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2012 – 2013 PROGRAM BUDGET

Appendices

Revised Version

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APPENDIX 1

***Expected Results and Performance Indicators for IICA Projects and
for the Management of Technical Cooperation***

2012 - 2013

TECHNICAL COOPERATION

Office of the Director of Technical Cooperation

Management of Technical Cooperation

Office of the Director of Technical Cooperation

Objective To lead, integrate, and articulate the programs and units that comprise the DTC, in order to ensure that their cooperation projects and actions contribute to achieving the strategic objectives outlined in the 2010-2014 Medium-term Plan (MTP), in coordination with the Directorate of Management and Regional Integration (DMRI), the Offices in the countries and other IICA units.

Expected Results (ER)

ER.1. The Directorate of Technical Cooperation (DTC) has a strategy and work plans aligned with the institutional priorities (2010-2014 MTP) and articulated with the Directorate of Management and Regional Integration (DMRI), as well as other IICA units.

ER.2. The DTC ensures that the technical cooperation actions at the national, regional and hemispheric levels are articulated and implemented based on a strategy and procedures agreed and adopted with the DMRI.

ER.3. The DTC has aligned and developed the technical cooperation projects of the Programs, gearing them towards the attainment of the Strategic Objectives and Expected Results (Annex 1) outlined in the 2010-2014 MTP.

ER.4. The DTC has monitored, made the necessary adjustments, and evaluated the implementation of the annual activities and components of the strategic technical cooperation projects.

ER.5. The DTC has kept the General Directorate and the competent bodies informed about the monitoring, review, and evaluation of the technical cooperation projects carried out by its programs and units.

ER.6. Under the leadership of the Director of the DTC, the Committee is achieving its objective of "ensuring the implementation and quality of the technical cooperation services, in accordance with the strategic priorities outlined in the MTP," and performing the duties assigned to it.

ER.7. IICA's senior management and the competent bodies are well informed and are in a position to make decisions about the performance of the heads of units of the DTC, thanks to the Directorate's efforts to monitor, adjust, correct (when necessary) and evaluate their activities.

ER.8. The DTC has held or participated in the implementation of meetings, forums, workshops, seminars and other events directly related to the Institute's technical cooperation priorities.

ER.9. The DTC has developed, reviewed and adjusted its strategic partnerships and alliances so that they contribute effectively to achieving the objectives and expected results outlined in the MTP, by means of joint actions, activities and projects related to IICA's areas of expertise.

ER.10. The DTC has distributed and used the resources allocated to it in a prudent, efficient and effective manner, and in accordance with the Institute's rules, boosting the technical cooperation efforts.

Innovation for Productivity and Competitiveness Program

Management of Technical Cooperation

Innovation for Productivity and Competitiveness Program Management

Objective To facilitate and strengthen the delivery of the technical cooperation services of the Innovation for Productivity and Competitiveness Program in a timely, effective, and comprehensive manner, in accordance with the Institute's rules and an approach based on continuous improvement, rationality, accountability, and transparency.

Expected Results (ER)

ER.1. The members of the Innovation for Productivity and Competitiveness Program have been forged into a team with a high capacity for providing technical cooperation.

ER.2. The Program has provided IICA's Offices and programs, as well as the Member States, with clear conceptual leadership on technological innovation issues.

ER.3. The project activities of the Program have been managed and implemented effectively.

ER.4. The Program manages its human resources effectively, and makes prudent and efficient use of its operating resources and the additional funds entrusted to it, in accordance with IICA's rules.

Hemispheric Projects

IICA Technical Cooperation Projects

Support of the Technical and Strategic Consolidation of FONTAGRO and its Secretariat

Objective To contribute to the consolidation of FONTAGRO by inviting other countries of the hemisphere to join and diversifying its sources of funding.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. FONTAGRO is operating in accordance with its 2010-2015 Medium-term Plan.

IA.1. By December 2015, FONTAGRO will have been consolidated, and its membership increased.

IA.2. By December 2015, FONTAGRO will be recognized as a platform for attracting resources for agricultural innovation in LAC.

IA.3. By 2015, FONTAGRO will have facilitated the identification of opportunities thanks to partnerships established with others involved in the development of agricultural technology.

Promotion of Organic Agriculture

Objective To foster the establishment of the institutional framework required to promote the development of organic agriculture, focusing on the use of sustainable technologies that will mitigate the effects of climate change, make organic products competitive on local and international markets, and lead to improvements in the incomes, health and food security of the smallholder and rural families in the countries of the Americas.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The ICOA has prepared work plans.

IA.1. A work plan for strengthening the ICOA.

ER.2. The ICOA has a plan to secure resources with which to support efforts to improve national control systems.

IA.1. Resources secured by the ICOA to improve the NCSs.

ER.3. The countries have methodologies for harmonizing regulations governing organic agriculture.

IA.1. A methodological document on regional harmonization of the regulations governing organic agriculture.

ER.4. The countries have a proposed set of harmonized regional regulations for organic agriculture.

IA.1. Two proposed sets of regional regulations for organic agriculture harmonized.

ER.5. The countries understand what is involved in implementing a certification system in which the State is involved, and what commitments they must make.

IA.1. Meetings with national authorities and organic growers in ten countries to explain the operation of a public certification system.

ER.6. The countries consider establishing public or semi-public certification systems.

IA.1. Two technical-economic proposals prepared.

ER.7. The countries have access to a hemispheric Web portal focused specifically on organic agriculture.

IA.1. Eight national websites contribute to the hemispheric Web portal.

ER.8. The countries have studies on topics related to organic agriculture.

IA.1. Six studies on relevant topics.

ER.9. The countries have a network of clean technologies and agro-ecological and organic practices.

IA.1. Number of participants in the network.

ER.10. The network has structures and instruments for managing information and knowledge.

IA.1. A system for managing information and knowledge that supports the work of the network.

ER.11. The countries have strategies for seeking and securing resources.

IA.1. A certain amount of resources secured to strengthen the systems for managing information and knowledge.

ER.12. The IICA Offices address topics related to organic agriculture in the IICA Country Strategy, in coordination with the Organic Agriculture Project.

IA.1. A number of activities carried out in support of the IICA Offices in the countries.

Knowledge Management, Information and ICTs for Technological Innovation in Agriculture

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

6. Knowledge management and ICT for innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. National and regional innovation organizations as well as technical assistance services are better equipped to design their technical knowledge management processes and have enhanced capabilities for using ICT tools.

IA.1. Database with methodological options for strategies for technical knowledge management in innovation processes.

IA.2. Good practices and options for using ICTs to support technological innovation compiled through forums and competitions.

IA.3. Number of specific actions in support of national and regional organizations.

IA.4. Number of instruments available to the members of the institutional technological innovation network.

IA.5. Number of (face-to-face and online) training activities on knowledge management and the use of ICT options to promote technological innovation.

IA.6. Number of advisory activities carried out with actors of technological innovation systems on knowledge management and the use of ICTs.

IA.7. Access to INFOTEC and number of stakeholders who use the system to share information.

IA.8. Number of tools on the platform that facilitate its use.

IA.9. Extent of INFOTEC's connections with the global research system through the RAIS and EGFAR Program of the GFAR and with the CIARD initiative.

ER.2. IICA's Member States have strategic and prospective analyses on which to base and ground their decisions and policies aimed at strengthening technological innovation in agriculture.

IA.1. Databases and analyses on the performance of agriculture from the technological perspective.

