



2010 Annual Report

**Promoting competitive and sustainable
Agriculture in the Americas**

March 2011

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Foreword

Two thousand ten was a very important year for the Inter-American Institute for Cooperation on Agriculture (IICA). It was the first of a new administration, which I am honored to head, and the year in which our governing bodies approved two documents of the utmost importance for our work in support of agriculture throughout the hemisphere: the 2010-2020 Strategic Plan and the 2010-2014 Medium-Term Plan.

The first provides a frame of reference for the actions IICA takes to achieve its purposes, as defined in its Convention: *“to encourage, promote, and support the efforts of the Member States to achieve their agricultural development and rural welfare.”*

The Medium-Term Plan is an essential tool used in programming the work of this administration. It sets out in greater detail than the Strategic Plan what is to be done and how, and states clearly the role and responsibilities of each of our six technical cooperation programs.

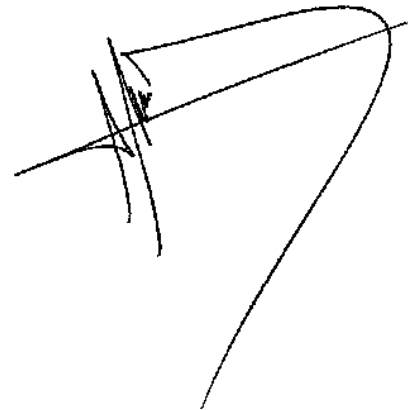
We must have a clear understanding of the current state of agriculture in the Americas and of its probable evolution, on the basis of sound analyses, if we expect to be able to foresee the changes that must be made to face old and new challenges: to increase productivity through innovation, reduce poverty in rural territories, protect natural resources, live with the effects of climate change and guarantee the availability of food for a growing population.

According to recent studies, the coming years will be characterized by growing instability on international markets for raw materials, especially agricultural products. To help minimize the immediate risks for agriculture in the hemisphere and create the conditions needed to reinforce its structure, we must work together. That is exactly what we did in 2010, while both plans were being considered by our member countries.

As a member of the Inter-American System, IICA is required to report to its member countries on an annual basis. This, the 2010 Annual Report, rather than simply presenting a list of individual or isolated actions, is in the form of a structured text on all the work we performed at the national, regional and hemispheric levels in fulfillment of the mandates we issued in the documents mentioned above.

To make agriculture competitive and sustainable and, in this way, help reduce poverty and guarantee food security is a goal that must be on the agendas of the governments of all the member countries of the OAS. We have worked tirelessly to that end, as the results described in this report attest.

Thank you very much

A handwritten signature in black ink, consisting of several overlapping loops and lines, positioned above the name and title.

Victor M. Villalobos
Director General

Executive summary

The Inter-American Institute for Cooperation on Agriculture (IICA) is the agency of the Inter-American System specializing in agriculture and rural well-being. Since it was founded in 1942, it has accumulated extensive experience in providing technical cooperation in the areas of technological innovation, agricultural health, agribusiness and rural development.

Under the leadership of its new Director General, Dr. Victor M. Villalobos, IICA devoted considerable efforts to the development of a strategic plan for the period 2010-2020 designed not only to reposition the Institute in the short term, but also to imbue it with a long-term vision that will allow it to continue adding value to the agricultural development agendas of the member countries.

As stipulated in the new Medium-Term Plan (MTP) approved by IICA's governing bodies for the period 2010-2014, the Institute's mission is to provide technical cooperation, innovation and specialized knowledge for the competitive and sustainable development of agriculture in the Americas, and to improve the lives of rural dwellers in the member countries.

It is evident that there is a proliferation of initiatives in the field of international cooperation on agriculture, leading to the fragmentation of efforts and making it essential that institutions have effective accountability and impact assessment mechanisms.

Therefore, IICA has focused its efforts on the efficient use of its resources and capabilities, increased its alliances with strategic partners in order to develop complementary agendas, and concentrated its work on providing technical cooperation in support of policies and institutions, networks and organizations that, together with the Institute, generate a multiplier effect.

To that end, IICA in the member countries have been reorganized in a proactive way around the formulation and operation of IICA country strategies, which are agreements on the principal areas on which our cooperation will focus through 2014.

Mindful of the urgent need to find solutions to the growing demand for food, mitigate and adapt to climate change and create opportunities and jobs for rural producers, IICA has based its work plan on a new paradigm designed to achieve the following four strategic objectives:

1. To improve the productivity and competitiveness of the agricultural sector.
2. To strengthen agriculture's contribution to the development of territories and to rural well-being.
3. To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.
4. To improve agriculture's contribution to food security.

In 2010, the Institute endeavored **to improve the productivity and competitiveness of the agricultural sector** by strengthening regional innovation systems, such as the Global Forum on Agricultural Research and the cooperative programs for research and technology transfer. Furthermore, as a result of our direct technical cooperation, the national innovation systems and institutes of Panama, Guatemala, Paraguay, Costa Rica and Bolivia succeeded in strengthening their capacities or redefined their actions.

IICA provided support for the modernization of veterinary, plant health and food safety services in 26 countries, enabling them to enhance their capacity to manage animal and plant health measures and identify common areas for resolving sanitary problems. Furthermore, with cooperation from IICA and financial assistance from the World Trade Organization (WTO) Standards and Trade Development Facility, 24 countries were able to propose and secure approval of standards for the benefit of their trade in multilateral bodies such as the *Codex Alimentarius* committees and the Committee on Sanitary and Phytosanitary Measures (SPS Committee) of the WTO. IICA also developed methodological handbooks for the notification of sanitary measures, information systems and plant health risk profiles, which are of great use of the Member States' efforts as they continue to strengthen their capacity to implement trade agreements.

In close collaboration with universities in the United States and the Pan American Health Organization (PAHO), IICA helped at least 20 countries enhance their capabilities for formulating food safety policies and programs, designing risk analysis systems, strengthening their critical control points and implementing good manufacturing practices. The countries also improved their institutional capacity to take advantage of the free trade agreements in force in the region.

Working with its global partners, IICA offered Latin American countries the opportunity to improve their regulatory frameworks in biosafety and implement the Cartagena Protocol on Biosafety by means of regional meetings supported by the United States Department of Agriculture (USDA).

With regard to agribusiness, IICA supported the efforts of the Dominican Republic, Ecuador, Nicaragua, Peru, Argentina, Jamaica and Belize to develop public policies and implement projects aimed at promoting agricultural enterprises and businesses that link the agriculture and tourism sectors. A case in point was the 22 Dominican agricultural enterprises that successfully negotiated the sale of their products with buyers from Miami, following the establishment of the Export Platforms Program in coordination with their country's Ministry of Agriculture. Another important initiative, carried out in Jamaica, involved efforts to train local producers' organizations and facilitate the development of infrastructures for agrotourism.

In order to link producers with markets, IICA and its partners in Central America enabled more than 130 agricultural entrepreneurs to enhance their expertise in the areas of agribusiness and the preparation of business plans. Furthermore, the PRODARNET knowledge management platform was overhauled and now functions as a social network. As a result, more than 4,000 agribusiness professionals and actors are able to communicate

with one another and keep abreast of global trends and news with a bearing on agricultural production and marketing.

With regard to IICA's second strategic objective, which is **to strengthen agriculture's contribution to the development of territories and to rural well-being**, the Institute worked with the Andean Rural Development Forum to define its rural development strategy for the Andean Region, through the Project on Territorial Development Models in Bolivia, Colombia, Ecuador and Peru. In addition, the Institute spearheaded the coordination of the technical platform for the execution of the Central American Strategy for Rural Territorial Development (ECADERT), which is being implemented with resources from the Spain-Central American Integration System (SICA) Fund. IICA is responsible for administering the more than US\$7 million dollars allocated for the operation of this regional strategy.

In 2010, following the successful conclusion of the *"Four Pillars Assessment Process"*, IICA was recognized by the European Commission as an institution whose financial management procedures meet the most rigorous international standards. Thanks to this well-earned certification, the Institute received new resources from the European Union for the financing of important actions such as Paraguay's National Program for the Development of Livestock Production Aimed at Small-scale Family Farmers, which involves an investment of four million Euros.

IICA's third strategic objective is **to improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources**. In this regard, the Institute strengthened its cross-cutting coordination program on agriculture, natural resource management and climate change. Under the program, the Institute cooperated with the countries in the development of concepts and the standardization of information on climate change, specifically for the Amazon Initiative in Peru, Costa Rica's Forestry Act and its bearing on the protection of water, and Haiti's Program for the Sustainable Development of Agriculture and Natural Resources, in particular to strengthen the forestry sector. Another important new project, which is being financed by the Korea International Cooperation Agency (KOICA), aims to reduce the environmental impact on agriculture and promote the adaptation of traditional crops, such as beans and corn, to climate change.

Finally, with regard to the fourth strategic objective, which is **to improve agriculture's contribution to food security**, the Institute determined its strategy on the issue and adapted it to the specific situation in each region and country. Some outstanding examples of IICA's work were the support made to contribute with the Government of Honduras Program *"Bono de Solidaridad Productiva"* that has benefited more than 150,000 families; and to train 1,800 farmers in the Chalatenango region in El Salvador within agribusiness development projects, some of them with cooperation from the Millennium Challenges Corporation (MCC).

In coordination with the United Nations World Food Programme (WFP), the Institute implemented pilot projects in Guatemala, Honduras and Nicaragua that were part-funded by the Buffett Foundation.

The Member States participating in the 2010 Executive Committee expressed special appreciation to IICA for the humanitarian assistance and technical cooperation it provided to the people and Government of Haiti following the earthquake in January 2010.

The Institute undertook a similar series of actions to assist the Government and people of Chile and to support the agricultural sector in that country after the earthquake that caused serious damage in February 2010.

IICA also created the Center for Strategic Analysis for Agriculture (CAESPA), which has already become an important source of expert knowledge and a space for dialogue on the issues on which the Member States are focusing at present, such as agricultural innovation, free trade, the demand for food, climate change and agricultural health, among others. The Center conveyed new knowledge to public and private institutions in the agricultural sector, for example with the annual report “The Outlook for Agriculture and Rural Development in the Americas,” prepared jointly with the United Nations Food and Agriculture Organization (FAO) and the Economic Commission for Latin America and the Caribbean (ECLAC).

The actions described above are only a sample of the unequivocal contribution made by the technical cooperation that IICA provides as an institutional partner in the field of agriculture and rural life. The Institute’s cooperation is also coordinated closely with the Summit of the Americas processes, to ensure that it is consistent with the mandates issued by the Heads of State and Government related to food availability and access, the promotion of investments in the agricultural sector and the strengthening of the institutional capabilities of the Member States.

As the inter-American institution responsible for providing cooperation in the field of agriculture, in 2011 IICA will continue to provide strong support to the efforts of its 34 Member States to strengthen the agricultural sector and make it more competitive, productive and sustainable, and to achieve inclusive, environmentally friendly rural development, to ensure that adequate supplies of food are available for the growing population, provide employment, boost incomes and contribute to the reduction of poverty and the development of the countries of the Americas.

1. Origin, legal basis, structure and purposes

IICA was created in 1942 by the Governing Board of the Pan American Union; in 1949, it was recognized by the Organization of American States (OAS) as the agency of the Inter-American System specializing in agriculture and the well-being of the rural population.

Its mission is to provide technical cooperation, innovation and specialized knowledge to contribute to the competitive and sustainable development of agriculture in the Americas and to improve the lives of rural dwellers in the member countries.

The goal of the Institute is to be a leading-edge organization that provides innovative technical cooperation for agriculture, recognized for its contributions aimed at achieving the competitiveness of the agrifood system, the sustainable development of agriculture, food security, the reduction of poverty and improved living conditions in the rural territories of the Americas, based on its technical strength and ability to respond to the new challenges faced by its member countries in the agricultural sector.

The Institute's new Convention, which came into force in 1980, established two governing bodies: the Inter-American Board of Agriculture (IABA), comprised of all the Member States,¹ and the Executive Committee (EC), made up of 12 Member States appointed on a rotating basis. The IABA holds regular meetings every two years to consider and adopt measures related to the Institute's policy and activities. The EC acts on behalf of the IABA when the latter is not in session, as its executive body, and holds regular meetings once a year.

In 2000, the OAS adopted General Assembly Resolution 1728, in which it recognized the IABA as the primary ministerial forum for analyzing and building consensus on policies and strategic priorities for the improvement of agriculture and rural life in the hemisphere.

IICA's executive body is the General Directorate, which has its Headquarters in San Jose, Costa Rica. Dr. Victor Villalobos, a citizen of Mexico, is the Director General of the Institute for the period 2010-2014. The Director General receives support from the Special Advisory Committee on Management Issues (SACMI), a high-level advisory body comprised of nine Member State representatives whose role is to facilitate dialogue with all the Member States.

IICA has a network of Offices in its 34 Member States and a Permanent Office for Europe, located in Madrid, Spain, that promotes relations and actions with strategic partners in the European Union. In addition, one of the four technical cooperation programs, Agribusiness and Commercialization, is based in Miami, Florida, USA.

¹ IICA's Member States are the 34 member countries of the OAS.

2. Implementation of resolutions and mandates

2.1 Summit of the Americas Process

In the Declaration of Commitment of Port of Spain, issued at the Fifth Summit of the Americas (Trinidad and Tobago 2009), the Heads of State and Government stated, in the interest of “**promoting human prosperity,**” that “*providing our people with adequate and timely access to safe and nutritious food is among the most immediate challenges confronting our Hemisphere and the world.*”

The region’s leaders recognized that food crises generate negative effects for the peoples of the hemisphere and therefore pledged to take urgent, coordinated action, working in partnership with international organizations such as IICA, among others, to develop and implement comprehensive policies and programs to tackle the challenges involved in achieving food security.

To help the Member States respond to those challenges, in 2010 the Institute implemented its Agriculture and Food Security Program, a hemispheric strategy adapted to the specific situations and needs of the regions and countries. IICA decided to make the initiative a program for cross-cutting coordination, to ensure that it incorporated the development objectives established by the Heads of State and Government into the Institute’s various programs and technical actions.

IICA provided effective support to several countries with the implementation of food security projects, such as the *Bono de Solidaridad Productiva* project, in Honduras; the Supplementary Food Project of the Municipality of Carapuyo, in Bolivia; and the Rural Agroindustries Program for the Llanos Occidentales of the State of Portuguesa and the Nutrition Project of Andrés Eloy Blanco Municipality in Lara State, both in Venezuela. These actions were complemented with the System of Statistical Indicators for the Analysis of the Situation of Agriculture and the Rural Milieu developed by IICA, FAO and ECLAC. This system, which can be accessed via the Institute’s website, provides the Member States with information and up-to-date analyses of the food security situation in each country of the hemisphere.

Furthermore, the cooperative research and technology transfer programs spearheaded by IICA made it possible to negotiate three food security projects for the Central American region involving total funding of US\$8.22 million designed to contribute to food security with crops such as corn, beans, manioc and potatoes, among others. The programs also made it possible to consolidate innovation platforms in the Southern Region² by means of the study “Role of the Southern Cone as a World Food Reserve.”

At the Summit in 2009, the leaders urged the hemisphere’s ministers of agriculture to support **promoting investments in the agricultural sector** and **strengthening the**

² The Southern Region includes Argentina, Brazil, Chile, Paraguay and Uruguay.

institutional capabilities of the Member States, with a view to increasing and intensifying production activities, particularly in those countries most affected by hunger.

With regard to the promotion of investments in the agricultural sector, IICA provided assistance aimed at the recovery of Haiti's production and economy following the earthquake in January 2010. In coordination with the Government of that country, actions were executed to prepare the land for planting, promote the creation of employment in the agricultural sector and identify priority areas for investing in the rural sector, which were included in Haiti's Agricultural Sector Investment Plan, whose portfolio of projects costing US\$790 million was endorsed by international donors.

Another example of investment already in place (US\$4.7 million) is the funding provided by the Swiss cooperation agency for the third phase of the Agricultural Innovation Network project in Central America. The previous stages of the project helped the seven countries of the region to develop sustainable agricultural production and targeted small-scale producers, enhancing the productivity and quality of their harvests, improving the links of their businesses with the market and increasing their incomes, which helped them to pull away from the poverty line.

The institutional capabilities of the agricultural sector in the Americas were also strengthened in a number of areas, such as animal and plant health, technological innovation and agribusiness. Tools designed by IICA, including the "Performance, Vision, and Strategy (PVS)" instrument, whose effectiveness has been acknowledged on a global level, have led to continuous improvements within sanitary agencies and played a key role in strengthening national plant and animal health and food safety services. This work was complemented with the design or improvement of national agricultural innovation systems and market information systems, support for the formulation and implementation of public policies to promote agroindustry and various training actions aimed at business skills development.

At the 2009 Summit, the region's leaders also stated that "*a multidimensional and multisectoral approach to agriculture and rural life is a key factor for sustainable development and food security.*" This underscores their conviction regarding the importance of repositioning agricultural and rural issues and priorities in national development strategies, and of making a commitment to strengthen, with IICA's support, national, regional and hemispheric approaches and strategic actions, as appropriate. The ministers of agriculture have echoed that conviction and taken decisions to undertake joint actions aimed at achieving those objectives.

In its 2010-2020 Strategic Plan, drawn up in 2010, the Institute acknowledged the enormous complexity and scale of the opportunities and challenges facing agriculture with regard to productivity and competitiveness, rural territories, the effects of climate change, natural resource management and food security.

IICA continued to promote territorial rural development. For example, it supported the implementation of ECADERT in Central America and the Dominican Republic, and

provided assistance to the Andean Forum for Rural Development for the crafting of a rural development strategy for the Andean Region.

The Institute was also active in promoting the chains approach as a highly useful means of enhancing the competitiveness and institutional framework of agrifood sectors. The approach was applied successfully in a number of countries, such as, for example, Colombia (department of Huila), Ecuador (Santo Domingo de Tsáchilas), Costa Rica (northern region), Panama and Saint Vincent and the Grenadines, where strategies were developed and specialized training in the subject was provided.

In response to the Summit's objective of **promoting environmental sustainability**, the Institute created the Program for Cross-cutting Coordination on Agriculture, Natural Resource Management and Climate Change. Among other things, this program makes it possible for IICA to devise strategies for tackling climate change, adjust or strengthen national policies and provide training in environmental management and natural resources.

With regard to the summit's objectives in the area of **energy security**, specifically to assist the countries in diversifying their sources of renewable energy, IICA disseminated cutting-edge knowledge about second and third generation biofuels, in particular about the utilization of microalgae to produce biofuels, the use of technologies for the production of biofuels for aviation, and new types of biofuels.

The Declaration of Port of Spain established objectives and challenges for all the institutional partners involved in the Summit of the Americas Process, including IICA. In 2010, the Institute provided intensive technical cooperation to its Member States to help them achieve the objectives of the Summit related to agriculture.

2.2 IICA's Governing Bodies

The Thirtieth Regular Meeting of the Executive Committee took place in October 2010. In their deliberations, the 12 Member States that made up the committee³ focused on matters of strategic importance for the agricultural sector and for the Institute's work going forward.

- *Approval of the Institute's policies and finances*

Based on the analysis of the challenges that the Member States face in their efforts to achieve competitive and sustainable agriculture and to improve the living standards of the rural population, the Executive Committee and IICA's senior management reviewed the new priorities and strategic guidelines for IICA's work in the hemisphere, which were included in the 2010-2020 Strategic Plan that the Executive Committee approved at the aforementioned meeting.

³ Bahamas, Belize, Bolivia, Brazil, Canada, Dominican Republic, El Salvador, Mexico, Peru, Saint Kitts and Nevis, Saint Vincent and the Grenadines and Uruguay.

The Executive Committee also approved the 2010-2014 Medium-Term Plan, which focuses the institutional activities of the present Administration on the attainment of four strategic objectives that orient the cooperation actions of the four technical concentration programs and two programs for cross-cutting coordination under the Directorate of Technical Cooperation (DTC).

The Executive Committee also singled out for praise the transparency with which the current Administration manages the Institute's resources, thereby enabling IICA to provide more effective technical cooperation services to its Member States. The Institute's financial statements for 2009, the Sixteenth Report of the Audit Review Committee and the proposed 2011 Program Budget all attest to that transparency.

The 2010 budget was restructured to reflect the changes made in the orientation of IICA's technical cooperation established in the 2010-2014 MTP. Furthermore, the Institute made more efficient use of its resources to ensure the rationality, equity and prudence of its expenditure. The Institute currently provides technical cooperation services based on the regular funds (quota contributions and miscellaneous income) at its disposal.

- *The importance of national investment plans for agriculture and rural well-being*

In analyzing the rural poverty situation in Latin America and the Caribbean, the Executive Committee recognized the strategic importance of preparing and implementing national investment plans. Through their ministries of agriculture and other agencies, governments will use those plans to implement effective actions aimed at achieving food security and combating poverty in the countryside. One particularly important action was the formulation in Haiti of the Agricultural Sector Investment Plan mentioned above, spearheaded and implemented by that country's Ministry of Agriculture with cooperation from IICA and FAO. Other major efforts include the opportunities that the Institute has promoted to enable the member countries to access resources to support the sustainable and competitive development of agriculture under the World Bank's Global Agriculture and Food Security Program (GASFP) and the Feed the Future program of the U.S. Government.

- *IICA's response to emergencies caused by natural disasters*

The Executive Committee underlined the importance of the technical cooperation and humanitarian assistance that IICA provided to Haiti, working in close coordination with the Ministry of Agriculture, following the earthquake that occurred in that country in January 2010. The Institute began by providing humanitarian assistance to deal with the immediate impact of the disaster. It then focused its cooperation on: (i) an assessment of damage in the rural sector; (ii) the preparation of the Program to provide emergency support for food production in Haiti; and, (iii) assistance with the formulation, negotiation and implementation of practical projects (the use of tractors to prepare land for planting and the purchase of tools and seeds of basic crops through a program supported by Brazil and the United States), and the Pro-Huerta program supported by Argentina, Canada and Brazil.

▪ *Strengthening of relations with international organizations*

FAO is an important partner for agricultural cooperation in the hemisphere. Consequently, the Executive Committee instructed IICA to continue strengthening that relationship and to develop mechanisms for broadening the scope of the actions carried out by means of a joint work plan.

In addition, IICA and the Tropical Agriculture Research and Higher Education Center (CATIE), on the one hand, and IICA and the Caribbean Agricultural Research and Development Institute (CARDI), on the other, took steps to begin preparing joint cooperation programs for the period 2011-2014, which will include the high-priority projects identified in IICA's MTP and complement the capabilities of the institutions and the resources they direct towards the agricultural sectors of the member countries.

2.3 Promoting women's rights and gender equity and equality

The OAS proclaimed 2010 the Inter-American Year of Women. In response, IICA carried out two important, high-profile international events:

- The first was the “International Forum on Women in Agriculture: the Contribution of Women to Agriculture and to Food Security in the Americas.” The President of Costa Rica and several ministers and deputy ministers from the member countries were among the 120 public figures and experts who took part. The Forum provided an opportunity to reposition the issue of gender equity and equality and rural women in IICA's cooperation programs, presented a complete panorama of the current situation of rural women, and demonstrated the importance of overcoming all forms of exclusion that are an obstacle to the integrated development of our countries. A document was prepared highlighting the main recommendations made during the event. Among other things, the document will help IICA, with the Executive Committee's support, to ensure that the issue remains high on the institutional agenda.
- The second event was the celebration of IICA Day at the OAS in Washington, which examined in even greater depth the critical role that women play in the nutrition and food security of all households in Latin America and the Caribbean. The distinguished panelists and representatives of the member countries to the Permanent Council and other technical committees of the OAS presented information about successful women's initiatives in Guatemala, Haiti, and Jamaica. All the presentations highlighted the urgent need to strengthen women's organizations in rural communities.

