of successful experiences in business partnerships in the country	ER 1. Public and private stakeholders at the national, regional and/or local levels are aware of successful experiences in business partnerships in the country and have initiatives to adapt and replicate them.	AI 1.1. At least five (5) experiences have been identified. AI 1.2. One (1) document has been published. AI 1.3. At least two (2) awareness-raising events have been held. AI 1.4. At least two (2) project profiles have been formulated.
Implementation of IICA's training offer on the Management of Agribusiness in Associative Rural Enterprises	ER 1. National, regional and/or local public and private stakeholders apply tools and strategies to promote the management of agribusiness in associative rural enterprises.	AI 1.1. One (1) training kit has been prepared within the framework of the program. AI 1.2. At least one (1) entity is adopting the program.

		<p>AI 1.3. At least two (2) training events have been held.</p> <p>AI 1.4. At least 60 stakeholders have been trained.</p>
<p>Technical assistance in the formulation of projects, business plans or other instruments to contribute to strengthening the entrepreneurial capacity of producer organizations</p>	<p>ER 1. Producer organizations have profiles and projects that have been prepared in compliance with standards required by the financial entities.</p>	<p>AI 1.1. At least two (2) producer associations have received assistance.</p> <p>AI 1.2. At least two (2) profiles have been formulated.</p>
<p>Identification, systematization, dissemination and replication of successful experiences in linking small- and medium-scale producers to markets</p>	<p>ER 1. National, regional and/or local public and private stakeholders are aware of successful experiences in linking small- and medium-scale producers to the markets and have initiatives for adapting and replicating them.</p>	<p>AI 1.1. At least two (2) experiences have been identified.</p> <p>AI 1.2. One (1) document has been published.</p> <p>AI 1.3. At least 20 participants have attended dissemination events.</p> <p>AI 1.4. At least two (2) projects have been formulated.</p>
<p>Development of capabilities of rural producer organizations and entrepreneurs to improve access to domestic and external markets</p>	<p>ER 1. Organizations of rural producers and entrepreneurs are increasing their prospects for gaining competitive access to new markets.</p>	<p>AI 1.1. One (1) document on methodology has been adjusted and validated.</p> <p>AI 1.2. At least three (3) organizations and participants.</p> <p>AI 1.3. At least three (3) business plans have been formulated.</p>
<p>Support for the competent authorities in formulating strategic guidelines for the development of agro-industry in Peru</p>	<p>ER 1. The country has strategic guidelines for the development of agro-industry.</p>	<p>AI 1.1. At least five (5) events have taken place.</p> <p>AI 1.2. At least 60 participants.</p> <p>AI 1.3. One (1) proposal with strategic guidelines for the development of agro-industry in Peru.</p>
<p>Identification, systematization, dissemination and replication of successful experiences in rural agro-industrial entrepreneurship in the country</p>	<p>ER 1. National, regional and/or local public and private stakeholders are aware of successful experiences in rural agro-industrial entrepreneurship in the country.</p>	<p>AI 1.1. At least two (2) experiences have been identified.</p> <p>AI 1.2. One (1) document has been published</p> <p>AI 1.3. At least 50 participants in dissemination events.</p> <p>AI 1.4. At least two (2) projects have been formulated.</p>
<p>Formulation and implementation of a training program for value added and quality management</p>	<p>ER 1. Public officials from the regional and local governments apply tools and strategies to promote value added and quality management.</p>	<p>AI 1.1. At least one (1) kit has been prepared within the framework of the program.</p> <p>AI 1.2. At least one (01) entity is adopting the program.</p> <p>AI 1.3. At least two (02) training events have been held.</p>

		AI 1.4. At least 60 stakeholders have been trained.
Support for the competent authorities in formulating strategic guidelines for the development of micro, small- and medium-scale agro-industry in Peru	ER 1 The country has strategic guidelines for the development of micro, small- and medium-scale agro-industry.	AI 1.1 Five (5) events have been held; sixty (60) stakeholders have participated in consultations; a proposal with strategic guidelines has been prepared for the development of agro-industry in Peru; at least one (1) new initiative has resulted from the experience.
Identification, systematization, dissemination and replication of successful experiences in forming agri-business partnerships aimed at linking small-scale producers to markets	ER 1. National, regional and/or local public and private stakeholders are aware of successful experiences in agri-business partnerships and have initiatives for putting lessons learnt into practice.	AI 1.1. A project has been forthcoming on the topic submitted to FonCT; Three (3) experiences have been documented on innovative initiatives in agribusiness partnerships; a technical note has been prepared for publicizing the lessons learnt as a result of the documented experiences; a project profile has been formulated to facilitate putting the lessons learnt with small-scale producers into practice.
Development of capabilities of organizations of rural producers and entrepreneurs to improve access to domestic and external markets	ER 1. Organizations of rural producers and entrepreneurs are increasing their prospects of gaining competitive access to new markets.	AI 1.1. A project with external resources has been negotiated and/or submitted to FonCT; a training guide has been designed or updated based on the review of other instruments developed; two (2) organizations are making use of the guide within the framework of a cooperation project.
Development of capabilities for adding value to production and retaining it in the rural territories.	ER 1. Public officials from local governments apply tools and strategies to promote value added and retain it in the areas of production via agro-tourism	AI 1.1. A project with external resources has been formulated and negotiated; an inter-institutional mechanism has been created to encourage and promote agro-tourism and at least two (2) municipalities in the referenced territory have been involved; at least one (1) model agro-touristic route has been designed.

Name of Project: Strengthening of local capabilities for the integrated management of development based on a territorial approach

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To help upgrade local capability for the integrated management of development based on a territorial approach

Activity	Expected Results	Achievement Indicators
Technical support in building or consolidating multisectoral mechanisms for dialogue and participation as a means of contributing to integrated territorial management	ER 1. National and subnational public, private and civil society entities intervene in coordination and unison to promote the integrated management of rural territories. ER 2. Public and private stakeholders have methodologies and projects to contribute to the integrated management of rural territories.	AI 1.1. At least two mechanisms have been established or strengthened. AI 2.1. A document on the characterization of methodologies has been produced. AI 2.2. Two proposals on various levels of formulation or execution have been forthcoming.
Identification and systematization of lessons learnt on sustainable rural development management based on a territorial approach in Peru and countries with similar conditions	ER 1. Public officials in the regional and local governments are aware of experiences in territorial management and have initiatives in place to be adapted and replicated.	AI 1.1. Five experiences have been identified. AI 1.2. A document has been published. AI 1.3. 50 officials are aware of about the experiences identified. AI 1.4. At least two projects have been formulated.
Formulation and implementation of a training program for the integrated management of territorial economic development in partnership with the public and academic sectors	ER 1. Public officials in the regional and local governments apply tools and strategies to promote the integrated management of local economic development. Academic and management entities working in development have an alternative to strengthen their offer of services.	AI 1.1. A document has been prepared under the program. Two training events have been carried out. Fifty stakeholders have been trained. One entity is interested in adopting the program within the framework of the sustainability project.
Support for the formulation and implementation of technical training and management programs and projects for the sustainable development of production and service activities for organized producers	ER 1. Trained organized producers are adopting production and management techniques to improve their economic activity in a sustainable way. ER 2. Academic and development management entities have an alternative for reinforcing their offer of services.	AI 1.1. A document has been prepared within the framework of the program. AI 1.2. Two training events have been held. AI 1.3. Fifty stakeholders have been trained. AI 2.1. There are two entities that are interested in adopting the program within the framework of the sustainability project.
Technical support in the creation or consolidation of multisectoral mechanisms for dialogue and	ER 1. National and subnational public, private and civil society entities intervene in coordination and unison	AI 1.1. Concerted development plans have been validated in five territories.

participation to contribute to integrated territorial management	to promote the integrated management of rural territories.	
Identification and systematization of lessons learnt in good practices in the management of sustainable rural development based on a territorial approach in Peru and countries with similar conditions	ER 1. Public officials from the regional and local governments are aware of experiences in territorial management and have initiatives to be adapted and replicated.	AI 1.1. Fifty (50) public officials are aware of experiences in territorial management and have initiatives to be adapted and replicated. Five (5) documents on lessons learnt in the process of supporting the use of concerted development plans as management tools.
Formulation and implementation of a training program for the integrated management of territorial development, in partnership with the public and academic sectors	ER 1. Public officials from the regional and local governments apply tools and strategies to promote the integrated management of local economic development.	AI 1.1. A city ordinance to establish the necessary institutional framework for implementing the decentralized training programs that have been validated. Five (5) local public policy documents. Two projects generated as a result of the platform for coordination (institutional framework) have been formulated within the framework of the decentralized training program that has been validated.
Support for the formulation and implementation of technical training and management programs and projects for the sustainable development of production and service activities for organized producers.	ER 1. Trained organized producers are adopting production and management techniques to improve their economic activity in a sustainable way.	AI 1.1. Two (2) projects have been formulated to improve their economic activity in a sustainable manner, using the training-action methodology.

Name of Project: Strengthening of the public and private institutional framework for agricultural innovation

Program: Innovation for Productivity and Competitiveness

Line of Action: National Innovation Systems

Objective: To strengthen the capability of public and private institutions to introduce technical, institutional and management innovations in the agricultural sector

Activity	Expected Results	Achievement Indicators
Support for the authorities in developing instruments and strategies to improve the efficacy and effectiveness of research, outreach and agricultural innovation	ER 1. The country has the capability and instruments to improve the efficacy and effectiveness of research, outreach and agricultural innovation.	AI 1.1. At least three experiences have been identified.
Support for the INIA in the design and/or implementation of biotechnology strategies that make it possible to showcase biodiversity and provide high-quality genetic material	ER 1. The country has a project for creating the National Agricultural and Forest Biotechnology Center (<i>Centro Nacional de Biotecnología Agropecuario y Forestal - CNBAF</i>)	AI 1.1. A feasibility study has been approved.
Promotion of the development of	ER 1. Local capability to generate a	AI 1.1. A project to facilitate access

local capabilities to generate an offer relevant and effective offer of to good quality seeds for small-scale of technological services technological services has been producers. strengthened.

Name of Project: Strengthening of the capacities of health and sanitation services and their users

Program Agricultural Health and Food Safety

Line of Action: Modernization of national sanitary and phytosanitary services

Objective: To strengthen the capacity of health and sanitation services and their users in such a way as to consolidate/establish processes for guaranteeing agricultural health and food safety at national level

Activity	Expected Results	Achievement Indicators
Support for the competent health and sanitation authorities with proposals of policy instruments for food safety	ER 1. The country has the capacity to formulate its policy on food safety and its instruments.	AI 1.1. At least three (3) experiences have been identified. AI 1.2. Two technical documents have been prepared. AI 1.3. At least three (3) technical events have been carried out.
Technical assistance for SENASA in designing methodologies for early health warning alerts to facilitate decentralized management in a region of the country	ER 1. The country has a methodological document for the establishment of an early warning system.	AI 1.1. At least two experiences have been identified. AI 1.2. A document has been prepared.
Support for the health and sanitation authorities in the area of institutional modernization through the updating of action plans prepared on the basis of the application of the PVS	ER 1. The health and sanitation authorities have updated plans of action based on the application of the PVS.	AI 1.1. At least one plan of action has been updated. AI 1.2. At least one project has been prepared. AI 1.3. At least one health authority has been trained in the management of the information system.
Development of a program to support the implementation of hemispheric and regional initiatives in strategic health-related issues	ER 1. Public-sector officials have reinforced their capability in strategic health-related issues.	AI 1.1. At least 45 officials have been trained. AI 1.2. At least three training events have been carried out.

Name of Project: Management and efficient handling of natural resources in the face of climate change

Program: Agriculture, Natural Resource Management and Climate Change

Line of Action: Efficient and integrated management of natural resources

Objective: To strengthen national, regional and local capacity to manage natural resources effectively in the face of climate change

Activity	Expected Results	Achievement Indicators
Management of the implementation of the national component of the program entitled The Energy and Environment Partnership with the Andean Region	ER 1. The country has initiatives that have been developed to facilitate the diversification of the energy matrix and reduce GGE.	AI 1.1. A schedule of activities has been prepared. AI 1.2. A manual and regulations governing the Fund have been prepared. AI 1.3. Ideally, one call for projects annually AI 1.4. At least one annual regional report has been consolidated.
Support for execution of the national component of the Program entitled Sustainable Forest Management in the Andean Region	ER 1. The country has sustainable, profitable and competitive forest management projects that contribute to the development of the forestry sector.	AI 1.1. A schedule of activities has been prepared. AI 1.2. A manual and regulations governing the Fund have been prepared. AI 1.3. Ideally, one call for projects annually. AI 1.4. At least one annual regional report has been consolidated.
Identification of public and private initiatives that can be converted into programs and projects to take advantage of synergies among agriculture, mining, energy, water resources and territories	ER 1. Public and private stakeholders have available projects that help to take advantage of synergies among agriculture, mining, energy, water resources and territories.	AI 1.1. At least four technical notes and their respective agreements. AI 1.2. A document has been prepared. AI 1.3. At least two projects have been formulated. AI 1.4. At least one project is under way.
Management of knowledge of ongoing processes for planning, management and the institutional framework in the face of climate change	ER 1. Public and private stakeholders have intervention methodologies and models for guiding processes for planning, management and the institutional framework in the face of climate change.	AI 1.1. At least five experiences have been characterized. AI 1.2. Two teaching guides have been prepared. AI 1.3. At least one training event or technical assistance is under way.
Management of the implementation of the national component of the Program entitled The Energy and Environment Partnership with the Andean Region	ER 1. The country has practical solutions regarding renewable sources of energy and/or energy efficiency demonstrated through projects and/or studies that allow for	AI 1.1. At least four projects and/or studies have been financed and executed. AI 1.2. Practical solutions stemming from these projects have been

	sustainable access to energy in rural areas.	systematized. AI 1.3. The practical solutions stemming from the projects financed and executed in Ecuador and Colombia have been disseminated.
Management of the implementation of the national component of the Program entitled Sustainable Forest Management Partnership in the Andean Region	ER 1. The country has innovative models to eliminate bottlenecks that stand in the way of the development of the forestry sector.	AI 1.1. At least ten projects have been financed and executed. AI 1.2. Innovation models deriving from the projects have been systematized. AI 1.3. At least one model for innovation in forest management and/or plantation management is under negotiation for replication and expansion.