IA.2. Annual reports on prospective and strategic analyses published in digital or print format.

Biotechnology and Biosafety

Objective To strengthen the technical and political institutional framework for development and innovation through the management and safe use of agricultural biotechnologies in order to help the countries of the Americas achieve a competitive and sustainable form of agriculture.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

2. Agro-biotechnology and biosafety

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Decision-makers have the information they need to devise and implement biotechnology and biosafety policies.

IA.1. Number of technical documents per year.

IA.2. Number of subscribers to the e-bulletin on biotechnology and biosafety.

IA.3. Number of updates on biotechnology and biosafety disseminated among the countries per year.

IA.4. Number of participants in the IICA/ISAAA forums for the dissemination of information about GMOs.

IA.5. Number of news items published on the activities that the biotechnology and biosafety office carries out.

ER.2. The countries have reliable, up-to-date information about biotechnology and biosafety development worldwide.

IA.1. Number of technical documents per year.

IA.2. Number of subscribers to the e-bulletin on biotechnology and biosafety.

IA.3. Number of updates on biotechnology and biosafety disseminated among the countries per year.

IA.4. Number of participants in the IICA/ISAAA forums for the dissemination of information about GMOs.

IA.5. Number of news items published on the activities that the biotechnology and biosafety office carries out.

IA.6. Communication strategy for the Andean Region.

IA.7. Communication strategy for the Central Region.

ER.3. Professionals with technical and scientific expertise in the field of biotechnology and biosafety equipped for decision-making in IICA member countries.

IA.1. Activities carried out under the continuous training program on B&B.

IA.2. Number of technical personnel trained in biotechnology and biosafety in activities organized or supported by IICA .

IA.3. Number of requests for training in biotechnology and biosafety from IICA's offices in the countries to which the project responded.

ER.4. The governments of IICA member countries have the capabilities and information they need to create and implement institutional frameworks, policies and strategies related to biotechnology and biosafety.

IA.1. Number of countries that have a biosafety framework as a result of IICA's support.

IA.2. Number of technical assistance and training activities in biotechnology and biosafety targeted at decision-makers.

IA.3. Number of requests for support for national biosafety frameworks received from IICA's offices in the countries to which the project responded.

ER.5. The member countries have regional biosafety mechanisms that enable them to make technical decisions that benefit the entire region.

IA.1. Number of countries that have a biosafety framework as a result of IICA's support.

IA.2. Number of technical assistance and training activities in biotechnology and biosafety targeted at decision-makers.

IA.3. Calls to meeting and number of online or face-to-face meetings of the regional biosafety mechanism in the Central Region.

ER.6. Countries have mechanisms for cooperation on biotechnology and biosafety to facilitate decision-making on the subject at the national and regional levels.

IA.1. Number of countries that have institutional technical capabilities for the detection of AP/LLP, for decision-making on the transboundary movement of LMOs, through the network of the Hemispheric Plan on the Transboundary Movement of LMOs (low-level presence and adventitious presence).

ER.7. The project has organized and trained the delegates of IICA member countries, to enable them to take part in the international negotiations on biotechnology and biosafety.

IA.1. Number of IICA member countries actively participating in the CPB and other international forums on biotechnology and biosafety.

ER.8. The project strengthened the participation of IICA member countries in the international negotiations on biotechnology and biosafety.

IA.1. Number of IICA member countries actively participating in Codex and other international forums on biotechnology and biosafety.

Reformation and Repositioning of the Hemispheric and Regional Technology Innovation system

Objective To reform and reposition the hemispheric and regional technology innovation system.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. FORAGRO strengthened as a mechanism for dialogue and for reaching agreement on hemispheric positions.

IA.1. Number of strategic studies.

IA.2. Number of partnerships involving stakeholders from different spheres of activity.

ER.2. FONTAGRO strengthened as a mechanism for funding technology innovation projects.

IA.1. Number of member countries of FONTAGRO.

IA.2. A certain amount of resources allocated as a result of calls for projects.

ER.3. Latin American Network for the Management of Agrifood Innovation created, operational and positioned as an important hemispheric player.

IA.1. Number of institutions participating in the Latin American Network for the Management of Agrifood Innovation.

ER.4. The PROCIs redefined, with increased involvement of stakeholders along the entire chain.

IA.1. Number of PROCIs that have done evaluations of impact.

IA.2. Number of substantive actions that involve more than one PROCi.

ER.5. The PROCIs have increased the presentation, negotiation and funding of externally-funded projects.

IA.1. Number of projects with leveraged external resources.

ER.6. Latin America is better positioned in the international technology innovation system.

IA.1. A number of agreements signed, and joint actions under way.

ER.7. Agroindustrial technology innovation strengthened and expanded, and the IICA networks of partnerships reinforced.

IA.1. A number of partnerships with stakeholders in the agrifood sector outside of the region.

ER.8. IICA is better able to link hemispheric strategic proposals.

IA.1. Number of strategic proposals put forward.

Strengthening Existing and Developing new National Agrifood Technology Innovation Systems

Objective To promote the creation of new and the strengthening of existing national agrifood technology innovation systems, promoting the improved management of the systems as a whole, and to promote the continuous and efficient provision of support for innovation in technology.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The countries have conceptual and methodological frameworks for designing, developing and evaluating their national agricultural innovation systems.

IA.1. A number of instruments for evaluating and implementing national technology innovation systems.

ER.2. The countries have guidelines for and receive support in improving the management and impact of technology transfer and extension activities.

IA.1. A number of instruments for defining policies, and implementation of rural extension programs and/or technical advisory services for small- and medium-scale farmers.

IA.2. A number of successful experiences and good practices in programs for the management of technology innovation, technology transfer and/or rural assistance or extension services.

ER.3. The NARIs have improved the organizational and operating structures and are better prepared to meet the needs of their clients.

IA.1. A number of proposed actions to support organizations in the development of innovation in research institutions.

ER.4. The countries know how to overcome restrictions related to the management of intellectual property rights.

IA.1. A number of on-site and on-line training activities focusing on the management of intellectual property rights.

IA.2. A number of conceptual frameworks and guidelines for designing policies related to innovation, the management of intellectual property rights and linkages between the public and private sectors.

Regional Projects

IICA Technical Cooperation Projects

Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Panama and the Dominican Republic (PROMECAFE)

Objective To develop a competitive and sustainable coffee industry, with emphasis on primary production, sanitary protection, post-harvest management, processing, quality and marketing, and thereby contribute to the reduction of rural poverty, the conservation of natural resources and environmental quality in the Program's member countries.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Member organizations of PROMECAFE have information and technical support for designing instruments and coordinating measures to improve the coffee industry's competitiveness and its access to the quality coffee market.

IA.1. PROMECAFE has two regional projects on GIs and DOs, implemented in partnership with the IDB/MIF, AECID-FES/IICA, and other cooperating agencies. The Program continues to implement actions to strengthen competitive businesses and value chains. IICA support. - Promotion and marketing processes underway; training in stock exchange operations. - Final accountability event, GI project, supported by the IDB/MIF. - Second phase of the project presented.

IA.2. Approved methodologies available for the process of legally registering PGIs and PDOs in countries of the region. - DO areas characterized in their third year. Gis. At least 1 request per country for legal registration of PGIs and PDOs in the region.

IA.3. Technical and legal processes under way related to PGIs and PDOs; improvement of quality and traceability for coffee targeted at international markets. - Process of systematizing the experience and processes for the accreditation of coffee laboratories and technical standards under way.