In Central America, IICA and the Regional Technical Assistance Unit (RUTA) conducted a series of consultations with women's organizations, leaders and public officials. The results were used as input for incorporating the perspective of gender equity and equality into the Central American Strategy for Territorial Rural Development (ECADERT). The Institute also supported the implementation of several meetings, including the First Central

American Congress on Rural Development and the Second Meeting for Follow-up to the Agenda for the Harmonization of Strategic Actions related to the Gender Approach in Central America, both held in Guatemala, where the participants discussed and identified measures for incorporating rural women into value chains.

The important actions implemented at the country level included the work carried out under the “Mujeres Ahorradoras en Acción” program, created by the President of Colombia and operated by IICA, which is now benefiting 134,000 women. The activities included systematizing best practices and organizing the Program’s Route of Successful Experiences, which encompassed five provinces in Colombia.

In Ecuador, IICA worked with the Provincial Government of El Oro to systematize the experience of the El Oro Women’s Movement. The results of this exercise will be used to channel investments toward the food sovereignty, solidarity economy, and savings and loan initiatives that the Movement is promoting.

Finally, at a seminar-workshop entitled “Public Policies for Rural Women” held in Paraguay, IICA presented examples of processes undertaken in different countries to formulate and implement public policies and instruments. The information was then used as input by the public and private agencies involved in the process of designing a policy for rural women in Paraguay.

3. Results of IICA's technical cooperation: Promoting competitive and sustainable agriculture in the Americas

To focus its efforts on the priorities established in the 2010-2014 MTP, the Institute reorganized its structure for providing technical cooperation into two Directorates, one in charge of work at the hemispheric level and the other responsible for operations at the regional and national level.

The Institute also adjusted its mode of operation, placing emphasis on efforts to improve the articulation among the different technical and administrative units, and reoriented its operating mechanisms toward the definition of results in the strategic projects that will be executed in the period 2011-2014, and toward effective coordination of the actions of IICA's 34 Offices in its Member States by means of so-called "IICA country strategies."

One of the strategic results in 2010 concerned the promotion of **leadership in the public and private actors involved in agriculture in the hemisphere**. IICA's 34 member countries strengthened their leadership capabilities by means of various national and regional forums organized by the Institute's Center for Leadership in Agriculture, in which 1138 young people from the agricultural sector took part. A hemispheric forum was also held, for which the University of Nebraska provided financial and logistical support. As a result of this activity, the young people trained are generating innovative projects, participating in internships and professional enrichment programs, sharing their knowledge via social networks and promoting and supporting other forums of leadership in agriculture in their respective regions, countries and territories.

In 2010, IICA's recently created **Center for Strategic Analysis for Agriculture** also became an important source of expert knowledge and a space for dialogue on the issues of greatest importance for the sector, such as technological innovation in agriculture, free trade, trends in the demand for food, the impact of climate change on food security, agricultural health and Latin America's ties with the European Union. These and other issues were discussed in depth by international and local professionals in a number of technical forums organized by IICA. Together with ECLAC and FAO, the Center published the 2010 edition of the report "The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean." Other very useful documents were published that also provide the Member States with a prospective vision of agriculture, such as:

- World economic crisis and agricultural trade: winners and losers in the Americas
- Effects of the rise of international prices on the income of agricultural producers in Latin America
- Regional agreements and South-South direct foreign investment in agriculture: the case of Latin America and the Caribbean

Also, IICA assisted the WTO's Training and Technical Cooperation Institute (TTCI) and the Latin American Integration Association (ALADI) with the organization of a course on trade policy for officials from ALADI member countries.

The following are some of the results of the cooperation provided by IICA at the hemispheric level under its four technical cooperation programs and two programs for cross-cutting coordination:

3.1 Innovation for productivity and competitiveness

IICA took part in the Global Conference on Agricultural Research for Development organized in France by the Global Forum on Agricultural Research (GFAR), with support from the Consultative Group on International Agricultural Research (CGIAR) and Agropolis International. This enabled the Institute to contribute to the **strengthening of the regional innovation system**, in particular by presenting a proposed plan of action for Latin America and the Caribbean (LAC) entitled "FORAGRO Position 2010: Agriculture and rural prosperity from the perspective of technological research and innovation in LAC."

The Institute continued to consolidate the cooperative programs for agricultural research and technology transfer in the Northern, Central, Caribbean, Andean and Southern regions. For example, the Cooperative Program for Agrifood and Agroindustrial Technological Development in the Southern Cone (PROCISUR) strengthened its eight platforms dealing with technical, institutional and production-related innovations by means of the study "Role of the Southern Cone as a World Food Reserve: possible scenarios for research, innovation and development."

Working with the Cooperative Program in Agricultural Research and Technology for the Northern Region (PROCINORTE), in coordination with the U.S. Department of Agriculture/Agricultural Research Service (USDA/ARS) and the Special Task Force on Genetic Resources for Food and Agriculture (NORGEN), IICA improved the procedures used to manage the germplasm collections of PROCINORTE's three member countries⁴ by organizing training visits for the curators of the germplasm banks of Mexico and Canada, who learned how to use the GRIN-GLOBAL system.⁵

Under the Central American Integration System for Agricultural Technology (SICTA), three regional projects were formulated and negotiated that involve an investment of more than US\$8 million and are designed to promote adaptation to climate change and improve food security. The first project, financed with resources from KOICA, focuses on the corn and bean chains; the second, with funds from the European Union, is aimed at the cassava, avocado, potato and tomato chains; and the third, financed by the Inter-American Development Bank (IDB), is targeted at the corn, beans, cassava and sweet pepper chains. Also in the Central American region, the Regional Cooperative Program for Technology Development and the Modernization of Coffee Cultivation (PROMECAFE) supported the legal registration of three designations of origin for coffee.

⁴ Mexico, Canada and the USA.

⁵ Internet-based information management system for plant gene banks worldwide.

IICA's most important actions with respect to **national innovation systems** carried out in specific countries included its support for the Guatemala's National Agricultural Research and Technology Transfer System (SNITTA), and the Integrated System of Agricultural Extension and Innovation (SIDEA) of Panama, which in both cases involved the use of the chains approach to agricultural extension for technological innovation. The Institute also provided technical cooperation to strengthen the National Agricultural Technology Institute of Costa Rica, the Paraguayan Agricultural Technology Institute and the National Institute of Agricultural and Forestry Innovation of Bolivia; and assisted in the design of the National Center for Agricultural and Forestry Biotechnology of the National Agricultural Research Institute of Peru.

IICA strengthened its position as an authority and partner of choice in Latin America in the field of biotechnology and biosafety by providing support to the countries for the formulation of national communication strategies in the Andean Region and for the signing of the Nagoya-Kuala Lumpur Supplementary Protocol on Liability and Redress to the Cartagena Protocol on Biosafety.

The implementation of training workshops in biotechnology and biosafety for journalists also made it possible to strengthen communication and information mechanisms and the public perception of biotechnology and biosafety in Ecuador, Peru and Bolivia. More than one hundred journalists and social communicators were trained successfully at the workshops, thanks to IICA's close coordination with national research institutes, the Cooperative Program for Agricultural Research and Technology Transfer for the Andean Subregion (PROCIANDINO) and USDA, among others. This exercise boosted considerably the efforts to improve the public perception of biotechnology in the countries of the Andean Region.

In the area of **new uses of agriculture**, a work methodology was developed to facilitate the regional harmonization of organic production standards and, as a result, Central America and the Dominican Republic now have a harmonized proposal for organic production that was submitted to public consultation processes in the countries. IICA also prepared guidelines for the formulation of a draft policy for the development of organic agriculture in the Dominican Republic, and a methodology for incorporating Web pages of countries in the region into the online portal of the Inter-American Commission on Organic Agriculture (ICOA). These instruments made it possible to train the teams and set up the national information portals on organic agriculture for Chile, Peru and Costa Rica.

IICA also worked with countries interested in diversifying their energy sources, specifically in relation to second- and third-generation biofuels. This was achieved by means of the International Conference on Bio-Fuel Crop Production and Development, organized jointly with the University of Florida, EARTH University of Costa Rica and the Zamorano Pan-American School of Agriculture in Honduras; the Fifth Latin American and Caribbean Seminar on Biofuels, organized by IICA, the Latin American Energy Organization (OLADE) and FAO with support from the Ministry of Energy of Chile and the Ministry of Mines and Energy of Brazil; the strengthening of the Jatropha Network for Latin America and the Caribbean; and the publication of the Atlas of Ethanol and Biodiesel in the Americas.

Andean Region

Bolivia

- The Institute helped publish the proceedings of Bolivia's First National Symposium on Research and the Sharing of Successful Experiences in Andean Agroforestry, organized by the Ministry of Environment and Water.
- IICA, in coordination with the School of Agronomy of the Universidad Mayor de San Andrés and the National Institute of Agricultural Forestry and Innovation (INIAF), held a series of lecture entitled "Biotechnology as a Tool for Development." With the INIAF, IICA also organized the seminar "Biotechnology Applications in Sustainable Agriculture" and provided support for the International Symposium on Sustainable Agriculture "Soils, Biotechnology and Agrofuels" organized by the National Association of Oilseed Producers (ANAPO).
- IICA participated in the organizing committee of the Second International Congress on Fine Flavor and Aromatic Cacao in the Andean Region, providing its expertise during an event that brought together delegations of producers and representatives of public institutions from Colombia, Ecuador, Peru, the Dominican Republic and Venezuela, as well as cacao producers from all parts of Bolivia and representatives of the country's public institutions, industrial organizations and technical cooperation agencies.
- The Institute supported the operation of four innovation platforms: the National Technical Forum on Camelids, the National Cacao Committee, the Bolivian Association of Agricultural Science High Schools (ABESCA) and the Bolivian Animal Production Association (ABOPA). These platforms are operated by the productive and academic sectors, with the ministries linked with the sector also heavily involved. IICA also supported the preparation of the country's policy on camelids; the drafting of a supreme decree for the development and promotion of cacao; and the establishment of institutional partnerships for research on and the dissemination of technological knowledge.
- With the INIAF, IICA organized the Workshop on the Formulation of Agricultural and Forestry Research and Innovation Projects, as a result of which four research project profiles were prepared. Working with institutions from other countries, the profiles were submitted to the Regional Fund for Agricultural Technology (FONTAGRO) under the 2010 call for proposals.

Colombia

- In collaboration with the National Learning Service (SENA), IICA designed and implemented a call for proposals for the co-financing of 15 small and medium-sized agroindustry projects to promote the adoption of new technologies, with a view to making such enterprises more competitive.
- The execution of the Productivity and Competitiveness Program in Huila enabled IICA to consolidate the territorial competitive development strategy, working through seven production chains and integrating its actions with those of local and national institutions. The Institute also transferred to the Secretariat of Agriculture methodologies and tools for the application and analysis of chain and territorial

development indicators, business management, marketing, commercialization and the sharing of experiences to strengthen producers and organizations in Huila.

Peru

- IICA supported the formulation of the action plans and the leadership of the National Agricultural Innovation Institute (INIA), through the participation of a group of Peruvian officials in the Second Meeting of National Coordinators of PROCIANDINO. The INIA, which is in charge of issues related to climate change, received technical assistance from IICA for a publication on the state of the art of climate change at the national and regional levels. The Institute also promoted the INIA's leadership in the preparation of regional project profiles on agroenergy and climate change.

Venezuela

- In alliance with the IDB, IICA terminated the Agricultural Technology Program, which helped to enhance the capabilities of the National Agricultural Research Institute (INIA), the agency responsible for the Agricultural Technology System in Venezuela.

Caribbean Region

Bahamas

- IICA held the National Small Ruminant Workshop on Good Agricultural Practices at the Gladstone Road Agricultural Research Center (GRAC). It provided 80 participants from the different Family Islands to identify priority needs such as policy support for long-term sustained financing of research and development.

Barbados

- The Institute collaborated with FAO and the Ministry of Agriculture, Food and Fisheries (MAFF) to train twelve farmers in rain water harvesting technology, thereby increasing water availability on their farms while at the same time reducing the cost of irrigating fields and feeding animals.

Dominica

- IICA worked closely with CARDI to address several challenges faced by protected agriculture, conducting research aimed at evaluating production systems, agronomic practices, variations in temperature, plant nutrient management and pest and disease management.
- The Institute and CARDI, with the assistance of the Florida Association for Volunteer Action in the Caribbean and the Americas (FAVACA), and in collaboration with the Ministry of Agriculture and Forestry (MOAF) and the National Association for Youths in Agriculture (NAYA), undertook a training program on soil-borne pests and diseases, greenhouse production, plant nutrition and water management.

- IICA, in collaboration with NAYA, organized a training workshop for nursery operators with the aim of improving the quality of vegetable seedlings leaving the nurseries. A vegetable seedling guide was also prepared to assist nursery operators in managing their operations more effectively and efficiently.

Dominican Republic

- In support of the Dominican Association of Landowners and Farmers (ADHA), IICA undertook the formulation of a livestock development plan that will be used as the strategic framework for efforts to ensure the sector's competitiveness in that country.
- The Fourth Seminar on Agrifood Policies organized by IICA made it possible to discuss in depth, with more than 120 actors from the national public and private agricultural sector, possible policies for fostering a new technological paradigm in agriculture.
- IICA provided logistical support to the Executive Secretariat of SICTA to facilitate the integration of the Dominican Republic into the system.
- The Institute made progress with the preparation of a strategic plan for the development of organic agriculture in the country by holding four regional workshops for consultations with the stakeholders. The implementation of two new projects also got under way: a) Training for young people in organic production techniques, and b) Production of organic ginger (with the San Benedetto al Puerto Association). Technical assistance was also provided to the ISA University for the production of organic rice, guava and fertilizers.

Grenada

- The Institute provided eighteen agri-entrepreneurs, including members of the national chapter of the Caribbean Agribusiness Association (CABA), with the capability to produce compost manure, and the record-keeping skills necessary to assist in the management of small agribusinesses. These activities were conducted with assistance from Grenada Solid Waste Management Authority (GSWMA) and St. George's University (SGU). Two of the agri-entrepreneurs have since become engaged in the commercial production of compost manure.
- The technical capabilities of five greenhouse farmers and five agricultural extension trainees were enhanced thanks to the training they received in greenhouse technology and to the field trips made possible by IICA and the Ministry of Agriculture (MoA).
- IICA organized a national forum on organic agriculture and agricultural policy. As a result 36 participants, including: farmers, agro-processors, farm input suppliers and representatives of farmers' organizations, the Grenada Bureau of Standards and the MoA's Planning, Extension and Research Divisions have become more aware of, and more responsive to, the demand for organically produced foods.
- An IICA initiative enhanced the MoA's capability to facilitate the development of organic agricultural production in the country, which resulted in the formation of an *ad hoc* Technical Committee comprising technicians from the MoA, IICA, the Grenada Bureau of Standards (GDBS), the Marketing and National Importing Board (MNIB), and others.

Guyana

- IICA and the National Agricultural Research Institute (NARI) conducted trials for hydroponics systems in order to evaluate the performance of selected crops in various media and nutrient treatments. The Institute also collaborated with the St. Stanislaus College Farm (SSCF) in holding demonstrations for over 60 farmers. These activities have heightened awareness and interest in hydroponics as a climate change adaptation mechanism that is receiving increased attention from stakeholders in the agricultural sector.
- The IICA-led Secondary Schools Hydroponics Competition, which was launched in 2007 among 15 secondary schools with 150 participating students, has grown in popularity and led the Ministry of Education to expand the program to 38 schools and 380 students in 2010. In addition, hydroponics technology is now an integral component of the agricultural science and environmental studies syllabi and also forms part of the School-based Assessment (SBA) for the Caribbean Secondary Education Certificate (CSEC).

Saint Kitts and Nevis

- Under the IICA/CARDI Project, protected agriculture was introduced into St. Kitts with the establishment of two shade houses.
- The Institute, with the assistance of PAHO, constructed a dam which holds 500,000 gallons of water for use in the agricultural sector.
- IICA provided funds to CARDI to obtain improved varieties of cassava for a project of flour production.

Saint Vincent and the Grenadines

- Over 150 technical staff and producers (extension agents, farmers, marketers and exporters) in the sweet potato industry are more aware of the potential of popular sweet potato varieties in terms of their productivity, pest and disease resistance and marketability, following experimental work done by CARDI under the joint IICA-CARDI projects.

Saint Lucia

- IICA supplied tools and equipment to the Engineering and the Water Resources Management Units of the Ministry of Agriculture, Lands, Forestry and Fisheries (MALFF) to enhance service delivery to the sector. In addition, IICA provided five shade houses to the MALFF to boost the seedling production capacity of its main fruit and tree crop nursery. These projects were funded through grant assistance from the European Union Special Framework of Assistance 2005 program (SFA) and were implemented by IICA and the Banana Industry Trust (BIT).
- The rehabilitation, expansion and development of selected industries in Saint Lucia were advanced through the technical support provided by IICA in the implementation

of the projects, in partnership with the BIT and the MALFF. During 2010, five industries benefitted from that support and from the assistance provided by the SFA:

- Cocoa: IICA assisted the MALFF in the implementation of the Rehabilitation and Expansion Program for the Cocoa Industry. The program has rehabilitated cocoa plantations, provided high-yielding varieties to farmers, assisted farmers in establishing new fields or expanding existing plantations and provided training to cocoa farmers in production and harvesting, and pest and disease control. In addition, a cocoa microfermentary was constructed to expand processing capacity, officers of the MALFF were trained in cocoa flavoring and cocoa characterization, and a new cocoa germplasm bank was established to support the seedling production program of the MALFF. The value-added component also received attention, with semi-industrial equipment being provided to select cocoa agro-processors.
- Pineapple: IICA provided support to the industry in the form of training, inputs, and technical assistance. A number of plots were established to demonstrate conventional and organic agricultural practices, for the purpose of training farmers in the correct crop husbandry and production technologies for pineapples. The group received official recognition as a legally established cooperative and membership has doubled since then over the year.
- Cut Flowers: IICA provided training in post harvest technologies and technical support was provided to improve the existing infrastructure of a cut flowers cooperative, including 19 shade houses, inputs and pest and disease control equipment. These initiatives were all aimed at strengthening the cut flower industry to enable it to take advantage of the growing demand for fresh cut flowers in the tourism sector and in the regional markets.
- Cassava: IICA provided support in the form of semi-industrial equipment to select agro-processors to increase their productivity and processing capacity.
- Banana: In compliance with the Fair-trade and Global GAP standards, IICA develop a banana production scheduling and forecasting system for use by farmers and banana companies on the island. Equipment, agrochemicals storage cabinets, protective gear, and first aid kits were provided to the National Fair Trade Organizations. The establishment of the Black and Yellow Sigatoka management information system, referred to below, represents a critical component of the support to the banana industry.

Suriname

- IICA supported local entrepreneurs in sourcing planting material for ginger from Brazil; in Kwamalasemutu, farmers adopted improved cassava production and processing technology introduced by the Institute; and in Godo-olo composting techniques were introduced.
- The Institute trained twelve producers and technicians in greenhouse production and in the use of low-cost bio-digesters.

Trinidad and Tobago

- IICA organized and hosted a week of activities to strengthen the development of the organic sector in Trinidad and Tobago. This included a visit by an organic expert from the Dominican Republic and the hosting of an Agrifood Organic Stakeholders Workshop, held in collaboration with the Trinidad and Tobago Bureau of Standards. At

least 40 participants benefited from guidance on developing the local organic industry, including the development of agro-tourism products associated with the cocoa industry. Another segment of the workshop focused on the code of practice for organically produced foods, which was prepared by the Regional Technical Committee for Organic Products and the Bureau of Standards. An organic stakeholder networking group emerged out of the workshop, where IICA serves as the technical secretariat.

Central Region

Belize

- IICA, with support from CARDI, Help for Progress, the United States Embassy in Belize, the Ministry of Agriculture and Fisheries and the Peace Corps, implemented the Red SICTA project: Innovations to improve post harvest technology and the income of small maize and black bean producers in Jalacte and San Vicente Villages, Toledo District. Yields have been increased by 50 %, new acreage by 40 % and overall farmer income increased by 40%. Adoption of the new technology has expanded to other communities and there is interest on the part of the government to replicate the project in the west and north of the country.
- The Institute developed and presented an organic certification scheme modeled from the Participatory Guarantee System (PGS) as a means for local organic crop certification.

Costa Rica

- IICA reviewed the institutional model of the National Institute for Agricultural Innovation and Technology Transfer (INTA) and, following a consultation process, prepared the proposal “The INTA and its capabilities for institutional innovation and articulation: Elements for a strategy to strengthen the institution,” which was submitted to and approved by the pertinent authorities.

El Salvador

- With funds from the U.S. Millennium Challenge Account, IICA carried out the first stage of the Fruit Production Project and, with the Millennium Fund of El Salvador (FOMILENIO), began to implement the Fruit and Vegetable Growing Project. Under the first of the initiatives, 1300 ha of perennial fruit trees were cultivated in association with other short-cycle crops, and 1864 producers received assistance. The second project, involving 664 beneficiaries and encompassing 558 ha., enhanced the competitiveness of the fruit and vegetable value chain in the north of the Zona Baja of the Department of Chalatenango.
- In partnership with CHEMONICS, IICA facilitated the establishment of two field schools for more than 70 technicians and managers/coordinators of all of FOMILENIO’s productive projects, sponsored with funds from the Millennium Challenge Account, including the fruit, vegetable, cacao, honey, dairy products and aquaculture projects.

- The Institute promoted the creation of the Latin American Network of Management for Innovation in the Agrifood Sector by enrolling nine Salvadorian institutions in the initiative.
- IICA consolidated the process of information and knowledge management among academic entities linked to the agricultural sector with the signing of the General Technical Cooperation Agreement with the Catholic University of El Salvador. It also held eight workshops on knowledge management in the national agricultural sector and two workshops on information systems for agriculture.

Guatemala

- With the Institute's support, efforts to implement and consolidate the National Subsystem of Agricultural Research, Transfer and Innovation got under way. The work is being overseen by a committee comprised of the National Institute of Agricultural Science and Technology, the National Forest Institute, the Association of Veterinarians and Animal Husbandry Specialists of Guatemala, the School of Veterinary and Animal Husbandry Sciences of the University of San Carlos and the Academy of Medical, Physical and Natural Sciences of Guatemala.
- As a result of the cooperation in plant breeding that IICA provided, the National Coffee Association (ANACAFE) has three new coffee hybrids, selected for their productivity, vigor, resistance to common diseases and quality. Commercial assessments were carried out and the results disseminated among Guatemalan producers; and the capacity for *in vitro* propagation was strengthened. IICA also supported ANACAFE with training actions and the sharing of technical knowledge about different aspects of coffee growing, such as the integrated management of plantations, coffee processing technology, the quality and safety of the beverage and climate change, among others, thanks to which the technical and scientific capabilities of the institution's personnel were strengthened.

Honduras

- IICA strengthened the organizational and functional capabilities of the Association of Agricultural Producers of Northern Olancho (ASOPRANO), with the technical and financial support of the Red SICTA Project. As a result, the association achieved significant improvements in its administrative processes, increased yields through innovation and facilitated the processing and marketing of improved seed and commercial grain.
- More than 1,000 small and medium-scale producers who are members of four alliances of associations of corn and bean producers (ARSAGRO in El Paraíso, ASOPRANO in Olancho, APROINY in Yoro and seven organizations in Lempira), with the support of the IICA/SDC/RedSICTA Project, boosted their organizational and business capabilities. They also increased bean yields, which reached 20 hundred-weights/*manzana*, while ARSAGRO and ASOPRANO signed two purchase-sale contracts with the WFP's Purchase for Progress (P4P) Program for 60,000 hundred-weights of corn and beans, meeting the quality standards required and obtaining higher than market prices.