IICA OFFICE IN VENEZUELA

Name of Project: Strengthening of the national agricultural health and food safety system (AHFS)

Program: Agricultural Health and Food Safety

Line of Action: Food safety

Objective: To contribute to innovation and the strengthening of institutional capacity in the area of agricultural health and food safety services and the agrifood system to raise health status, improve food security and promote public health

Activity	Expected Results	Achievement Indicators
Technical support for official bodies in processes to strengthen their AHFS services	<p>ER 1. The Food Hygiene Department (FHD) has launched a process aimed at modernizing and strengthening its organizational and operational structure.</p> <p>ER 2. Officials from the AHFS services have upgraded their capacity in major strategic topics.</p> <p>ER 3. The INSAI has initiated a process of operational strengthening to respond to emergencies caused by outbreaks that affect plants and animals.</p> <p>ER 4. The INSAI has strengthened its sanitary and phytosanitary programs.</p> <p>ER 5. The INSAI and the Food Hygiene Department have developed the</p>	<p>AI 1.1. A methodology has been adopted by the Food Hygiene Department.</p> <p>AI 1.2. A plan of action has been established and provides for those responsible for strengthening the Food Hygiene Department and time frames for doing so.</p> <p>AI 2.1. At least four training events have been held.</p> <p>AI 3.1. An action plan has been established to respond to emergencies.</p> <p>AI 4.1. At least four training events to upgrade programs to eradicate foot and mouth disease, brucellosis and bovine tuberculosis.</p>

	ability to conduct an appropriate risk analysis as the scientific basis for all sanitary or phytosanitary measures.	AI 5.1. The INSAI and the Food Hygiene Department have a procedure for carrying out the risk analysis.
Technical assistance for INSAI in designing methodologies for early alerts in sanitary and phytosanitary topics	ER 1. Institutional capacity to act promptly in the face of health risks has been strengthened.	AI 1.1. A preventive and health mitigation plan has been established in the event of a disaster. AI 1.2. The INSAI and the Food Hygiene Department have a vulnerability reduction and health mitigation project in the face of the effects of disasters on production and food safety systems.
Strengthening of the agro-production sector	ER 1. The networks, associations, cooperatives, communities, producer unions and public institutions have a work plan for instituting GAP, GMP, food hygiene, HACCP in production chains that have a lesser environmental impact and that will contribute to public health and food security. ER 2. Other institutions involved in AHFS education and training, such as universities and schools have opted to include AHFS topics in their curricula.	AI 1.1. The networks, associations, cooperatives, communities, producer unions and public institutions have adopted the principles and methodology for implementing the quality management systems. AI 1.2. The public and production institutions have a work plan for improving their agricultural production and cattle-rearing activities. AI 1.3. The networks, associations, cooperatives, communities, producer unions and public institutions have projects to implement GAP, GMP, food hygiene and HACCP programs. AI 2.1. The universities and schools have included AHFS activities in their curricula.
Support for processes that ensure the technical and organizational strengthening of producer networks and other types of organizations	ER 1. The organizational and management capacity of local stakeholders has been upgraded.	AI 1.1. The social stakeholders have developed an organizational strengthening plan.

Name of Project: Strengthening of agrifood systems and of family agriculture services in rural territories

Program: Agriculture, Territories and Rural Well-being

Line of Action: Contribution of family agriculture to the rural economy

Objective: To contribute to the development of institutional and local capacity in the integrated management of agri-food systems in family agriculture and services in rural territories, in the framework of the strategic priorities in the Battle for Food Sovereignty Plan

Activity	Expected Results	Achievement Indicators
Institutional strengthening for the design and provision of support for family agriculture in the rural territories	<p>ER 1. Public and private entities have learnt about methodologies, which they have applied, for the design and implementation of a sustainable development strategy and for the strengthening of family agriculture in rural territories.</p> <p>ER 2. The sectoral, state and municipal institutional framework, as well as local stakeholders (community councils, cooperatives, unions and producers), are capable of taking advantage of opportunities and generating platforms for dialogue and social management.</p>	<p>AI 1.1. At least three situational analysis documents for the design of sustainable development strategies have been prepared.</p> <p>AI 1.2. At least five awareness-raising and mobilization events have been held.</p> <p>AI 1.3. At least 120 institutional and local stakeholders have been sensitized.</p> <p>AI 1.4. At least two sustainable development strategies have been prepared.</p> <p>AI 2.1. At least three simplified assessments of social capital have been prepared.</p>
Development of capacity for external resource mobilization	<p>ER 1. State and municipal governments and stakeholders are developing expertise in the formulation of strategic territorial investment programs and projects.</p>	<p>AI 1.1. At least two preliminary territorial investment project portfolio documents have been prepared.</p> <p>AI 1.2. At least two workshops and forums on resource mobilization and project management have been held.</p> <p>AI 1.3. At least two technical teams have been organized and have started working on the topic of resource mobilization.</p>
Strengthening of integrated territorial management capability	<p>ER 1. Institutional and community stakeholders are improving their expertise in the social cohesion and management of territories.</p> <p>ER 2. The public and sectoral institutional framework has methodologies to be put into practice for the integrated development of</p>	<p>AI 1.1. Three diagnostic documents have been prepared.</p> <p>AI 1.2. At least 100 people have been trained.</p> <p>AI 2.1. Three methodologies and instruments have been applied.</p> <p>AI 2.2. Three territorial management</p>

	territories.	strategies have been prepared.
Assistance and technical support for forming institutional technical networks and strategic partnerships for integrated territorial management	<p>ER 1. Public, private and community entities are intervening in coordination processes to develop integrated territorial management platforms.</p> <p>ER 2. The Technical Committee has methodologies for the formulation and management of institutional development in territories.</p>	<p>AI 1.1. At least 20 institutions are involved.</p> <p>AI 1.2. At least six events to coordinate stakeholders have been held.</p> <p>AI 1.3. 100 people have been trained.</p> <p>AI 2.1. Three methodologies and instruments have been applied</p> <p>AI 2.2. At least three plans of action have been formulated and validated.</p> <p>AI 2.3. Three follow-up and evaluation reports have been prepared.</p>

SOUTHERN REGION

IICA OFFICE IN ARGENTINA

Name of Project: Support in formulating, analyzing and implementing agricultural and agrifood strategies and policies

Program: Center for Strategic Analysis (CAESPA)

Line of Action: Strategic planning and analysis for agriculture

Objective: To provide the MAGyP with technical cooperation in formulating, analyzing and implementing national strategies and policies aimed at making agriculture sustainable and competitive, as a means of promoting social inclusion and the well-being of the rural population

Activity	Expected Results	Achievement Indicators
To support the MAGyP in formulating and implementing the 2010-2016 Strategic Agrifood and Agroindustrial Plan (PEA2)	<p>ER 1. Technical and other personnel from the MAGyP and from public and private institutions of the agrifood sector have access to studies and experiences in other countries related to strategic planning, which they can apply when formulating policies and strategies.</p> <p>ER 2. Technical and other personnel from the MAGyP and from public and private institutions of the agrifood sector are familiar with IICA technical materials on the strategic vision for the agrifood sector, family agriculture, organic agriculture and bioenergy.</p> <p>ER 3. The public- and private-sector</p>	<p>AI 1.1. At least four studies on family agriculture, intelligent agriculture, climate change and comparison of agricultural policies (benchmarking). Two (2) videoconferences on strategic planning.</p> <p>AI 2.1. Participation in and contribution of technical materials to working groups on family agriculture, organic agriculture and agroenergy, as well as conferences, seminars and meetings on the PEA. At least 10 meetings.</p> <p>AI 3.1. At least six workshops held with provincial leaders from the production, political and scientific-technical sectors, with support from</p>

	<p>institutions associated with the agrifood and agroindustrial sectors in all the provinces of the country have participated actively in the formulation of the PEA2.</p>	<p>IICA.</p>
<p>To support the MAGyP, PROSAP and UCAR in formulating and evaluating investment projects focused on rural infrastructure and agricultural development</p>	<p>ER 1. Each of the provinces participating in PROSAP has a Provincial Strategy for the Agrifood Sector (EPSA).</p> <p>ER 2. The provinces participating in PROSAP have prepared feasibility studies on projects calling for the investment of public funds in the areas of irrigation and drainage, electrification of rural areas, rural roads and production and business development.</p>	<p>AI 1.1. Ten provincial agrifood sector strategy documents appropriated by the provinces.</p> <p>AI 2.1. Twenty project profiles, at the level of feasibility studies, have been agreed upon with the provinces.</p>
<p>To generate knowledge on agricultural cooperatives in Argentina and identify strategies for strengthening the creation of cooperatives and associations in general</p>	<p>ER 1. The MAGyP and organizations of family farmers and cooperatives have a thorough and up-to-date study on agricultural cooperatives, their strengths and weaknesses, and how to improve their performance and increase their share in the market.</p> <p>ER 2. The MAGyP has a document containing proposals on ways to promote the creation of cooperatives and other types of associations.</p> <p>ER 3. The participation of the principal actors in the analysis and discussion of the current state of and the strategy for agricultural cooperatives has been facilitated.</p>	<p>AI 1.1. A book entitled "Las cooperativas agropecuarias en la República Argentina" published.</p> <p>AI 2.1. Two documents delivered to the MAGyP containing proposals on ways to promote the creation of cooperatives and other types of associations.</p> <p>AI 3.1. A workshop/seminar dealing with the current state of and challenges facing agricultural cooperatives held for technical and other personnel and leaders from public- and private-sector cooperatives.</p>
<p>To strengthen the formulation of agroenergy policies and strategies</p>	<p>ER 1. Personnel from the Agroenergy Department of the MAGyP more effectively coordinate the Bioenergy Working Group of the PEA2 and are working to ensure its continued participation in the formulation of agroenergy policies.</p> <p>ER 2. Personnel from the Agroenergy Department of the MAGyP, the INTA Bioenergy Program, members of the Bioenergy Working Group of the PEA2 and other actors in the chain are better equipped to make decisions on agroenergy policies and/or strategies.</p> <p>ER 3. Personnel from the INTA, the NARIs of the Southern Region and PROCISUR apply a methodology for identifying and calculating the cost of the lignocellulose raw materials to be</p>	<p>AI 1.1. The Bioenergy Working Group and the MAGyP, with technical support and cooperation from IICA, have drawn up a Strategic Plan in Bioenergy, as part of the PEA2.</p> <p>AI 2.1. The MAGyP, the INTA and other competent authorities in the field of bioenergy have access to technical studies and reports prepared jointly with IICA.</p> <p>AI 3.1. The technical personnel of the BABETHANOL project, with technical support from IICA, have access to information on the relative competitiveness of the lignocellulose raw materials of interest for the Southern Region.</p> <p>AI 4.1. Forty newsletters published by</p>

	<p>used in the BABETHANOL project.</p> <p>ER 4. Public-sector personnel and groups interested in bioenergy have access to systematized and up-to-date information on the current state and configuration of the Argentine and global biofuels chain.</p>	<p>IICA on agroenergy and biofuels.</p> <p>AI 4.2. An agroenergy and biofuels information system, designed by the MAGyP and IICA, available to all sectors and groups interested in bioenergy.</p>
<p>To support the work of the regional bodies (CAS, COSAVE, CVP and PROCISUR) as a means of ensuring the inclusion of their findings in the formulation of national policies and strategies</p>	<p>ER 1. The areas of the MAGyP, SENASA and INTA involved in the formulation of policies and strategies benefit from documents produced by the regional cooperation bodies.</p> <p>ER 2. The INTA and other NARIs of the Southern Region have access to conceptual and methodological documents and participate in workshops on institutional innovation for agricultural development.</p>	<p>AI 1.1. At least 20 CAS, COSAVE, CVP and PROCISUR documents disseminated. Minutes and proceedings of their meetings.</p> <p>AI 2.1. Documents from the PROCISUR Institutional Innovations Platform (PRINIDES) on institutional innovations in the NARIs of the region.</p>
<p>To strengthen the capability of the MAGyP to develop leadership skills in rural youths</p>	<p>ER 1. MAGyP personnel and leaders who work with rural youths in Argentina have formulated a project calling for the creation of a National Center for the Development of Leadership in Young Leaders in Agriculture and Rural Life, based on analyses, conclusions and recommendations prepared jointly with IICA.</p> <p>ER 2. The National Center for the Development of Leadership in Young Leaders in Agriculture and Rural Life has received training and teaching materials contributed by IICA.</p> <p>ER 3. Youths involved in agriculture and rural life in Argentina have sharpened their leadership skills by participating in fora and meetings organized jointly by the MAGyP and IICA.</p>	<p>AI 1.1. National Center for the Development of Leadership in Young Leaders in Agriculture and Rural Life designed and put into operation by the MAGyP, with technical support from IICA.</p> <p>AI 2.1. At least four training modules and/or manuals developed and adopted for the National Center for the Development of Leadership in Young Leaders in Agriculture and Rural Life</p> <p>AI 3.1. At least one national and three regional fora held for young leaders in agriculture and rural life.</p>

Name of Project: Strengthening of the capabilities needed to make agricultural products competitive and add value to them at the point of origin, and to contribute to the development of territories

Program: Agribusiness and Commercialization

Line of Action: Adding value to agricultural products and keeping such added value where the products are produced