ER.2. The coffee sectors of PROMECAFE's member countries have up-to-date scientific knowledge and technological options for dealing with sanitary threats that affect coffee growing in the region, maintaining the production of biological agents and trapping mechanisms to combat pests and diseases of the coffee plant.

IA.1. The Program continues to develop strategies and carry out horizontal technology transfer for the integrated management of the most important pests and diseases of the coffee plant in the region. Pests and diseases are kept at levels that are economically acceptable for producers in the region. - Technical training is being provided in ways of dealing with other coffee pests.

IA.2. The coffee institutes involved in the Program maintain the capacity to produce natural enemies of the coffee berry borer for release on a commercial scale on farms affected by the pest in the region. - Horizontal cooperation in the region.

IA.3. A regional project on the integrated management of the coffee berry borer is being negotiated. - A project on the integrated management of American coffee leaf spot disease is being implemented in countries of the region.

ER.3. The PROMECAFE member organizations responsible for the coffee industry have the information and technological expertise needed to produce coffee in a profitable and sustained manner.

IA.1. Support for coffee institutes in carrying out technology transfer on integrated resource management, genetic improvement, biotechnology, quality and safety, organic production, integrated pest and disease management, and information management. At least three regional training and exchange events implemented each semester.

IA.2. Procedures of the coffee production chain with DOs and others are being documented in PROMECAFE's member countries. Support from AECID and IDB/MIF.

IA.3. PROMECAFE is coordinating training and actions on climate change and coffee. – A regional project on the issue is being negotiated. Support from CATIE, IICA, AECID, CIAT and international organizations. – GIS capabilities of institutions are being strengthened.

IA.4. The Program continues to carry out the tenth-year evaluation of three new varieties of F1 hybrids. These are evaluated for productivity, quality, recoverability and other factors of interest. The partners in the project continue to conduct semi-commercial evaluations of F1 hybrids and propagate them in vitro on a commercial scale. Coordination with a commercial enterprise.

IA.5. The operating capabilities of the biotechnology laboratories of CATIE, ANACAFE, PROCAFE and IHCAFE are being maintained for the in vitro propagation and conservation of the project's genetic material. - The framework document on the management and use of these materials in the region is being applied. A guide is being prepared for the development of HF1 in the field.

IA.6. In PROMECAFE and CATIE member countries, genetic material of F1 hybrids and varieties resistant to rust and CBD is being kept and conserved, and plots for the production of seed of the Nemaya variety are maintained.

Support to Caribbean Agricultural Research and Development Institute - CARDI

Objective To address the specific priorities and challenges of the agricultural sector in the Caribbean and broaden the institutional collaboration between IICA and CARDI, in accordance with their strategic objectives and the mandates of the heads of State and Government.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. File containing management protocols prepared.

IA.1. Establishment of the Regional Management Committee and meetings organized.

IA.2. Preparation of the operating guidelines for implementing the project and preparing reports.

ER.2. Production and post-harvest technology packages are available, based on research and development of the basic products and select thematic areas (herbs, condiments and beverages, PA, root crops/starches, cereals and grain legumes, and ruminants) of at least 10 projects.

IA.1. On-farm research on priority crops – herbs and condiments, root crops, legumes and ruminants.

IA.2. Development of a PA system for select products in specific countries.

- ER.3. Technology transfer carried out and capabilities developed.
 - IA.1. Production of manuals.
 - IA.2. Implementation of training seminars, among other activities.

- ER.4. Annual reports to IICA and the Board of CARDI.
 - IA.1. Management reports on projects implemented and results achieved.

Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCINDINO

Objective To foster the creation, development and consolidation of mechanisms for coordination and the exchange of knowledge between the public and private sectors, nationally and internationally, in the area of agricultural technology innovation.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The national research institutes of the Andean Region have developed a platform for each member country of PROCINDINO to take the lead in addressing topics related to institution building, climate change, agrobiotechnology, bioenergy and food security and sovereignty.

- IA.1. Exchange of knowledge among and integration of the countries of the Andean Region (annual reports, publication of studies, etc.) consolidated.

Cooperative Program for the Development of Agricultural Technology in the Southern Cone - PROCISUR

Objective To establish the conditions and ensure the means for the continued implementation of a cooperative effort involving the national agricultural research institutions of the countries of the Southern Cone of South America and IICA, with the participation of other public and private institutions linked to the national research, development and technological innovation systems. The Program aims to consolidate the implementation of regional actions designed to strengthen competitiveness, sustainability and social inclusion in the agrifood and agroindustrial sectors of each of the countries concerned and the group as a whole. IICA will play an active role in the Program as a partner, and also administer it. The effort is entitled the "Cooperative Program for Agrifood and Agroindustrial Technological Development in the Southern Cone - PROCISUR."

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The specialist assigned to the Program managed the Executive Secretariat of PROCISUR, as mandated in the agreement for 2011-2014 and in accordance with the objectives outlined in the MTP for the same period.

IA.1. The Program adhered to the provisions of the 2011–2014 MTP, implementing activities and achieving results based on the strategic lines of action proposed.

IA.2. The Program fulfilled the commitments undertaken in relation to external projects, delivering the corresponding technical and financial reports.

IA.3. The regular meetings of the Management Committee were held as stipulated in the agreement, the annual work plans were submitted for approval, and annual reports on the Program's technical and financial results were presented.

ER.2. The Program contributed to the IICA country strategy of each Office in the Southern Region.

IA.1. PROCISUR fulfilled its commitments with respect to specific technical cooperation for the IICA country agenda signed by the Offices in the Southern Region.

ER.3. The Program helped to fulfill IICA's hemispheric commitments in the areas of agricultural and forestry research and innovation.

IA.1. Contributions to FORAGRO documents.

Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS

Objective To consolidate scientific and technological development processes and innovation in the rural areas of South American tropical regions (Amazon, savannah and piedmont regions).

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

3. New uses of agriculture

4. Clean energy

6. Knowledge management and ICT for innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Program strengthened the institutional capabilities of the members of the national agricultural research systems, to improve the management of the system as a whole and successfully meet the challenges of the 21st century.

IA.1. Medium-term Strategic Plan for the Cooperative Program prepared (December 2011).

IA.2. IL 1.2: Knowledge and mutual learning about the management of improved T, D & I systems facilitated among the NARIs. Number of institutional exchange events involving more than three countries carried out. Goal: at least 8 events (2 per year).

IA.3. Institution building of the NARSs promoted in the countries to support regional development. Number of technical news items and bulletins (Info PROCITROPICOS, etc.) distributed with content related to institutional development and institution building. Goal: At least 80 news items (20 per year).

ER.2. A shared, prospective vision developed of agricultural, livestock and forestry development in the ecosystems covered by the Program, from a technological perspective.

IA.1. The coordinated research, development and innovation activities were updated based on the needs of the member countries with respect to technological innovation in production systems; 4 Annual Action Plans (AAP) prepared in accordance with the priorities mapped; Annual updating by means of coordination and planning meetings of R, D & I networks. Goal: minimum of 16 annual work plans prepared by the R, D & I networks (Network AWP), 4 every year.

IA.2. Development and incorporation of technological innovation supported with the implementation of the projects of the R, D & I networks; number of issues addressed/projects carried out. Goal: 8 issues addressed / year.

IA.3. Updated actions to tackle climate change promoted among the R, D & I networks; ? the issue of climate change and the challenges with respect to the adaptation of production systems taken into account in half (50%) of the Network AWP.