- Fourteen wet coffee processing plants were rebuilt with resources from the Rehabilitation of the Coffee Sector in Honduras Project (CFC/IICA/IHCAFE Project), financed by the Common Fund for Commodities (CFC) and implemented by the Honduran Coffee Institute (IHCAFE) with technical cooperation from IICA. A workshop was also held to enhance the technical capabilities of 28 small coffee growers and technical personnel from IHCAFE and the National Agrarian Development Bank (BANADESA). The activity focused on coffee processing technology and project evaluation. The CFC/IICA/IHCAFE Project was evaluated positively by a mission composed of representatives of the CFC, the International Coffee Organization (ICO) and IICA, and by the beneficiaries of the project.

Nicaragua

- Under the Red SICTA Project, technological innovations were developed for 1,000 rural families belonging to producers' cooperatives in the departments of Estelí, Rivas and Boaco. In partnership with the Nicaraguan Agricultural Technology Institute (INTA) and local non-governmental organizations, the same cooperatives validated and applied, on a commercial scale, innovations related to fertilization, bean drying, mechanical threshing, the storing and marketing of registered and certified seed, the organization of collective marketing processes and value added. This enabled them to increase yields by an average of 45% and reduce production costs by 18%, thanks to which their net incomes rose.
- IICA compiled and disseminated, by means of compact discs and the websites www.iica.int.ni and www.redsicta.org, an extensive database of studies and publications produced in Central America in the last fifteen years on topics related to basic grains. The Institute also published handbooks on corn and bean cultivation and the identification and management of corn and bean pests and diseases, and a study of the corn and bean seed market in the Central American region. The documents were distributed to 1,500 technical staff and producers' leaders.

Panama

- IICA collaborated with the Ministry of Agricultural Development (MIDA) to facilitate the participation of technical personnel of the public agricultural sector and IICA specialists in the design of SIDEA and the preparation of a profile of a project to implement the system.
- The Institute prepared the profile of a prefeasibility study to determine the technical, institutional, socioeconomic and environmental viability of setting up a center for the collection and processing of agricultural products from Panama, Mexico and Chile in Panama's former Canal Zone, and to define the most appropriate business model for its operation.
- Under Panama's 2010-2014 Strategic Plan of Action for the Agricultural Sector, and in order to contribute to the reorganization of the country's livestock sector and the strengthening of the traceability program, IICA secured support from Mexico for the implementation of a National Livestock Register in Panama.

Northern Region

Mexico

- IICA conducted and published the study “Toward the consolidation of a Mexican agrifood innovation system,” which systematizes the information on innovation and technology transfer in the sector, and identifies the factors of success and actors involved in the generation, dissemination and implementation of innovations in Mexico. A baseline document was also produced for the creation of a Latin American Network on Innovation Management in the Agrifood Sector, designed to strengthen innovation management processes.
- The Institute generated a methodology for analyzing the management of agricultural production systems, including fruit, livestock and forestry operations, and contributed to the dissemination of information about Mexican initiatives aimed at increasing the productivity and profitability of enterprises in the sector.

United States of America

- PROCINORTE developed a new strategic plan and continued supporting technical collaboration among Canada, Mexico and the United States in the research and technology areas defined in said plan. Major achievements are:
 - For the first time, researchers and officials from the regulatory authorities of the three countries shared experiences in monitoring the H1N1 virus and Animal Influenza pandemic. As a result, tri-lateral working groups were formed to share protocols and establish a common platform to address future pandemics.
 - The quality and shelf life of mangos and avocados are being improved in three projects sponsored by PROCINORTE. At the same time, links among research institutions of the three countries have been improved in relation to the quality, safety and traceability of fruits. Training and advisory services have also been provided to producers in Mexico.
 - Information specialists from Canadian and U.S. agricultural libraries have contributed to strengthening the *Red Mexicana de Bibliotecas Agropecuarias* (REMBA), through knowledge sharing and capacity building activities.
- FONTAGRO Fund, an initiative comprising 15 member countries of the Western Hemisphere and Spain and sponsored by IICA and the IDB, received increased technical assistance and support from IICA. The following was achieved with contributions from the Institute:
 - A new focus on promoting innovations in family agriculture as related to food security, climate change, and sustainable use of natural resources has been defined in FONTAGRO’s 2010-2015 Medium-Term Plan and approved by the FONTAGRO Board.
 - The use of consortia as an effective mechanism for cooperation among institutions in the region to solve common problems has been endorsed by an

external evaluation of FONTAGRO mechanisms. The evaluation also acknowledged the important roles played by IICA as the Technical and Administrative Secretariat.

- Increases in agricultural productivity and in knowledge of ways to improve the sustainable use of natural resources have resulted from 29 FONTAGRO-supported projects that were presented at its Annual Technical Meeting in Cali, Colombia. Evidence of spillover effects to other regions of the world was also reported, showing the importance of investing in agricultural innovation in LAC.
- A renewed agenda for agricultural innovation for the region and a strategy to obtain additional support for the Fund were endorsed at the XII Meeting of the FONTAGRO Board, held in the Dominican Republic.
- The Fund is becoming more visible thanks to presentations made in Canada, Costa Rica, Peru, Uruguay, the United States, and other countries. This is part of a concerted strategy to attract additional resources for the Fund.

Southern Region

Argentina

- The Institute supported horizontal cooperation actions between Argentina and Haiti that enabled Haiti's most senior agricultural officials to visit Argentina to learn about the experiences of the ProHuerta Program, a program focus on food security. Technical personnel from Haiti's agricultural sector also took part in training courses offered by Argentina's National Agricultural Technology Institute (INTA).
- IICA and the Competent Control Authorities of the National Service for Agrifood Health and Quality (SENASA) contributed to the consolidation, at both the national and regional levels, of the Southern Hub of the ICOA. The Institute provided support for the organization of training activities for the region's control authorities on the implementation of organic production standards and the harmonization of standards at the regional level; and collaborated with the Ministry of Agriculture, Livestock and Fisheries (MAGyP) in the implementation of Argentina's Organic Production Development Project, particularly in training and sensitization activities, the holding of video conferences, the compilation and systematization of replicable experiences, the evaluation of projects, the publication of documents and the dissemination of information and knowledge.
- The Institute promoted the development of agroenergy and biofuels by means of: a) the study "Current situation, outlook and investment needs of the chain of sugarcane-based bioethanol in Argentina;" b) IICA's incorporation into the Bioenergy Forum of Argentina's Agrifood Strategic Plan (PEA); c) participation in the EU's BABETHANOL Project, coordinated by PROCISUR, contributing the methodology for gathering information and calculating the costs of acquiring lignocellulosic materials from the Southern Region for the production of second-generation ethanol; and, d) participation in the preparation of the study "Political-institutional mapping and analysis of the competition between food and bioenergy production," coordinated by

the Cooperative Program on Research and Technology Transfer for the South American Tropics (PROCITROPICOS).

- IICA was a member of the local organizing committee of the 11th International Symposium on the Biosafety of Genetically Modified Organisms, contributing to the organization and implementation of the event. It also disseminated information about the symposium, which promoted and facilitated the participation of professionals from the Institute's Member States, who shared their knowledge and experiences. More than 350 people from all over the world took part in the symposium.
- With regard to the Agricultural Information and Documentation System for the Americas (SIDALC), IICA promoted the continuous updating of knowledge and the further involvement of libraries, and advised Paraguay on the consolidation of a similar information network (horizontal cooperation). Presentations on SIDALC were made at three national and regional forums.

Brazil

- IICA, in collaboration with the Brazilian Agricultural Research Corporation (EMBRAPA), implemented the program Technological Innovation and New Management Approaches in Agricultural Research (Agrofuturo).

Chile

- IICA coordinated implementation of the Survey of Extension Systems in Latin America and the Caribbean, as part of a global exercise aimed at gathering information about such systems.
- The Institute supported the design of the project "Science, Technology and Innovation Center for Desert and Altiplano Areas of the Southern Cone."
- IICA prepared, secured financing for and provided technical and administrative follow-up to the project "Communicating farmers in Panguipulli: Extending the information services of the public library to increase their incomes and improve their quality of life using Information Communication Technologies (ICTs) (EIFL/Municipality of Panguipulli/ Agricultural Development Institute /Local Development Program (PRODESAL/SAT)),” which produced a model for the management of information and ICTs for rural development.
- The Institute disseminated information about the current state of the regulations governing transgenic crops in the Southern Region at the XXII Pan-American Seed Congress, held in Paraguay, and about the adoption of such crops in the Southern Region at the seminar "Using Agricultural Biotechnology to Tackle Climate Change."
- IICA advised the Head of Environmental Issues (Genetic Resources and Biosafety) at the Office of Agricultural Studies and Policies (ODEPA) with respect to commercial evaluations of genetically modified organisms. It also formed part of the Team of Advisors on Transgenic Crops of the Ministry of Agriculture tasked with drafting a parliamentary bill authorizing the cultivation of transgenic crops for commercial purposes.
- The Institute prepared a document on liability and redress in the context of the Cartagena Protocol on Biosafety. It also helped 25 negotiators from 10 countries in the

Americas to prepare for the second and third meetings of the Group of Friends of the Co-Chairs on Liability and Redress.

Paraguay

- IICA specialists and consultants organized and carried out a series of expert presentations, talks, meetings and training activities on the benefits, risks and outlook for modern biotechnology. These actions were targeted at public and private institutions such as the Ministry of Agriculture and Livestock (MAG), the non-governmental organization AlterVida, the Union of Producers' Associations, the Institute of Agricultural Biotechnology, the Association of Seed Producers of Paraguay, the Paraguayan Association of Plant Breeders, the Paraguayan Chamber of Grain and Oilseed Exporters, the National University of Asuncion (UNA), the National Service for Plant Quality and Health and Seeds, the National Service for Animal Quality and Health, the Agricultural Credit Agency and the Ministry of Foreign Affairs, among others, which are now conversant with the issue. This made it possible to begin processes aimed at improving the organizational and operational structure for the international negotiations on biotechnology and biosafety, and for decision-making and the responsible use of agricultural biotechnologies within the country.
- The UNA launched the Master's Degree Program in Sciences for Agricultural Biotechnology, with support and technical cooperation from IICA, to meet the demand for professionals specializing in agricultural biotechnology in the public and private sectors.
- The institutional framework for the control and development of organic production in the agriculture and forestry sectors was strengthened with the issuing of Executive Branch Decree N° 4577, which contains implementing regulations for Law N° 3481/08 "Control and Development of Organic Production Act," prepared by the MAG institutions with IICA's assistance.
- IICA assisted a number of public and private institutions in the agriculture and forestry sector linked to the agricultural production and marketing system with the preparation of the Plan of Action on Good Production Practices. The institutions involved included the Paraguayan Federation of Cooperatives, the Investment and Export Network of the Ministry of Industry and Trade, the Ministry of Agriculture and Livestock, the National Service for Plant Quality and Health and Seeds, and the National Service for Animal Quality and Health.
- The Institute strengthened the capabilities of Paraguayan institutions specializing in agricultural information and knowledge management by creating the Agricultural Information and Documentation Network of Paraguay (RIDAP) and strengthening and consolidating the SIDALC. The databases added to the SIDALC included those of the Technical Secretariat for Planning, the Moisés Bertoni Foundation, Our Lady of the Assumption Catholic University, the MAG-Paraguayan Institute of Agricultural Technology (IPTA) Central Chaco Experimental Station and the Central Library of the Rector's Office of the UNA.

Uruguay

- Under the Opportunities for Small Producers in the Use of Mobile Technologies Project, which IICA is implementing with support from Canada's International Development Research Centre (IDRC), knowledge was generated and systematized about the use of mobile technologies in the rural sector of Latin America, and methodological guidelines were established for assessing their potential to raise the income of small producers.
- IICA, with support from the National Research and Innovation Agency (ANII), the National Agricultural Research Institute (INIA), a number of universities, the Emprender Network and the Embassy of Israel, organized the online forum "Innovation in the Agrifood Sector," which helped strengthen the capacity for innovation of the 300 people who took part.

3.2 Agricultural health and food safety

IICA, under an initiative financed with resources from the World Trade Organization's Standards and Trade Development Facility (STDF), coordinated the **active participation of 28 Member States in the work of the WTO's SPS Committee**, which helped advance implementation of the Agreement on the Application of Sanitary and Phytosanitary Measures in the countries concerned.

The above was complemented with the application of the PVS tool in 26 countries, which led to the drafting of 26 country reports on sanitary and phytosanitary measures (SPS) management, 26 national agendas on the issue and 4 regional subprojects.

Other important results were as follows:

- 120 officials of the national agricultural health and food safety (AHFS) services and the private sector trained in good practices for participation in forums on SPS.
- 136 representatives of the public and private sectors of seven countries trained in the importance of SPS in trade, the protection of resources and public health by means of four workshops carried out in the Caribbean.
- 72 inspectors trained in the use of plant health risk profiles in nine countries of the Southern and Andean regions.
- 195 officials of 18 countries trained in the assessment of microbiological risks and chemical risks in foodstuffs, through two courses held in coordination with the University of Nebraska-Lincoln in the Southern, Andean and Central regions.
- The Information Management System of Codex and of SPS Committee adapted to work in institutions of Bolivia, Colombia, El Salvador, Guatemala, Peru and Venezuela.
- The following handbooks published by IICA in 2010 were disseminated at the national and international levels:
 - Good Practices for Participation in *Codex Alimentarius* Meetings and Procedures for National Codex Committees and Subcommittees.

- Good Practices for Participation in Meetings of the International Plant Protection Convention (IPPC).
- Good Practices for Participation in Meetings of the WTO Committee on Sanitary and Phytosanitary Measures (with an interactive CD on good practices for participation in SPS forums).
- Development of Plant Health Risk Profiles (tool for fast decision-making, for use by inspectors at entry points).
- Audits of Processes for the Notification of Sanitary and Phytosanitary Measures to the WTO.

In addition, with support from the project “Promotion of the Participation of the Americas in *Codex Alimentarius* Committees,” technical personnel from 24 countries had the opportunity to play an active part in four meetings of the committee held in 2010.

In close collaboration with PAHO, IICA continued to use its PVS tool to **characterize and modernize the national veterinary, plant health and food safety control services**. In 2010, the tool was applied in Colombia to the food safety control services and, by comparing the results with those of the exercises carried out in Uruguay and Peru, it was possible to identify the common needs of countries with regard to training in risk assessment and communication. Training was provided that benefited 120 AHFS officials in the Andean, Southern and Central regions.

As part of the comprehensive work aimed at modernizing the institutional framework, the Institute supported the formulation of Peru’s national food safety policy; the harmonization of food safety and other SPS standards of the Central American Customs Union, in coordination with the Executive Secretariat of the Central American Agricultural Council (CAC); and, in the Southern Region, consolidated its technical cooperation with the Southern Cone Plant Health Committee (COSAVE) and the Southern Cone Standing Veterinary Committee (CVP).

In the area of **food safety**, thanks to the collaboration of the University of Minnesota and with the participation of PAHO, IICA held the II Series of the Executive Leadership in Food Safety (ELFS) Program. The second module – focusing on the articulation of the work of the public and private sectors – took place in Minneapolis, USA. Thirty-four representatives of 20 countries took part in order to strengthen their leadership skills, a key aspect for the formulation of effective food safety policies and programs in the countries of the Americas. Other meetings held in Colombia, Chile, Belize and the Dominican Republic helped boost the region’s capabilities in good manufacturing practices (GMPs) and the use of the Hazard Analysis and Critical Control Points (HACCP) system.

With the collaboration of the University of Georgia, the first course in Spanish on poultry processing was carried out, enabling 31 specialists responsible for the quality of poultry meat in Brazil, Colombia, Ecuador, Peru and Mexico to acquire new knowledge. In addition, in Connecticut, USA, epidemiologists and para-epidemiologists from the Caribbean received training related to the commercialization of live birds.

Andean Region

Bolivia

- In partnership with the National Agricultural Health and Food Safety Service (SENASAG) and the Association of Agricultural Input Suppliers (APIA), IICA trained 130 professionals who work for organizations linked to the National Agricultural Health and Food Safety System in the following topics: good agricultural practices (GAPs), the WTO Agreement on Sanitary and Phytosanitary Measures and the agreements governing the distribution and use of pesticides (Rotterdam, Basel, Stockholm and FAO Code of Conduct for the use safe of pesticides).
- Under the Letter of Understanding signed by the USDA's Animal and Plant Health Inspection Service, SENASAG and IICA, the National Agricultural Health and Food Safety System was strengthened by implementing two projects: a) Surveillance of Foot-and-mouth Disease in the Chaco; and b) Integrated Agricultural Health System, designed to secure the recognition of Bolivia as a country free from foot-and-mouth disease with vaccination.
- IICA supported two workshops on the use of good livestock practices for officials from SENASAG, the private sector and institutions linked to the issue, thereby contributing to the reactivation of the National Meat Committee (CONACARNE).

Colombia

- As a part of the process of strengthening and modernizing national food safety services, IICA applied the PVS tool to the National Institute for Drug and Food Surveillance (INVIMA).
- IICA participated in the analysis and development of technical concepts for the National *Codex Alimentarius* Committee and the subcommittees on general principles, processed fruits and vegetables and food labeling.
- Under the agreement with the Provincial Government of Huila, the Institute supported the Rural Tourism Project by assessing the quality and safety component of six microenterprises that will be linked with Huila's tourism corridor. As a result, quality and safety assurance plans were drawn up for the microenterprises concerned.
- The quality and safety component of the Mujeres Ahorradoras en Acción project was carried out in Guapi and Buenaventura, which included a process of training and technical assistance in GAPs and GMPs. IICA generated a methodology and educational material that supported the training process and the implementation of the quality assurance systems in the businesses of the project's beneficiaries.

Ecuador

- IICA supported the Ecuadorian Agency for Agricultural Quality Assurance (AGROCALIDAD) by standardizing its procedures, strengthening its laboratories and formulating and carrying out a number of quarantine-related pest control projects. Other work included the production of 30 handbooks on procedures for animal and plant quarantine, the control of plant material, phytosanitary surveillance, and the inspection

of wooden packaging and the diagnosing of mycotoxins. The National Fruit Fly Program and AGROCALIDAD's new epidemiological surveillance system were designed and validated. The technical personnel of AGROCALIDAD received training in quarantine, epidemiological surveillance, geographic information systems, the certification of products for export and the diagnosing of quarantine and forest pests.

- The country's poultry sector was strengthened through the implementation of good poultry practices on 144 farms in nine provinces. IICA produced a guide to good poultry practices and five technical handbooks on the implementation of such practices; and trained 700 poultry farmers and promoted the training of poultry extension workers and the certification by AGROCALIDAD of the use of good poultry practices on poultry farms.
- In support of the Program for the Eradication of Foot-and-mouth Disease, IICA provided technical assistance and collaborated in the purchase of equipment and the construction of infrastructure in northern Ecuador. Thanks to these efforts, the foci of the disease were quickly brought under control. In addition, IICA collaborated in the issuing of guides for moving cattle at the national level, which will lead to improvements in the sanitary control and surveillance system for the country's cattle.

Peru

- IICA held a workshop on plant health inspection and risk profiles, and a course on good practices for participation in the meetings of the WTO SPS Committee, which permitted the national authorities to strengthen their capabilities for implementing the WTO SPS Agreement.
- In partnership with USDA, the Institute held a workshop on biosafety in live bird markets for 40 representatives of the public and private poultry sectors.
- IICA prepared and disseminated among the competent authorities the report on the application of PVS in the area of food safety.
- In alliance with the University of Nebraska, the Institute held two training workshops on risk communication, in which officials from the General Directorate of Environmental Health (DIGESA), the National Agricultural Health Service (SENASA), the Fisheries Technological Institute (ITP) and the INIA took part.

Venezuela

- With the Ministry of the Popular Power for Science and Technology and Intermediate Goods Industries and the Foundation for the Development of Science and Technology of the State of Falcón (FUNDACITE FALCÓN), the Institute carried out the second phase of the pilot project on good agricultural practices, which included actions in the areas of integrated pest management, fertilization, organic agriculture and the institutional development of the State's Socialist Networks for Innovation in the Production of Annatto and Coffee.
- Under the Comprehensive Dairy Development Program (PIDEL), IICA fostered the application of biotechnologies and the implementation of production models designed to foster the development of the national dairy sector and improve milk quality and safety.

- In alliance with USDA's Animal and Plant Health Inspection Service (APHIS), the Institute implemented a program to support the control of pests and diseases that affect national agricultural production. One especially important project entailed monitoring efforts to determine the possible presence of red palm weevil in Venezuela and the impact of foot-and-mouth disease on the country's productive sector.
- IICA strengthened the institutional capabilities of the ministries of health, agriculture and lands, and food through the execution of a food inspection program.
- In partnership with the International Life Sciences Institute (ILSI) and the Central University of Venezuela, the Institute also helped identify the food safety challenges that the country faces, with the participation of the public, private and academic sectors.
- The Institute implemented the Program on Good Livestock Practices and Milk Quality in Bolivar State, in alliance with the Confederation of Farmers and Ranchers (CONFAGAN), the Provincial Government's Directorate of Economic Development and the office of the mayor of Upata.
- The Institute carried out a horizontal cooperation program on GAPs involving Brazil and Venezuela and facilitated cooperation between officials of the INIA's Laboratory for the Production of Vaccines and officials of Argentina's INTA and the Pan American Foot-and-Mouth Disease Center (PANAFTOSA) related to the methods used to obtain pure strains of brucellosis.

Caribbean Region

Antigua and Barbuda

- The Institute enhanced the capabilities of the Veterinary and Livestock Division to engage in surveillance of bovine tuberculosis and avian influenza, thanks to the participation of Division staff members in two IICA training workshops.
- In collaboration with the Central Board of Health in the Ministry of Health, IICA trained food service workers in the "Five Keys to Food Safety," improving their ability to prepare safe food for consumers.

Bahamas

- Decision makers and technicians of the Ministry of Health and the Ministry of Agriculture and Marine Resources received training in the standard-setting process of the *Codex Alimentarius* as part of an IICA workshop on the importance of the WTO SPS Agreement in terms of the food trade.

Barbados

- IICA held a workshop entitled "Good Practices for Participating in SPS Forums" for 60 policy makers. The discussion revolved around the nature of the SPS Agreement, as follow-up to the Standard Trade Development Facility-IICA SPS project. As a result, Barbados is better placed to participate in these fora and to address issues related to increasing agricultural trade.

- The Institute provided assistance for a staff member of the entomology department of the Ministry of Agriculture in Barbados to receive training in the identification of heteropteran pests at a regional pest identification workshop held in Grenada. This workshop was organized by IICA in collaboration with the USDA-APHIS, the Florida Association for Volunteer Action in the Caribbean and the Americas, St. George's University and the University of Florida, and has strengthened Barbados' technical capabilities in the identification of these pests.
- Personnel from Barbados' Veterinary Epidemiology Program participated in three activities, including simulation exercises and training courses, organized by IICA, which led to improved surveillance work in Barbados. In the courses, the topic of Tuberculosis/Brucellosis in cows was addressed and a surveillance plan for pigs in response to the threat of Pandemic H1N1/2009 influenza and a surveillance plan for *Salmonella Enteritidis* were developed.

Dominica

- The Institute provided support to the MOAF for the purpose of developing a modern national agricultural health and food safety system. IICA produced the Assessment Report on the Agricultural Health and Food Safety Operations in Dominica, including a number of recommendations for upgrading the national systems.
- IICA facilitated two workshops to strengthen the capacity of 83 farmers in the safe use of pesticides. The training was part of the prerequisite for certification of these farmers under the Global GAP system. As a result, these farmers now have a clearer understanding of how to use pesticides safely.
- In an effort to assist businesses to better position themselves to take advantage of opportunities within the international and regional market, IICA supported the Dominica Bureau of Standards in undertaking HACCP audits in two food processing facilities.