Objective: To strengthen the capabilities institutions require to make producers competitive and more effectively link them to markets, specifically by developing agribusinesses, differentiating products, adding value to agricultural products and keeping such added value where the products are produced

Activity	Expected Results	Achievement Indicators
To strengthen the capability of the MAGyP to incorporate rural tourism into territorial development strategies	<p>ER 1. MAGyP and PRONATUR personnel have access to methodologies and tools for incorporating rural tourism into territorial development strategies.</p> <p>ER 2. MAGyP personnel in the area of rural tourism have received training based on knowledge derived from institutions and strategies from other countries.</p> <p>ER 3. MAGyP personnel in the area of rural tourism have benefited from the compilation and analysis of successful experiences.</p>	<p>AI. 1.1. At least 400 courses taught throughout life of the project.</p> <p>AI. 2.1. At least 20 have participated in technical missions.</p> <p>AI. 3.1. Successful experiences documented and systematized.</p>
To strengthen the capability of the MAGyP to implement programs focused on differentiating agricultural products and foods and adding value at the point of origin	<p>ER 1. Public-sector technical and other personnel have learned how to use and promote the use of seals of quality.</p> <p>ER 2. Agrifood producers and SMEs have the tools they require and are better prepared to adopt quality protocols.</p> <p>ER 3. Public-sector personnel and producers have learned from the experience of other countries in the use of seals of quality, thanks to the cooperation provided by IICA.</p>	<p>AI 1.1. At least 2000 program implementers and producers have participated in courses and activities organized by PROCAL in cooperation with IICA.</p> <p>AI 2.1. At least six SMEs have been granted seals of quality by PROCAL, in cooperation with IICA.</p> <p>AI 3.1. At least four videoconferences and exchanges organized in cooperation with IICA.</p>
To strengthen the capability of the MAGyP to promote organic agriculture	<p>ER 1. Public-sector personnel and producers have learned more about organic agriculture and the certification of products.</p> <p>ER 2. Technical capabilities in Argentina, a node for the Southern Region of the ICOA, have been strengthened.</p> <p>ER 3. Those engaged in organic agriculture have access to up-to-date</p>	<p>AI 1.1. At least 400 program implementers and producers have acquired new knowledge thanks to their participation in courses and activities organized by PRODAO in cooperation with IICA.</p> <p>AI 2.1. The competent authority in organic agriculture from SENASA has been strengthened and has trained competent authorities in several</p>

	information via www.agriculturaorganicaamericas.int .	countries of the Southern Region. AI 3.1. Electronic portals of the national and international ICOA operational and constantly updated.
To strengthen the capability of the National Wine Industry Institute (INV) to solidify the competitiveness of Argentine wines and the incorporation of small-scale growers and SMEs into the chain	<p>ER 1. INV technical personnel, using methodologies and know-how provided by IICA, are more effective in implementing the Institute's Technical-Operational Modernization Project.</p> <p>ER 2. The INV designs training workshops aimed at improving the incorporation of SMEs into the wine production chain.</p> <p>ER 3. The INV, with support from IICA, is modernizing its systems for accessing information and knowledge.</p>	<p>AI 1.1. Ten (10) INV personnel have participated in courses on WHO Sanitary and Phytosanitary Measures and on the PVS tools developed by IICA.</p> <p>AI 2.1. Five (5) training workshops on Marketing, Quality and Associative Activities organized with guidance from IICA for small-and medium-scale vintners and distributors.</p> <p>AI 3.1. INV information system developed and implemented with technical support from IICA.</p> <p>AI 3.2. INV library now member of SIDALC and the IICA National Network of Agricultural Libraries.</p>
To strengthen the capability of the Irrigation Department (DGI) of the province of Mendoza and of its Technology Generation and Transfer Program (GyTT) in order to implement a training and technical assistance service for farmers.	<p>ER 1. The DGI has expanded its base of technical knowledge and institutional and/or technological linkages thanks to access to information on experiences and activities of the irrigation platform (PTR) of PROCISUR and on successful experiences in IICA member countries.</p> <p>ER 2. The training and technical assistance service of the DGI (GyTT program) has been strengthened thanks to the incorporation of facilitation and leadership tools and techniques provided by IICA.</p> <p>ER 3. Capabilities for managing knowledge needed for the development of the education and training service of the GyTT program of the DGI have been strengthened.</p>	<p>AI 1.1. DGI personnel learn from the experiences of the PTR of PROCISUR and participate in its activities.</p> <p>AI 2.1. Sixty (60) trainers and facilitators from the GyTT program, and management level personnel, have incorporated and apply the facilitation and leadership tools provided by IICA.</p> <p>AI 3.1. DGI and GyTT program personnel and their trainers and facilitators are familiar with and use the products and tools of SIDALC and the National Network of Agricultural Libraries.</p> <p>AI 3.2. For its curriculum courses and/or technical and teaching materials, the GyTT program has drawn on IICA's expertise and outputs (depending on the results of the assessment on focused training needs in GyTT).</p>
To support public and private institutions in the implementation of joint activities	<p>ER 1. Technical personnel, extension agents, educators and students have access to a more effective tool for strengthening SIAL.</p> <p>ER 2. Technical personnel, facilitators, extension agents and educators have access to tools for strengthening the formation of associations.</p> <p>ER 3. Cooperative relations with strategic allies have been</p>	<p>AI 1.1. Progress reports, methodological notes and document on activation plan.</p> <p>AI 2.1. At least one tool designed by IICA for strengthening the formation of associations.</p> <p>AI 3.1. At least three proposals for projects with strategic allies designed and presented to the FonTC.</p>

strengthened.

Name of Project: Institutional strengthening in the area of natural resource management and climate change

Program: Natural Resources, Climate Change and Environment

Line of Action: Adaptation of agriculture to climate change

Objective: To provide the country with support in strengthening the capability of its institutions to meet challenges related to climate change and the sustainability of agriculture, while helping to generate and disseminate specific knowledge

Activity	Expected Results	Achievement Indicators
<p>To support the Intelligent Agriculture Program of the MAGyP in promoting agriculture that is intelligent, competitive, efficient and sustainable, in order to add value to national agricultural products</p>	<p>ER 1. Technical and other personnel of the MAGyP and public and private institutions of the agrifood sector have access to studies and are aware of the concepts and components of "intelligent agriculture."</p> <p>ER 2. The creation of a working group comprising public employees, public- and private-sector technical personnel and representatives of different production sectors, as well as the national innovation system, to formulate strategies and actions in the area of carbon footprinting CF, was coordinated by MAGyP.</p> <p>ER 3. Advances of CF in the protocols by agrifood chain.</p> <p>ER 4. Technical and other personnel from the MAGyP and public and private institutions of the agrifood sector are familiar with the public policy regarding CF and water footprint WF.</p> <p>ER 5. The monitoring and early warning system for water resources for rainfed crops has been strengthened.</p>	<p>AI 1.1. Book on intelligent agriculture and report on results of seminar/workshop held to discuss book.</p> <p>AI 2.1. Inter-institutional workshop held and working group on CF and WF created.</p> <p>AI 3.1. Proposal for project on measuring CF and WF for the main food chains.</p> <p>AI 4.1. Strategy document prepared.</p> <p>AI 5. 1. Verification of the installation of the technical systems and the application of the model for determining reserves and for the early warning system.</p>
<p>To generate and disseminate knowledge on climate change and on strategies for adapting agriculture, based on technical resources and knowledge from IICA's Climate Change and Natural Resources Program and the projects of the FonTC</p>	<p>ER 1. Existing knowledge related to climate variability and its effects on agriculture has been systematized, and the generation, analysis and management of information related to climate has been strengthened.</p> <p>ER 2. Technical and other personnel and producers have learned more about climate-related risks and adaptation measures, and have an extension strategy for adapting to CC in FA and a number of measures and technologies to recommend to</p>	<p>AI 1.1. Documents systematizing climate-related information (sources, systems, models, etc.) in the countries of MERCOSUR.</p> <p>AI 2.1. Training plan implemented.</p> <p>AI 2.2. Proposals for the design of extension strategies, tools and materials formulated for Argentina.</p> <p>AI 3.1. Study conducted on areas of Argentina affected by desertification and drought, under the ECONORMAS, IICA – LATU project.</p>

<p>farmers.</p> <p>ER 3. Thanks to the ECONORMAS, IICA – LATU project, technical and other personnel in the countries of MERCOSUR now know which areas of Argentina are affected by desertification.</p> <p>ER 4. Technical and other personnel and producers have a broad view of the institutions involved in the topic, as well as their duties and actions and other aspects.</p> <p>ER 5. Information compiled and organized by theme and greater access provided to documentation and other materials on the specific topic not usually available.</p>	<p>AI 4.1. Preliminary version of the map of the institutions active in the area of natural resources, agriculture and climate change.</p> <p>AI 5.1. Number of visits to the Natural Resources and Climate Change section of the web page, using the usual statistical methods.</p>
--	--

Name of Project: Institutional strengthening and modernization of national agricultural health and food safety services in Argentina

Program: Agricultural Health and Food Safety

Line of Action: Modernization of national sanitary and phytosanitary services

Objective: To promote the institutional strengthening and modernization of national agricultural health and food safety services, with a view to protecting the health of plants and animals and preventing the transmission of animal diseases to humans, thus guaranteeing the production of healthy and safe foods for the population and ensuring the access of products and byproducts to markets

Activity	Expected Results	Achievement Indicators
To modernize the SENASA and other institutions involved in the field of agricultural health in order to develop the capability to prevent specific diseases and pests	<p>ER 1. SENASA has access to an instrument (project) for strengthening its capability to provide services that will guarantee the continued development of production in the poultry sector.</p> <p>ER 2. National AHFS services have a strategy for modernizing their services and adapting them to address emerging issues and topics.</p> <p>ER 3. National and regional issues related to the cultivation of cotton are included on the agenda of and addressed at the Congress</p>	<p>AI 1.1. The project to prevent and control the spread of Avian Flu has been formulated and implemented in cooperation with IICA.</p> <p>AI 2.1. Eight (8) workshops held on the development and implementation of the PVS methodology for authorities and technical personnel in AHFS institutions.</p> <p>AI 3.1. Technical progress reports and proceedings of the Global Cotton Congress detail IICA's participation.</p>
To promote the active participation of AHFS-related institutions in international fora	ER 1. The personnel of the MAGyP and other AHFS-related institutions have the knowledge and information they need to participate effectively in meetings of the WTO PSP Committee, OIE, CIPV and Codex Alimentarius.	<p>AI 1.1. Technical teams (40 officials) trained in Good Practices for Participation in International Fora.</p> <p>AI 1.2. Training materials and manuals on Good Practices for Participation in International Fora distributed.</p>

		AI 1.3. Calls issued to seek funding for the participation of national officials in the different international fora.
To provide technical support in strengthening programs to promote the implementation of GAP, GLP and GMP in Argentina	<p>ER 1. Specialists from national AHFS-related institutions have shared experiences related to GAP, GLP and GMP with their peers in the countries of the region, in cooperation with IICA.</p> <p>ER 2. In activities involving IICA, Public-sector technical personnel and producers have been trained in the implementation of GAP.</p>	<p>AI 1.1. At least eight (8) technical courses/seminars/exchange visits are promoted with the support of IICA. IICA implements specific projects related to GAP.</p> <p>AI 2.1. At least twenty-four (24) seminars and/or workshops held with the participation of IICA specialists. IICA incorporates specific projects related to the topic.</p>
To promote the strengthening and modernization of the AHFS services by creating and developing capabilities needed to counter the threat posed by AI and combat diseases or pests that threaten the health of humans and animals in the countries of the region	<p>ER 1. The member countries of the CVP, with the help of IICA and its national AHFS specialists, are implementing the second stage of the project designed to prevent Avian Influenza and other transboundary diseases.</p> <p>ER 2. The official veterinary and phytosanitary services and other services linked to AHFS in the countries apply methodologies proposed by IICA to strengthen capabilities in the area of risk management.</p>	<p>AI 1.1. Activities called for in the APO of the project are implemented with the participation of personnel from the IICA Office in Argentina.</p> <p>AI 2.1. At least eight (8) courses on the topic of risk analysis.</p>

IICA OFFICE IN BRAZIL

- Name of Project:** The new face of rural poverty in Brazil: changes, profile and challenges for public policies
- Program:** Agriculture, Territories and Rural Well-being
- Line of Action:** Integrated and sustainable management of rural territories
- Objective:** To formulate policy proposals to address rural poverty in Brazil, with a more appropriate and differentiated approach to actions that promote inclusiveness in production, bearing in mind the specificities and potential of the different segments of the poor rural population.

Activity	Expected Results	Achievement indicators
Analysis of the leading methodologies applied to assess and quantify rural poverty	ER 1. Methodology for quantifying poverty in Brazil designed.	AI 1.1. Technical report prepared.
Studies to analyze rural poverty in its different dimensions	ER 1. Conceptualization of the heterogeneous nature of rural poverty in Brazil with its regional specificities.	AI 1.1. Technical report prepared.

Study on the appropriateness and sufficiency of public policies to address rural poverty	ER 1. Limits and scope of current rural development policies to combat poverty identified.	AI 1.1. Technical report prepared.
Analysis of the socioeconomic impact of large governmental and private enterprises in areas with high levels of rural poverty	ER 1. Strategy designed to address rural poverty in areas where large governmental and private enterprises operate.	AI 1.1. Technical report prepared.

Name of Project: Strengthening Brazil's agricultural health and food safety services

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and phytosanitary measures

Objective: To support the consolidation of Brazil's agricultural health and food safety system through technical cooperation actions.