IA.4. Renewable sources of clean energy introduced for sustainable production; Number of meetings and activities related to the promotion of sustainable production systems (Agroenergy Network, LAC Jatropha Network).

Number of technical news items and bulletins (Info PROCITROPICOS, etc.) distributed with content related to the issue of agroenergy. Goal: minimum of 160 news items, 40 each year.

IA.5. Information organized and disseminated through technical documents and electronic and audiovisual media within the framework of the R, D & I networks.

-Publications on strategic issues.

-Total number of technical news items and bulletins, TROPINoticias - InfoPROCITROPICOS: at least 1000 items distributed, 250 each year.

-Thematic communication groups: number of researchers registered with the networks increased from 620 (10/2010) to 1200 (12/2014)

Visits to Web page:

> 30,000 clicks in 2011

> 40,000 clicks in 2012

> 50,000 clicks in 2013

> 60,000 clicks in 2014

ER.3. The opportunities and mechanisms for regional and supra-regional cooperation on issues that are a strategic priority for the group of countries were identified, developed and managed; and efforts aimed at securing and mobilizing resources for joint actions by the technological innovation system to develop the ecosystems covered under the Program were stepped up.

IA.1. Regional and global strategic partnerships promoted: the Medium-term Plan implemented in the period 2011-2014, annual reports, minutes of the meetings of the Management Committee (CD) and the Technical Advisory Council (CTAP).

IA.2. Cooperation coordinated and implemented among IICA's hemispheric programs, the cooperative programs and the national entities of the NARSS.

IA.3. The integration of PROCITROPICOS with the Amazon Initiative (AI) implemented; new national and international stakeholders participating in the Program (CG-Centers, UNAMAZ, CATIE, universities) incorporated; ? Number of new partners (in the Program as a whole and/or specific actions).

IA.4. At least 8 competitive and collaborative research projects prepared and financing being sought.

IA.5. The Program's direct and active participation in at least 15 international exchange events (conferences, seminars, symposiums), discussion processes, dialogues, planning offices (e.g., GCARD, FORAGRO, FONTAGRO, ERA-ARD, PROCIs, OTCA, FAO, GTZ, et al.) each year.

ER.4. Mechanisms consolidated for the coordination and sharing of capabilities among the national and international public, private, academic and scientific sectors for technological innovation in the development of the ecosystems covered by the Program.

IA.1. The research, development and innovation networks for the operation of the Program consolidated and implemented: ? number of researchers registered with the R, D & I networks; ? Number of technical news items distributed.

IA.2. New IT tools researched and applied in the area covered by the Program (different systems and modern applications for video conferences, information sharing, knowledge management, etc.) ? Number of applications. ? Methodological guides produced for the applications.

IA.3. The Web pages of the TCP and AI optimized and harmonized; information of mutual interest is being made available and updated frequently (preferably on a weekly basis). The discussion forums are in place and being visited ? number of documents made available – pdf, ? number of hits; database of researchers set up; e-bulletins distributed frequently (3/month).

IA.4. Number of articles from the member institutions uploaded to the TCP's Web page. Total number of clicks on the articles.

IA.5. At least 24 training activities organized by the Program and/or the networks (with the participation of most of the member countries), involving at least 500 researchers in the member countries.

IA.6. Video conference system established as a tool for work and interaction. At least 24 video conferences carried out (6 per year) with the participation of an average of at least three countries.

Cooperative Program in Research and Technology for the Northern Region - PROCINORTE

Objective To contribute to the consolidation of PROCINORTE, with a view to strengthening trilateral public cooperation in agricultural innovation in the Northern Region, to the benefit of farmers and other stakeholders; to inform decision makers; and to contribute to solving problems related to agricultural trade, as well as to collaborate with other countries of the hemisphere, regions and global research networks.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The members of PROCINORTE reach agreement on activities to be carried out, in accordance with its 2010-2013 Strategic Plan.

IA.1. In 2013, the member countries of PROCINORTE reach agreement on actions in the areas of agricultural research and innovation which are consistent with its mission and strategic objectives.

ER.2. The members of PROCINORTE design and begin implementation of its Business Plan.

IA.1. In 2012, the member countries of PROCINORTE adopt a business plan which makes it possible to channel resources for trilateral research and innovation activities.

Support to the System for the Central America Agricultural Technology Integration System - SICTA

Objective To contribute to the institutional strengthening of the national systems and the NARIs as part of the SICTA, a regional mechanism intended to enhance technical and operating competencies in the region, in order to facilitate the generation of and access to technologies by the countries of the region, and the implementation of regional agricultural research and innovation projects.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Lines of action established for a regional policy on research and technology innovation in the expanded agricultural sector, in which the SNITTAs are granted official status and their capacity to generate, validate, transfer and adopt technologies is increased.

IA.1. A proposal for strategic actions aimed at establishing a regional policy on research and technology innovation.

IA.2. A country-by-country analysis of the operations of the SNITTAs, and the most important needs in the area of technology innovation they must, or should, address.

IA.3. Lines of action identified for moving forward in the establishment of the policy, presented to the CAC.

ER.2. Within the framework of SICTA, an agenda for regional cooperation among the SNITTAs, and another focused on establishing relations with countries outside the region to promote the participation of the countries of Central America in hemispheric and global cooperation initiatives, have been established.

IA.1. At least three cooperation agreements signed with regional and international organizations involved in research and technology innovation, and funding secured for their implementation (members of CGIAR, FAO and other cooperation agencies).

ER.3. A system of regional knowledge management networks, and a platform for information sharing and technological prospection to provide the system with support have been created for the purpose of strengthening national and regional capacities in technological innovation for specific topics and products.

IA.1. A platform for information sharing and technological prospection is operational.

IA.2. A system of at least 12 knowledge management networks is operational with hosting on the virtual information platform.

ER.4. A strategy has been designed to secure resources at the regional level, which will enable the SICTA and the SNITTAs to respond to the needs within the region for research and technology innovation in the topics and products identified by the regional networks.

IA.1. A portfolio of SICTA regional projects, with follow-up indicators.

IA.2. A mechanism for communication with regional and international financial organizations that support research and technology innovation.

Agricultural Health and Food Safety Program

Management of Technical Cooperation

Agricultural Health and Food Safety and Quality Program Management

Objective Oversee the AHFS Program to ensure that its cooperation projects and activities contribute to the attainment of the strategic objectives established in the 2010-2014 Medium-term Plan (MTP), in coordination with other IICA Programs, Offices and Units.

Expected Results (ER)

ER.1. IICA has strategic technical cooperation projects in AHFS, with objectives, outputs, and results linked closely to the priorities established in the 2010-2014 MTP.

ER.2. The Program and IICA have benefited from the external financing for hemispheric and regional projects.

ER.3. The scope of the Program has been strengthened through new or existing strategic partnerships related to AHFS.

ER.4. IICA has projected its image, raised awareness of its work, and gained recognition through its active participation in international and regional AHFS meetings and forums.

ER.5. The Program has benefited from the successful operation of its thematic network, which has permitted greater interaction, knowledge sharing, and participation in AHFS issues.

ER.6. The performance of the Program's staff has improved as a result of the evaluations carried out and the guidance received from management.

ER.7. The AHFS projects have been enhanced by means of timely evaluations that have permitted adjustments and improvements to be made (application of lessons learned).