Dominican Republic

- In support of the ministries of agriculture, environment and public health, and with resources from the World Bank, IICA began execution of the Project for the Prevention and Control of Avian Influenza, to prevent the entry into the country of low pathogenic avian influenza and strengthen the systems whose responsibility it would be to respond to any outbreaks.

Guyana

- The Institute, under an agreement with the USDA-APHIS and in conjunction with the Ministry of Agriculture, implemented the Carambola Fruit Fly (CFF) Delimitation Program, which has enhanced the technical capacity of the ministry to carry out monitoring and surveillance activities on the country's borders. As a result, Guyana has up-to-date and reliable information for making decisions and reporting on the incidence of the pest.

Haiti

- As part of a project financed by the World Bank, IICA purchased equipment to test more than 2,800 blood samples, which improved the prevention of Avian Influenza. The Institute also spearheaded the campaigns to prevent swine fever, which involved tests, vaccination and the monitoring of Teschen disease.
- In collaboration with Dominican authorities, IICA promoted the improvement of epidemiological surveillance, following joint work to develop a plan for strengthening the international quarantine service at the country ports and airports.

Jamaica

- In collaboration with the Ministry of Agriculture, the Institute commissioned a study to determine the optimum number of abattoirs required in the country, recommended locations and design, and financial and administrative models for their operation. The results of the study provided useful information which the Ministry used to make decisions regarding the modernization of the infrastructure and operations of the abattoirs.
- IICA hosted a workshop on Good Practices for Participation in SPS forums. During the workshop, local participants discussed protocols from the major international standard-setting bodies and the effectiveness of Jamaica's participation in the international SPS standard-setting process.

Saint Kitts and Nevis

- Twenty-one persons participated in an IICA quarantine workshop and 54 farmers from both St. Kitts and Nevis participated in two IICA pesticide workshops.
- The once dormant Pesticide Control Board has been activated as a result of the efforts of the Institute. In addition, a technician attended the regional Pesticide Coordinating Board Meeting held in Suriname.
- Thanks to the Veterinary Epidemiologist Project spearheaded by IICA, an early detection and rapid response system was successfully implemented.

Saint Vincent and the Grenadines

- The Institute strengthened the technical capacity of the Plant Protection and Quarantine Unit of the Ministry of Agriculture by involving plant protection and quarantine personnel in an IICA regional workshop on the identification of heteropteran pests. The Institute also enhanced the development of the internal capacities of the unit by facilitating the participation of its personnel in a regional workshop held by the IPPC to review the draft version of the international standards for phytosanitary measures.
- The Animal Health and Production Division of the Ministry of Agriculture has enhanced capabilities for disease surveillance as a result of the interventions of IICA under the Veterinary Epidemiology and Para-epidemiology Project. In particular, the Division benefited from external training received in simulations of Blue Moon Fever outbreaks, from the attendance of a VEP staff member at the 114th Annual Meeting of

the United States Animal Health Association, and from its participation in research on outbreaks.

Saint Lucia

- IICA assisted the MALFF by establishing a management system for black and yellow Sigatoka disease in Saint Lucia, which includes the draft regulatory framework, a monitoring system for the diseases and an operational manual for banana producers in St. Lucia. Disease control equipment, protective gear and pesticides were also provided to the MALFF to assist in combating these diseases.
- In an effort to eliminate waste in the porcine industry, the knowledge and capacities of producers were enhanced in a biogas production workshop which IICA facilitated with support from *Armonia Natural* in Costa Rica. In addition, three biogas digesters were installed in three different regions of the island.
- An IICA consultant who is a specialist in waste management trained pig farmers in various parts of the island in conservation and waste disposal practices with a view to developing a comprehensive program for intervention. As result, a number of recommendations were made to improve the waste disposal on farms, and Olds College will continue to work with IICA to establish effective waste management systems for Saint Lucia as well as to train a group of MALFF officers who are specialists in waste management technologies.

Suriname

- IICA facilitated the management and control of the Carambola Fruit Fly in Suriname and in Guyana through the sharing of chemical control products and techniques between the two countries. In addition, five technicians from Suriname were trained in GAPs/SPS through an IICA seminar in Trinidad and Tobago.

Trinidad and Tobago

- IICA, the Ministry of Food Production, Land and Marine Affairs (MOFPLMA) and the Canadian Food and Inspection Agency (CFIA) held a workshop on Good Practices for Participation in SPS Forums, targeted at 30 technicians from Guyana, Suriname and Trinidad and Tobago. The Institute also supported a regional meeting to review IPPC standards.

Central Region

Belize

- With the assistance of IICA, the National Bio-safety Council prepared draft legislation to complement the approved biosafety policy. The Institute also provided support that made it possible for Belize to participate in the Regional Caribbean Biosafety Project intended to assist countries in implementing the National Biosafety Framework. The

new biosafety legislation also served as a management tool for the use of GMO's in the country.

Costa Rica

- IICA, in coordination with the National Animal Health Service (SENASA), executed the Project for the Development and Implementation of a System to Control the Movement of Cattle in Costa Rica, designed to improve the monitoring of zoonotic diseases and food safety controls by making it possible to track cattle killed in slaughterhouses or sold at auction. Under the same project, software was developed and regional SENASA offices were equipped to register producers and carriers, and to control cattle movements. A pilot project was also implemented in the south of the country to validate the procedures and software that had been created. The actions of this project facilitated the implementation of the Law for the Control of Cattle and the Prevention and Punishment of the Theft and Receipt of Livestock.

El Salvador

- IICA strengthened the country's technical capabilities by holding activities on: a) analysis of microbiological risks in food; b) analysis of chemical risks in food; c) risk communication; d) good practices for participation in the international standard-setting organizations (*Codex Alimentarius*, World Organization for Animal Health (OIE) and IPPC); and e) intellectual property. The last of these activities was carried out in coordination with the University of Nebraska, and 60 Salvadorian professionals from the public, private and academic sectors took part.

Guatemala

- The Institute trained 60 public sector and 13 private sector officials in the analysis of microbiological and chemical risks in food; good practices for participation in the WTO SPS Committee, *Codex Alimentarius* and the IPPC; and the labeling of food and ingredients produced using biotechnology techniques aimed at obtaining genetically modified organisms.
- IICA supported the training of ANACAFE personnel and producers in the biological control of coffee cultivation, the preparation of projects related to the issue, and the monitoring and evaluation of diseases such as the coffee berry borer, leaf rust and root nematodes. Technologies were developed in the areas of the integrated management of the coffee berry borer, the biological control of the pest through the development of natural enemies, and ethological control using hand-made traps. As a result, the use of pesticides that pose a serious risk to biodiversity and health was reduced considerably.

Honduras

- Eighty-seven professionals and leaders from the public sector and academia participated in training and information events and dialogues organized by IICA for key actors linked to AHFS, which included video conferences, face-to-face courses and workshop

seminars on GAPs, analysis of microbiological and chemical risks in food, risk communication, the Hazard Analysis and Critical Control Points system and ISO standards 17025 and 2200. These events were held in alliance with the University of Nebraska and the Secretariat for Central American Economic Integration (SIECA).

Nicaragua

- Under the interagency project “Strengthening Systems for the Certification of Accredited Services and Implementation of Sanitary and Phytosanitary Measures, Quality and Safety of Agricultural Products,” IICA helped strengthen the national structure for the accreditation of services and the creation of a national system for certification of the quality and safety of agricultural products.
- Working with the Nicaraguan Association of Producers and Exporters (APEN), the Institute implemented the internal control systems that are essential for cacao and beekeeping small and medium enterprises (SMEs) to obtain organic certification and access the European market.

Panama

- IICA assisted MIDA with the development of a work plan aimed at strengthening the agricultural health and food safety services, which included the application of the PVS tool. It also facilitated the signing of a cooperation agreement between Mexico and Panama to facilitate the authorization of national institutions to handle the country’s sanitary certifications, an initiative that will facilitate exports of cattle on the hoof to Mexico, taking advantage of all the value added that this activity generates for the sector.

Northern Region

Canada

- In response to a request from the Ministry of Agriculture in Barbados regarding an environmental concern, a mission in Canada was organized and supported by IICA to conduct an assessment of waste management practices on farms and major food production industries in Barbados. A waste management symposium also covered findings and options on effectively dealing with waste products. As a result, further projects are being examined, including the development of a Biogas and Composting Demonstration System.
- IICA signed a Letter of Intent, establishing an emergency management relationship between the Canadian Veterinary Reserve (CVR) of the Canadian Veterinary Medical Association (CVMA) and the Institute. This has set the basis for ensuring mutual communication and collaboration between IICA and the CVR in matters of emergency management, including prevention, preparedness, response and recovery.

Mexico

- After the disease Huanglongbing (HLB) was detected in citrus fruits in Mexico, IICA undertook the study “Assessment of the Economic Impact of HLB in Mexico’s Citrus Chain,” the results of which were presented in a book to the authorities of the National Service for Agrifood Health, Safety and Quality (SENASICA) and the actors in the chain. This work was the latest in a series of economic impact assessments of public health policies. Others have included the “Economic impact assessment of the MOSCAMED program” and the “Economic evaluation of the national campaign to combat fruit flies in the states of Baja California, Guerrero, Nuevo León, Sinaloa and Tamaulipas.”

Southern Region

Argentina

- The Institute contributed to the modernization of national AHFS services through the SENASA-IICA-PROSAP Project for the Prevention and Control of Avian Influenza (IBRD 7425-AR). The activities carried out included two courses on avian pathology and two workshops on risk analysis, a risk analysis study of the introduction of avian influenza into Argentina, collaboration in the provision of laboratory equipment and supplies for diagnosing the disease, and the design of educational materials on prevention for ports and airports. A new profile of the project was prepared with a view to broadening the scope of the initiative to include other diseases of birds and related species that can pose a threat to public health.
- IICA played an active part in the execution of the CVP/IICA Regional Project for the Prevention of Avian Influenza and Other Transboundary Diseases, and helped secure a new donation to give continuity to the project.
- Ten SENASA and MAGyP officials received training in risk communication under a joint initiative with the University of Nebraska.
- The Institute provided support to SENASA by making presentations on the international framework of GAPs and foodborne diseases at a number of national seminars. IICA and SENASA also organized the National Workshop for GAP Implementers and the Regional Workshop on GAPs, in which the Institute’s specialists were heavily involved.
- IICA brokered technical assistance and mobilized cooperation between countries in the region. The work included issuing notices and organizing the courses, workshops and regular meetings of COSAVE and the CVP called for in their respective work programs for 2010.

Brazil

- IICA carried out eight seminars and workshops for the transfer of the PVS tools, which led to the characterization of the food safety and animal and plant health services of five agricultural surveillance institutions in Brazil.

Chile

- IICA achieved the active participation of technical personnel and specialists of the Agriculture and Livestock Service (SAG) in the implementation of the Regional Project for the Strengthening of Local and Regional Capabilities for the Prevention and Control of Avian Influenza and Other Transboundary Diseases. The Institute assisted the SAG with the International Seminar on Bovine Tuberculosis and courses on epidemiology applied to field investigations. The latter were given by specialists from the Buenos Aires Center for the Training of Veterinary Services (CEBASEV).
- The Institute coordinated the participation of delegates from national institutions, including the SAG, the Chilean Food Safety Agency (ACHIPIA) and ODEPA in online and face-to-face meetings of the WTO SPS Committee, Codex, OIE and IPPC.
- IICA prepared the profile of the CAS/CVP-WB-IICA Project for the Prevention of Influenzas in the Poultry Sector.

Paraguay

- At the National Service for Animal Health and Quality (SENACSA) and the National Service for Plant Health and Quality and Seeds (SENAVE), IICA facilitated the installation of tools for consulting the international standards of the OIE, IPPC and *Codex Alimentarius*, with a view to harmonizing the country's SPS measures.
- The Institute supported the establishment of the Network of Interagency Information for Surveillance and Early Warning to Prevent and Control Foodborne Diseases, composed of the Ministry of Public Health and Social Well-being (MSPBS), SENACSA, SENAVE, the Municipality of Asuncion and IICA.
- An action plan was prepared in Paraguay and Paraguayan personnel were trained at the Workshop on the WTO's SPS notification process.

Uruguay

- Under the Project to Promote the Participation of the Americas in *Codex Alimentarius*, IICA consolidated Uruguay's presence in AHFS activities at the international level by helping to draft the reports required to secure financing for the participation of the country's representatives in meetings.
- The Institute strengthened the capabilities of public and private institutions in the area of AHFS by drafting reports and providing follow-up to and disseminating three PVS exercises on food safety (with PAHO), plant health, and sanitary and phytosanitary measures, with the participation of the public institutions and private organizations involved in those issues.
- IICA continued to strengthen the region's health systems by providing support to the CVP and implementing the project Control and Eradication of Avian Influenza and Other Transboundary Diseases, which is funded by World Bank and administered by IICA.
- The Institute promoted the positioning of the issue of food safety with the publication of the e-journal "*Inocuidad de Alimentos: Escenarios Internacionales e Implicancias para*

Uruguay,” with the collaboration of the principal national institutions involved in the subject.

- IICA was responsible for boosting the capabilities of 40 technicians from the public and private sectors in various aspects of AHFS, in coordination with regional and hemispheric initiatives in the areas of risk analysis, risk communication and the WTO SPS Agreement.
- The Institute supported the consolidation of the Animal Health Inspection System, providing technical assistance with the accreditation of 900 private veterinarians as official certifiers of compliance with export market standards.

3.3 *Agribusiness and commercialization*

In order to **strengthen the institutional framework that promotes competitive agribusinesses** in the hemisphere, the Institute supported the efforts of Ecuador, Nicaragua and Peru to develop public policies aimed at fostering agroindustry.

During 2010, IICA operated the Executive Secretariat of the Market Information Organization of the Americas (MIOA), which facilitated the preparation of proposals to establish or strengthen the market information systems of several Member States, particularly in the Caribbean Region and Ecuador.

The Institute also promoted the chains approach as an instrument for improving the sector’s competitiveness and institutional framework; in particular, in Argentina it improved the organization of the meat chain in Formosa and the goat chain in La Rioja. With the collaboration of Nebraska and Texas Tech universities, IICA also assisted Belize’s private sector with the design of a project to improve the conditions in which slaughterhouses operate.

With regard to the **strengthening and development of agribusiness capabilities**, the Institute consolidated the Export Platforms Program, whose objective is to help small-scale entrepreneurs establish effective links with international markets. In particular, IICA worked with the Ministry of Agriculture of the Dominican Republic to enable 22 Dominican companies to negotiate the sale of their products directly in the Miami market. This action was complemented with the “Training trainers” course, given by IICA in coordination with the Dominican Higher Institute of Agriculture and aimed at strengthening the business and management capabilities of 20 public and private sector officials in the same country.

Furthermore, under the Project for the Commercial Integration of Producers into Local Markets, financed by the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP) of Ecuador, the methodology used in the Export Platforms Program was adapted to that country’s requirements.

In addition, in Colombia 134 people, including 55 INVIMA inspectors and representatives of the industrial and academic sectors, acquired new knowledge about cleaning and disinfection procedures in food processing plants. A workshop course on the subject was

organized jointly by IICA and Jorge Tadeo Lozano University of Bogotá and sponsored by two companies (ECOLAB and 3M of Minneapolis, USA). A similar activity was held in Chile for 20 members of the Association of Poultry Processors and the Association of Pig Processors, who enhanced their capabilities with regard to safety.

In Central America, thanks to a regional initiative implemented with RUTA and the CAC Secretariat, more than 130 producers and agricultural entrepreneurs improved their agribusiness knowledge. The beneficiaries also learned how to formulate business plans that would allow them to establish links with local and international markets. Furthermore, an initiative designed to strengthen agribusiness and management capabilities in Central America benefited 20 public and private organizations in Guatemala, Panama and Honduras that are implementing new business plans in coordination with IICA. The Institute also cooperated with the Mesoamerican Fruit Project, financed by the IDB, working particularly in the areas of business training, market information systems, trade policies, agricultural health and food safety.

IICA, in conjunction with the OAS, mobilized funding for a follow-up regional project proposal in the Caribbean on strengthening rural competitiveness through agro-tourism linkages. The proposal covers 15 countries of the Caribbean Region and is valued at US\$2.1million.

More than 4,000 professionals and other technical personnel took part in the Prodarnet 2.0 **knowledge management** platform, which made innovative use of social networks to disseminate information about current trends that are having an impact on the development of international trade in agrifood products.

Andean Region

Bolivia

- IICA supported the Deputy Minister of Rural and Agricultural Development in the area of agricultural insurance. It furnished information about the experiences of other countries in the region and insurance rates differentiated according to homogeneous areas of climate risk, varieties of crops and sums insured.
- The Universities and Territories Program was implemented under IICA's strategic partnership with the Small Farmers Academic Unit of Carmen Pampa-Bolivian Catholic University (UAC/CP-UCB). The work included the design and execution of an agribusiness plan aimed at promoting the economic integration of small farmers into the production chains of coffee, organic vegetables, pigs and rural tourism in the municipal district of *Coroico*, specifically in the communities of *San Agustín*, *Trinidad Pampa*, *Carmen Pampa*, *San Cristóbal* and *San Pedro*.

Colombia

- Thirty-three rural microenterprises involved in the Rural Opportunities Program of the Ministry of Agriculture and Rural Development (MADR) were selected for a series of

activities aimed at improving their access to new marketing channels, such as schools of learning, the sharing of experiences and commercial linkages between SMEs. The methodology was transferred to the MADR's Executing Unit for replication with other program beneficiaries.

- IICA held two meetings to enable small-scale producers in Boyacá and Huila to establish commercial contacts and share experiences on the subject. This enabled nearly 35 associations and rural micro-entrepreneurs to establish commercial contacts with local buyers. The meetings were supported by the local institutional framework, which made it possible to design projects for further support to the associations and micro-entrepreneurs.
- With cooperation from Spain's Federation of Food and Beverage Industries (FIAB), a commercial mission was organized for five associations of small-scale producers and five representatives of national and local public institutions. This led to the establishment of projects between the Colombian microenterprises and institutions and their counterparts in Europe, and the creation of cooperation networks.
- With support from the Regional Tourism Association and the Association for the Promotion of Exports, both of the Principality of Asturias, Spain, and at the request of Colombia's Presidential Agency for Social Action and International Cooperation, IICA organized a mission to the principality to enable four women beneficiaries of the *Mujeres Ahorradoras en Acción* program and three managers of the Social Action Project to learn about rural tourism initiatives in Asturias, with a view to transferring the knowledge to other program beneficiaries.

Ecuador

- IICA trained eight technical officers of the Directorate of Chains and Agroindustry of the MAGAP in methodologies for promoting the integration of small-scale producers into dynamic commercial markets. The export platforms methodology was adapted to the national market, thereby contributing to the creation of a new international public good.
- Eleven small business organizations made up of 6,137 families benefited from the methodology used to integrate small-scale producers into commercial markets, which enabled them to develop agribusiness plans and place their products in new dynamic markets.
- The Institute created the technical capacity needed to implement the chains and technological innovation component of the MAGAP's Agricultural Competitiveness and Sustainable Rural Development (CADERS) project; and supported the participatory formulation of four technological innovation projects for specific chains in different regions of the country.
- IICA adapted a course on the management of chains to the conditions in Ecuador, supported the training of the technical team of the Provincial Council of Santo Domingo de los Tsáchilas and the national team of the CADERS project in charge of promoting the development of rural agricultural production chains, and assisted with diagnostic assessments of five chains that are a priority in the province.
- The Institute assisted the MAGAP and the National Conference on Food Sovereignty with the drafting of the proposed Agroindustrial Development Act in Ecuador.

- IICA cooperated in the preparation of the proposed management model for MAGAP's Directorate of Chains and Agroindustry.
- Working with the Ministry for the Coordination of Production, Employment and Competitiveness (MCPEC) and the MAGAP, the Institute was able to develop the technological platform of the National Agricultural Information System (SNIA), drawing on the lessons learned during the implementation of Ecuador's Agricultural Market Information System and the Local Centers for Competitive Information for the Agriculture Sector.

Peru

- Under the agreement signed between IICA and the PL480 Program of the Ministry for Economic Affairs and Finance, the Institute trained 20 facilitators, implemented 23 field schools for farmers and trained 331 coffee and cacao farmers in the regions of Junín, Pasco, San Martín and Huánuco. A systematization of the experience was published and disseminated among the stakeholders.
- Two groups of small and medium-scale producers enhanced their ability to use techniques for the efficient management of livestock breeding and priority crops. This was achieved by means of workshops organized by IICA for 30 technicians and goat breeders in the regions of Tumbes, Piura, Lambayeque, La Libertad, Ancash and Lima; and training in peach farming techniques, carried out in partnership with the Social Responsibility Department of the power company CHEVES S.A., which benefited 25 peach growers.

Caribbean Region

Antigua and Barbuda

- Producers from Antigua and Barbuda enhanced their capability to plan and execute profitable crop production enterprises by participating in a workshop on Costs of Production facilitated by IICA in Trinidad and Tobago. The workshop concluded with a field trip to three vegetable farms in Antigua.

Bahamas

- IICA identified the training needs of the Bahamas technicians in relation to the start-up of a market information system. The Institute facilitated the participation of three Bahamas Agricultural Producer Association (BAPA) and Bahamas Agricultural Industrial Corporation (BAIC) technicians in the MIOA training workshop in Jamaica as well as in the high-level MIOA regional conference.
- The Institute delivered training and guidance to 15 members of the North Abaco Fish Cooperative on value-chain development and group strengthening, as well as provided technical backstopping to project management.

Barbados

- IICA prepared and presented three agro-tourism projects for funding to the Public Investment Unit of the Ministry of Economic Affairs.
- The Institute provided technical and financial support for the documentation of indigenous culinary heritage in the book “Barbados B’un B’un”.
- IICA provided technical guidance for the development of health and wellness tourism under a joint initiative of the Ministry of Health, Caribbean Export, the Caribbean Tourism Organization (CTO) and Invest Barbados; supported the drafting of an agro-tourism policy paper with the Ministry of Agriculture; and supported the visit of four technical staff from St. Vincent & the Grenadines to study Barbados’ approach to designing and implementing agro-tourism projects, as an input for similar projects in their country.

Dominica

- IICA provided fifty agro-processors in Dominica with information on new packaging technology and packaging material through a seminar taught by packaging experts from the Packaging Centre in Trinidad. In addition, the Institute, in collaboration with the Dominica Bureau of Standards, assisted agro-processors in sourcing and selecting suitable packaging material for their products.
- IICA assisted in the establishment of an “herbal shop” for the Dominica Herbal Business Association (DHBA) by securing funds within the Framework of Assistance Development Enterprises (FADE).

Dominican Republic

- Under IICA’s Third Export Platform, 20 companies, clusters and producers’ associations received training to enable them to export to the U.S. market, via Miami. The fourth edition of the program was also negotiated and launched, geared to the European market.
- The Institute concluded the Border Development Project with the Pan American Development Foundation (PADF), with the characterization of the lemon, avocado and fish chains. Three proposals were also prepared for agribusiness centers for the border provinces of Dajabón, Elías Piña and Perdenales.
- The Institute assisted ISA University with a curriculum review, the drafting of a proposal to improve three technical courses and the organization of a workshop for trainers in the implementation of agribusiness projects.
- IICA and FAO prepared a proposal to strengthen food security in the border region; the proposal is now being negotiated with the European Union.