Activity	Expected Results	Achievement Indicators
Seminars/workshops and courses on the application of the Performance, Vision, Strategy (PVS) tool to meet demand by the official AHFS services	ER 1. PVS tool for official laboratories tested in two official laboratories (national, state and/or accredited). Official veterinary, plant health and food safety services are strengthened through the application of the service assessment and monitoring tool. Technical cooperation provided to the National Health Surveillance Agency for the design of the self-assessment plan of the food safety monitoring services: a tool for improving the process of food safety monitoring.	AI 1.1. Report prepared on the assessment of two laboratories. 20 technicians trained in the application of the PVS tool. Suggestions made to improve the PVS tool for laboratories and the methodology for applying it. Service technicians have received training. Identified improvements required in the actions of the official services. Proposal for self-assessment plan prepared.
Support the design of plans and programs for the consolidation of the official AHFS services	ER 1. Strategic partnerships strengthened. Opportunities for technical cooperation projects identified. Other demands of the official services to assess and strengthen their services attended to by the AHFS area of the IICA Office in Brazil.	AI 1.1. Actions carried out to modernize the official services based on results of the PVS process. Technical reports prepared. Official services have prepared reports on the results obtained.
Developing the capabilities of technicians of the risk analysis services	ER 1. Training courses and strategic partnerships to strengthen the national "risk analysis" services in food have been identified, supported, disseminated and promoted. The quality of the official risk analysis services has improved. Service technicians have updated their knowledge.	AI 1.1. A group of experts on risk analysis from institutions and universities has been identified. Reports of the results of the course on risk analysis prepared. Number of technicians trained.
Capacity building for the official services in identified emerging issues	ER 1. Technical cooperation provided to key players to develop their technical, scientific and leadership capabilities in food safety.	AI 1.1. Number of technicians trained. Number of technicians with access to training. Improved dissemination of agricultural,

	Disseminated and promoted the participation of technicians in training courses and strategic partnerships in good agricultural, manufacturing and livestock practices, and integrated fruit production. Updated the knowledge of technicians of the official services. Improved the official services' competencies in good agricultural, manufacturing and livestock practices. Official technical personnel, food producers and processors and other agricultural producers trained in the application of modern animal and plant health and food safety techniques. Supported the design of a regional project for the control and eradication of the carambola fly.	manufacturing and livestock good practices, and of integrated fruit production practices. Report prepared on the activities carried out. Meetings and partnerships arranged.
Support for hemispheric initiatives related to the Codex Alimentarius	ER 1. IICA's relations and partnership with the Brazil's Codex Alimentarius Committee strengthened.	AI 1.1. Meetings held with the Codex Committee of Brazil. Official documents sent. Participation in technical forums.
Facilitate the exchange of information and experiences and the updating of international standards and agreements in the official services	ER 1. Region strengthened in terms of the structures of the national committees and official participation in meetings of Codex Alimentarius. Identified other proposals for capacity building with technicians of the services. Updated the knowledge of technicians on relevant topics.	AI 1.1. Experience of Brazil's Codex Committee disseminated to other countries of the Region. Technical reports prepared on participation in courses.
Support for the transfer of technologies to small-scale farmers in the Federal District	ER 1. Proposal for a technical cooperation project with the EMATER-DF company prepared. Technical cooperation actions to transfer technologies to small-scale farmers implemented.	AI 1.1. Improved supply of technology transfer services by the EMATER-DF. Number of members and users of the system identified.
Meeting specific demand in health education	ER 1. Together with strategic partners identified the main training needs in animal and plant health and food safety. Knowledge management with strategic partners promoted.	AI 1.1. Official requests received by the IICA Office in Brazil. Report prepared on the activities carried out. New technical cooperation actions identified.
Responding to demand for participation in technical and scientific events on AHFS	ER 1. Public-private partnerships strengthened. Knowledge management on AHFS issues implemented. Exchange of experiences promoted. New technical cooperation actions identified.	AI 1.1. Report on activities prepared. IICA's actions as facilitator of technical cooperation on AHFS issues expanded and disseminated. Number of strategic partnerships increased.

Name of Project: Knowledge management to support the execution of IICA's strategy in Brazil

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To consolidate knowledge management in order to support the implementation of IICA's strategy in Brazil, with an emphasis on gathering and disseminating the knowledge generated through the management of technical projects, the negotiation of public policies for the development of agriculture, territories and efforts to combat rural poverty, the management of production chains for agribusiness and the management of natural resources and the environment.

Activity	Expected Results	Achievement indicators
Negotiating opportunities for technical cooperation	ER 1. Public institutions are aware of the potential and the legal and institutional limits of IICA's technical cooperation.	AI 1.1. Three projects negotiated.
Technical support for the design of technical cooperation projects	ER 1. Objectives, indicators of results and verification mechanisms defined for future projects.	AI 1.1. Two projects designed.
Technical assistance for the management of technical cooperation projects	ER 1. Technical cooperation projects under execution administered.	AI 1.1. 17 projects under execution administered.
Evaluation and dissemination of the results of technical cooperation projects	ER 1. Project results analyzed and disseminated.	AI 1.1. National institutions informed and projects reoriented. AI 1.2. Five technical exchange initiatives promoted.
SRD Forum: conceptual and methodological development	ER 1. Governmental and non-governmental institutions affiliated to the Permanent Forum for Sustainable Rural Development of IICA (SRD Forum) have access to a store of theoretical, practical and operational knowledge to design and manage their area-based development policies, strengthen family agriculture and enhance efforts to combat rural poverty.	AI 1.1. Books published.
SDR Forum: dissemination of results for capacity building (report)	ER 1. Governmental and non-governmental institutions affiliated to the Permanent Forum for Sustainable Rural Development of IICA (SRD Forum) have access to a store of theoretical, practical and operational knowledge to design and manage their area-based development policies, strengthen family agriculture and enhance efforts to combat rural poverty.	AI 1.1. Report on the international forums prepared.
SDR Forum: dissemination of results for capacity building (evaluations)	ER 1. Governmental and non-governmental institutions affiliated to the Permanent Forum for Sustainable Rural Development of IICA (SRD Forum) have access to a store of theoretical, practical and operational	AI 1.1. Reports on the evaluations of courses prepared.

	<p>knowledge to design and manage their area-based development policies, strengthen family agriculture and enhance efforts to combat rural poverty.</p>	
<p>SRD Forum: dissemination of results for capacity building (technical papers)</p>	<p>ER 1. Governmental and non-governmental institutions affiliated to the Permanent Forum for Sustainable Rural Development of IICA (SRD Forum) have access to a store of theoretical, practical and operational knowledge to design and manage their area-based development policies, strengthen family agriculture and enhance efforts to combat rural poverty.</p>	<p>AI 1.1. Technical papers prepared for information sessions.</p>
<p>SDR Forum: dissemination of results for capacity building (newsletters and reports)</p>	<p>ER 1. Governmental and non-governmental institutions affiliated to the Permanent Forum for Sustainable Rural Development of IICA (SRD Forum) have access to a store of theoretical, practical and operational knowledge to design and manage their area-based development policies, strengthen family agriculture and enhance efforts to combat rural poverty.</p>	<p>AI 1.1. Online newsletters and technical reports disseminated.</p>
<p>CERAGRO: information management through a virtual (online) library specializing in the agribusiness of the Southern Region, related topics and cross-cutting issues (studies)</p>	<p>ER 1. Small and medium-scale producers and agribusiness entrepreneurs, governmental and non-governmental institutions, the academic community and partners of the Agribusiness Reference Center for the Southern Region (CERAGRO) use the systematized knowledge and specialized publications on agribusiness topics and cross-cutting issues, participate in online events promoted by the relevant web site and strengthen mechanisms and tools that improve quality of information, knowledge and decision-making, contributing to greater inclusion, increased competitiveness and the generation of jobs and incomes.</p>	<p>AI 1.1. Applications received to register on lists for the reception of CERAGRO publications and requests received for new studies on production chains, publications and online and onsite discussions.</p>
<p>CERAGRO: dissemination of information through a specialized observatory, regularly updated with the policies, legislation, regulations, good practices and innovations of each country in the Southern Region, as a mechanism for horizontal cooperation (observatory)</p>	<p>ER 1. Small and medium-scale producers and agribusiness entrepreneurs, governmental and non-governmental institutions, the academic community and partners of the Agribusiness Reference Center for the Southern Region (CERAGRO) use the systematized knowledge and specialized publications on agribusiness topics and cross-cutting</p>	<p>AI 1.1. An observatory for monitoring actions implemented.</p>

	<p>issues, participate in online events promoted by the relevant web site and strengthen mechanisms and tools that improve quality of information, knowledge and decision-making, contributing to greater inclusion, increased competitiveness and the generation of jobs and incomes.</p>	
<p>CERAGRO: systematization of best practices in agribusiness, exchanges and facilities for their replication (links with CAS)</p>	<p>ER 1. Small and medium-scale producers and agribusiness entrepreneurs, governmental and non-governmental institutions, the academic community and partners of the Agribusiness Reference Center for the Southern Region (CERAGRO) use the systematized knowledge and specialized publications on agribusiness topics and cross-cutting issues, participate in online events promoted by the relevant web site and strengthen mechanisms and tools that improve quality of information, knowledge and decision-making, contributing to greater inclusion, increased competitiveness and the generation of jobs and incomes.</p>	<p>AI 1.1. Effective links with CAS, whose portal is a source of knowledge and good practices.</p>
<p>CERAGRO: systematization of best agribusiness practices, exchanges and facilities for their replication (adoption by CERAGRO)</p>	<p>ER 1. Small and medium-scale producers and agribusiness entrepreneurs, governmental and non-governmental institutions, the academic community and partners of the Agribusiness Reference Center for the Southern Region (CERAGRO) use the systematized knowledge and specialized publications on agribusiness topics and cross-cutting issues, participate in online events promoted by the respective web site and strengthen mechanisms and tools that improve quality of information, knowledge and decision-making, contributing to greater inclusion, increased competitiveness and the generation of jobs and incomes.</p>	<p>AI 1.1. Effective integration of the Southern Region countries into CERAGRO.</p>
<p>CERAGRO: consolidation and continuous updating of the information system on agricultural statistics, using databases of the five countries of the Southern Region, management/executive statistics and links with sources of specialized statistics (statistics)</p>	<p>ER 1. Small and medium-scale producers and agribusiness entrepreneurs, governmental and non-governmental institutions, the academic community and partners of the Agribusiness Reference Center for the Southern Region (CERAGRO) use the systematized knowledge and specialized publications on agribusiness topics and cross-cutting</p>	<p>AI 1.1. Statistics made available, with access by topic and by user, together with comments, inputs and recommendations to improve the quality of the system.</p>

	issues, participate in online events promoted by the relevant web site and strengthen mechanisms and tools that improve quality of information, knowledge and decision-making, contributing to greater inclusion, increased competitiveness and the generation of jobs and incomes.	
Knowledge management: identification, generation, use, storage, distribution and evaluation of knowledge generated and acquired by the IICA Office in Brazil (information products)	ER 1. Information and knowledge generated and acquired by the IICA Office in Brazil made available to beneficiaries.	AI 1.1. A 20% increase in the number of information products available in full text on the Internet.
Knowledge management: identification, generation, use, storage, distribution and evaluation of knowledge generated and acquired by the IICA Office in Brazil (social networks)	ER 1. Information and knowledge generated and acquired by the IICA Office in Brazil made available to beneficiaries.	AI 1.1. IICA's presence in two social networks (Twitter and Facebook) consolidated and web 2.0 approach implemented in the web portal of the IICA Office in Brazil.
Knowledge management: identification, generation, use, storage, distribution and evaluation of knowledge generated and acquired by the IICA Office in Brazil (exchange of information)	ER 1. Information and knowledge generated and acquired by the IICA Office in Brazil made available to beneficiaries.	AI 1.1. Increased number of meetings and workshops aimed at transmitting to others the knowledge acquired at courses and seminars.
Knowledge management: identification, generation, use, storage, distribution and evaluation of knowledge generated and acquired by the IICA Office in Brazil (dissemination)	ER 1. Information and knowledge generated and acquired by the IICA Office in Brazil made available to beneficiaries.	AI 1.1. A 50% increase in the number of accesses ("hits") by target public to the information and knowledge systems.
Knowledge management: identification, generation, use, storage, distribution and evaluation of knowledge generated and acquired by the IICA Office in Brazil (online marketing)	ER 1. Information and knowledge generated and acquired by the IICA Office in Brazil made available to beneficiaries.	AI 1.1. Fifty officials of the IICA Office in Brazil trained in online marketing.
Knowledge management: identification, generation, use, storage, distribution and evaluation of knowledge generated and acquired by the IICA Office in Brazil (Web site)	ER 1. Information and knowledge generated and acquired by the IICA Office in Brazil made available to beneficiaries.	AI 1.1. Web site of the IICA Office in Brazil modernized.

Name of Project: Program for the inclusion of small and medium-scale producers in local and regional markets, based on a production chain approach

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To promote agribusiness as a comprehensive system for the development of

agriculture and to increase the capacity of small and medium-scale producers and agricultural and rural entrepreneurs in order to promote their profitable, sustainable and competitive insertion in local and regional markets, contributing to improve the incomes of rural families and food security.

Activity	Expected Results	Achievement indicators
Study on production chains	ER 1. Technical documents prepared describing key aspects of the current situation and the performance and outlook for Brazil's agro-industrial systems.	AI 1.1. Three studies published online; results and recommendations disseminated at technical meetings along with the applicability of such studies to the design of sectoral policy proposals.
Evaluation of native products as engines of sustainable development	ER 1. Highland coffee production activated in two municipalities of Vale do Cafe and organic products in six municipalities of the mountain region of the State of Rio de Janeiro.	AI 1.1. Technical cooperation project approved and ready for implementation.
Promoting and facilitating coordination and entrepreneurship in rural tourism	ER 1. Consolidation of state and municipal Tourism Councils facilitated in order to promote entrepreneurship in rural tourism in five regions of Brazil.	AI 1.1. Members of 27 state councils and 100 municipalities trained in topics that strengthen their interventions in the tourism system. Five workshops to promote entrepreneurship organized in selected regions (Roraima, Santa Catarina, Bahia, area surrounding the Federal District and Ceara).
Establishing and disseminating systems for the management of agricultural prices and markets	ER 1. Reliable information provided to interested parties on seasonal price variability and the performance of agricultural prices and markets in one of Brazil's largest supply centers.	AI 1.1. Market and price information systems implemented, in coordination with the price information systems of the MIOA and CAS.