Hemispheric Projects

IICA Technical Cooperation Projects

Technical Office Support Service - Agricultural Health and Food Safety

Objective To provide the Offices with technical support in implementing the IICA Country Strategies, and to promote the implementation of regional AHFS projects.

Programs and Lines of Action

Support for Integration Process

Support for Integration Process

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The countries are better prepared to compete thanks to the strengthening of at least three official national AHFS services.

IA.1. Support provided in strengthening the SISCAL and in preparing food regulations in Ecuador.

IA.2. Support provided in designing and holding a course for inspectors in Colombia.

IA.3. Plan of action available for implementation of the tripartite project involving the IICA Office in Costa Rica and the Ministries of the Economy, Health and Agriculture.

ER.2. IICA Office in Costa Rica supported in preparing the document for the second phase of the traceability project for the STDF.

IA.1. Project proposal available.

ER.3. IICA Office in Nicaragua supported in preparing the proposal for the second phase of the MOTSSA project for the STDF.

IA.1. Project proposal available.

ER.4. IICA Office in El Salvador supported in preparing the project on SPS certification services for the STDF.

IA.1. Project proposal available.

ER.5. Support provided for implementation of the SPS agenda in Panamá.

IA.1. Two videoconferences held with the SPS Committee of Panama.

ER.6. Support provided for preparation of the project to strengthen the AHFS institutional structure in the Andean Region.

IA.1. Project proposal available.

ER.7. Support provided for preparation of the project to create the Food Safety Risk Analysis Unit in the Andean Region.

IA.1. Project proposal available.

ER.8. Support provided for preparation of the project to create a unit to assess risks from food of animal origin in the Southern Region.

IA.1. Project proposal available.

ER.9. Support provided for the implementation of the actions plans with the CVP and COSAVE.

IA.1. Actions plans with COSAVE and CVP available and implemented.

ER.10. Support to the SPS sub-group within the framework of the Central American Customs Union.

IA.1. Participation in at least three regional SPS initiatives in the Central Region.

ER.11. Support provided for preparation of the project "Promotion of Food Safety to Improve the Competitiveness of the Rural Territories of Central America".

IA.1. Project proposal available.

Strengthening National Capabilities for the Effective Implementation of the WTO SPS Agreement

Objective To promote the widespread use of the WTO SPS Agreement to facilitate trade and improve the sanitary and phytosanitary status of the Americas, by means of institution building, the development of methodologies and capacity development.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The countries have more institutional capabilities and tools to enable them to take better advantage of, administer and implement the international agreements on SPS.

IA.1. Handbook on the management of national SPS committees prepared and validated.

IA.2. National SPS and Codex committees operating effectively. Two national Codex committees supported and adopted as pilots and examples.

IA.3. Acceso bulletin published.

ER.2. The countries are playing a more active role in the Codex Alimentarius and SPS processes thanks to the information management system provided.

IA.1. Systems for managing information on Codex or SPS adapted to the needs of, and in use in, 6 countries.

ER.3. The countries of the Americas understand the importance of participating in the Codex Alimentarius and are influencing international standards by taking part in the body's activities.

IA.1. Reports available on the project to promote the participation of the countries of the Americas in the Codex Alimentarius.

IA.2. The project supported the participation of the countries in at least 8 Codex Alimentarius committees during 2011.

ER.4. The countries have improved their capacity to notify the WTO SPS Committee in a timely fashion by strengthening the notification and information points.

IA.1. Methodology for notification audits applied in at least 4 countries from the first year onwards.

ER.5. Regional institutions strengthened, supported or created that are helping the countries to administer international SPS issues better by providing mechanisms for the discussion of proposed standards and the development of common positions.

IA.1. The project supported the study and discussion of regional and international SPS standards each year (in the case of the IPPC, subject to resources being secured).

IA.2. The project supported the Codex Coordinating Committee for Latin America and the Caribbean (CCLAC).

ER.6. The project enhanced the countries' technical and institutional capabilities for implementing the WTO SPS agreement effectively.

IA.1. Courses on SPS standards (Codex, OIE, IPPC) and Good Practices for Participation in SPS Forums held in the first and third years (subject to internal or external resources being available).

ER.7. The sharing of successful SPS experiences (technical, political and institutional initiatives) led to the strengthening of national Codex Alimentarius and SPS committees.

IA.1. The countries of the Americas have played an active and effective part in the meetings of Codex committees each year (subject to external resources being secured).

IA.2. Personnel of the governments and the private and academic sectors trained in participation in international forums.

IA.3. Courses on the understanding and implementation of the SPS agreement held in the second and third years.

IA.4. At least two horizontal cooperation actions supported.

Risk Analysis

Objective To assist the countries in modernizing their AHFS services through the development and adoption of effective policies and regulations, and the enhancement of their capabilities for risk analysis.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The countries of the Americas have mechanisms and tools that equip them to manage risk effectively.

IA.1. The development of AHFS policies supported in at least two countries.

IA.2. The application of the PVS tool supported in at least 6 countries.

IA.3. The project supported the implementation of regional and national action plans aimed at helping to strengthen the AHFS services characterized in at least 6 countries.

ER.2. The member countries are using methodologies and tools to assess performance and promote a shared vision for the development of government AHFS services.

IA.1. PVS tools for plant health services, food safety control services, veterinary services, and sanitary and phytosanitary standards updated and available for use.

ER.3. The member countries have tools for characterizing the performance of their diagnostic laboratories, national systems for responding to AHFS emergencies, national risk communication programs and food inspection systems.

IA.1. Handbooks available for the technical characterization of diagnostic laboratories and the evaluation of national systems for responding to AHFS emergencies.

IA.2. Handbooks available for the technical characterization of national risk communication programs and for food inspection systems.

ER.4. Government AHFS services have been trained to carry out effective risk assessment.

IA.1. Video conference and distance learning courses held on the assessment of the risk of animal diseases.

IA.2. Video conference and distance learning courses held on the assessment of the risk of plant diseases.

IA.3. Video conference and distance learning courses held on the assessment of chemical and microbiological hazards in food.

ER.5. Government AHFS services have received tools and training that equip them to communicate risk effectively.

IA.1. Video conference and distance learning courses held on risk communication.

IA.2. Development and implementation of national action plans on risk communication supported in at least two countries.

Addressing Emerging Issues and Responding to Emergencies

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The countries of the Americas are doing a better job of compiling information about toxicological and field data on pesticide residue limits in minor crops.

IA.1. Project presented to and financed by the STDF.

IA.2. Toxicological and field information compiled for at least one molecule used as a pesticide in minor crops.

IA.3. Toxicological and field information gathered about pesticides presented to the Joint Meeting on Pesticide Residues (JMPR).

IA.4. The information collected has been used by the JMPR (joint FAO-WHO meeting of experts on pesticide residues) that advises the Codex Alimentarius on pesticide residues in food in order to establish maximum residue levels for the pesticides studied.

ER.2. The countries of the Andean Region have greater institutional capabilities and tools for the work of controlling and eradicating the fruit fly.