Grenada

- With IICA’s technical support in implementing an externally-funded project, the national chapter of CABA produced and packaged a quantity of compost manure which, together with other CABA products, was displayed during the Agricultural Exhibition and Trade Show, held during the Ninth Caribbean Week of Agriculture

(CWA). Similarly, significant quantities of agro-processed products were produced and packaged by the national chapter of the Caribbean Network of Rural Women Producers (CANROP) thanks to the implementation of an externally funded project supported by IICA. Many of these products were also exhibited and sold during the CWA.

Guyana

- IICA and the Canadian Trade Facilitation Office (TFO), in a series of six training seminars in Georgetown, Anna Regina (Essequibo), Black Bush Polder and Corriverton (Berbice) attended by 120 people, and two trade missions to Canada, assisted in enhancing the capacity of several SMEs in the area of international trade. Thanks to these actions, producers, processors, manufacturers and the national authorities now have access to the following information: i) Preliminary Assessment of Guyanese Shipping and Logistics; ii) Guide to Caribbean Suppliers of Packaging; and iii) Export Packaging Technical Training and Sourcing Support.
- Six people in the agribusiness sector received first-hand market information and established contacts with Canadian buyers thanks to their participation in an international trade show and a producers/exporters mission in the cities of Vancouver and Montreal, Canada, respectively. The visits were also useful in reinforcing networking and collaboration among key stakeholders, particularly the sole manufacturer of paper cartons, Caribbean Containers Inc – (CCI) and exporters, New Guyana Marketing Corporation (NGMC) and the Guyana Manufacturing and Services Association (GMSA).
- In a seminar on production costs facilitated by IICA and held at the University of Guyana (UG) and at the Ministry of Agriculture (MoA), farmers, MoA technicians, and lecturers from the University and Guyana School of Agriculture (GSA) enhanced their skills in methods of data collection and management for farm enterprise decision-making.

Haiti

- IICA, with support from FAO, produced a portfolio of projects, including the Haiti/Dominican Republic Binational Project, for work in the border areas of the two countries; the Mango Production and Marketing Project, in which the National Association of Mango Exporters (ANEM) is actively involved; and the Project for the Modernization of the Plantain Production Chain.

Jamaica

- Thanks to the cooperation provided by IICA within the framework of the “Improving Jamaica’s Agricultural Productivity Project (IJAP)” project, funded by the Canadian International Development Agency (CIDA), 70 greenhouse farmers, 12 research assistants, 13 extension officers from the Rural Agricultural Development Authority (RADA), 12 research technicians, 37 fisheries extension officers, among other participants, were trained. Under the project, 40 commercial greenhouses and one post-harvest and packing facility for products grown in greenhouses and outdoors were built.

At the Ministry's Bodles Research Station, research began on greenhouse crop production, especially ginger, tomato and bell peppers.

- IICA evaluated six possible sites for the deployment of artificial reefs, resulting in the selection of the three best reef deployment locations. Twenty juvenile lobster-breeding shelters were also deployed and two fishing beaches were rehabilitated.
- The Institute assisted the Jamaica Greenhouse Growers Association (JGGA) to further develop the content management platform for their website. This enhanced and facilitated the sharing of and access to technical, production and marketing information among members. IICA also provided technical guidance to the newly elected executive of the association and assisted with capacity building, which included facilitation of a strategic planning session for the executive.
- In response to a request from the Jamaica Pig Farmers Association, IICA developed a model pig unit. This model has been used for training and promotional activities undertaken by the Association. Blueprints of the model are also being prepared by the Jamaica Social Investment Fund for its beneficiaries who wish to invest in pig rearing. The Executive of the Association also received training in leadership, management and group dynamics. IICA has also facilitated stakeholder meetings for the pork industry to discuss various issues and garner consensus on solutions to address current and future challenges.

Saint Lucia

- With a grant funding from the European Union Special Framework of Assistance 2005, IICA conducted a study aimed at identifying domestic and regional markets for cacao, pineapple, flowers, cassava and bananas. In addition, support was provided to enable a group of farmers and agro-processors to travel to Costa Rica and El Salvador to learn of successful experiences in their respective industries. Computer equipment was supplied to the various farmer cooperatives, which enabled them to provide better services to their membership.
- The decision-making capacity of the MALFF was also strengthened through the assistance provided in conducting two key subsector assessments. The first involved a review of the dairy industry on the island with a view to the reestablishment of a viable dairy production facility on the island, and the second examined the protected agriculture initiative in Saint Lucia with a view to determining its actual status and whether it was effectively responding to the demands of the vegetable market in Saint Lucia.

Saint Vincent and the Grenadines

- Thanks to IICA, 62 stakeholders in the vegetable industry are better informed of the issues and challenges facing the subsector and the opportunities that exist to improve productivity and competitiveness at all levels. This result was achieved at the Second Annual Agribusiness Conference, where the 62 stakeholders sanctioned the development of a comprehensive program for the vegetable industry. In addition, the recovery of commercial vegetable producers from the damages sustained from

Hurricane Tomas has been accelerated through the direct technical and material support provided to them by IICA.

Suriname

- Agribusiness competitiveness in Suriname was enhanced as a result of three IICA workshops on requirements for exporting fruit and vegetables and the food chain approach. Further, IICA prepared an agricultural investment proposal after the visit of a mission from Qatar and prepared the “Handbook for the Export of Fruit and Vegetables,” which is intended to assist producers and exporters to improving the export of fruit and vegetables to regional and international markets.
- With help from IICA, the Foundation of Agricultural Women improved the marketing of vegetable products to local hotels and restaurants.
- Producers in Kwamalasemutu improved their marketing of vegetables to neighboring tourist lodges following IICA training in production techniques and agribusiness development.

Trinidad and Tobago

- IICA continued to provide a comprehensive package of support to the National Agricultural Marketing and Development Corporation (NAMDEVCO) in establishing a dialogue platform for hot pepper exports. The Institute played a pivotal role in the Value Links Program of the Ministry of Food Production, Land and Marine Affairs (MOFPLMA), which strengthened the capacity of extension officers of the Ministry in value chain development. IICA participated in the planning of the event, as well as the delivery of training and sensitization sessions. This has resulted in the MOFPLMA adopting a policy approach to value chain development in Trinidad and Tobago.
- The Institute implemented a production cost model to be used in determining the profitability of a crop and in planning and making decisions regarding investments. The model is being used in several pilot projects, in collaboration with the MOFPLMA and with the Department of Agriculture of the Tobago House of Assembly.

Central Region

Belize

- IICA launched the Hopkins Master Tourism Plan (Agro-eco-cultural-tourism) and identified resources to fund specific activities. The Master Plan was accepted by the government and the Belize Tourism Industry Association (BTIA), and was widely circulated among ministries, stakeholders in the tourism industry, donor agencies and potential investors.

Costa Rica

- Under the Project for Innovation in the Bean Value Chain in Northern Costa Rica, IICA supported the implementation of a strategy for marketing beans in farmers’ markets and

other parallel channels, enabling producers to improve their negotiating capacity through the use of ICTs. A conceptual proposal was also prepared under the initiative for the design of the AGROCOOP Project, which will boost the processing and marketing capabilities of more than ten bean producers' organizations in the northern region.

El Salvador

- IICA executed the Project to Strengthen the Chains of Fruits and Related Products in the Northern Region (FRUNORTE), which encompasses seven of the country's territories. The most important actions and results were the provision of technical assistance to 437 direct beneficiaries with 441 hectares planted with perennial and annual fruit trees; the design of feasibility studies for the establishment of crops, which benefited 522 producers involved in the project; and the drafting and implementation of marketing plans for papaya and plantains; the strengthening of ties with local markets; and the creation of 142 permanent jobs, resulting in an average increase of 23% in the beneficiaries' incomes.
- Under the Central American Initiative to Link Small-scale Agricultural Producers to Markets, a national meeting was held with the participation of more than 50 leading producers from associative agricultural enterprises and technical staff of public and private institutions. IICA drafted the concept paper for the initiative and the logical framework that will provide the strategic underpinning for the effort and the action plan for the first six months.
- The Institute organized a business matchmaking meeting between the National Commission of Beekeepers of El Salvador and the Danish company Ingemann Food. The discussions focused on technical assistance, the opening up of markets for honey, the purchase of equipment and implements, and financing for beekeeping operations in El Salvador.
- Through the indigo workshop that IICA operates with support and technical assistance from the Japan International Cooperation Agency (JICA), 20 artisans who produce dyed garments and various accessories were trained in innovative dyeing techniques. The Institute also collaborated with a group of indigenous producers in the design of dresses that were exhibited at a fashion show sponsored by the Government of Spain.

Guatemala

- IICA assisted the Trade Association of Rural Businesses (AGER) and the Ministry of Agriculture, Livestock and Food (MAGA) with the training of 30 professionals and technicians in the preparation of strategic plans and business plans, thereby helping to improve the management of the agribusiness operations of rural associative enterprises.
- Thanks to the Institute, the MAGA has terms of reference for efforts to secure financial resources for the design of the preinvestment phase of the Fruit Growing Development Program (PDF). In addition, under IICA's technical leadership, methodologies were developed and validated for pinpointing value chains of priority fruits on which the program's actions should be focused, and for identifying, with the participation of the stakeholders, solutions to the problems that limit the development of competitive and sustainable agribusinesses in fruit markets.

- IICA prepared a study for Public and private sector agricultural entities on the competitive performance of fresh and processed agricultural products.
- Through the Quality of Coffee Linked to its Geographical Origin Project, which IICA is implementing with funds of the Spanish Agency for International Development Cooperation (AECID), ANACAFE has the support of public institutions involved in the process of legally registering geographical indications and denominations of origin, and more than 25 professionals (tasters, processors and legal and technical advisers) who furnish information and expertise for the design of instruments for gauging the quality of special coffees, to improve competitiveness and access in the quality coffee market.

Honduras

- Nineteen public and private sector institutions signed a framework agreement on competitiveness for the bean chain and approved an action plan for its implementation.
- Seventy-three people, including managers and technical officers of public and private sector institutions and leaders of producers' organizations shared experiences, took part in spaces for dialogue, updated their knowledge and improved their capabilities by participating in six events organized by IICA on value chains, factors of success and constraints to links with the market, and conceptual and methodological aspects of agribusinesses.
- IICA and an interagency team were tasked with drafting a proposal for the reorganization of the Agribusiness Unit of the Secretariat of Agriculture and Livestock (SAG) that was presented to the unit in question.
- Representatives of the public and private sectors analyzed and identified the opportunities offered and challenges posed by free trade agreements and agreements of association. A comparative study of the experiences of other countries, conducted by IICA, facilitated their efforts.
- Exporters have access to the "Guide to the design of communication tools for an export-oriented food company," produced by IICA and available on its website.
- IICA's collaboration enabled 20 agricultural exporters to learn about the experiences of the chambers and associations of exporters of Guatemala, El Salvador and Peru. The exporters acquired information about the organization and operation of counterpart entities that they will use as input in organizing the Association of Agricultural Exporters of Honduras.

Nicaragua

- The technical assistance that IICA provided to 480 cacao producers and 420 honey producers in all parts of the country helped to position them as suppliers of high-quality products and facilitated the organic certification processes, the establishment of commercial contacts, the signing of commercial agreements with German company Ritter Sport (cacao) and the penetration of the European market (in the case of honey). The producers consolidated their markets and achieved substantial increases in the prices paid for their products: 33% for honey and 188% for cacao.
- The Red SICTA Project, spearheaded by IICA, directly benefited 750 families of organized producers and, in alliance with the INTA and local NGOs, promoted the

development of an agribusiness vision for bean growing, planned the integration of the producers into the market, promoted collective marketing, and organized processes to add value to the product. The higher prices achieved are, on average, 20% more than the prices paid by middlemen.

- In alliance with AL-Invest Program (EU), the Nicaraguan Producers and Exporters Association (APEN) and the U.S. Peace Corps, IICA trained and provided technical assistance to 421 members of 37 rural SMEs in all parts of the country to equip them to design businesses and export plans, improve the management of their businesses and gradually achieve greater access to international markets.

Panama

- Eight small-scale agricultural entrepreneurs and more than ten technicians from the agricultural sector improved their agribusiness capabilities by means of a workshop organized by IICA.
- IICA signed a technical cooperation agreement with the Panamanian Association of Exporters (APEX) for a series of actions with the association, the MIDA and the Ministry of Trade and Industries (MICI) aimed at developing agricultural exports and using the export platforms for that purpose.
- With regard to actions related to agrifood chains, IICA and the MIDA developed a work program for the organization of nine chains prioritized by the ministry, held workshops with all the actors in the chains and drew up plans of action to make the chains more competitive.

Northern Region

Canada

- IICA provided financial support for a Canadian expert to speak at a symposium entitled “Quality Marks as an Instrument of Policy Valuation of Agricultural Products” held in Sao Paul, Brazil. The speech illustrated how factors that relate to Canada’s cultural and political environment, the products involved, and the target markets have impacted the effectiveness of agrifood quality marks and shared practical lessons based on the Canadian experience.
- The Institute facilitated trade of agricultural products from the Southern Cone to Canada by way of information sharing.

Mexico

- The Mexico-Europe Research Project of the Scientific Network on Local Agrifood Systems (REDSIAL) was approved and financed by the Fund for International Cooperation in Science and Technology (FONCICYT) operated by Mexico and the European Union. The objective of the project is to establish a network that will help to strengthen technical and scientific capabilities for the development of rural agribusinesses and local agrifood systems. Among other actions, the second annual workshop of the REDSIAL was held in Parma, Italy, the network’s strategic plan was

prepared (published as “Cuaderno de Trabajo No. 1 de la REDSIAL”) and REDSIAL’s Web page was officially launched (www.redsial.org.mx).

United States of America

- IICA provided the countries of LAC with support to better prepare them to face the natural disasters that occur frequently and have an impact on their food security, through seminars, training events and discussions held in Antigua and Barbuda, Guyana, Ecuador, Mexico, Spain, the United States and other countries.
- IICA formed partnerships with the Latin American Association for the Development of Agriculture Insurance (ALASA) and the Inter-American Federation of Insurance Companies (FIDES) to promote agricultural insurance in the region.
- IICA is on the Board of Directors of the FIDES/World Bank Program, which enabled it to approve funding for four important projects, including a distance learning course organized by IICA.
- The Institute played an important role in developing a regional risk management framework for the ministers of agriculture of the Caribbean, which could serve as a model for the Central American and the Andean regions

Southern Region

Argentina

- IICA assisted the Agrifood Quality Program with the formulation of food differentiation strategies (quality seals and other options) and the implementation of the PROCAL II project, in particular by means of training actions and the dissemination of information at the national and provincial levels.

Brazil

- The Institute published the book “Evaluation of the impact and results of the technical cooperation projects carried out by IICA in Brazil,” in which three projects are described and evaluated, on the portal of the Agribusiness Reference Center for the Southern Region (CERAGRO). IICA also launched the first book in a series of publications on recent successful experiences in the fields of agribusiness and sustainable rural development in Brazil. The book describes six Brazilian agroindustry initiatives, including the Entrepreneurship Program for Rural Youth, which the Souza Cruz Institute and the project are implementing with cashew cooperatives in the northeast of the country.

Chile

- IICA collaborated in the institutional arrangements for the transfer of the Natural Meat Program of the Ministry of Agriculture from the Chile Foundation to the National Center for Training and Skills Development in Animal Reproduction and Management

(CENEREMA) of the Universidad Austral de Chile (UACH). The purpose of the change was to enable natural meat producers to establish ties with the U.S. market.

- The Institute supported the Agricultural Group of the Aconcagua Valley with the execution of a project to make its agricultural entrepreneurs more competitive, and with the implementation of participatory workshops, seminars and video conferences with hemispheric specialists from IICA.
- IICA collaborated with the National Youth Institute (INJUV) in organizing a campaign to encourage young people from rural areas in all parts of the country to take part in the Bicentennial Training Program for Young Leaders.
- The Institute contributed to the design of the Program for the Technological Dissemination of INNOVA to Improve the Competitiveness in Queen Bee Rearing of Small and Medium-scale Beekeepers in the Central Region.
- IICA assisted the National Union of Family Agriculture (UNAF) with the development of its strategic plan by participating in joint meetings and in the first national workshop of leaders of producers' organizations.

Paraguay

- Under the MAG-SENATUR Technical Cooperation Agreement, the Institute supported the implementation of the International Conference on Responsible and Solidary Rural Tourism, organized by the MAG's Director of Agricultural Extension, SENATUR and IICA.
- Public and private sector actors received important information about the situation, performance and prospects of the rural sector and its communities from the IICA Observatory on the Agriculture and Forestry Sector.
- The Institute published the document "Situation and outlook for Paraguay's Agricultural and Rural Sector in 2009."

Uruguay

- IICA helped position Uruguay as a food-producing country by systematizing the nation's experience in implementing a cattle traceability system. Information about the system was disseminated by means of a publication produced in Spanish and English in coordination with the Ministry of Livestock, Agriculture and Fisheries (MGAP) and the National Meat Institute (INAC).
- IICA and the Administrative Committee of the Model Market (CAMM) are implementing the project Democratization of Access to Information for the SMEs of the Model Market, with support from the Multilateral Investment Fund (MIF) of the IDB and the IDRC. The project boosted the information management capabilities of the CAMM, which manages the wholesale fruit and vegetable market that supplies the entire country.
- IICA strengthened the capabilities of 120 national and regional actors in the area of risk management and agricultural insurance by holding a distance training course and an online forum and publishing an e-magazine on the subject.

- IICA consolidated the “Uruguay Agrifood for the World” Distance Learning Platform, an initiative of an alliance of eight public and private institutions dedicated to the development of the country’s agricultural and rural sector. Under the initiative, the Institute held seven courses on a range of topics, gave a series of presentations on the meat chain and implemented the System for Agrifood Sector Information and Analysis, through which information was disseminated to important actors.

3.4 *Agriculture, territories and rural well-being*

In 2010, IICA sought to enhance the capacity of the public and private institutions of its member countries to design and implement policies, strategies and investments aimed at improving the comprehensive and sustainable management of rural territories, particularly in Central America and the Andean and Southern regions.

The Central American countries and the Dominican Republic began to implement the ECADERT, approved by the CAC and the Heads of State and Government of the Central American Integration System (SICA). IICA had the opportunity to demonstrate its technical leadership during the process of formulating the strategy and in coordinating the technical platform for its execution. The Spain-SICA Fund, which manages a total of US\$7,369,507, also asked the Institute to administer the funds allocated for the implementation of the ECADERT (US\$3.57 million).

IICA provided technical cooperation to Belize, Costa Rica, Honduras, Guatemala and Panama in various activities related to the ECADERT, such as the creation of groups for work with universities, action groups in the territories and intergovernmental technical groups; the systematization of territorial development experiences; and the promotion of the strategy and its links with the territorial rural development efforts in each of the countries mentioned.

One of the most important results that the international partners and the counterparts in the countries achieved through their joint work under the ECADERT was the drafting of a regional proposal to develop the capabilities required to implement the first stage of the strategy. Workshops were held with technical personnel from a number of institutions and the strategy was presented at induction activities held in all of the countries involved. Furthermore, with the Network of Postgraduate Courses in Rural and Local Development and Spain’s AECID and ETEA Foundation, the Institute designed the Central American Course on Territorial Rural Development.

In the Andean Region, IICA assisted the Andean Rural Development Forum with the formulation of a regional rural development strategy. With financing from the European Union, the Institute also helped the forum implement a project on territorial development models for the four members of the Andean Community of Nations (Bolivia, Colombia, Ecuador and Peru). The progress made varied from country to country but the intersectoral work of the ad hoc rural development groups established in all four countries was strengthened. In Peru, under the same project, IICA trained 45 technical officers in

economic planning and management with a territorial vision, who then organized themselves into territorial agricultural groups to formulate investment projects.

Andean Region

Bolivia

- IICA and the Carmen Pampa Academic Unit for Small Farmers, which forms part of the Bolivian Catholic University, entered into a strategic alliance to implement the Universities and Territories Program, whose objective is to promote the use of the territorial approach to develop the canton of Coroico, in the department of La Paz.
- Working with the Small Farmer Research and Development Center (CIPCA), the Fundación Tierra and the Directorate for Municipal Strengthening of the Provincial Government of La Paz, the Institute provided support for the Economic Development Plan of Ingavi Province, implementation of which is being overseen by the Suyo Ingavi de Markas, Ayllus and Native Communities (SIMACO). A second course was held to train young leaders from the province.

Colombia

- IICA supported the efforts to update and adjust the methodology employed by the Colombian Rural Development Institute (INCODER) to calculate the size of the Family Farm Unit (UAF), which is the basic indicator used in land titling processes in areas where the agricultural frontier is being expanded. The methodology was used to calculate the UAF in seven departments in the Amazorinoquía region and in three along Colombia's Caribbean Coast.
- IICA, the Users' Organization of the Irrigation District of the Tolima Triangle (UTRITOL), INCODER and the Financial Fund for Development Projects (FONADE) reached consensus as to which farms and groups of beneficiaries should take part in the pilot stage of the irrigation district's agricultural production plan. They also reached agreement on the plan, which was then used to design and begin to adapt and install the irrigation system on the 66 hectares selected. In addition, the Institute provided assistance to UTRITOL with the design of a marketing plan and the implementation of a community fund that offers microfinance services and technical assistance.
- In cooperation with the Presidential Agency for Social Action and International Cooperation (Social Action), IICA carried out the "Recovery of Non-productive Assets" component of the Income Generation Program, which also included the provision of technical and social assistance to small farmer communities with the design and implementation of productive ventures. Fifty assets were recovered in 2010 under this initiative, which benefited more than 15,000 families.
- Working with Social Action and INCODER, the Institute also improved the methodological and operational capabilities of 22 companies that offer agricultural technical assistance services. As a result, the companies provided better advisory assistance in the formulation and adjustment of the productive projects of nearly 1,500 families that applied for the Comprehensive Land Subsidy.

- More than 14,350 women from vulnerable segments of the population, beneficiaries of Social Action's Families in Action Program, took part in a process of comprehensive training with a gender approach designed to develop capabilities and create a savings culture, thanks to which they were able to open savings accounts and gain access to a savings incentive, micro-finance services and micro-insurance.

Ecuador

- IICA's support to the Rural Parish Councils of Cotopaxi helped make these public bodies more responsive to the needs of local grassroots organizations. The Institute also developed a methodology for the design of participatory territorial planning processes that comply with the national regulations governing planning and decentralization and contribute to the strategic objectives established in the National Development Plan.
- The Institute cooperated with the Provincial Government of Santo Domingo de los Tsáchilas, helping it to train the technical team in charge of designing projects and seeking financing, prepare economic and productive development agendas for all the rural parishes, and create and strengthen associations of rural enterprises.
- With the Provincial Government of Sucumbíos, IICA held seven strategic planning workshops, one for the technical staff of the institutions working in the province and the others for the territorial leaders of each canton, related to the formulation of the Sustainable Agricultural Development Plan for Sucumbíos.
- Working with the Decentralized Autonomous Government, the Institute developed an irrigation and drainage management model in the Province of Manabí that made it possible to operate the irrigation systems in a responsible and sustainable way, with positive benefits for people living in the province.