Name of Project: Program for natural resources in scenarios of adaptation to climate change

Program: Natural Resources, Climate Change and Environment

Line of Action: Adaptation of agriculture to climate change

Objective: To contribute through specific and unique actions to a comprehensive process of sustainable management of natural resources and the environment and adaptation to climate change, with an emphasis on agriculture.

Activity	Expected Results	Achievement indicators
Training on clean development mechanisms (CDM) and project management	ER 1. The technical capabilities of the IICA Office in Brazil in the areas of CDM and project management have been developed and improved.	AI 1.1. Five professionals trained in the implementation of the "carbon neutralization" variable in projects. Two professionals trained in project management.
Dissemination of technical publications of the IICA Office in Brazil	ER 1. Technical publications produced by the IICA Office in Brazil on natural resources and	AI 1.1. 1000 copies of each publication published.

	environmental management are known and disseminated.	
Make available to national institutions relevant technical information on natural resources and climate change generated through technical cooperation	ER 1. National institutions have improved access to relevant technical information on natural resources and climate change.	AI 1.1. Relevant data on natural resources and climate change generated by technical cooperation organized and made available to national institutions.
Contracting of specialized consultants on issues of interest to the IICA Office in Brazil	ER 1. Information products prepared on relevant topics of interest to the IICA Office in Brazil.	AI 1.1. Technical report prepared on the results of the consultancies contracted.
Negotiation and follow-up of technical cooperation opportunities	ER 1. Public institutions are aware of the potential and the legal and institutional limits of IICA's technical cooperation and of representation in various forums.	AI 1.1. Ten visits carried out by technicians to states located in areas subject to desertification. AI 1.2. Guaranteed participation in national and international forums of the World Water Council (WWC). AI 1.3. Guaranteed participation in the UNCCD COP 10 and in the UNFCCC COP (in the national and international spheres).

IICA OFFICE IN CHILE

Name of Project: Support for the modernization of the institutional framework

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: To support the institutional modernization of organizations attached to the Ministry of Agriculture, via horizontal cooperation

Activity	Expected Results	Achievement Indicators
Comparative analysis of structure and characterization of researchers and extension agents and dissemination of results of analysis	ER 1. Information analyzed is of interest for the restructuring of the INIA in Chile. Information presented is of interest for the INIA.	AI 1.1. Study prepared and approved by INIA. AI 1.2. Report delivered to INIA authorities.
Comparative analysis of the organizational structure of public entities associated with research organizations in the Southern Region and others	ER 1. Information analyzed is of interest for the restructuring of the INIA in Chile. Information presented is of interest for the INIA.	AI 1.1. Study prepared and approved by INIA. AI 1.2. Report delivered to INIA authorities.
Comparative analysis of the management, operational and organizational models of, and the nature of the relationship between, food safety agencies and the Ministries of Agriculture in countries such as Canada and Mexico	ER 1. Information analyzed is of interest for the restructuring of the SAG in Chile. Information presented is of interest for the SAG.	AI 1.1. Study prepared and approved by SAG. AI 1.2. Report delivered to SAG authorities.

Comparative Analysis of Germ Plasm Banks	ER 1. Information analyzed is of interest for the INIA Under Secretariat.	AI 1.1. Study prepared and approved by the Under Secretariat. AI 1.2. Results disseminated
Institutional mandates related to agribusinesses	ER 1. Information systematized on successful experiences in support of agribusinesses in Chile.	AI 1.1. Report on Chile delivered to FAO and IICA Headquarters.

- Name of Project:** Inter-agency Coordination
- Program:** Agriculture and Food Security
- Line of Action:** Institutional innovation for a new paradigm emphasizing technological change for food production and diversification
- Objective:** To ensure greater coordination and cooperation among international organizations and the institutions that work in the field of agriculture and rural development

Activity	Expected Results	Achievement Indicators
Periodic technical meetings	ER 1. Coordination and cooperation among international organizations operating in Chile.	AI 1.1. Group for coordination and cooperation among international organizations operating in Chile operational. AI 1.2. The organizations involved are familiar with the work of the other agencies in the fields of agriculture and rural development. AI 1.3. Identification of at least one project to be carried out jointly.
Organization of seminars/workshops	ER 1. Joint activities.	AI 1.1. At least one joint activity carried out annually.

- Name of Project:** Development of capabilities to monitor tariffs and subsidies for strategic products
- Program:** Agribusiness and Commercialization
- Line of Action:** Modernization of markets and marketing systems
- Objective:** To systematize and analyze information on tariffs and subsidies in neighboring countries for products of strategic importance for Chile, for decision makers in the Ministry of Agriculture

Activity	Expected Results	Achievement Indicators
Training workshop “Tools for assessing the economic impact of trade policy measures. The case of tariffs and subsidies”	ER 1. The Ministry of Agriculture, through its Office of Studies and Agrarian Policies, has the methodological tools needed to conduct studies, analyses and assessments of the impact of trade policy measures such as tariffs and subsidies.	AI 1.1. Modules 4 and 5 of the basic course: Tools for Analyzing the Economic Impact of Agricultural Sector Policies – with Emphasis on Trade Policy, developed with the participation of the Office of Studies and Agrarian Policies of the MINAGRI.

Name of Project: Strengthening capabilities in the area of agricultural health and food safety

Program: Agricultural Health and Food Safety

Line of Action: Sanitary and Phytosanitary Measures

Objective: To contribute to strengthening capabilities in areas such as risk management and the dissemination of international standards

Activity	Expected Results	Achievement Indicators
Training workshops and dissemination of information on international fora dealing with agricultural health and food safety	ER 1. Chile has access to the latest information on the state of negotiations in international fora dealing with agricultural health and food safety, thus improving its ability to negotiate.	AI 1.1. Delegates negotiate more effectively in international fora AI 1.2. Public-sector personnel have been trained in the application of the WTO SPS Agreement and international sanitary and phytosanitary norms/standards.
Training courses and dissemination of information on the application of techniques	ER 1. Public-sector technical personnel have been trained in the application of modern animal and plant health and food safety techniques	AI 1.1. Training events in risk-based food inspection techniques held.

Name of Project: Strengthening of capabilities and dissemination of information on biotechnology

Program: Innovation for Productivity and Competitiveness

Line of Action: Agrobiotechnology and Biosafety

Objective: To strengthen the capabilities of those involved in agriculture to address issues related to agrobiotechnology and, in particular, genetically modified crops

Activity	Expected Results	Achievement Indicators
Workshop to strengthen capabilities of communicators	ER 1. Capabilities of journalists and communicators to manage information and communication related to biotechnology improved. Linkages among journalists, communicators, government, legislatures and international organizations strengthened.	AI 1.1. 30 communicators trained annually.
Participation in training activities	ER 1. Capability to manage information and communication on biotechnology improved.	AI 1.1. Participation in at least eight seminars, presenting information on biotechnology and transgenics. AI 1.2. Preparation of at least one technical document per year.
Workshops to strengthen the capabilities of those involved in agriculture	ER 1. Capability to manage information and communication on biotechnology improved.	AI 1.1. Organization of at least two workshops with those involved in agriculture. AI 1.2. Preparation of at least one technical document per year

Dissemination of information on the state of negotiations on the Cartagena Protocol on Biosafety (CPB)	ER 1. Greater capacity to negotiate the PCB.	AI 1.1. Preparation of at least one technical document per year. AI 1.2. Participation of Chile in training activities related to the CPB.
--	--	---

Name of Project: Strengthening of Technology Transfer

Program: Innovation for Productivity and Competitiveness

Line of Action: National Innovation Systems

Objective: To promote the development of TTGs and of the organizations that provide them with technical support, as part of the national agricultural innovation system, promoting better institutional and technical management and promoting relevant training

Activity	Expected Results	Achievement Indicators
Analysis of the current structure of the TTGs	ER 1. Institutions that provide technical support to the TTGs have been strengthened as a result of improvements in the management of their technology transfer instruments. A guide is available for improving the management and impact of technology transfer and extension activities with the TTGs	AI 1.1. Document prepared
Participation in seminars and workshops	ER 1. Participants and technical advisors to the TTGs trained in areas of competence of IICA.	AI 1.1. At least one support activity conducted per year

IICA OFFICE IN PARAGUAY

Name of Project: Support for strengthening the institutional framework and agricultural capacity

Program: Innovation for Productivity and Competitiveness

Line of Action: National Innovation Systems

Objective: Promote better efficiency and effectiveness in the n the institutional functioning of the public agricultural sector responsible for the development of competitive, innovative, sustainable and inclusive agriculture

Activity	Expected Results	Achievement Indicators
Strengthening the national agricultural innovation system.	ER 1. The country has conceptual and methodological frameworks for the design, development and evaluation of its national innovation system ; it also has strengthened capacities for a competitive, sustainable and inclusive agriculture.	AI 1.1. A document containing the diagnosis of the IPTA submitted to the President. AI 1.2. Monitoring report on the execution of the Work Plan for improving the institutional framework, innovation and competitiveness of the national

		<p>agricultural sector.</p> <p>AI 1.3. Strategy for the Development of Technical Capabilities – Scientists from IPTA prepared, thanks to IICA coordination, and with the support of national, regional and international organizations.</p>
<p>Support for the public institutional framework of Organic Agriculture and capacity-building for the implementation of a National Strategy on Organic Agriculture.</p>	<p>ER 1. The technical capabilities of national public, private and academic institutions involved in innovation and technology, which promote positive changes towards competitive development of organic agriculture within the country, has been strengthened.</p>	<p>AI 1.1. A National Promotion Strategy for Organic Production published and is being executed.</p> <p>AI 1.2. At least 3 exchanges on good practices carried out and lessons learned on an organic production system.</p> <p>AI 1.3. At least 10 technical personnel trained to implement the National Organic Production Strategy.</p> <p>AI 1.4. The CIAO successfully completed its meeting with support from the IICA Office.</p>
<p>Support for adjustments to the SENAVE Modernization Project.</p>	<p>ER 1. SENAVE is aware of its SWOT and determines its priorities.</p> <p>ER 2. SENAVE is in a better position to develop programs relating to plant health and food safety.</p>	<p>AI 1.1. General SENAVE –IICA Agreement signed.</p> <p>AI 1.2. Work Plan developed for technical cooperation.</p> <p>AI 2.1. Institutional characterization of SENAVE updated with the application of the PVS tool.</p> <p>AI 2.2. SENAVE is in possession of an updated Modernization Project.</p>
<p>Strengthening of national research capacities for the safe use of biotechnologies.</p>	<p>ER 1. The Registrar of UNA has a program within the Masters of Science in Agricultural Biotechnology to improve its offerings with respect to the specialization in biotechnology and biosecurity.</p> <p>ER 2. The agricultural sector has improved technical capacities in the safe use of biotechnology</p>	<p>AI 1.1. A Program within the Masters of Science in Agricultural Biotechnology containing guidelines and suggestions from IICA, approved for implementation by the relevant bodies of the Universidad Nacional de Asunción.</p> <p>AI 2.1. At least 20 professionals informed about the Status and Outlook for World Production of Agrobiotechnology each year.</p>
<p>Support for the strengthening of specialized capacities in animal health.</p>	<p>ER 1. The FCV, with support from IICA, consolidates the Masters Program in Animal Health.</p> <p>ER 2. The IICA-Academia partnership makes it possible to improve the training of trainers and students in international standards for the international agricultural trade.</p> <p>ER 3. Students in the Masters in Animal Health are aware of the world</p>	<p>AI 1.1. The Program Document of the Masters in Animal Health is available in the FCV.</p> <p>AI 2.1. The knowledge management system for updating information on International Standards, World Trade in agricultural products and Risk Analysis has been installed.</p> <p>AI 3.1. 50 stakeholders linked to the meat industry trained in world trends</p>

	<p>market trends for meat.</p> <p>ER 4. Professors and final-year students in veterinary sciences are aware of, and apply planning techniques that will facilitate their professional work.</p>	<p>in the meat products trade.</p> <p>AI 4.1. 20 professionals successfully complete the Course in Animal Health Planning.</p>
<p>Strengthening of specialized capacities in plant health.</p>	<p>ER 1. Inspectors from SENAVE improve their efficiency in the prevention and control of diseases and pests.</p> <p>ER 2. Professionals from SENAVE improve their capacity to monitor residues and determine the MRL for low-use pesticides.</p>	<p>AI 1.1. A training course for phytosanitary inspectors conducted.</p> <p>AI 2.1. 30 professionals trained in monitoring of residues and determination of LMR.</p>
<p>Improvement in the specialized capacities of professionals in the sector in rural area-based development.</p>	<p>ER 1. The Faculty of Agricultural Sciences of UNA is strengthened through the development of Specialized Courses and a Masters in Rural Area-based Development.</p> <p>ER 2. Students in the Master's and Specialized Courses in Rural Area-based Development receive conceptual frameworks and leadership tools for accelerating the processes of planning and sustainable development management in rural territories.</p> <p>ER 3. The country has research related to Rural Area-based Development.</p>	<p>AI 1.1. Evaluation done by the students of the Masters Course in RAD and Specialization.</p> <p>AI 1.2. Inter-institutional coordinating team meets at least three times per year.</p> <p>AI 2.1. Program of studies and technical material prepared for two assignments developed with the support of technical personnel from IICA.</p> <p>AI 2.2. Participation of international experts from IICA and other countries in postgraduate RAD courses at the FCA/UNA.</p> <p>AI 3.1. Two research projects of the Master's Program receive guidelines from the technical team at IICA on conceptual frameworks and methodologies of interest to the Institute.</p>
<p>Support for the training of leaders for the agro-rural sector.</p>	<p>ER 1. The country has leaders who are proactive and committed to taking decisions and acting with a global vision on behalf of the agro-rural sector.</p>	<p>AI 1.1. At least 30 actors from the agricultural sector participate in Leadership Forums.</p> <p>AI 1.2. Members from at least 6 Inter-institutional Departmental Coordination Boards trained in leadership and social management with the SIGEST.</p> <p>AI 1.3. The Family Agriculture Food Production Program of the MAG has a Proposal for Leadership Training and Social Management.</p>
<p>Strengthening of the capabilities of technical personnel in irrigation and protected agriculture.</p>	<p>ER 1. The MAG system has technical assistance personnel with improved capabilities for transferring knowledge and methodologies on irrigation systems and protected agriculture.</p>	<p>AI 1.1. At least 70 technicians trained in irrigation systems and protected agriculture.</p>