- IA.1. Request for project for the Andean Region approved by the IAEA.
- IA.2. Project document for the Andean Region available and presented to the International Atomic Energy Agency.
- ER.3. The countries of the region have improved their activities aimed at coordinating the control of fruit flies in the Central Region.
- IA.1. National and regional coordination actions identified.
- IA.2. Document containing proposed for actions for cooperation on the fruit fly for the Central Region presented to and approved by the Working Group on Fruit Flies.
- ER.4. The member countries have information that is enabling them to strengthen their pilot programs on the control and eradication of bovine tuberculosis and brucellosis.
- IA.1. Results available of the survey to compile data on bovine tuberculosis and brucellosis, carried out among the countries of the Americas.
- IA.2. Document available on the pilot project to strengthen the national program for the control of tuberculosis and brucellosis in Costa Rica.
- IA.3. Costa Rica has improved technical capabilities for controlling bovine tuberculosis and brucellosis.
- IA.4. Request for financing approved and supported by funding or donor agency.
- ER.5. Government technical personnel, producers and processors of food and other agricultural products, as well as the general public, informed about emerging AHFS issues.
- IA.1. Studies available on possible effects of various factors on agricultural health and food safety.
- IA.2. Technical forums held on current AHFS issues.
- IA.3. Up-to-date information on emerging AHFS issues.
- IA.4. Observatory of Emerging Issues and Emergencies and AGROSALUD Web page operating and updated regularly.
- IA.5. Reports available on technical cooperation provided to the countries in specific emergencies.

Food Safety

Objective To assist the countries in ensuring the safety of food products intended for export and for domestic consumption, in order to ensure that they meet international, regional and national standards for entry into foreign markets and to protect the health of consumers.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

3. Food safety

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. The countries of the Americas have increased their regulatory capacity in the area of food safety.
- IA.1. Support has been provided in the formulation of policies and legislation related to food safety in at least two countries.

- ER.2. The countries of the Americas have increased their technical and leadership capacities in the area of food safety.
- IA.1. The third and fourth modules of the second series of the Executive Leadership in Food Safety (ELFS) program have been implemented.
 - IA.2. Initial steps have been taken to secure funding for implementing a third series together with other organizations.
 - IA.3. A proposal for funding has been prepared and submitted to cooperation agencies.
- ER.3. Elementary school children have been taught the principles of hygiene and food safety thanks to the provision of educational materials.
- IA.1. Elementary schools in at least three countries have educational materials on food safety, prepared using local vocabulary.
- ER.4. The countries benefit from the updated and standardized textbooks prepared by IICA for training in Good Agricultural Practices, Good Livestock Practices and Good Manufacturing Practices.
- IA.1. A group of AHFS specialists has concluded the process of standardizing the training materials in Good Agricultural Processes.
 - IA.2. A group of AHFS specialists has concluded the process of standardizing the training materials in Good Livestock Practices and Good Manufacturing Practices.
 - IA.3. During the second and third years, training was provided in Good Agricultural Practices, Good Livestock Practices and Good Manufacturing Practices.
- ER.5. The countries of the Central Region have increased their inspection capabilities.
- IA.1. A request for pre-project funding has been submitted to the STDF.
 - IA.2. Funding has been provided by the STDF and other sources to prepare the project Regional School for Food Inspectors in the Central Region.
 - IA.3. A project document calling for the creation of the first Regional School for Food Inspectors has been presented to the STDF.
 - IA.4. The STDF has provided funding to develop the Regional School for Food Inspectors in the Central Region.
 - IA.5. The Regional School for Food Inspectors in the Central Region is operational.
 - IA.6. The first group of food inspectors have been trained and certified in the Central Region and the Dominican Republic.

Regional Projects

IICA Technical Cooperation Projects

Support to the Development and Strengthening of National Agricultural Health Systems in the Countries of the Southern Cone to Facilitate International Agricultural Trade - COSAVE

Objective Strengthening of the technical operation and the management of the Plant Protection Committee for the Southern Cone.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*
2. *Modernization of the national sanitary and phytosanitary services*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Technical personnel from the National Plant Protection Organizations (NPPOs) that make up the COSAVE have increased capacities in technical and management-related aspects of preventing and controlling plant pests in the region.

IA.1. Five courses and workshops held on topics related to risk analysis and oversight.

IA.2. Partnerships with other international institutions for successful implementation of regional projects on specific topics.

ER.2. COSAVE has harmonized procedures for those aspects considered to be of strategic importance.

IA.1. Two manuals and 10 technical data sheets.

IA.2. Study and publication of regional data.

ER.3. Knowledge management has been incorporated into the work of technical personnel in the Southern Region.

IA.1. Working groups better able to engage in on-site or on-line consultations and exchanges on different topics.

IA.2. Three formal and informal networks created and strengthened.

ER.4. COSAVE has its strategic planning.

IA.1. COSAVE has defined indicators of impact.

IA.2. COSAVE has established procedures for evaluating impacts.

Support to the Permanent Veterinary Committee of the Southern Cone - CVP

Objective To improve the technical work and management of the CVP's mechanism for the regional coordination of animal health and food safety.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. *Modernization of the national sanitary and phytosanitary services*
3. *Food safety*
1. *Sanitary and phytosanitary measures*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Specialists of the government veterinary services (GVS) that make up the CVP have increased their technical and management capabilities for preventing and controlling animal diseases and safety problems related to animal-based foods and fodder.

IA.1. Five courses and workshops on aspects of risk analysis held in the area of animal health and food safety.

IA.2. Two partnerships forged with other international institutions for the implementation of regional projects on specific issues.

ER.2. The government veterinary services have agreed regional positions on strategic issues.

IA.1. At least three regional position papers on strategic issues related to the work of the OIE, Codex, PAHO, etc.

IA.2. Study and publication of regional data.

ER.3. Specialists in the Southern Region have taken knowledge management on board as part of their work.

IA.1. Face-to-face or online working groups for consultations and the exchange of views and information on various issues.

IA.2. Creation and strengthening of formal and informal network.

ER.4. The work of the CVP has been placed on a firm footing and its value is acknowledged.

IA.1. The CVP has established processes for its regular and special activities.

IA.2. Horizontal cooperation on specific issues is a regular activity in the region.

IA.3. The CVP is recognized internationally and by its peers for the caliber and impact of its actions.

Agribusiness and Commercialization Program

Management of Technical Cooperation

Agribusiness and Commercialization Programme Management

Objective To provide leadership, integrate, articulate, and coordinate the projects, networks, and services related to agribusiness and commercialization within IICA, in order to meet the objectives established in the 2010-2014 MTP.

Expected Results (ER)

ER.1. The Agribusiness and Commercialization Program possesses a strategy and work plans aligned with the Institute's priorities (2010-2014 MTP) and coordinated with other areas of the Directorate of Technical Cooperation, the Offices, the Regions and other IICA units.

ER.2. New cooperation tools developed, including the management of knowledge related to agribusiness and commercialization.

ER.3. The IICA Offices in the countries have received support and services from the Program for the implementation of their strategic projects, which are aligned with the priorities established in the 2010-2014 MTP.

ER.4. The Program supported the construction of a "single IICA" and made better use of the Institute's human and financial resources.

ER.5. IICA's senior management and the competent bodies are well informed and in a position to make decisions about the performance of the professionals assigned to the Agribusiness and Commercialization Program, whose work is monitored, adjusted, corrected (as required) and evaluated.

ER.6. The Directorate of Technical Cooperation possesses a strategy and work plans aligned with the Institute's priorities (2010-2014 MTP) and coordinated with the Directorate of Management and Regional Integration (DGIR), as well as other IICA units.

ER.7. IICA has developed, reviewed, modified, and, where applicable, strengthened its ties with strategic partners and allies with regard to agribusiness and commercialization.

ER.8. The Agribusiness and Commercialization Program has distributed and used the resources allocated to it prudently, efficiently and effectively, and in accordance with IICA's rules, resulting in benefits for the technical cooperation efforts.