Peru

- IICA provided technical assistance to the ad hoc Group on Rural Development to enable it to perform its duties as the advisory body of the Territorial Development Management Committee of Juli and Pomata (CODET-JP) under the Territorial Development Models Project. The Institute helped draft a training plan for the members of the CODET-JP, facilitated training workshops in territorial development and issued technical opinions on the various initiatives discussed at the meetings of the ad hoc group.
- With support from IICA, young leaders in the Province of Huaura organized a provincial network that they are using to prepare projects for the development of agriculture and rural life in their territory. The 50 young people involved are members of the main discussion bodies at the local and regional levels.
- IICA cooperated with the National Secretariat for Youth (SENAJU) in the process of organizing, formally establishing and planning the Group for the Strengthening of Rural, Indigenous and Afro-descendant Youth, which includes most of the ministries with responsibility for youth policies (MINAG, MINEDU, MIMDES, MINSA, PCM, MINAM, MTPE and PRODUCE), various specialized non-governmental organizations (CAPLAB, ProRural, INPRODES, CID, CIES, IPADEJ) and civil society organizations (Catholic Agrarian and Rural Youth of Peru, CONVEAGRO, CNA, National Council

of Users of the Irrigation Districts of Peru and the Afro-American Association for the Defense and Promotion of Human Rights).

- The Institute adapted the methodology of the course “Local economic management with a territorial vision” for the regions of San Martín and Puno, where it was held for officials from the Regional Directorate of Tourism and Foreign Trade of San Martín and the members of the Territorial Development Committee of Puno.

Venezuela

- Working with the Yaracuy Tourism Corporation (CORYATUR) and the Mayor’s Office of the Municipality of Morán in Lara State, IICA strengthened the capabilities for community rural tourism with a territorial vision of the network of institutional and local actors for social management in the coffee-growing communities of Yaracuy, in Venezuela’s west-central region.
- IICA led the efforts to establish the conceptual and practical bases for the drafting, prioritization and management of a pilot plan involving actions aimed at sustainable development with a territorial approach in rural communities of the Municipality of Manuel Monge. It trained 40 representatives of universities, public institutions and community organizations to set up a management body under the “Universities and Territories” initiative, in alliance with the Universidad Centroccidental Lisandro Alvarado (UCLA) and in partnership with the Mayor’s Office of the Municipality of Manuel Monge.
- The Institute strengthened the management capabilities of the grassroots organizations of the socialist networks for productive innovation of the annatto and coffee production chains in Falcón State. It held workshops to train and strengthen the promoters who have been supporting the technical and organizational aspects of the process, in partnership with the FUNDACITE FALCÓN of the Ministry of Popular Power for Science, Technology and Intermediate Goods Industries (MCTI).
- IICA carried out a number of actions in support of academic institutions specializing in agriculture, including the promotion with the Universidad del Zulia (LUZ) of the Third National Seminar on Sustainable Rural Development and active participation in the Group of Deans of the Agriculture, Marine, Environment and Forestry Sectors of Venezuela, in twelve scientific and technical seminars, and in the First Congress on Agrarian Sciences of the LUZ’s School of Agronomy.

Caribbean Region

Antigua and Barbuda

- The capacity of youth to lead the development of the agriculture sector was enhanced as a result of the participation of the President of the Antigua and Barbuda Agriculture Forum for Youth in two regional training workshops coordinated by IICA, in the Caribbean Agriculture Forum for Youth held in St. Vincent and Grenada and in the Forum for Young Leaders organized by IICA and the University of Nebraska, held in Nebraska.

- Three members of the Antigua and Barbuda Agroprocessors Association strengthened their capacity to conduct successful agribusiness enterprises by participating in two training workshops coordinated by IICA and CANROP and held in St. Lucia and Grenada.

Barbados

- IICA provided technical and budgetary support for the development of a community heritage tourism project using the territorial approach in the St. George “Sugar Basket” parish. This project will generate a baseline study that will enable the St. George Parish Independence Committee to launch an income and employment generating project in the area.

Dominica

- IICA coordinated the establishment of a local chapter of CANROP within the legal structure of the Dominica National Council of Women (DNCW). IICA facilitated an Entrepreneurship and Business Development Workshop to empower over forty rural women engaged in agriculture activities. Furthermore, one project proposal on food security was prepared and was submitted to the Canadian Fund for Local Initiatives (CFLI), CIDA agency, for financing.
- The Institute assisted a young female entrepreneurs’ group, Hilltop Fruit Plus, in putting their agribusiness into operation. The group was able to equip their facility with the equipment and material needed to dry fruit, and enhanced their capacities in the area of food processing.
- IICA undertook an assessment of tourism products and services in the southeast village of Ravine Cyrique. Following this assessment, six sites were selected as being suitable and having potential for agrotourism development. IICA also hosted a training workshop to build awareness in 30 rural entities of the agrotourism business environment and of the way forward in developing agrotourism products within the community.
- IICA commissioned an assessment of six agrotourism sites in Dominica with a view to using these sites as model units to support the agrotourism strategy developed by the Institute.

Grenada

- IICA promoted enhanced leadership skills and capabilities of the leaders of three rural groups: the national chapters of CABA, CAFY and CANROP. A total of 15 executive members representing the three rural groups participated in a leadership skills workshop, which has allowed them to perform their duties more effectively.
- IICA increased the technical capabilities and networking capacity of representatives of the national chapters of CABA, CAFY, and CANROP (a total of 25 members) who participated in three technical and institution-building workshops as well as many formal and informal experience-sharing activities undertaken with participants from other participating Caribbean IICA member countries, during the CWA.

Guyana

- Forty-six key stakeholders were trained in a forum on beekeeping coordinated jointly by the Ministry of Agriculture and IICA, which identified opportunities for improvement of the beekeeping sector in the country.
- IICA helped twenty beekeepers from Muritaro Amerindian Village, who are better equipped to manage their small beekeeping operations.
- The Institute completed an assessment of an agro-processing facility for the Blue Flame Women's Group in the Northwest Region for purposes of certification for Good Manufacturing Practices (GMPs). As a result of this assessment, the group was able to secure grant funding from the CFLI, for implementation of the recommendations derived from the assessment.
- As a result of the preparation of a Community Engagement Strategy document prepared by IICA under the IICA/OAS Agro-Tourism Project, the Capoey Village was prepared to implement a rural tourism project. This project included the construction of an eco-lodge and the training of women in various aspects of hospitality services. IICA facilitated the development of the project proposal, including the design of the building and cost estimates. These instruments facilitated the approval of grant funding for the project from the CFLI and the Guyana Environmental Management and Capacity Development Programme (GENCAPD) Small Grants Fund.

Haiti

- With financing from the Governments of the United States and Brazil, and support from the Ministry of Agriculture of the Dominican Republic, IICA facilitated the preparation of 5280 hectares of land for planting and provided training in the use of agricultural machinery.
- Under a collaboration agreement with OXFAM, the Institute ensured that seeds of grains and pulses and plantain seedlings were available.
- Under the project to strengthen the mango industry, IICA provided training in grafting techniques and practices, and, with OXFAM-Quebec, distributed informational material to bean, cassava, yam, corn and plantain producers.
- IICA, using funds provided by CIDA, assisted the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) in its efforts to resume normal operations following the damage caused by the earthquake in January, 2010. The Institute also facilitated the participation of ministry officials in discussions that were held overseas, and supported the preparation of documents and the design of projects that the MARNDR was keen to move forward.
- Under the Brazil/Haiti agreement for cooperation with the MARNDR, IICA oversaw the construction of water storage tanks in Ganthier. The Institute also signed an agreement with the Australian Agency for International Development for the construction of water tanks.
- The Institute assisted the MARNDR in conducting an assessment of the agricultural sector following the earthquake at the beginning of 2010 and in drafting an emergency plan for the sector; collaborated so that the Minister of Agriculture could present the plan to the international community; and accompanied the Minister on missions to promote the plan to the Dominican Republic, Italy, Canada and the United States.

- Based on the emergency plan, the six-year Investment Plan for the Agricultural Sector was drawn up, with a budget of US\$790 million. IICA was involved in the entire process of preparing and negotiating the investment plan, working with specialists from the USDA, the U.S. Agency for International Development (USAID), the IDB and the World Bank. The plan, which was validated by the national authorities and the donor agencies, includes a package of priority projects for the agricultural sector.
- IICA, in coordination with the MARNDR, prepared a document containing 19 project profiles that were presented to different donors. Some of the projects have already been implemented with the MARNDR, while funding for a number of others is expected to be approved in 2011.

Jamaica

- Following the completion of the European Union-funded phase of the Buff Bay Valley Agro-Tourism Programme in December 2009, the Institute undertook efforts to put into operation the facilities built during the EU-funded phase.
- IICA promoted eight meetings among stakeholders in the agrotourism sector to sensitize relevant institutions and their personnel to the benefits to be gained from closer linkages between agriculture, rural communities and the tourism sector.

Saint Kitts and Nevis

- The Institute provided technical and financial support to senior staff members from the Ministry of Agriculture to participate in a planning workshop in Trinidad and Tobago and a consultation process with over 180 farmers and other stakeholders.

Saint Lucia

- The capacity of the members of the St. Lucia Network of Rural Women Producers (SLNRWP) was strengthened thanks to a number of IICA initiatives undertaken throughout the year. These included: IICA's hosting of the symposium "Equal Rights, Equal Opportunities- Empower Yourself" for members of the group; and a workshop facilitated by IICA and the United Nations Development Programme (UNDP) in which twenty members of the network received training in food safety, which culminated in the participants taking an external examination prepared by the Society of Food Hygiene and Technology of the United Kingdom. Twenty-one members were successful in completing the exam and were fully certified by that body. In addition, thanks to its participation in a number of exhibitions both locally and regionally, the SLNRWP gained greater recognition. IICA was able to secure funding from the CFLI for the SLNRWP to acquire semi-industrial equipment.

Saint Vincent and the Grenadines

- The Ministries of Agriculture and Tourism and private-sector stakeholders are better positioned to engage in agrotourism thanks to IICA's facilitating the visit of four industry stakeholders to agrotourism sites in Barbados and Jamaica to acquire knowledge and experience gained as a result of similar investments in these countries.

These stakeholders form part of the agrotourism industry committee responsible for implementation of the OAS-funded agrotourism project in St. Vincent and the Grenadines.

- The support provided to the St. Vincent and the Grenadines Agricultural Forum for Youth (SVGAFY), and a training workshop on project conceptualization and development, facilitated by IICA, enhanced the capacity of young leaders engaged in agriculture.
- Members of the Alliance from St. Vincent and the Grenadines are more aware of current issues and challenges relating to Caribbean agriculture, as well as opportunities for further regional integration of the sector as a result of the participation of the SVGAFY and the St. Vincent and the Grenadines Network of Rural Women Producers (SVGNRWP) in the 10th Caribbean Week of Agriculture, held in Grenada.
- The SVGNRWP is better positioned to increase farm production and productivity thanks to their participation in IICA training workshops in entrepreneurship development and compost production. Its members are also better positioned to improve their vegetable seedling production capabilities and establish networks through initiatives undertaken by IICA and Mission Taiwan. The Institute also provided technical support to strengthen its internal structures and the execution of their annual program.

Suriname

- IICA supported the Ministry of Regional Development in preparing “Impact Study for the Development of Agriculture in the Interior of Suriname”. The document is being used to formulate the hinterland agricultural program.
- With the assistance of IICA, the Foundation of Agricultural Women (SAV) improved the organization of its production and marketing activities in the Commwijn community.

Trinidad and Tobago

- The Institute embarked on a new strategy to engage rural community groups in improving their livelihoods through agribusiness development. Groups from diverse geographic locations across the country participated in training sessions in marketing, packaging and labelling for small agroprocessors. One of the groups (the Brasso Seco Tourism Action Committee) has used the training in moving their products further along the value chain and launching a new brand of community-based cocoa and coffee products. Additionally, under a joint short-term initiative with the Caribbean Industrial Research Institute (CARIRI), members of these groups participated in a series of food processing courses offered by CARIRI, with a view to introducing them to critical issues involved in food preparation, with an emphasis on food safety.
- IICA played a key role in organizing and managing the 2nd Annual Mango Festival, supporting the Network of Rural Women Producers of Trinidad and Tobago (TTNRWP), together with FAO, the University of the West Indies (UWI) and the Tourism Development Company (TDC).

Central Region

Belize

- The Institute supported the development of the Draft Belize National Rural Development Strategy, which was harmonized with the ECADERT.
- A network of young dynamic youths in agriculture is operational as result of the First Young Leaders Forum, organized by IICA in Belize to highlight youth participation and reinforce leadership skills in agriculture.

El Salvador

- IICA collaborated with the country's authorities in the design and implementation of the Presidential Strategy for Family Agriculture, which calls for an investment of US\$75 million in public resources.
- The Institute provided technical support for the planning of the strategy of the Standing Regional Forum of Oriente on Nutritional and Food Security (FOROSAN).

Honduras

- With cooperation from IICA, 28 technical officers of the Directorate of Agricultural Science and Technology (DICTA) were trained in conceptual and methodological aspects of the Bono de Seguridad Productiva (BSP) program, particularly in the organizational process of the rural savings and credit unions and in the elements that helped the farmers who took part in the BSP program to increase their production and productivity.

Nicaragua

- IICA supported the Rural Development Institute (IDR) with methodologies, the design of the strategic framework and conceptual guidelines for the preparation of the National Rural Agroindustry Program, which is one of the cornerstones of the National Plan for Inclusive Rural Development.
- The Institute systematized and documented three technical collaboration experiences that made it possible to identify work arrangements and assess the impact of cooperation in the following projects: "Innovations to Enhance the Competitiveness of the Agroindustrial Chain of Beans and Bean Seed of the Members of ASOPROL;" "Production, Processing and Marketing of Certified Corn Seed;" and "Rehabilitation of the Coffee-growing Sector through the Construction of Ecological Wet Processing Plants."

Panama

- IICA provided technical support in the design of the PARTICIPA Project, working through MIDA's National Directorate of Rural Development, and collaborated in the preparation of handbooks and the appointment of the staff of the project's Management Unit.

Northern Region

Canada

- The 2010 IICA Internships and Exchanges Program facilitated the participation of 15 individuals in exchanges, including eight young people from Quebec who participated in a mission to Chile to experience entrepreneurship in the agrifood chain. The group acquired a significant amount of new knowledge and forged new agribusiness linkages that will assist them in their farms in Canada.

Mexico

- The Network for the Territorial Management of Rural Development (Red GTD) systematized at least 30 cases of follow-up to the operation of the Municipal Councils for Sustainable Rural Development. This resulted in the publication of the book “Toward territorial management: institutional framework and participation in the operation of the Municipal Councils for Sustainable Rural Development.” The network has grown and now includes 22 researchers from 19 academic and research institutions who work in 18 of the country’s states.
- In the State of Mexico, IICA designed and implemented a training strategy for all the state’s Regional Rural Development Councils and the staff of the state government’s Secretariat of Agricultural Development. As a result of this training strategy, IICA forms part of the state’s Territorial Management Unit.
- Mexico’s Interagency Group for Rural Development (GIA-Mexico), comprised of ECLAC, FAO and IICA, was consolidated by holding a number of activities, including the Meeting of Experts: Analysis of the Development Problems of Mexico’s Rural Milieu.

Southern Region

Argentina

- IICA signed an agreement with the MAGyP for assistance in the preparation of the 2010-2016 Participatory and Federal Strategic Plan on Agrifood and Agroindustry (PEA), and to promote the strengthening of the institutions of the public agrifood system. IICA served as a member of the Advisory Council on Science and Technology, gave presentations at the activity held to launch the PEA and participated in various work groups, such as those on bioenergy, organic agriculture and family agriculture.
- The Institute signed an agreement with the MAGyP’s Rural Change Unit, under which it prepared several cooperation projects, and other agreements with the National Viticulture Institute and the General Directorate of Irrigation of the Province of Mendoza, for the province’s agricultural development.
- The MAGyP and IICA held the First Forum of Young Leaders in Agriculture and Rural Life, in which 80 young people from all over Argentina took part, along with entrepreneurs, representatives of producers’ associations, technical officers from rural

development programs, facilitators, students and university graduates from Brazil, Chile, Paraguay and Uruguay.

- IICA assisted the Provincial Agricultural Services Program (PROSAP) with the preparation of 19 investment projects for various provinces. Clearance was obtained from the IDB and the International Bank for Reconstruction and Development (IBRD) for the implementation of eight of them. Two projects were also formulated for the MAGyP that have already been cleared for execution.
- The two studies conducted by IICA on small-scale producers and family agriculture were presented at the Seminar on Family Agriculture, Urban and Peri-urban Agriculture and Agroecology, organized by the Center for Research and the Technological Development of Small-scale Family Farming (CIPAF) of the INTA and the MAGyP; at the Specialized Meeting on Family Farming of the Southern Common Market (MERCOSUR); and as part of the series of presentations on the PEA.
- IICA assisted the National Rural Tourism Project (PRONATUR), carried out by the PROSAP/MAGyP, with the design of assessments and training activities on the management of rural tourism enterprises.
- In response to a request for cooperation from the Province of Mendoza and the Project for the Development of Small-scale Agricultural Producers (PROINDER), IICA held four workshops on rural development and methodologies for participatory planning in territories that strengthened the local rural development and family farming groups.

Brazil

- IICA began implementing the project “The new face of rural poverty in Brazil: its transformation and profile and the challenges for public policies,” whose objective is to formulate policies for tackling rural poverty in the country. The project is being implemented in collaboration with the Ministry of Agricultural Development (MDA), the Ministry of Education (MEC), the Ministry of Social Development and the Fight Against Hunger (MDS), the Economics Institute (IE) of Campinas State University (UNICAMP), the Center for Agricultural Studies and Rural Development, the Applied Economics Research Institute (IPEA) and the National Council for Sustainable Rural Development (CONDRAF).
- Under the technical cooperation projects with the Institute, the Brazilian Cooperation Agency (ABC) is implementing a new action strategy for South-South cooperation in Brazil. In the region of Fond-des-Nègres, in Haiti, a technical unit was set up for the validation and demonstration of varieties of beans, rice, corn and other crops developed by Brazilian researchers. Furthermore, under a partnership with the Institute, more than 20 tanks were constructed to capture and store rainwater in the region of Gantheir and agents and members of local organizations were trained in water management techniques.

Chile

- IICA awarded two grants to enable officials from the Provincial Government of the Región de los Ríos and the Foundation for the Eradication of Poverty to take part in the Second International Refresher Course on Conceptual Development and the Sharing of

Experiences and the Fifth International Forum on Territorial Development: Strategies to Combat Rural Poverty.

- IICA held eight training workshops on the social management of territories, rural planning with a territorial approach and sustainable rural development for officials from the Agricultural Development Institute (INDAP), the Municipality of Futrono, the Foundation for the Eradication of Poverty and the Government of the Región de los Ríos.

Paraguay

- The Institute provided technical and logistical support to the MAG in the formulation of the 2009-2018 Strategic Framework for Agriculture (modified and expanded version).
- Thirty young technical officers of the MAG's Directorate of Agricultural Extension enhanced their capabilities by participating in the Forum on Leadership Development to Strengthen Facilitation and Extension Capabilities, organized jointly by IICA and the Center for Leadership in Agriculture of the School of Agricultural Sciences of the UNA.
- With the Development Council of the District of Paraguari and municipal authorities, IICA contributed to the execution of the district's development plan by designing and implementing projects.
- Twenty-four technical officers of public and private institutions in the agriculture and forestry sector acquired knowledge on territorial rural development under the graduate program of the UNA's School of Agricultural Sciences, to which IICA provided technical support.
- The Institute held the seminar "The New Rurality and Agricultural Territories in Paraguay," at which it presented the results of a study on the changes taking place in Paraguay's rural areas prepared by IICA with the support from FAO, the UNA's School of Agricultural Sciences, the Latin American Faculty of Social Sciences (FLACSO) and the MAG's Directorate of Agricultural Extension (DEAg).

Uruguay

- IICA helped enhance the capacity for forward thinking and analysis of sectoral leaders and actors by holding the seventh series of lectures entitled "State Policies: the Agriculture Sector in the Years Ahead." The theme of the lectures in 2010 was "Strategy for an Intelligent Agriculture Sector." The ministers of economic affairs, foreign affairs and agriculture presented the ideas and proposals of the current administration to 400 people at each lecture.
- The Institute improved access to the information that the country's sectoral actors require for decision making by organizing a series of one-day activities entitled "Agro in Focus" that were held in Mercedes, Colonia, Tacuarembó and Trinidad, each of which attracted more than 200 technical officers and producers.
- IICA strengthened the organization, interaction and public projection of young sectoral leaders by holding the second National Forum for the Training of Young Agricultural Leaders, in which more than 40 representatives of the main agricultural associations and producers' organizations took part.

- The Institute improved the positioning and coordination of the Development Directorates of the 19 Departmental Governments by supporting the operation of the Network of Departmental Development Offices (RODDE), paving the way for the RODDE to be recognized as an advisory committee of the Congress of Mayors, at the national level.
- IICA used a combination of methods to provide training in distance learning to 240 rural teachers who work in Uruguay's 19 departments, so that this type of education can be used by rural educational centers to promote rural development with a territorial approach.
- The Institute strengthened the links with local governments, research institutions and educational organizations in areas of Uruguay close to the borders with Brazil and Argentina; and prepared the project "Cross-border Territorial Development Focused on Rural Schools" in response to a call for proposals issued by the IDB's MIF for projects aimed at generating regional public goods.

3.5 *Agriculture, natural resource management and climate change*

IICA contributed to the definition of strategies for adapting to the impacts of climate change and provided cooperation aimed at enhancing capacities in the area of conceptualizing and standardizing information on climate change in the Andean Region,. In Mexico and Costa Rica, IICA provided training to 150 people in environmental management, conservation of biodiversity and agricultural and forestry production.

Andean Region

Bolivia

- The Institute contributed to the creation of the Network of Knowledge Related to Climate Change, financed by the UNDP, using as a reference the activities carried out by IICA in Ecuador in connection with the *Codex Alimentarius* system.

Colombia

- The EU is financing a project aimed at promoting the sustainable management and use of timber yielding and non-timber yielding resources in the tropical humid forests of the northern part of the Amazon region of Colombia. Through this project IICA provided technical assistance to some 200 producers received technical assistance in environmental production and training in the sustainable management of resources; some 600 hectares of forest were planted with native species; and four species of trees and four species of palm were selected to assess their potential for commercial use.
- Within the framework of the Rural Opportunities Program, IICA provided support in calling for and evaluating the environmental initiatives presented in the second phase of the "La Ruta Verde" contest, the objective of which is to reward and encourage the efficient use of natural resources in rural microenterprises, as a strategy for making their businesses more competitive and promoting environmental, economic and social sustainability.

Peru

- IICA provided support to national authorities in adjusting sustainable management policies associated with the “Iniciativa Amazonica” and in formulating the strategy for adapting to climate change in Amazonia.

Caribbean Region

Antigua y Barbuda

- One hundred key stakeholders and supporting organizations improved their ability to respond to natural disasters thanks to their participation in a symposium on disaster risk management and agricultural insurance sponsored by the Antigua and Barbuda Ministry of Agriculture, IICA, the World Bank-European Union- African, Caribbean and Pacific Group of States consortium, FAO, the Caribbean Disaster Emergency Management Agency (CDEMA), CARDI, the Caribbean Common Market (CARICOM), and the Caribbean Development Bank (CDB).
- In response to the need to reduce greenhouse gas emissions, IICA and the Ministry of Agriculture held a training workshop on how to use the sun in drying agricultural products. Thanks to their participation in the workshop, sixty people have the capacity to preserve fruits and vegetables by harnessing the sun’s energy.

Dominica

- As part of an effort to reduce contamination emanating from pig production, the Institute re-introduced biogas technology: Two low-cost bio-digesters were established and IICA conducted a training seminar on their use was conducted for farmers and extension personnel.

Haiti

- In coordination with CATIE, IICA participated in the actions of the National Program for the Sustainable Development of Agriculture and the Natural Resources of Haiti, aimed at strengthening the agriculture/forestry sector. In addition, the Office provided support for the technical-financial horizontal cooperation actions and initiatives undertaken by the government of Mexico, involving the donation of fruit and other species of trees.