Name of Project: Contribution to the design and implementation of public policies and strategies for the agricultural sector

Program: Agricultural Health and Food Safety

Line of Action: Modernization of the national sanitary and phytosanitary services

Objective: To promote links between the public and private institutions in an effort to increase competitiveness and better use of public investment in various areas of rural life, and private investment based on the specificities of the rural territories throughout the country, as well as the new requirements and guidelines dictated by the international context

Activity	Expected Results	Achievement Indicators
Design and execution of Rural Area-based Development Plans.	<p>ER 1. Members of the Development Board of the District of Paraguari are empowered and are better equipped to execute the District Development Plan.</p> <p>ER 2. Progress has been made in the formulation and execution of a Development Plan in the Department of Neembucú, by applying participatory management models.</p>	<p>AI 1.1. A number of members of the Territorial Development Board trained in Social Management.</p> <p>AI 1.2. A Community Project for Productive Development is selected and carried out in a participatory manner in the community.</p> <p>AI 1.3. A number of partnerships are created and put into operation by the Development Board of Paraguari with public, private, academic institutions, NGOs, cooperatives and/or international institutions.</p> <p>AI 2.1. A departmental action group formalized for the development of Neembucú.</p> <p>AI 2.2. Diagnosis and Departmental Development Plan for Neembucú finalized, with criteria for an integrated territorial approach.</p>
Support for the implementation of a Pilot Plan for the Paraguayan Food Safety System (SIPAIA).	<p>ER 1. The institutions are aware of the importance of working together on programs to obtain results aimed at achieving food safety in the rural territories.</p> <p>ER 2. The food produced, traded and consumed in the Municipality are in keeping with food safety standards.</p> <p>ER 3. The institutions participating in the implementation of the Pilot Plan receive feedback on the progress and/or obstacles to executing the Pilot Plan.</p> <p>ER 4. Habits with respect to food safety are improved among the school community of a basic school, which will facilitate its replication.</p>	<p>AI 1.1. Agreement between SENACSA, SENAIVE, MSPB, the Municipality and private organizations for implementing activities that improve food safety.</p> <p>AI 2.1. Register of key actors trained in Social Management for Food Safety.</p> <p>AI 3.1. Eighty per cent (80%) compliance with the terms of the inter-institutional agreement by applying the monitoring and follow-up plan.</p> <p>AI 4.1. The Teacher's Manual on Food Safety is used in at least one educational institution.</p>

<p>Participation in the formulation of policies for Agricultural Biotechnology and Biosafety for the country.</p>	<p>ER 1. The country has biotechnology policies and programs for improving the competitiveness of national agricultural production.</p> <p>ER 2. National capacities of public and private organizations strengthened for drafting the Biosafety Law for Agricultural Biotechnology.</p>	<p>AI 1.1. A public-private inter-institutional Work Plan for policy implementation is published.</p> <p>AI 1.2. The Multisectoral Technical Group for Biotechnology and Biosafety validates the policy document for Agricultural Biotechnology in Paraguay.</p> <p>AI 1.3. A Policy Document and a Paraguayan Program for Agricultural Biotechnology published, with participation from IICA.</p> <p>AI 1.4. Executive Decree approving the Paraguayan Program for Agricultural Biotechnology.</p> <p>AI 2.1. A Biosecurity Bill submitted to the national authorities.</p>
<p>Preparation of plans of action and technical annexes for programs for promoting production and animal health, funded with external resources.</p>	<p>ER 1. SENAVE has the Project Profile for the Project on Fruit Fly and Control of pesticide residues, which will improve its efficiency in these areas and make it more possible to attract funding.</p> <p>ER 2. SENACSA, with support from IICA, improves its efficiency in the process of controlling and eradicating Brucellosis y Tuberculosis in the cattle population.</p> <p>ER 3. IICA and the private sector has a Project for Increasing the Reproductive Rate of the Bovine Population.</p>	<p>AI 1.1. Project Profile for the Project on Fruit Fly and Control of pesticide residues formulated.</p> <p>AI 2.1. Progress report on the control and eradication of Brucellosis and Tuberculosis in the cattle population, with support from IICA.</p> <p>AI 3.1. Project for Increasing the Reproductive Rate of the Bovine Population underway with support from IICA.</p>
<p>Support for public and private institutions in SPS, Good Production Practices and Codex Alimentarius.</p>	<p>ER 1. The institutions that make up the National Technical SPS and CODEX Committees formulate strategies on food health and safety based on adequate risk analysis, which is the internationally accepted scientific basis for all SPS.</p> <p>ER 2. The country participates in a proactive way in all the international forums.</p> <p>ER 3. There is evidence of improved competitiveness as a direct result of GPP.</p>	<p>AI 1.1. Application of the SPS Monitoring System facilitates compliance with risk assessment as well as compliance with harmonization and transparency.</p> <p>AI 2.1. Reports on the country position presented at the SPS and CODEX Meetings.</p> <p>AI 3.1. Application of the Monitoring System for GPP Management in the public institutions involved.</p>
<p>Formulation and execution of a Plan for Strengthening Production Management and Value Chains.</p>	<p>ER 1. The DGP/MAG is in a better position to integrate the different stakeholders of the value chains, especially small and medium-scale farmers, into markets in a competitive way.</p>	<p>AI 1.1. A number of Public-Private Production Boards with work plans and businesses in operation.</p>

Name of Project: Knowledge management, monitoring and evaluation of public policies in the agro-rural sector in Paraguay

Program: Innovation for Productivity and Competitiveness

Line of Action: Knowledge management and ICT for innovation

Objective: To provide the conditions necessary for appropriate decision-making by national authorities and sector experts, based on cumulative, timely and quality information that is technical, institutional, economic and scientific.

Activity	Expected Results	Achievement Indicators
Strengthening of the national units and centers (public, private, academic, NGOs, international organizations, etc.) in agricultural information and knowledge management	<p>ER 1. The country has current and quality national and international information on the agricultural sector, as a result of improvements in the services offered by the National Information Centers and Libraries related to agrarian sciences, and which are members of the RIDAP.</p> <p>ER 2. IICA is positioned as the go-to institution for knowledge management in the agricultural sector within the country by facilitating access to timely and quality information.</p>	<p>AI 1.1. The national Libraries, as well as Information and Documentation Centers, participate actively in at least two international information systems to guarantee access to agricultural knowledge on a global scale.</p> <p>AI 1.2. At least 10 Institutions linked to SIDALC.</p> <p>AI 2.1. At least 50 information managers are better equipped to deal with requests and provide agricultural information services.</p> <p>AI 2.2. Institutional documents duly published and distributed in a timely manner (Reports, books bulletins, press releases, etc.).</p>
Support for the establishment of a Network for the Exchange of information on vigilance and warning with respect to food-borne diseases (FBDs)	<p>ER 1. The country is in a better position to know what its situation is with respect to FBDs and to take preventive and control measures.</p> <p>ER 2. The institutions linked to the Network comply properly with respect to reception and notification of risks of FBDs</p>	<p>AI 1.1. Legal instrument authenticated.</p> <p>AI 2.1. Records of notification by the institutions in the Network.</p>
Support to the DGP for identification of Productive Systems for Family Agriculture in Paraguay	ER 1. The MAG is technically capable of designing and implementing more appropriate policies for strengthening family agriculture.	<p>AI 1.1. Types of Production systems in FA defined in 3 Departments in the country, according to High, Medium and Low presence of FA.</p> <p>AI 1.2. Workshop for presentation and discussion of the results of the Study.</p>
Support to the MAG in strengthening its information systems.	<p>ER 1. The MAG is better equipped to formulate and follow-up on its policies as well as the dissemination of its activities, by constantly monitoring and evaluating its activities.</p> <p>ER 2. Decision-makers within the</p>	<p>AI 1.1. Terms of Reference for the implementation of the System for generation, analysis, and management of information for the Sector, presented to the MAG.</p> <p>AI 1.2. Technical personnel trained for implementing the System.</p>

agro-rural sector have timely and quality information provided by the MAG on the performance of the agricultural sector within the country.

AI 2.1. Reports on the agricultural and food sectors of the country, in electronic and printed format, available on a permanent basis.

IICA OFFICE IN URUGUAY

Name of Project: Support for the competitive insertion of small and medium-scale agriculture into national and international markets

Program: Agribusiness and Commercialization

Line of Action: Linking producers to markets, including small-scale producers

Objective: To contribute to improving the capacities of the agricultural MSMEs to integrate competitively into open markets

Activity	Expected Results	Achievement Indicators
Democratization of Access to information on the Model Market (wholesale market for fruits and vegetables)	ER 1. Improved access to trade information for SMEs operating in the Model Market	AI 1.1. The virtual community is functioning with at least 60 SMEs AI 1.2. At least 80% of participants in the project report that they have improved their decision-making process AI 1.3. At least 3 new instruments have been devised for analysis and dissemination of information
Application of mobile technologies in agricultural value chains	ER 1. The Wholesale markets of the region have a proposal for promoting the use of mobile technologies by small farmers	AI 1.1. A Report on Analysis of the potential for application of different mobile technologies, their costs and benefits at the level of the agricultural value chains
Promotion of links for agricultural MSMEs into competitive value chains	ER 1. Professional and technicians in the member countries of ALADI take advantage of the platform methodologies for improving the integration of agricultural MSMEs into international markets	AI 1.1. At least 45 professionals and technicians from the ALADI countries are trained in the export platform methodology developed by IICA
Dissemination and training in value-added strategies and product and process in agrifood value chains	ER 1. Producers and technical experts from the sector manage and are able to implement new strategies for adding value and differentiating products and processes	AI 1.1. At least 150 producers and technical experts participate in training and dissemination activities
Training of Young persons in development of entrepreneurial behavior	ER 1. Capacity of young rural leaders improved for promoting and conducting modernization processes in companies and organizations within the sector	AI 1.1. At least 50 rural youth participate in training activities

Democratization of access to information in the Model Market (wholesale market for fruit and vegetables)	ER 1. Development of the software component for The community completed and information content published. The entire technological infrastructure is implemented for access to the virtual community. Implementation of training courses in basic computing and operation of the virtual community for the SMEs who are beneficiaries of the project.	AI 1.1. Final consultant's report on community development. Technical report with details of the infrastructure acquired and installed in the Model Market. Report on the training activities carried out.
Support for evaluating the contribution of animal production to the income and food security of small-scale producers in the LAC countries.	ER 1. Collect information on the key variables of Food Security applied to the territories.	AI 1.1. At least 80 producers interviewed.