Hemispheric Projects

IICA Technical Cooperation Projects

Technical Office Support Service - Agribusiness and Commercialization Program

Objective To provide the Offices with technical support in the area of agribusiness and commercialization.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
2. *Adding value to agricultural production and keeping value in production zones*
3. *Modernization of markets and marketing systems*
4. *Risk management and reduction*
5. *Prospection and management of innovation for agribusiness*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The efforts of the Offices in connection with their strategic projects, and the services provided to stakeholders in the sector in the member countries of IICA, strengthened

IA.1. At least two Offices per region receive support in implementing and monitoring their strategic projects

ER.2. The development of a single IICA strengthened by developing and institutional vision of agribusiness and commercialization, improving the use of the Institute's human and financial resources and developing innovative models and instruments for technical cooperation

IA.1. Number of active members of the network

IA.2. Number of external collaborators and experts.

IA.3. To collaborate on at least six occasions in connection with the lines of action and hemispheric projects proposed by the Program.

IA.4. To prepare a position paper on the private sector in IICA.

IA.5. An institutional vision regarding the Agribusiness and Commercialization Program, developed.

ER.3. Agreement reached on the hemispheric projects proposed by the Program, and the public and private institutional framework associated with agribusiness, identified.

IA.1. Two Offices per region agreed to serve as reference countries and provide support in identifying the public and private institutional framework associated with agribusiness.

Strengthening the Institutional Framework to Develop Agribusiness and Organizational Capacities in the Americas

Objective To contribute to the creation of international public goods that will help to strengthen the institutional framework related to the development of agribusiness and organizational capacities among producers and operators of agribusinesses, so that they can participate in markets in a profitable, sustainable and competitive manner.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
2. *Adding value to agricultural production and keeping value in production zones*
3. *Modernization of markets and marketing systems*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Public institutions and private organizations are aware of the needs of producers and operators of agribusinesses vis-à-vis the strengthening of their agribusiness capacities; and of the technical and operational obstacles they face in meeting them.

IA.1. Needs of producers and agribusiness operators identified in at least three countries (one per region).

IA.2. Instruments and institutional arrangements offered by the public institutions and private organizations identified in at least three countries (one per region).

IA.3. Capacities of the institutions and organizations to meet the needs of producers and agribusiness operators identified in at least three countries (one per region).

IA.4. Capacities of the institutions and organizations to meet the needs of producers and agribusiness operators identified in at least three countries (one per region).

IA.5. Potential partners for implementing the project identified and briefed in at least three countries (one per region).

IA.6. Information organized and published in at least three countries (one per region).

ER.2. The public institutions and private organizations have information, knowledge and experience that enable them to have a clearer understanding of their roles and responsibilities in strengthening the agribusiness capacities of producers and operators of agribusinesses.

IA.1. Development of a basic model of a platform for the management of knowledge and the exchange of experiences between the public institutions and the private-sector organizations.

IA.2. Constructive dialogue promoted on those initiatives that have been successful, the instruments they have worked with, and the factors that have contributed to the failure of others.

IA.3. Synergies between the public institutions and the private-sector organizations encouraged, to complement each others' efforts and make more efficient use of available resources in strengthening agribusiness and organizational capacities.

IA.4. Priority areas defined for focusing efforts aimed at developing instruments and institutional arrangements that will help strengthen agribusiness and organizational capacities.

IA.5. Institutions and organizations provide input and offer feedback for the project to consider in developing instruments and institutional arrangements.

ER.3. Public institutions and private organizations have access to and apply, with support from IICA, instruments and institutional arrangements that enable them to strengthen the capacities of producers and operators of agribusinesses, with a view to their participating more effectively in markets.

IA.1. Institutional arrangements and technical cooperation instruments developed (adjusted, improved or re-done) in at least three countries (one per region).

IA.2. Models disseminated in an attempt to identify partners for implementing the pilot projects in at least three countries (one per region).

IA.3. "Pilot" experiences carried out in at least three countries (one per region) to validate instruments and institutional arrangements

IA.4. Impact of the actions evaluated in at least three countries (one per region).

ER.4. Producers and operators of agribusinesses strengthen their agribusiness and organizational capacities to participate more successfully in markets.

IA.1. In at least three countries (one per region), feedback provided to improve the models.

IA.2. Pilot experiences documented and published in at least three countries (one per region).

IA.3. Pilot experiences and their results disseminated via the platform for the management of knowledge and the exchange of experiences, in at least three countries (one per region).

ER.5. Public institutions and private organizations have a strategy for the implementation of instruments and institutional arrangements to strengthen the capacities of producers and operators of agribusinesses, with a view to their participating more effectively in markets.

IA.1. Definida una estrategia para la difusión de los arreglos e instrumentos desarrollados en el marco del Proyecto, durante el tercer año y en al menos 5 países beneficiarios.

IA.2. Strategic partnerships created to transfer and implement the instruments and institutional arrangements, during the third year and in at least five beneficiary countries.

IA.3. Support provided in designing plans of action for implementing the project in specific countries, during the third year and in at least five beneficiary countries.

IA.4. Support provided in implementing and monitoring the plans of action, during the third year and in at least five beneficiary countries.

Promotion of Policy Instruments and Good Practices Intended to Add Value to Agricultural Products and Keep Such Value in Rural Territories

Objective Promotion of policy instruments and good practices intended to add value to agricultural products and keep such value in rural territories.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones
1. Linking producers to markets, including small-scale producers
5. Prospection and management of innovation for agribusiness

Agricultural Health and Food Safety and Quality Program

3. Food safety

Program for Cross-cutting Coordination: Agriculture and Food Security

2. Institutional framework and services to support market access for small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Governmental institutions and civil society organizations are more aware of good institutional practices in formulating and implementing policies, plans, programs and projects intended to encourage the addition of value to products and services and to keep such value in rural territories.

- IA.1. A document containing the information compiled and organized.
- IA.2. Documents with agreements on institutional arrangements and changes.

ER.2. IICA Offices in the countries have methodologies, models and support instruments ready to be replicated and applied.

- IA.1. At least three methodologies, models or instruments adapted and organized.

ER.3. Projects formulated and proposed on adapting and applying models and practices, developing capacities and adopting instruments that promote and encourage the practice of adding value to products and services.

- IA.1. Project documents formulated and presented as part of the search for partnerships and resources (at least three countries).
- IA.2. Number of IICA Offices in the countries that have incorporated the methodologies and instruments into their cooperation programs (at least three countries).

ER.4. The public institutional framework is strengthened to facilitate the addition of value and the diversification of agricultural products and services.

- IA.1. Number of institutions that adapt and apply models, instruments and practices.

ER.5. Specialists, producers and service providers better able to add value and increase their relative share of the income generated along the value chain.

- IA.1. Number of participants in the networks.

IA.2. Number of exchanges and activities conducted by the network.

IA.3. Number of training courses.

IA.4. Number of participants in training courses.

ER.6. Public and private institutions and international cooperation organizations have a “road map” and projects that enable them to draw on and apply lessons learned in earlier stages of the project.

IA.1. A document detailing the experience, results and recommendations derived from the application of the project in specific countries.

IA.2. A document that includes a general strategy and projects for replicating the models, practices and instruments validated in the beneficiary countries.

Regional Projects

IICA Technical Cooperation Projects

Improving Agribusiness Competitiveness and Market Transparency and in the CARICOM Region

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

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*
2. *Adding value to agricultural production and keeping value in production zones*
5. *Prospection and management of innovation for agribusiness*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The business plan for the establishment and operation of a regional Agricultural Market Information system has been approved by CARICOM authorities.