St. Kitts and Nevis

- The National Emergency Management Agency conducted an economic impact assessment workshop in Nevis. The United Nations in collaboration with the Institute provided training in damage and risk assessment to twenty-four people from various ministries.
- With the support of IICA, two people from St. Kitts and Nevis participated in a regional symposium on insurance held in Antigua as part of the effort to address the topic of climate change.

Saint Lucia

- IICA continued to strengthen rural producer organizations to increase their income and/or adopt improved technologies to conserve biodiversity and reduce their carbon footprints. With funding from CFLI, a Solar Electric Hybrid System was procured for the Superior Broom Producers. The system will provide all the energy needs for the 10,000-capacity nursery unit and office facilities, which were constructed in 2009 under a project implemented by IICA and funded by the SFA.
- An assessment of the damages and losses caused by Hurricane Tomas was conducted by a team from ECLAC and IICA. As a result, a plan for the reconstruction of the sector was submitted to the MALFF.

Suriname

- IICA sensitized the Upper Suriname Community of Kninipaati to the concept of permaculture for the management of natural resources in the community.
- With the assistance of IICA, one community nursery was established for producing fruit and vegetable seedlings for the Kninipaati and neighboring communities.

Central Region

Belize

- IICA supported the development of integrated farming system models through the introduction of low-cost bio-digesters for farm waste recycling and as an alternative source of energy in rural areas. IICA also developed a manual on the use of bio-digesters and held two train-the-trainer workshops in Belize and in Dominica.

Costa Rica

- In coordination with the Ministry of Agriculture and Livestock (MAG) and the Ministry of the Presidency, IICA facilitated preparation of a conceptual framework and the preliminary design of the Water for Guanacaste Program (PAPG), the goal of which is to improve the management of water resources and ensure the supply of water for production, the generation of electricity and human consumption.
- IICA provided support in conducting a consultation process involving key stakeholders to define and regulate the protected areas established in Articles 33 and 34 of the national Forestry Law.

Nicaragua

- The IICA project aimed at rehabilitating the coffee sector in Nicaragua successfully introduced a new coffee processing technology. Thirty-four new ecological coffee processing plants were built, capable of processing 150,000 MT of coffee berries, and another 11 traditional processing plants were rehabilitated. With this new technology, water consumption was reduced from 2000 to 200 liters per 100 kilos of coffee

processed. In addition, treatment systems were established to manage coffee runoff water and some 1,100 coffee growers and technical personnel were trained in the proper use of this technology.

- Drip irrigation technology was promoted by IICA as an alternative to deal with climate change. Thirty producers and technical personnel from the public and private agricultural sectors were trained in the planning, design and evaluation of drip irrigation systems for family agriculture on hillsides. In addition, a national consultation process was conducted to determine the country's needs for technical cooperation in the area of irrigated agriculture, in which 26 delegates from public institutions, producer organizations and businesses participated.

Northern Region

Mexico

- Along with the Autonomous National University of Mexico (UNAM) and the National Agricultural, Forestry and Fisheries Research Institute (INIFAP), IICA held a workshop with a group of experts to study and analyze the general methodology and the models to be developed in a project on “adapting” the Mexican and Central American agricultural sectors to climate change. As a result of the workshop, adjustments were made in both the methodological process and in the activities of the component dealing with studies and models. In addition, a panel of experts was set up to support the project and decisions were reached regarding how they would participate and which institutions they should come from.

Southern Region

Brazil

- IICA, the Ministry of the Environment (MMA) and the Ministry of National Integration (MI) held the First National Meeting on Combating Desertification. Some 400 representatives of 12 ministries, state and local governments, production sectors, the scientific community and civil society attended the meeting, which strengthened not only the political-institutional bases of the agenda for combating desertification, but also the implementation of the National and State Programs of Action to Combat Desertification and Mitigate the Effects of Drought. The meeting produced a political-institutional agenda of 90 pertinent proposals which was submitted to the consideration of different government sectors. In addition, a baseline document for the design of a program for the sustainable development of the Semiarid Area of Brazil was prepared.
- In coordination with CATIE, a member IICA's Associate Professional Personnel was charged with transforming the city of Xaputi, in the State of Acre, into a center of knowledge that can link post-graduate programs, professionals, research centers and organizations that support sustainable development.

Chile

- IICA supported ECLAC in the organization of the regional seminar “Agriculture and Climate Change: Innovation, Policies and Institutional Framework, attended by 150 people.

Uruguay

- In the international seminar “Climate change, Challenges and Opportunities for Agriculture,” held by IICA with support from the Ibero-American General Secretariat, the EU and the MGAP, the latest information vis-à-vis international negotiations on climate change was shared with institutions such as the NARI, the MGAP, the Chamber of Commerce and Export of Agriproducts, the Federation of Agricultural Cooperatives, the Rural Association, the Ministry of Foreign Relations, the Ministry of Housing, Territorial Planning and Environment and other public and private sector institutions.

3.6 Agriculture and food security

Andean Region

Bolivia

- Within the framework of the Complementary Food Project of the Municipality of Caripuyo, led and implemented by the Technical Committee of the National Food and Nutrition Council and the Office of the Mayor of Caripuyo within the framework of the Multisectoral Zero Undernutrition Program, IICA collaborated in developing a plan of action that facilitated and helped to coordinate the cooperation actions of the international organizations that are working on this project, especially in establishing a partnership with the Nutrition and Food Technologies Institute of the University of Chile.

Colombia

- The food security of more than 1,000 families in Guapi and Buenaventura associated with the “*Mujeres Ahorradoras en Accion*” project was enhanced thanks to training provided by IICA in topics related to nutrition and food security which was financed by the Presidential agency known as Accion Social, the Pan American Development Foundation (PADF) and the MIDAS program of the USAID. In addition, courses were held to teach women how to balance the diets of their families and preserve the gastronomic heritage of the region.
- Under the Food Security Network program being implemented by Accion Social, which joined forces with the “*Mujeres Ahorradoras en Accion*” project in the municipalities of Guapi and Buenaventura, IICA delivered planting material, seeds and inputs for the creation of rural and urban gardens in which more than 1,000 women and their families planted vegetables, fruit and aromatic and medicinal plants.

Ecuador

- Within the framework of an agreement signed by IICA and the Autonomous National Agricultural Research Institute (INIAP), support was provided to install three laboratories at the new Central Experimental Station in the Amazonian region of the country, in order to conduct research on soils, plants and water, the nutritional value of foods and plant protection and provide specialized services to the producers of the region.

Venezuela

- IICA reactivated the Rural Agroindustry for the Western Plains Program, which promoted food security in Guanare, in the State of Portuguesa, in partnership with the Ezequiel Zamora Experimental National University of the Western Plains (UNELLEZ) and the Cooperative Rural Agroindustry Development Program for Latin America and the Caribbean (PRODAR).
- Within the framework of the project Nutrition: Foundation for the Sustainable Development of the Municipality of Andrés Bello, in the State of Lara,” in partnership with the UCLA and the State-run Center for Research on Agroindustrial Experimental Production (CIEPE), IICA helped to advance work on a program to develop aquaculture as a means of improving the nutritional level of the most vulnerable population groups. A working group was set up to educate on the topics of food and nutritional security, comprising the CIEPE, the Schools of Agronomy, Veterinary Medicine and Medicine of the UCLA and the organized community of the municipality of Andrés Bello, which coordinated working groups established to evaluate the contribution of fish breeding to food security and formulate strategies for sustainable fish production in the communities of Miracuy and El Placer.

Caribbean Region

Antigua y Barbuda

- Thanks to their participation in an IICA training workshop on Good Manufacturing Practices for Agro-processing, twelve agroprocessors now have a better understanding of the health and sanitation requirements for food manufacturing and of the importance of complying with these requirements. The agroprocessors also participated in an IICA training workshop to acquire new knowledge regarding various food preservation techniques.
- Selected Home Economics teachers increased their understanding of the principles and techniques of food preservation through their participation in an IICA workshop and practical sessions on food preservation.
- The Christian Valley Mango Festival and the fifth installment of IICA’s Most Outstanding Agroprocessors Award Competition provided an occasion for producers and agroprocessors to increase their income. Over 4,000 patrons attended the event, at which there were stalls of local produce and agroprocessed products.

- Five secondary schools in the twin island state received a boost to their agricultural science program through their participation in the Second Inter-school Garden Competition, organized by the Antigua and Barbuda Agriculture Forum, the Ministry of Agriculture, the Ministry of Education and IICA.

Bahamas

- IICA conducted capacity-building workshops on the clean production of root crop seeds for nursery managers on three Family Islands.
- IICA was the catalyst for networking between vine-cuttings suppliers, school gardens and producers, and introduced the concept of integrated pest management to reduce or eliminate the severity of disease and pest problems in newly-planted crops.

Barbados

- Thanks to IICA actions, including training, the creation of a GAPs manual for backyard gardeners and the provision of basic inputs, two community-based organizations implemented backyard gardening and small farm projects that produce a variety of fruits and vegetables for household consumption. This is a continuing program, initiated by IICA and supported by the MAFF, FAO, the Diabetic Association of Barbados and the Young Women's' Christian Association (YWCA).
- IICA promoted healthy snacking for school children by hosting a healthy eating workshop at the annual Agro-fest Exhibition. As a result, there is a growing awareness in the country of the importance of eating healthy foods and controlling non-contagious diseases and of the need for households to grow their own food. At least eight households have implemented peri-urban food production systems.
- With IICA's technical assistance, a plan for vegetable production has been prepared with the participatory involvement of farmers and other stakeholders. Twenty farmers were trained in GAPs in the management of protected agriculture technology, focusing on plant nutrition, pest and disease management and post-harvest techniques. Interventions of this nature have led to sustained import substitution drives, as production, particularly in the area of root and tuber crops, has grown significantly.

Haiti

- IICA strengthened the network of observatories of the National Office for the Coordination of Food Security (CNSA) under a project financed by the EU, which has increased the quality of the data collected for purposes of food security control.
- Under the PROHUERTA project, IICA supported the provision of technical assistance to different rural communities, the distribution of more than 35 tons of seeds and the holding of more than 30 training sessions on the establishment of home vegetable gardens.
- Through the PASAC project, financed by the International Fund for Agricultural Development (IFAD) and implemented by IICA along with local not-for-profit institutions, the Haitian Foundation for the Development of Latin America and the Caribbean (FONHDILAC) and the Haitian Center for the Promotion of Agriculture and

Environmental Protection (CEHPAPE), support was provided to victims of the earthquake living in rural areas.

St. Kitts and Nevis

- IICA, with the assistance of PAHO and the Caribbean Food and Nutrition Institute (CFNI), made grant funds amounting to US\$75,000 available for six food security projects.
- The Institute provided financial support to the Ministry of Agriculture's Backyard Garden Project and the High School Garden Project.

Saint Lucia

- Under the "Helping Out Our Primary and Secondary Schools (HOOPSS)" project, which is an initiative of IICA and the St. Lucia Forum for Youth (SLAFY), primary and secondary school students acquired knowledge of agriculture, which has led to an increase in their participation in agricultural activities.
- Succession and leadership within the sector were enhanced with the implementation of the first IICA Forum for Young Leaders in Agriculture and Rural Development. Thirty young leaders in Saint Lucia participated in the forum.

Suriname

- Food security in vulnerable communities has been enhanced as a result of actions taken by IICA: i) in the Upper Suriname River Basin Community of Kayapaati, egg production increased under the U.S. Peace Corps/IICA Chicken Coop Project; ii) the Kwamalasemutu community continued to produce and market vegetables to the community and neighboring tourist lodge; iii) the Marowijne River Basin community of Godo-olo continues to utilize technology introduced by IICA to improve their vegetable production and iv) in Kninipaati, a food availability assessment for the community was conducted by U.S. Peace Corps volunteers, technicians and community members.

Trinidad and Tobago

- At the request of the MOFPLMA, IICA conducted an evaluation of the Agricultural Incentive Program. In the evaluation, 425 farmers were surveyed to obtain feedback on the effectiveness and relevance of the program and to solicit recommendations for its improvement. A report on the results of the survey was submitted to a special committee of the Ministry.
- The Institute launched the second annual IICA/CARDI Media Award for Excellence in Agricultural Journalism. The competition targets the work of media practitioners as it relates to agriculture and food security.

Central Region

Costa Rica

- In order to broaden the discussion of the proposed “State Policy for the Agrifood Sector and Rural Development in Costa Rica, 2010-2021,” the MAG and IICA extended the consultation with stakeholders on the proposed policy to the rural areas of the country, an activity the Institute has been participating in actively by designing a proposal for said discussion.

El Salvador

- Through the Red SICTA project, it was possible to provide 400 white corn producers from four Departments of the country with technical cooperation that resulted in a 20% increase in yields, a reduction of 30% in production costs and an increase in their incomes of 36%. In addition, capacities related to the organization and the management of technological innovation, to entrepreneurship and to negotiations were developed, and agreements for the purchase of white corn for human consumption were signed.

Guatemala

- Some 850 small producers of corn and beans located in Ipala (Department of Chiquimula) and Ixcan (Department of Quiche) implemented projects co-financed by the Red SICTA in partnership with the Agricultural Science and Technology Institute (ICTA), the Granero de Oriente Community Development Association (ADEGO), the Local Development Agency of Ixcan (ADEL-Ixcan) and IICA. They have also been trained in nonconventional methods of producing bean seeds and certified corn seeds, as well as in GAPs, GMPs, marketing and organization building.
- Within the framework of the IICA-WFP partnership and through the “Purchases for Progress” initiative, twenty-two organizations with a total membership of 2,348 people involved in the production of corn and beans on the southern coast of Guatemala benefitted from training activities related to GAPs and post-harvest handling technologies, and actions taken to gain access to markets for them.

Honduras

- Within the framework of the IICA-SAG agreement, the operation of the “*Bono de Solidaridad Productiva*” project⁶ improved thanks to the establishment of a system for overseeing, coordinating, monitoring, verifying and controlling the distribution of the *Bono*, which led to increases in the production, productivity and availability of foods, and access to the same for the beneficiary families. In addition, the rural savings and loan associations were strengthened as alternate sources of financing.

⁶ Bono means an incentive provided in this case to small farmers.

Nicaragua

- IICA encouraged the diversification of production by installing 187 school gardens which benefitted some 50,000 students, especially in rural areas.
- In the corn-producing valleys of the Department of Nueva Segovia, post-harvest technologies (drying of grain, use of silos, etc.) were promoted among some 4,000 producers. Their capacities in the area of GMPs were strengthened, an agroindustrial and trade platform was established and technical assistance and training were provided to seven cooperatives that bring together 14,000 producers to formulate and validate a strategy for marketing 68 million kilos of corn valued at US\$7.5 million.
- In order to expand the coverage of extension services, outreach workers were added, which helped strengthen the capacities of 235 technical specialists and producers. This was done along with the Ministry of Agriculture and Forestry (MAGFOR), INTA, the SOPROL, ATC, ADAR-GPAE, FUNSAM, Fundacion Entre Volcanes, UPROCON, MUSAS and ACRA producer organizations and the CCAJ, Nuevo Horizonte, Santiago, PROCOCER, 20 de Abril, UGAQ and COMFOC cooperatives.
- IICA supported the diversification of production and provided assistance and technical support to the “*Bono Productivo Agroalimentario*” initiative promoted by the MAGFOR. In addition, thanks to strategic partnerships formed with the WFP, it was possible to make 40 million kilos of higher quality corn available and to meet the needs of the small-scale producers and strengthen their technical capacities.

Panama

- IICA supported the MIDA in the formulation of its 2010-2014 Strategic Plan of Action for the Agricultural Sector. IICA participates in the National Irrigation Commission for the purpose of providing technical support in the management of water resources.

Northern Region

Canada

- IICA worked in collaboration with La Financière Agricole du Quebec Development International and Development International Desjardins in developing and preparing an initiative for agricultural insurance and credit in Haiti, to address immediate and long-term sustainable food security concerns.

United States of America

- IICA and the USDA signed a cooperation agreement to promote sustainable agriculture in Haiti. Important support was also provided to reconstruction efforts in Haiti, including resources obtained to plant basic staple crops and emergency funding provided by Brazil and the United States to meet the cultivation and planting needs of the Haitian critical spring growing season.

Mexico

- IICA conducted a study entitled “Analysis of Public Policies on Food Security in Mexico,” which describes the evolution of institutions involved in food security in the country and makes it clear that, considering the international scenario of uncertainty, it is necessary to implement a new model for development, improve the role of the State and introduce innovations in institutions.

Southern Region

Brazil

- With support from the Institute in its capacity as observer member, the National Food and Nutritional Safety Council (CONSEA) directed the national campaign to declare food a social right, gaining passage of constitutional amendment 64, which was published in the *Diario Oficial de la Union*.
- IICA conducted studies within the framework of the strategy for sustainable regional development of the Bank of Brazil, which include proposals for action in the cow milk, acai palm (*Euterpe oleracea*), plantain and cashew production chains, beekeeping, aquaculture and fisheries, sheep and goat farming and the recycling of solid residues.

Uruguay

- IICA helped to position the topics of family agriculture and food security in the region, by holding: i) the First International Congress on Family Agriculture in coordination with FAO, the Latin American Center for Rural Development (RIMISP) and the INIA, attended by more than 2,300 people; and ii) an electronic forum on the potential of mobile telephones for promoting development and social inclusion in the rural milieu for 200 people.

3.7 Support in the formulation of technical cooperation projects

Table 1 presents a list of projects reviewed, formulated and negotiated to benefit the Member States:

Table 1: Other technical cooperation projects formulated

Name of project	Status of project
Argentina: Program to Improve the Living Standards of Goat Farmers and their Families and the Competitiveness of the Goat Value Chain in the Province of La Rioja	Advanced profile valued at US\$23.5 million submitted for consideration to the Governor of La Rioja, Argentina.
Colombia: Strengthening of the cooperative and commercial capabilities of associations of rural producers in southern Huila through exchanges of experiences and good practices in cooperative management, technology transfer and creation of businesses	Project presented to ACCIO (Generalitat of Catalonia) in the amount of 100,000€ together with the Federation of Agrarian Cooperatives of Catalonia (FCAC) and the University of Lleida (UdL) in collaboration with the Agrifood Research and Technology Institute (IRTA) of Catalonia and other research centers.
Colombia: Strengthening the business capacities of rural SMEs in Colombia	Project document presented to the Community of Madrid, in the amount of 100,000€.
Costa Rica: Strengthening and Modernizing the Phytosanitary Service of Costa Rica	Project profile concluded.
Ecuador: National Irrigation Plan of Ecuador	Document delivered to authorities with a conceptual framework and guidelines for a technical and financial proposal for formulating the Plan.
Honduras: Plan for Evaluating the Food for Progress Program of Honduras	Financed by the USDA. Final evaluation report prepared.
Panamá: Integrated Agricultural Extension and Innovation System of Panama	Project profile prepared, calling for an investment of US\$12 million.
Paraguay: Food Safety System of Paraguay (SIPAIA)	Profile prepared and adopted by the Ministry of Health of Paraguay.
Paraguay: Training Center for Rural Extension Agents of the DEAG/MAG in Paraguay	Project profile concluded.
Regional: Center for the collection and processing of agricultural products for the private sector of Chile, Mexico and Panama in the converted zone of the Panama Canal	Prefeasibility study delivered to the Ministries of Agriculture of Chile, Mexico and Panama.
Regional: Linking small-scale producers to markets in the transboundary territories of Honduras and El Salvador (Territories and Markets)	Project presented, with the collaboration of the ETEA Foundation, to the La Caixa Foundation. Project valued at 500.000€.
Hemispheric: Innovative Policies for the Development of Rural Territories in LAC (PIDERAL)	Project approved by AECID.

Source: IICA Projects Unit

4. External relations and types of cooperation

IICA and the European Union

The Institute received a positive rating based on international standards for financial, management and controls, following the Four Pillar Assessment by the Audit and Control Policy, EuropeAid Co-operation Office.

- This recognition opened the door, for example, for the IICA Office in Paraguay to participate in the technical implementation and administrative-financial support of the National Livestock Production Program for Small-scale Family Agriculture, a project to be financed by the European Union and valued at 4,000,000 Euros.
- With this new status, IICA was considered for the development of the Regional Agricultural Strategy for the Caribbean, promoted by the EU and intended to contribute to ensuring food security in that region.

IICA and the Ministry of the Environment and Rural and Marine Affairs (MARM) of the Government of Spain renewed their ties of cooperation with the signing of a new legal instrument that empowers IICA to secure funds in Spain and other European countries. As a result of the new vision of work with Spain:

- IICA formalized cooperation with the Catalanian Agency in Support of Businesses Competitiveness (ACCIO) and the Catalanian Agency for Cooperation in Development (ACCD), which already approved funding for a business partnership program intended to develop mechanisms for linking small-scale producers with markets in Colombia, valued at 99,597€.
- Thanks to the agreements signed with the University of Lleida, the Polytechnic University of Valencia, the ETEA University, the University of Cordova and the Campus for International Excellence of the Agrifood Sector, IICA consolidated its internship program, which seeks to provide IICA personnel and those of our institutional partners with opportunities to upgrade their knowledge. Some of the results achieved from these agreements were:
 - The studies carried out in Colombia and Paraguay by two student interns from the University of Lleida regarding the potential for tourism in the territory of Huila and rural life in Paraguay, respectively.
 - The visit of Spanish officials to IICA Headquarters, which provided key inputs for understanding the operating mechanisms of the EU and how to access its funds. As part of their visit, a technical forum on possible alternatives for establishing relations with the EU was held and a document on cooperation between the EU and Latin America was prepared.
 - A doctoral candidate from the Polytechnic University of Valencia received support from IICA to conduct research on the use of fruit residues in the production of ethanol.

IICA-CATIE joint efforts

IICA and CATIE concluded a research project in Colombia on the relationship between the quinoa agro-ecosystem and the food security of small-scale producers in the Department of Boyaca. The study revealed the nutritional potential of quinoa given its high levels of protein and amino acids, knowledge that was shared with and added to by the producers in the area under study, who are now in a better position to propose new socioeconomic alternatives for their families.

IICA's Orton Memorial Library (OML), administered jointly with CATIE, was recognized by the knowledge society research in Costa Rica, as the most important library specializing in agriculture that offers resources and electronic services from its web platform. In 2010, the services of the OML reached more than 2,499 on site users and another 858,154 on line. Other outstanding results were:

- SIDALC⁷ recorded 2,065,943 visits, in which 4,011,827 information resources were consulted. In addition, 129 data bases were updated and 28 new ones were added, which constitutes the largest collection of agricultural information in the hemisphere: 2.5 million entries and more than 160,000 visits to electronic resources. The experience of this system was shared with information specialists attending the International Association of Agricultural Information Specialists (IAALD) 2010 Congress, held in Montpellier, France.
- In support of FAO, the training module "Digital Libraries, Repositories and Documents" was adapted and then validated in national workshops in Mexico, Chile, Paraguay, Uruguay, Bolivia and Ecuador. This action, which benefitted some 100 information specialists, was complemented with meetings of the national information networks in which the need for cooperation in those countries was identified.
- Under the IICA/USDA technical cooperation agreement, the Institute collaborated with the National Agricultural Library of the United States in updating the 2010 Spanish version of the Agricultural Thesaurus, which has already been published on NAL and IICA's Website. Furthermore, a new collaboration agreement was signed for the implementation of an experts system being promoted by Cornell University, known as VIVO, which will be useful in developing networks of professionals.
- Within the framework of the Informational and Digital Literacy Program: Improving the Culture of Information in the Americas, headed by the OML, 37 training courses and workshops on agricultural libraries and information systems for agriculture, as well as well as practicums in the use of social networks, were held for 1,453 researchers, educators, librarians, students, extension agents and producers from a number of countries.
- The collections of the OML have been updated thanks to the acquisition of 42,421 scientific documents, to subscriptions to 91 print and on-line scientific journals, to the acquisition, through exchanges, of 180 titles and to the operation of two international databases: CABI and TEEAL.