Name of Project: Facilitate analysis of public agricultural policies, of international trade standards, and market outlook

Program: Center for Strategic Analysis (CAESPA)

Line of Action: Public policies for agriculture

Objective: Improve the availability of information in the public and private sectors in the area of policies, markets, trade standards, and other topics relevant to the development of the sector

Activity	Expected Results	Achievement Indicators
Contribute to training in international trade standards arising from the Agricultural Agreements and the SPS of the WTO	ER 1. Professionals from the ALADI countries from the Ministries of Foreign Affairs and other entities involved in the topic improve their knowledge and skills to participate in international trade negotiations and promote local application of the corresponding agreements.	AI 1.1. At least 120 professionals trained over the period
Collect and disseminate local and international information relevant to the sector	ER 1. Professionals and technical personnel from public bodies within the sector, as well as private agrifood companies have current information as input for their decision-making process	IA 1.1. At least 500 managers and technical personnel receive regular information on the sector that is useful for decision-making
Contribute to knowledge and analysis of sectoral policies	ER 1. Sectoral leaders have access to different foci on trends in the sector and on the public policies applied within the sector	AI 1.1. At least 400 participants at each Conference
Training in assessment of the impact of Trade Policies	ER 1. Public sector professionals acquire knowledge on assessment of the impacts of Public Policies	AI 1.1. At least 20 professionals participate in the training.
Promote a regional agreement on food security within the framework of ALADI	ER 1. IICA is seen by ALADI as a technical reference on agricultural issues	AI 1.1. IICA's actions have satisfied the ALADI authorities

Name of Project: To promote integrated and inclusive rural and agricultural development for the well-being of the rural family

Program: Agriculture, Territories and Rural Well-being

Line of Action: Integrated and sustainable management of rural territories

Objective: To contribute to improving local capabilities to identify, articulate and promote strategies and processes for rural development with an area-based approach

Activity	Expected Results	Achievement Indicators
Promote articulation between the Development Directorates of Departmental Governments	ER 1. The capabilities of Development Directorates of Departmental Governments is strengthened to identify, design and implement rural development projects with an area-based approach	AI 1.1. Representatives of at least 15 Government Departments participate in RODDE meetings AI 1.2 5 regional project profiles formulated
Design and implement mechanisms for monitoring projects of the Interior Development Fund (FDI)	ER 1. Improved capacity of FDI to monitor the projects that it finances	AI 1.1. Eight (8) technical persons have been trained to manage the indicators system designed AI 1.2. The FDI has implemented the indicators system for projects in at least 3 interior departments in the country
Provide training in rural development projects	ER 1. Public and private institutions working in the area of rural development have tools for adequately managing rural development projects with and area-based focus	AI 1.1. At least 80 representatives of public and private institutions have been trained in management of rural development projects with and area-based focus AI 1.2. Four (4) project profiles have been developed in rural areas
Provide training in Rural development projects (Transborder Project - FonDG 2011)	ER 1. Local players trained and are able to design a participatory trans-border development plan	AI 1.1. At least 60 local players trained, with active participation in the Trans-border Rural Development Plan
Design and implement mechanisms for monitoring projects from the Interior Development Fund	ER 1. Capacity of the FDI improved to monitor the projects it finances	AI 1.1. Eight (8) technical persons have been trained to manage the indicators system designed
Incorporate into the Uruguay-Haiti Horizontal Cooperation program projects between the agricultural institutions.	ER 1. Uruguayan experience shared on organizing the institutional framework for local agriculture	AI 1.1. At least one activity on the topic in question carried out

Name of Project: Strengthening of the national agricultural health and food safety systems

Program: Agricultural health and Food Safety

Line of Action: Modernization of the national sanitary and phytosanitary services

Objective: Contribute to the updating and modernization of the national AHFS systems in Uruguay to facilitate access to international markets and improve consumer health protection in the domestic market

Activity	Expected Results	Achievement Indicators
Encourage participation by AHFS services in international forums and promote effective application of the corresponding agreements.	ER 1. Improve the capacity of the country in general, and of the AHFS services in particular to: i) impact international negotiations in the area of AHFS, and ii) internalize and implement the agreements reached as a result of these negotiations	AI 1.1. At least 50 technical personnel and representatives of the public and private sectors participate in training in GPP in international AHFS forums AI 1.2. At least 3 delegates are selected to participate in international AHFS forums AI 1.3. At least 30 technicians from the public sector have access to regular and current information on the requirements for implementation of SPS agreements AI 1.4. At least 50 experts from the public sector have access to frequent and current information on the functioning of CODEX
Strengthen the health inspection system that supports beef exports from Uruguay to Mexico	ER 1. The MGAP has logistical mechanisms that supports the work of the Mexican inspectors.	AI 1.1. Maintaining the opening to the Mexican market to meat products from Uruguay
Support for hemispheric initiatives for capacity development in Risk Assessment (disease, pests and contaminants)	ER 1. Improved capacity of the country to adequately apply the Risk Assessment tool	AI 1.1. At least 15 technicians and representatives of the public and private sectors participate in training activities
Promote training of public workers in the International Agreements linked to the area of AHFS	ER 1. Improvement in the capacity of the country in general, and of the AHFS services in particular to: i) impact international negotiations in the area of AHFS, and ii) internalize and implement the agreements reached as a result of these negotiations	AI 1.1. Uruguay has benefitted from training activities relating to International Agreements in the area of AHFS
Support hemispheric initiatives for capacity development in Risk Analysis (diseases, pests and contaminants)	ER 1. The capacity of the country to apply adequately apply the Risk Assessment tool the tools contained in the Risk Analysis	AI 1.1. At least 15 technical personnel participate in activities linked to the topic
Methodological support for the National Codex sub-committees to encourage active participation of the AHFS services in international Forums	ER 1. The official institutions responsible participate actively in the international forums linked to AHFS	AI 1.1. Uruguay has been selected on at least 3 occasions to attend meetings of international forums

Support to ALADI in the harmonization of sanitary and phytosanitary standards	ER 1. IICA is considered by ALADI to be the technical expert on agricultural topics	AI 1.1. The project has satisfied the ALADI authorities
Support for the national codes Committee in strengthening its management and image	ER 1. The CNC strengthens its management and image at the national and international level	AI 1.1. The National Codex Committee has requested technical cooperation on two occasions
Support for the implementation of the National Plan for Animal Health Research (PLANISA)	ER 1. The country has functioning research areas for animal health	AI 1.1. Research is underway on at least two topics related to animal health

Name of Project: Promotion of technological innovation at the level of the main sectoral production chains

Program: Innovation for Productivity and Competitiveness

Line of Action: National innovation systems

Objective: Contribute to strengthening the technological dissemination and training processes in areas and on topics that are of priority to the agrifood sector

Activity	Expected Results	Achievement Indicators
Evaluation of the economic, social and environmental impact of INIA research	ER 1. The INIA has an evaluation of the economic, environmental and social impact of the research carried out since its inception	AI 1.1. Evaluation carried out and presented to the INIA authorities
Dissemination of information and training on the potential for applying biotechnology to Uruguayan agriculture	ER 1. Institutions in the public and private sector have current information and analyses on the potential of biotechnology for the agricultural sector	AI 1.1. At least 150 institutional representatives participate in training and dissemination activities
Promotion of sustainable production and responsible use of biofuels in the agriculture sector	ER 1. Producer organizations and technicians have access to current information on the potential of biofuels for the agriculture sector	AI 1.1. At least 150 institutional representatives participate in training and dissemination activities
Strengthening of the link between the institutions working in the area of organic agriculture	ER 1. Public and private institutions working in the area of organic agriculture consolidate their coordination on the topic	AI 1.1. At least 3 institutions participate in the process
Coordination and methodological advisory services to the Distance education platform "Uruguay Agrifood to the World"	ER 1. Distance Education Platform is strengthened as a mechanism that allows institutions in the sector to plan ahead and share successful agricultural experiences	AI 1.1. At least 320 technical persons and producers participate in distance courses
Training in innovation in the agrifood system for the Agricultural and Technical Schools	ER 1. Youth linked to the rural environment and the agricultural sector of the country made aware of the concept of innovation	AI 1.1. Workshop carried out in 20 Agricultural Schools and 5 Technical Schools.
Systematization and dissemination of the methodology used for assessing the economic, social, environmental and institutional impact of the INIA	ER 1. Institutions interested in applying the methodology	AI 1.1. At least 3 institutions are aware of the INIA evaluation methodology used.

research		
Development of a strategy to strengthen the access, use and impact of ICTs in the public institutional framework for agriculture	ER 1. The public institutional framework has a tool for assessing, on its own, the state of the ICTs and advance the construction of a common vision between the users and the public sector on the strategic actions to be implemented for the official services	AI 1.1. The tool is applied in at least 3 countries.
Institutional support for the development of CGIAR 2012	ER 1. IICA participates in the organization of the event and during its conduct.	AI 1.1. IICA is well positioned as an institution at the event.
Support for certification of extension officers	ER 1. A certification system for extension officers is in place.	AI 1.1. At least 50 extension officers are certified.

NORTHERN REGION

IICA OFFICE IN CANADA

Name of Project: To improve productivity and competitiveness in the Agricultural Sector

Program: Innovation for Productivity and Competitiveness

- Line of Action:**
- National innovation systems
 - Regional and international cooperation for technology innovation
 - Linking producers to markets, including small-scale producers

Objective: IICA Canada is committed to strengthening collaboration and ties with the private sector. Additionally, as the national agricultural policy supports improving competitiveness through innovation, IICA Canada can be an ideal facilitator and partner

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
1.1 To identify Canadian commodities where collaborations with IICA Member Countries in research, production, value added products and health benefits could foster win-win relationships	Number of LAC Countries that receive packaged information on at least one Canadian commodity New/under exploited value-added products from major commodities Identified	At least 5 countries receive packaged info on one Canadian commodity annually. At least one new value-added product with commercial prospects in LAC identified. At least one new value-added LAC agri-product with market potential in Canada identified.	To improve links with private sector through targeted activity for mutual benefit Collaboration with Private Sector and IICA Agribusiness Office	a) Review Mexico-Canada Pulse case study and lessons learned. b) Meet with producer groups & DFAIT for leads. c) Review consumption trends, market demand reports in selected LAC countries and Canada. d) Identify commodity/product type for promoting. e) Through IICA network & Agri-business office, DFAIT etc. investigate

				potential of prospects identified. f) Collaborate and execute Plan of Action.
1.2 To investigate the feasibility of competitive agriculture supply contracts within LAC.	Competitive agriculture supply contract prospects identified.	To aid at least one new agriculture supply contract from within LAC	To improve links with private sector through targeted activity for mutual benefit. Collaboration with Private Sector and IICA Agribusiness Office. Identify key agricultural inputs for alternative sourcing.	a) Discuss with trade facilitation bodies joint activities for preparing and maintaining an information resource base on selected agricultural inputs, prices, etc. in LAC. b) Prepare and submit a joint proposal for establishing the resource base. c) Scope IICA networks & Agri-business office for info on production of agricultural inputs in the Americas. d) Collate information and publish. e) Share relevant information with Canadian stakeholders.
1.3 To promote an innovation system approach to selected Canadian Agricultural SME Stakeholder group.	Number of SME Canadian agricultural Stakeholders exposed to Innovation System approach	To increase exposure to Innovation Systems by 10% in selected Ontario SME stakeholder group.	To co-ordinate three seminars/workshops on Innovation systems to sensitize target group.	a) Identify interested group(s) b) Adapt IICA Innovation System Guide for SMEs in Canada. c) Organize and deliver seminars/ workshops.
1.4 To share information, Best Practices and experiences inter alia in the areas of trade facilitation, standards, regulations and markets.	Improved awareness of Canadian quality and SPS standards and trade rules for importation.	To contribute to current and/or to establish new agreements with the trade facilitation bodies. To support initiatives towards increasing imports for at least three agri-food products from LAC to Canada.	To collaborate with IICA Reps and Agribusiness Specialists, PROCINORTE and trade facilitation bodies in collecting and sharing useful information and identifying opportunities for new/increased export. Facilitate LAC participation in two trade expos.	a) Discuss and subsequently establish Letter of Intent, etc. with trade facilitation bodies. b) Execute according to agreed plan facilitating expert visits and/or internships where possible. c) Share information on Best Practices, Product Standards, Document Preparation, etc. with LAC. d) Facilitate LAC participation in strategic trade expos.

Name of Project: To improve Agriculture's contribution to Food Security

Program: Agriculture and Food Safety

- Line of Action:**
- Institutional framework and services to support market access for small scale producers.
 - Institutional innovation for a new paradigm of technological change for food production and diversification.

Objective: IICA Canada is committed to sustainable food security initiatives. Through IICA's presence and permanence in 34 countries of the Americas, IICA Canada can be an ideal partner.

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
2.1. To collaborate with Canadian Development Agencies for strategic assistance to the most vulnerable in the Latin American and Caribbean countries.	Joint projects. Project concept notes prepared and submitted with Canadian Development Agencies. Relevant agricultural technical cooperation needs in LAC provided to Canadian Development Agencies	Collaboration on at least one major Food Security project. At least two Project concepts forwarded to suitable agencies per year.	To improve links with Canadian Development Agencies to better understand priority areas, rules and project preparation formats, etc.	a) Meet with key Canadian Development Agencies to discuss mutual areas of interest and key agricultural needs of LAC. b) Contribute to execution of approved project(s). c) Review IICA Country Strategies and informal requests to identify key agricultural technical cooperation needs. d) Provide guidance and/or assistance in preparation of project concepts and proposals.
2.2. To collaborate with selected organizations in addressing the efficiency of the value chain in LAC.	Information shared with LAC on optimizing potential of local commodities.	To provide training in value chain management in at least 3 IICA Member Countries.	To co-ordinate workshops in support of IICA Member Countries on optimizing value of primary produce.	a) Identify Canadian expertise in agricultural process efficiency. b) Identify suitable partner agency in executing activities. c) Select 3 IICA Member Countries based on interest and readiness. d) To collaborate with IICA Agribusiness Office in delivering c workshop(s).
2.3. To share information, Best Practices and experiences inter alia on supply chain management,	Information shared with LAC on identified areas of interest.	To provide information in at least one of the identified areas in at least ten IICA Member Countries.	To utilize IICA's Thematic Network and Technical Specialists to aid in filling identified information needs.	a) Join at least 2 Thematic Networks b) Obtain information needs in selected LAC countries c) Participate in selected

<p>food safety and relevant contributors to food security, and to assist with pertinent policy development.</p>	<p>To increase involvement with PROCINORTE Annaba.</p>	<p>country meetings/conferences d) Participate in virtual & other strategic meetings with PROCINORTE & NABI e) Support the sharing of information from PROCINORTE & NABI.</p>
---	--	---

Name of Project: To be responsive to technical assistance requests consistent with available competencies

Program: Innovation for Productivity and Competitiveness

Line of Action: Knowledge management and ICT for innovation

Objective: IICA Canada intends to effectively respond to specific, technical, demand-driven requests from Member Countries by matching technical needs with available Canadian expertise in order to foster greater hemispheric integration in areas of technical concentration in agriculture

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
<p>3.1 To provide effective technical support by promptly and efficiently responding to agricultural capacity building requests from IICA Member Countries.</p>	<p>Response to requests for technical support by Canadian experts.</p>	<p>Respond to 100% initial requests. Action all requests where competencies exist and are available, within 3 months of request.</p>	<p>To respond to requests and provide effective assistance within a defined timeframe. To assess the impact of activities once they are completed.</p>	<p>a) Develop and implement appropriate SOPs to ensure timely and efficient processing of all requests. b) Maintain electronic records of each request received. c) Collate results of interventions on an annual basis. d) Evaluate effectiveness for each request response on an ongoing basis.</p>
<p>3.2 To investigate and document the competencies available within Canada and develop effective knowledge management tools.</p>	<p>Create a list of Canadian Food and Agricultural expertise and specialized facilities focused on IICA's technical concentration programs.</p>	<p>Prepare a list of Canadian expertise and organizations in all provinces and territories in IICA's technical concentration and cross-cutting programs.</p>	<p>To utilize current network of stakeholders and industry groups, universities etc. to identify Canadian expertise and resources in technical concentration programs.</p>	<p>a) Conduct a search for and collate a list Canadian organisations and persons with expertise in areas of IICA's technical concentration programs b) Conduct a survey of identified experts to more clearly define areas of proficiency. c) Prepare and maintain database of expertise information.</p>
<p>IICA Canada will maintain some in-built flexibility and latitude to be responsive to emergencies and/or urgent calls for</p>				

assistance in the Americas. These activities will also be regularly assessed through a generalized evaluation process that will be developed.