⁷ At present, 159 agricultural institutions in Latin American and the Caribbean, 294 databases and more than 1,000 specialists from 24 countries around the world share information via SIDALC.

- The Bibliographic Resource Center for Cacao, Trees, Forests and the Environment (INAFORRESTA) was expanded with the incorporation 200 new documents and the addition of specialized vocabulary which improved the process of conducting searches of the data base, thus satisfying the needs of scientific groups specialized in the field and headed by CATIE.

Lastly, Law 8787 of the Republic of Costa Rica was approved, which reformed Article 1 of the CATIE contract and authorized the Center to grant academic degrees and professional credentials, which is essential in accrediting studies at the international level.

IICA-CARDI joint efforts

In 2010, IICA and CARDI signed a new four-year agreement aimed at providing support to the agricultural and rural sectors of the region, in keeping with an agricultural strategy issued by the Conference of Heads of State and Government of the Caribbean and implemented under the Jagdeo Initiative.

Both institutions continued implementing projects in various countries of the Caribbean which focused on making production more efficient, developing new marketable products and improving protected agriculture systems and the development of businesses. The beneficiaries of those projects include national institutions such as ministries of agriculture, universities, farmer organizations, producers and agribusinesses. The following table summarizes the principal projects, their results and contributions and the principal beneficiaries.

Table 2: Joint IICA-CARDI projects and their results

Technical Area Country	Results and Contributions	Beneficiaries
Herbs, condiments & beverages		
Trinidad & Tobago	The Survey of shado beni Farmers' production and productivity revealed a nutrition regiment twice the peer reviewed recommendations, an absence of a commercial source of seed material, no documentation of agronomic practice/s and the recurrent problem of weed management.	Producers Indirect - MFPMR (fresh produce), University of West Indies, St. Augustine
	Two 'varieties' of lemongrass (St. Lucia and Trinidad) were planted for biomass collection for processing into teas (samples) for taste testing (with TTABA). In collaboration with TTABA and a local nursery multiplication of the local variety has commenced (for establishing ~ 2000 acres of CARONI farm lands).	Producers, Trinidad & Tobago Agri-business Association, Agro-processors (T&T, Jamaica)
St. Lucia	7,000 seed nuts of the Red Palm Mite tolerant Malayan dwarf coconut were produced. A total of 1,036 seedlings were distributed to 20 farmers (equivalent to 13 hectares). A coconut production manual produced and used to train farmers.	Farmers
Protected Agriculture		
Dominica	Established major constraints to production as heta, diseases and nutrition. Monitoring of structures with different coverings to establish climatic effect in progress. Producers trained on structural design and media and nutrition.	Producers, Youth, Hospitality industry
St. Lucia	Over two crops of cucumber and a crop of sweet pepper, the PA system produced, on average, twice as much marketable fruits (524 kg vs. 241 kg) as Open Air system.	Producers, Agro-processors, Hospitality industry

Jamaica	Evaluation (collection of yield data) of two production systems for mass production of disease-free planting materials for sweetpotato farmers. For vegetable production, house designs modified to address the issue of high temperatures at low elevations (ventilation) and data being collected on performance. A solar pump was installed as direct measure to reduce the cost of energy for operating the systems within the house (e.g. fertigation).	Christiana Potato Growers Cooperative Association, Min. of Agriculture
Root Crops (Starches)		
Barbados	One acre cassava nursery established in collaboration with National Union of Farmers was able to produce planting material (cuttings) to establish five acres on their private farms. Farmers also acquired knowledge of planting method (horizontal versus upright or angled), plant spacing (18 inch versus 3 feet) and timely weed control.	Producers, Ministry of Agriculture
St. Lucia	Approximately 450 lb of sweet potato slips (equivalent to 4 ac.) and 4,000 sweet cassava sticks (equivalent to 2 ac) were produced and distributed to 26 small farmers.	Producers
Antigua & Barbuda	42 accessions of sweet potato was collected and characterized.	Min. of Agriculture, farmers
St. Kitts & Nevis	Validation and demonstration of researched technologies for production of roots and tubers. Germplasm (Tissue Culture) from SVG has been received and hardened at CARDI. Entomopathogens acquired for the Integrated Pest Management research activities.	Producers, Ministry of Agriculture
Livestock		
Bahamas	Training exchanges and demonstration to sheep and goat producers of proper grazing strategies and herd management techniques for improved quality meat production.	Min. of Agriculture, producers, Gladstone Road Agricultural Research Center
Grenada	Improved housing, feeding systems and husbandry practices demonstrated on pilot farms. Goat production manual produced. Demonstration and training has had multiplier effect with the MoA extending the concepts and technology to four other districts.	Min. of Agriculture, farmers
Jamaica	Technology transfer and technical assistance (through improved breeding stock (dairy, meat), production technology, forages feeding systems being provided to farmers.	Producers, Ministry of Agriculture, Agro-processors
Legumes and Cereals		
Grenada	The open pollinated yellow corn variety CARDI YC001 obtained from Belize produced 30% higher than two local OP white corn varieties, Suan and Carriacou in Grenada and can lead to more sustainable production than the hybrid corns on the local market.	Farmers, Ministries of Agriculture
Guyana	Rice productivity using Urea Deep Placement technology (10 cm below surface) vs the traditional broadcast method is being tested (3rd repetition in progress) on 'flooded rice'. Of the rates being tested (57 kg/ha, 84 kg/ha, 122 kg/ha), 84 kg/ha appears to be the 'best' performing (taller plants, greener leaves and higher yields).	Ministry of Agriculture, farmers

5. Financial information

The objective of the new model for the management of corporate services is to facilitate and enhance technical cooperation, ensuring that it is timely, effective and comprehensive, complying with the Institute's regulatory framework, promoting continual improvement and applying the principles of equity, efficiency, transparency, and accountability in the management of the financial resources.

To ensure the attainment of this objective, in 2010 the IICA Administration was able to maintain a financial situation that enabled the Institute to honor its commitments despite having access to a limited budget with which to serve its 34 member countries. This administrative strategy gives direction to the activities to be carried out, establishing priorities on which to focus its financial and human resources in order to obtain efficient results in the strategic and priority areas of the MTP.

IICA's Regular Budget comprises quota and miscellaneous resources, which enable the Institute to finance the basic personnel and operating structure, maintain a presence in its Member States and provide technical cooperation services. In addition, IICA administers external projects and external funds derived from agreements signed with organizations and governments to carry out specific technical cooperation activities and make a greater contribution in areas of interest to the member countries and our partners. The management of these cooperation projects generates resources as a result of the application of the Institutional Net Rate (INR), which finances the incremental costs incurred in their administration.

Table 3. Execution of the Regular Budget by Chapter in 2010*
(US\$ x 000 000)

Chapters	Execution	
	Amount	%
Chap. 1: Direct technical cooperation services	29,8	89,8%
Chap. 2: Management costs	1,4	4,2%
Chap. 3: General costs and provisions	1,2	3,6%
Chap. 4: Renewal of infrastructure and equipment	0,8	2,4%
Total	33,2	100,0%

*Preliminary data

6. Information on human capital

In order to comply with the requirements set forth in the 2010-2014 MTP, the Institute was restructured and processes and procedures were redesigned in order to ensure the optimum allocation of resources for technical cooperation and to achieve economies of scale.

In 2010, the Individual Performance Evaluation System was modified and simplified to ensure that it promotes a philosophy of continual improvement among the personnel and, as a result, enhances the delivery of technical cooperation services to the member countries. The new system includes an individual planning component in which the key responsibilities of each staff member and the significant results he/she is to achieve are identified, as defined in the Annual Action Plan, and a performance evaluation component based on a quantitative system. This system is simpler and more practical than its predecessor and will result in significant savings in terms of personnel/hours used to complete the individual planning and evaluation process.

For the first time IICA has an International Registry of Consultants and Consulting Firms that is used to easily identify persons and companies qualified to participate in technical cooperation projects. In addition, a data base of technical expertise was developed that facilitates the administration of the Institute's human talent and makes it possible to efficiently and effectively meet the constantly changing needs for technical cooperation in the countries of the hemisphere.

Although as the Institute's budget remains unchanged, the structure of IICA's professional personnel has continued to undergo change. Over the last five years, the number of International Professional Personnel has continued to decline, from 14% to 10% of total personnel, while the number of Local Professional personnel rose from 32% to 36% of total personnel.

The proportion of personnel in the General Services category, vis-à-vis total personnel, fell steadily until 2009. In 2010, it grew by 3% vis-à-vis total personnel given the fact that in the IICA Offices, as a result of an increase in the number of activities involved in managing external projects, it was necessary to reinforce the administrative support structure. The growth of the LPP and GSP personnel roster in 2009 can be attributed to the authorization of a special budget approved for that year by IICA's Governing Bodies.

Table 4. Distribution of human resources by category 2005-2010

Classification	2005		2006		2007		2008		2009		2010	
	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%
International Professional (IPP)	95	14	95	14	94	13	91	12	89	10	83	10
Local Professional (LPP)	219	31	225	32	234	34	279	36	336	39	290	36
Total Professional	314	45	320	46	328	47	370	48	425	49	373	46
General Services (GSP)	379	55	383	54	374	53	407	52	437	51	442	54
Grand Total	693		703		702		777		862		815	

Source: Human Talent Management Division. Note: Abs = absolute values

7. Principal meetings in 2010

Official meetings

Name	Date	Place	Place and date of publication of the report on or proceedings of event
Meeting of the Special Advisory Commission on Management Issues	July 20 and 21, 2010	IICA Headquarters	Digital version: http://www.iica.int/Esp/infoinstitucional/oRGANOS/Paginas/default.aspx
Meeting of the Special Advisory Commission on Management Issues (continuation via videoconference)	August 13, 2010	IICA Headquarters	
30 th Regular Meeting of the Executive Committee	October 5-7, 2010	IICA Headquarters	Official Documents Series No. 85: San Jose, Costa Rica, 2010 Digital version: http://www.iica.int/Esp/infoinstitucional/oRGANOS/Paginas/default.aspx

Other meetings

Name	Date	Place	Place and date of the publication of the report on or proceedings of event
AIS Program 2010: current situation and outlook	January	Bogota, Colombia	IICA/Colombia Bulletin www.iica.int/colombia
Rural development forum “ <i>Visioning the Prosperity of Rural People</i> ”	February	<i>Father Ring Parish Hall</i> , Punta Gorda Town, Belize	IICA/Belize Report on Forum
Workshop to formulate the Law on the Promotion of Agroindustry	February	Guayaquil, Ecuador	Quito, December 2010
Program “Unleashing Local Energies” for bean growers	February y March	La Cruz and Upala, Costa Rica	IICA/Costa Rica March 2010
Workshop on transfer of methodologies 2010 of the project <i>Mujeres Ahorradoras en Acción</i>	March	Bogota, Colombia	IICA/Colombia Bulletin www.iica.int/colombia
First International Colloquium on Rural Development from a Territorial Approach	March	Bogota, Colombia	IICA/Colombia Bulletin www.iica.int/colombia
Workshop <i>Record Keeping for Small Businesses</i>	April	National Stadium, St. George’s, Grenada	IICA/Grenada May, 2010
Meeting; the Ecological Footprint of the Agricultural Policy	April	Chamber of Commerce and Export of Agriproducts, Montevideo, Uruguay	Montevideo. April 2010
III Meeting of IICA Technical Cooperation Projects to Exchange Experiences	April	Brasilia/DF, Brazil	November, Brasilia/DF
Workshop on Good Practices for Participating in SPS Bodies	April	Hotel Jamaica Pegasus, Kingston, Jamaica	Report available at IICA/Jamaica. April 2010
Third International Course “Leadership for the Development of Ecoagriculture: Integrated Management of Rural Territories in Central America”	April	Turrialba, Costa Rica	IICA/Costa Rica March 2010
International course on the processing of honey and beehive byproducts	May	IICA, Managua, Nicaragua	Managua. May, 2010
Workshop to raise awareness of importance of SPS	May	<i>Lloyd Erskine Sandiford Centre</i> ,	IICA/Barbados, June 2010

		Two Mile Hill, St. Michael, Barbados	
Meeting to analyze the study on the evaluation of the economic impact of the Huanglongbing (HLB) on the citrus chain in Mexico	June	Casa de la Universidad de California in Mexico, Mexico City	Mexico DF. July 2010
Dialogue with young rural entrepreneurs on policies	June	Zaruma, Pasaje y Balsas in the Province of El Oro, Ecuador	Quito, June 2010
Conference <i>North American Consulting School (NACS)</i>	June	Alberta, Canada	NACS Website. July 2010
I Seminar on Rural Agroindustry: Activating the REDAR for Plains of Venezuela. IICA – PRODAR – UNELLEZ	June	Guanare, Portuguesa State, Venezuela	Caracas. June 2010
Seminar: Risk-based Inspection. IICA – Ministry of Health	July	Caracas, Venezuela	Caracas. July 2010
International Course “Training for Trainers in Field Schools”	July	Nueva Guinea-RAAS, Nicaragua	Managua. August 2010
Haiti – Dominican Republic Binational Meeting	September	Hotel BQ, Santo Domingo, Dominican Republic	Santo Domingo. September 2010
Training and National Workshop for Coordinators of the Implementation of Good Agricultural Practices	September	INTA, Buenos Aires, Argentina	Proceedings of the Event, Buenos Aires
Workshop Strengthening Institutional Capacities in Agribusiness	October	Tegucigalpa, Honduras	IICA/Honduras. October 2010
International Forum Women in Agriculture: Women’s Contribution to Agriculture and Food Safety in the Americas	October	IICA Headquarters, San Jose, Costa Rica	IICA Website, November 2010
Workshop “CIDA-financed food security projects: PROHUERTA, CASAH and PARPANASA (in collaboration with the CECI and OXFAM-Quebec)	October	Karibe Convention Center, Port au Prince, Haiti	Summary of Workshop. December 2010
11 th International Symposium of Biosafety and Genetically Modified Organisms (ISBGMO)	November	Borges Cultural Center, Buenos Aires, Argentina	Proceedings of the Event, Buenos Aires
IV International Seminar on Agrifood Policies	November	National Botanic Garden, Santo Domingo, Dominican Republic	Santo Domingo. December 2010
IX Regular Meeting of the Market Information Organization of the Americas (MIOA)	December	Hyatt Regency Hotel, Port of Spain, Trinidad and Tobago	Pending publication
Course on fruit production and soil conservation	December	Salagnac, Central Department, Haiti	Summary presented. December 2010
Presentation to the authorities of the agricultural sector of the project Strengthening the Agricultural Extension Services of Panama	December	IDIAP, Divisa Herrera, Panama	Divisa, Panama - Document “Strengthening the Agricultural Extension Services of Panama”, December 2010

Acronyms

AECID	Spanish International Cooperation Agency for Development
AGROCALIDAD	Agricultural Quality Assurance Agency (Ecuador)
AHFS	Agricultural Health and Food Safety
ALADI	Latin American Association for Integration
ANACAFE	National Coffee Association (Guatemala)
APEN	Nicaraguan Producers and Exporters Association
APHIS	Animal and Plant Health Protection and Inspection Service (USDA)
ARSAGRO	Regional Association of Agricultural Services in Eastern Honduras
ASOPRANO	North Olancho Farmers Association (Honduras)
ASOPROL	Santa Lucia Farmers Association (Nicaragua)
BIT	Banana Industry Trust (Saint Lucia)
BSP	<i>Bono de seguridad productiva</i> (Honduras)
CABA	Caribbean Agribusiness Association
CABI	Centre for Agricultural Bioscience International
CAC	Central American Agricultural Council
CADERS	Agricultural Competitiveness and Sustainable Rural Development Project (MAGAP, Ecuador)
CAFY	Caribbean Agricultural Forum for Youth
CAMM	Administrative Committee of the Model Market (Uruguay)
CANROP	Caribbean Network of Rural Women Producers
CAPLAB	Center for Job Training and Development (Peru)
CARDI	Caribbean Agricultural Research and Development Institute
CASAH	Helping to Improve Food Security in Haiti (project)
CATIE	Tropical Agriculture Research and Higher Education Center
CECI	Centre for International Studies and Cooperation (Canada)
CFC	Common Fund for Commodities
CFLI	Canadian Fund for Local Initiatives
CIAO	Inter-American Commission for Organic Agriculture
CIDA	Canadian International Development Agency
CIEPE	Center for Research on Agroindustrial Experimental Production (Venezuela)
CIES	Economic and Social Research Consortium (Peru)
CODET-JP	Territorial Development Management Committee of Juli and Pomata
COHEP	Private Enterprise Council of Honduras
CONVEAGRO	National Agricultural Association of Peru
COSAVE	Southern Cone Plant Health Committee
CVP	Permanent Veterinary Committee
CVR	Canadian Veterinary Reserve
CWA	Caribbean Week of Agriculture
DEAg	Directorate of Agricultural Extension (MAG, Paraguay)
EC	Executive Committee (IICA)
ECADERT	Central American Strategy for Territorial Rural Development
ECLAC	Economic Commission for Latin America and the Caribbean
FAO	Food and Agriculture Organization (United Nations)
FAVACA	Florida Association for Volunteer Action in the Caribbean and the Americas
FIDES	Inter-American Federation of Insurance Companies
FOMILENIO	Millennium Fund of El Salvador
FONTAGRO	Regional Fund for Agricultural Technology
FORAGRO	Regional Forum on Agricultural Research and Technology Development
FUNDACITE FALCON	Foundation for the Development of Science and Technology of the State of Falcon (Venezuela)
GAP	Good Agricultural Practice
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis and Critical Control Points

IABA	Inter-American Board of Agriculture (IICA)
IBRD	International Bank for Reconstruction and Development
ICTs	Information and Communication Technologies
IDB	Inter-American Development Bank
IDRC	International Development Research Centre (Canada)
IHCAFE	Honduran Coffee Institute
IICA	Inter-American Institute for Cooperation on Agriculture
INCODER	Colombian Rural Development Institute
INDAP	Agricultural Development Institute (Chile)
INIA	National Agricultural Innovation Institute (Peru)
INIA	National Agricultural Research Institute (Uruguay)
INIA	National Agricultural Research Institute (Venezuela)
INIAF	National Agricultural and Forest Innovation Institute (Bolivia)
INPRODES	Institute for the Promotion of Development (Peru)
INTA	National Institute for Agricultural Innovation and Technology Transfer (Costa Rica)
INTA	National Agricultural Technology Institute (Argentina)
INTA	Nicaraguan Agricultural Technology Institute
INVIMA	National Institute for Drug and Food Surveillance (Colombia)
IPADEJ	Youth Pastoral and Development Institute (Peru)
IPPC	International Plant Protection Convention
KOICA	Korea International Cooperation Agency
LAC	Latin America and the Caribbean
LUZ	<i>Universidad del Zulia</i> (Venezuela)
MADR	Ministry of Agriculture and Rural Development (Colombia)
MAFF	Ministry of Agriculture, Food and Fisheries (Barbados)
MAG	Ministry of Agriculture and Livestock (Costa Rica, Paraguay)
MAGA	Ministry of Agriculture, Livestock and Food (Guatemala)
MAGAP	Ministry of Agriculture, Livestock and Fisheries (Ecuador)
MAGFOR	Ministry of Agriculture and Forests (Nicaragua)
MAGyP	Ministry of Agriculture, Livestock and Fisheries (Argentina)
MALFF	Ministry of Agriculture, Lands, Forestry and Fisheries (Saint Lucia)
MARNDR	Ministry of Agriculture, Natural Resources and Rural Development (Haiti)
MGAP	Ministry of Livestock, Agriculture and Fisheries (Uruguay)
MIDA	Ministry of Agricultural Development (Panama)
MIF	Multilateral Investment Fund (IDB)
MIMDES	Ministry of Women's Affairs and Social Development (Peru)
MINAG	Ministry of Agriculture (Peru)
MINAM	Ministry of the Environment (Peru)
MINEDU	Ministry of Education (Peru)
MINSA	Ministry of Health (Peru)
MIOA	Market Information Organization of the Americas
MoA	Ministry of Agriculture (Grenada, Guyana)
MOAF	Ministry of Agriculture and Forestry (Dominica)
MOFPLMA	Ministry of Food Production, Land and Marine Affairs (Trinidad and Tobago)
MSPBS	Ministry of Public Health and Social Well-being (Paraguay)
MTP	Medium Term Plan (IICA)
MTPE	Ministry of Labor and Employment (Peru)
NAYA	National Association of Youth in Agriculture (Dominica)
OAS	Organization of American States
ODEPA	Office of Agricultural Studies and Policies (Chile)
OIE	World Organization for Animal Health
OML	Orton Memorial Library (IICA/CATIE)
OXFAM	Oxford Committee for Famine Relief
PAHO	Pan American Health Organization

PARPANASA	Support for Rehabilitating the Agricultural Sector and Improving Food Security in Haiti (project)
PDF	Fruit-growing Development Program (Guatemala)
PEA	2010-2016 Participatory and Federal Strategic Plan on Agrifood and Agroindustry (Argentina)
PROCAL	Argentine Food Quality Program
PROCINORTE	Cooperative Agricultural Research and Technology Transfer Program for the Northern Region
PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Region
PRODAR	Cooperative Program for Rural Agroindustry Development
PRODUCE	Ministry of Production (Peru)
PROSAP	Provincial Agricultural Services Program (MAGyP, Argentina)
PVS	Performance, Vision, Strategy
REDSIAL	Scientific Network on Local Agrifood Systems
RODDE	Network of Departmental Development Offices (Uruguay)
RUTA	Regional Unit for Technical Assistance
SAG	Agriculture and Livestock Service (Chile)
SAG	Secretariat of Agriculture and Livestock (Honduras)
SENACSA	National Animal Health and Quality Service (Paraguay)
SENASA	National Agrifood Health and Quality Service (Argentina)
SENASA	National Animal Health Service (Costa Rica)
SENASAG	National Agricultural Health and Food Safety Service (Bolivia)
SENATUR	National Tourism Secretariat (Paraguay)
SENAVE	National Plant Health, Seed and Quality Service (Paraguay)
SFA	European Union Special Framework of Assistance 2005 Program
SICA	Central American Integration System
SICTA	Central American Agricultural Technology Integration System
SIDALC	Agricultural Information and Documentation Service of the Americas
SIDEA	Integrated System of Agricultural Extension and Innovation
SLNRWP	Saint Lucia Network of Rural Women Producers
SMEs	Small and medium-sized enterprises
Social Action	Presidential Agency for Social Action and International Cooperation (Colombia)
SPS Agreement	Agreement on Sanitary and Phytosanitary Measures (WTO)
SPS Committee	Sanitary and Phytosanitary Measures Committee
SPS	Sanitary and Phytosanitary Measures
STDF	Standards and Trade Development Facility
SVGAFY	St. Vincent and the Grenadines Agricultural Forum for Youth
SVGNRWP	St. Vincent and the Grenadines Network of Rural Women Producers
TEEAL	The Essential Electronic Agricultural Library (Cornell University, United States)
TTABA	Trinidad and Tobago Agri-Business Association
UAF	Family Farm Unit (Colombia)
UCLA	<i>Universidad Centroccidental Lisandro Alvarado (Venezuela)</i>
UNA	National University of Asuncion (Paraguay)
UNDP	United Nations Development Programme
UNELLEZ	<i>Universidad Nacional Experimental de los Llanos Occidentales Ezequiel Zamora (Venezuela)</i>
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
WFP	World Food Programme
WTO	World Trade Organization