Name of Project: To cultivate mutually beneficial technical collaborations

Program: Innovation for Productivity and Competitiveness

Line of Action: Knowledge management and ICT for innovation

Objective: IICA Canada is committed to strengthening alliances between academia, producers and leaders in agri-business, between Canada and LAC, in areas relating to Food Security, Competitiveness and Productivity

Key Outputs	Performance Indicators	Performance Target	Strategy	Major Tasks
4.1 To provide impactful exchange opportunities for capacity building in food security and competitiveness and productivity in agriculture.	Administration of collaboration grants for individuals in Canada and LAC.	Administer the grant program each year approving a minimum of 8 requests per year.	To deliver revised grant program for internships, sabbaticals and industry related exchanges.	<ul style="list-style-type: none"> a) Promote programs in LAC and Canada on an ongoing basis. b) Develop and implement SOPs with timeframes to ensure a consistent processing of all proposals. c) Evaluate effectiveness and impact of each collaboration. d) Based on the evaluation results modify the program to ensure relevance and impact.
4.2 To develop and implement a program focused at improving competitiveness and productivity in the agricultural sector while contributing to sustainable food security.	Performance of specialized collaboration project.	Approval of one collaborative project over the period.	To manage a specialized grant program to enhance the impact on food security.	<ul style="list-style-type: none"> a) Conduct a competition to identify a (LAC/Canada) collaboration that will take place over a three year period, supported by a grant to assist the associated work. b) Evaluate the progress and impact of the collaboration on an annual basis and at its completion. c) Share results to wider community.
4.3 To develop knowledge management tools to increase the effectiveness and impact of initiatives.	Databases for collaborations and host institutions. Number of applications.	Prepare a database of host institutions indicating at least one institution per IICA Region in each of IICA's 6 technical concentration programs.	To develop more effective tools to improve the impact of collaboration grants.	<ul style="list-style-type: none"> a) Develop and disseminate promotional material on the grant program. b) Conduct a survey throughout Canada and LAC for identifying specific agricultural

<p>Input all past collaboration experiences.</p> <p>Promote the grant program through one institution in each province of Canada and one institution in each IICA Member Country in LAC.</p>	<p>expertise in IICA's technical concentration programs.</p> <p>c) Prepare and maintain database of the relevant agriculture and food organizations and institutions identified.</p> <p>d) Prepare and maintain electronic records for recently completed and past collaborations.</p> <p>e) Explore new methods for reporting, evaluating, capturing, compiling and sharing results to improve the impact of the collaborations.</p>
--	---

IICA OFFICE IN MEXICO

Name of Project: Latin American network for the management of innovation in the agrifood sector

Program: Innovation for Productivity and Competitiveness

Line of Action: Regional and international cooperation for technological innovation

Objective: To strengthen innovation management processes in the agrifood sector through the sharing of knowledge, information, technical cooperation and experiences, taking advantage of synergies and complementarities

Activity	Expected Results	Achievement Indicators
Latin American Seminar on Innovation Management in the Agrifood Sector	ER 1. Innovation positioned as a determining factor in the national and global development of the agrifood sector	AI 1.1. Identification and exchange of technical and methodological elements that contribute to greater effectiveness, efficiency and impact on innovation management
Implementation of a Workshop for the Creation of the Latin American network for the management of innovation	ER 1. The project was instrumental in creating the Latin American Network for Innovation Management in the Agrifood Sector	AI 1.1. Number of institutions of 10 countries involved that have become formal members of the network (as a percentage of the number set as the goal)
Workshop on Innovation Management	ER 1. Expand the concept of innovation with an approach focused on agrifood innovation systems	AI 1.1. Shared vision of innovation, innovation management, and local, regional, and national innovation systems
Videoconferences on Innovation in the Agrifood Sector	ER 1. Four videoconferences held	AI 1.1. Participation of institutions involved in the Network

Consultation on Food Security	ER 1. Survey on food security	AI 1.1. Participation of 11 countries
Declaration on Innovation for Food Security	ER 1. Declaration of the Innovagro Network	AI 1.1. Signing of the Declaration by the Executive Committee and more than 50% of the institutions

Name of Project: Analysis of processes and costs of the field activities of the program for the prevention and control of the Mediterranean fruit fly in Mexico

Program: Agricultural Health and Food Safety

Line of Action: Emerging AHFS issues and emergencies

Objective: To provide technical support to the Government of Mexico with the evaluation of the field activities of the programs for the prevention and control of the Mediterranean fruit fly (*Ceratitis capitata*), to maintain the country's status as free of the pest

Activity	Expected Results	Achievement Indicators
Review of operating and procedural manuals and processes of the MOSCAMED program	ER 1. Field operations more efficient. Procedures implemented on the ground as established in the documentation. Areas of improvement detected.	AI 1.1. Increase in results in the field activities compared with the initial situation (expressed as a percentage)
Prospective evaluation of the costs and benefits of the MOSCAMED program for Mexico, United States, Guatemala and Belize between 2012 and 2021, and an economic impact assessment of the MOSCAMED program in Guatemala and Belize	ER 1. Document containing evaluation of the impact of the MOSCAMED Program in USA, Mexico, Guatemala, and Belize	AI 1.1. IERR, NPV and C/B for the periods and countries included in the study

Name of Project: Technical evaluation of animal and plant health border controls in Mexico

Program: Agricultural Health and Food Safety

Line of Action: Modernization of national animal and plant health services

Objective: To evaluate Mexico's animal and plant health border control system, to make it more effective in addressing threats to native animal and plant species

Activity	Expected Results	Achievement Indicators
Analyses of processes, timeframes and movements, inputs and resulting products	ER 1. Report on the cost/benefit evaluation of the resources invested and the results and benefits achieved for the protection of the country. ER 2. Comparative analysis between Mexico's regulations governing the importation of agricultural products and international guidelines and standards.	AI 1.1. Report delivered on the evaluation of the costs/benefits of the resources invested and the results and benefits achieved for the protection of the country. AI 2.1. Report delivered containing recommendations and a risk management plan.

Name of Project: Support for the training of the staff responsible for diagnostic activities in SENASICA laboratories

Program: Agricultural Health and Food Safety

Line of Action: Modernization of national animal and plant health services

Objective: To enhance the expertise of the staff of SENASICA laboratories, to enable them to cope with the high demand

Activity	Expected Results	Achievement Indicators
Preparation and distribution of proceedings and materials for distance education, and organization of a training event on the diagnosing of bovine tuberculosis	ER 1. Staff of SENASICA's diagnostic laboratories and reference centers with enhanced capabilities	AI 1.1. Number of professionals of the laboratories trained. AI 1.2. Number of educational materials distributed compared to the target set. AI 1.3. Percentage of participants in the event that passed the final evaluation.

Name of Project: Strengthening capabilities in rural agroindustries (AIR) and local agrifood systems (SIAL)

Program: Agribusiness and Commercialization

Line of Action: Adding value to agricultural production and retaining it in the production areas

Objective: To improve the training of professionals in subjects related to rural agroindustries and local agrifood systems, document experiences and create specialized methodologies and tools for area-based development

Activity	Expected Results	Achievement Indicators
Promotion of the use of area-based development tools, using the SIAL approach and methodology	ER 1. Capabilities of professionals enhanced in aspects of AIR/SIAL with an area-based approach. ER 2. UAEM graduate program strengthened. ER 3. Experiences related to AIR-SIAL disseminated.	AI 1.1. Number of courses given AI 1.2. Number of professionals trained AI 2.1. Number of theses defended AI 3.2. Number of studies disseminated

Name of Project: Network for the area-based management of rural development (GTD Network)

Program: Agriculture, Territories and Rural Well-being

Line of Action: Sustainable integrated management of rural territories

Objective: To consolidate the GTD Network as an instrument for the analysis and evaluation of, and follow-up to, strategic aspects of public policy for area-based management and rural development in Mexico

Activity	Expected Results	Achievement Indicators
Follow-up to SAGARPA's EDT and PEC area-based projects and programs, at the local and regional levels	ER 1. Specific instruments generated for the planning and implementation of public policy that make it possible to adopt a more integrated and less sectoral vision of rural development. ER 2. GTD Network strengthened.	AI 1.1. Follow-up report on SAGARPA's EDT. AI 1.2. Number of reports on follow-up to the area-based projects. AI 2.1. Document containing proposals for improving public policy and the legal framework, with emphasis on operational aspects. (Systematic organization of cases, lessons learned, follow-up and evaluation indicators, etc.).

Name of Project: Dissemination of area-based experiences related to sustainable rural development policies in Mexico

Program: Agriculture, Territories and Rural Well-being

Line of Action: Sustainable integrated management of rural territories

Objective: To compile and systematically organize experiences involving good area-based practices at the federal, state, and local levels, through the management of knowledge about experiences arising out of the application of the SRD Act over the last ten years

Activity	Expected Results	Achievement Indicators
Preparation and implementation of process leading to the awarding of the Good Area-based Practices Prize in Mexico	ER 1. Mobilization of public and social stakeholders for the systematic organization of their good practices, with a view to entering them in the competition.	AI 1.1. Number of case studies organized systematically (compared to the number set as the goal).
Organization, classification, and systematic organization of the good practices submitted, and dissemination of their main achievements	ER 1. Methodologies of good practices incorporated by stakeholders in territories taking part in the competition. ER 2. Experiences involving good area-based practices disseminated. ER 3. Institutions responsible for area-based management familiar with and applying lessons learned.	AI 1.1. Number of times data bank of good practices on innovation consulted, effectiveness and quality of lessons learned identified. AI 2.1. Number of outreach activities for good area-based practices. AI 3.1. Number of institutions responsible for area-based management applying the lessons learned.

Name of Project: Support for horizontal technical cooperation projects in Central America and the Caribbean

Program: Agriculture and Food Security

Line of Action: Institutional framework and services to support market access for small-scale producers

Objective: To provide technical cooperation to the countries of the Central American and Caribbean regions on the subjects requested

Activity	Expected Results	Achievement Indicators
Technical assistance to Panama's cattle identification program	ER 1. Panama's cattle identification program strengthened	AI 1.1. Percentage of recommendations incorporated into Panama's cattle identification program
Development of capabilities of professionals (MVZ and Saint Lucia)	ER 1. Professionals trained in their respective areas	AI 1.1. Percentage of technical personnel completing the training courses successfully
Support for regional irrigation program of the Central American countries	ER 1. Regional irrigation program strengthened	AI 1.1. Percentage of recommendations incorporated into regional irrigation program

Name of Project: Intergovernmental program for cooperation on climate change: "opportunities and challenges in agriculture"

Program: Natural Resources, Climate Change, and Environment

Line of Action: Adaptation of agriculture to climate change

Objective: To create an integrated intergovernmental technical cooperation program with national agendas and a regional agenda, to develop or strengthen capabilities in Mexico, Central America and Colombia for the area-based management of the adaptation of agriculture (including stock raising and forestry) to the effects of climate change

Activity	Expected Results	Achievement Indicators
Strengthening of capabilities in Mexico, Central America, and Colombia for the area-based management of the adaptation of agriculture (including stock raising and forestry) to the effects of climate change	ER 1. An interdisciplinary scientific and technical research network in operation for the study of, and involvement in, processes designed to adapt agriculture to CC.	AI 1.1. Number of countries involved in the network as a percentage of the target set. AI 1.2. Number of annual work programs by country. AI 1.3. Progress made with the work programs of the regional network and the national networks (expressed as a percentage of the target set). AI 1.4. Number of prospective

	<p>scenarios constructed (expressed as a percentage of the target set).</p> <p>AI 1.5. Progress made with the design of the interactive system of geo-prospective information in the region (expressed as a percentage of the target set).</p> <p>AI 1.6. Number of public policies in each country applying the methodologies, models, and information on the formulation and management of public policies for the adaptation of agriculture to CC.</p> <p>AI 1.7. Number of vulnerable areas subject to threats associated with climate change identified.</p> <p>AI 1.8. Proportion of policy instruments to which adjustments have been drafted and proposed (expressed as a percentage of the total number of instruments evaluated).</p>
--	---

Name of Project: Strengthening a research-action network on local agrifood systems (SIAL)

Program: Agribusiness and Commercialization

Line of Action: Adding value to agricultural production and retaining value in production areas

Objective: To consolidate a Latin American scientific network for the promotion of an area-based agrifood innovation model, the creation of knowledge and methodologies, and human capital formation focused on AIR-SIAL topics

Activity	Expected Results	Achievement Indicators
Strengthening of RedSIAL	<p>ER 1. RedSIAL strengthened through the sharing of scientific and technical experiences among universities and public and private institutions interested in SIAL in Latin America.</p> <p>ER 2. Experiences and studies on SIAL topics disseminated through the RedSIAL</p>	<p>AI 1.1. Number of partners in RedSIAL.</p> <p>AI 1.2. Number of participants signed up to the Altersial email list.</p> <p>AI 2.1. Number of publications and dissemination events.</p>