IA.1. One document identifying the needs and constraints for a Regional AMIS system is presented to CARICOM.

IA.2. Oversight committee from CARICOM approves the Project proposal for the establishment of regional AMIS.

IA.3. Formal agreements reached with, MOA/AMIS; Funding/Development Partners Public/ Private sector and IICA Offices in CARICOM Member States, to participate in execution and funding of project activities

IA.4. One document containing a gap analysis for capacity building presented and approved by CARICOM.

IA.5. Methodology developed and validated in at least two countries in the Region.

IA.6. Se ha llevado a cabo al menos un taller regional anual para mejorar las capacidades administrativas y operativas de los operadores del SIMA.

ER.2. National AMIS have improved their services and provide reliable and timely information.

IA.1. Administrators of at least 5 CARICOM countries have been trained to improve the administration and services provided by the AMIS.

IA.2. At least three national projects have been developed and presented to national authorities and potential international donors.

IA.3. At least three countries in the region have fully operating AMIS.

ER.3. Institutional and policy frameworks to promote the competitiveness of key selected agrifood chains have been strengthened.

IA.1. Constructed synergies between public and private institutions to work together toward the development of the selected agrifood chains.

IA.2. Developed plan of actions to promote the development of institutional and policy frameworks conducive to improve the competitiveness of the selected agrifood chains.

IA.3. CARICOM authorities are committed to improve the competitiveness of the selected agrifood chains.

IA.4. A Regional platform for sharing knowledge in issues related to agrifood chains has been established and is operating.

IA.5. Improved food security in the region and a larger proportion of the local and regional market is supplied by products from the region.

Agriculture, Territories and Rural Well-being Program

Management of Technical Cooperation

Agriculture, Territories and Rural Well-being Program Management

Objective To lead and supervise the implementation of the supply of technical cooperation projects and services of the Program on Agriculture, Territories, and Rural Well-being (PATBR), as well as the performance of the Program's team of specialists, to assist member countries in formulating and implementing policies and institutional mechanisms for rural territorial development and the strengthening of family agriculture.

Expected Results (ER)

ER.1. The PATBR has incorporated into its mode of operation IICA's new technical cooperation model for 2010-2014, implementing its projects and making high-quality technical services available to the countries.

ER.2. Strategy to expand the PATBR's financial and technical resources formulated and implemented, to enable the Program to increase and improve its supply of technical cooperation significantly.

ER.3. The PATBR's team of specialists throughout the hemisphere has been consolidated into a thematic network for knowledge and action, broadening the impact of technical cooperation activities and outputs, and of knowledge management.

ER.4. IICA's strategy for incorporating gender equality and equity into all of its technical cooperation programs, projects and instruments formulated, validated and implemented.

ER.5. Resources allocated to, or secured by the PATBR, administered efficiently.

Hemispheric Projects

IICA Technical Cooperation Projects

Technical Office Support Service - Agriculture, Territories and Rural Well-being

Objective To provide technical support to the Offices with the implementation of their IICA country strategies.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Improvements were made to the public policies and institutional guidelines of the member countries related to territorial rural development and family agriculture.

IA.1. A number of territorial rural development policies and strategies formulated in the countries.

IA.2. A number of reforms and new institutional arrangements in territorial rural development and family agriculture formulated in the countries (public TRD institutions, guidelines, etc.).

ER.2. Central American countries equipped with practical tools for organizing, in a democratic, decentralized and interdisciplinary way, the intersectoral planning and management of sustainable development in rural territories.

IA.1. A number of capacity development programs for territorial rural development designed and being implemented.

ER.3. A knowledge network was created on the integrated management of rural territories based on systematized relevant experiences and good practices in the field of territorial sustainable rural development, with a view to generating new knowledge, learning and innovative teamwork practices.

IA.1. A number of experiences and good practices systematized in partner countries.

ER.4. IICA's member countries have up-to-date, relevant information for the development and improvement of public policies for rural development and family agriculture.

IA.1. A number of documents produced and published dealing with agriculture's contribution to development and rural well-being, as well as to family agriculture.

Strengthening the institutional framework for Family Agriculture (FA)

Objective To strengthen the institutional framework for Family Agriculture in order to increase its contribution to the development and well-being of rural families.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Member States develop and implement public policies aimed at supporting the strengthening of family agriculture, the development of local markets, the management of territories and the creation of jobs and sources of income.

IA.1. Strategies for intersectoral cooperation in support of family agriculture have been established in the member countries.

IA.2. A number of programs or projects have been established in the member countries to promote family agriculture and/or the competitive and sustainable management of rural territories.

IA.3. A number of conceptual, methodological and diagnostic documents on family agriculture have been prepared and published.

ER.2. Member States possess the capacity to strengthen the public and private institutional framework for family agriculture, and its relationship with innovation for productivity and competitiveness, agricultural health and food safety, agribusiness and commercialization, natural resource management and climate change, rural women and food security.

IA.1. A number of regional and national seminars, forums and workshops have been held to disseminate up-to-date information on and proposals regarding the need for innovation in family agriculture.

ER.3. The Member States have access to the latest knowledge and information, systematized experiences and differentiated instruments that attach greater value to and contribute to strengthening family agriculture and social management in territories.

IA.1. A number of good practices have been systematized in partner countries.

IA.2. A number of informational documents on family agriculture have been prepared and published.

IA.3. A number of projects aimed at benefitting family agriculture operations have been formulated in the countries.

Strengthening Public Policies Related to Territorial Management

Objective To contribute to the well-being and the sustainable development of rural territories by strengthening relevant public policies and the capacity for management in the territories.

Programs and Lines of Action

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

3. Efficient and integrated management of natural resources

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The governing bodies responsible for agriculture, rural well-being and development in the countries implement territorial management models that facilitate institutional development and innovation, coordination of sectoral competencies and capacities, and incorporation of small-scale production systems into sustainable rural development.

IA.1. A number of policies or strategies related to the development of rural territories have been formulated.

IA.2. A number of institutional reforms and arrangements have been formulated in the countries in public institutions responsible for TRD, regulations, etc.

ER.2. To develop the capacities required by stakeholders in the public and private sectors and provide them with the tools they need to organize, in a democratic, decentralized and interdisciplinary manner, the intersectoral planning and management of sustainable development in rural territories.

IA.1. A number of programs to develop capacities in the development of rural territories have been formulated and are in operation.

IA.2. A number of people have received training in topics related to TRD and leadership in territorial management.

IA.3. Tools for planning and managing rural territories have been made available to institutional stakeholders in the public and private sectors.

ER.3. A network of knowledge on the comprehensive management of rural territories, based on relevant experiences and good practices, has been created for the purpose of generating new knowledge and practices related to teamwork.

IA.1. A number of multidisciplinary technical teams have been created with partner institutions to provide technical support for territorial development in the countries.

IA.2. A number of experiences and good practices have been systematized in partner countries.

IA.3. A number of theme-specific networks have been established, favouring the exchange of knowledge and information and facilitating the mobilization of technical cooperation to improve the management of territories.

IA.4. A number of documents have been published on the contribution of agriculture to rural development and well-being.

ER.4. Stakeholders in the territories and institutions have been trained in the formulation of territorial development plans and strategic investment plans for promoting rural development and improving living conditions.

IA.1. A number of plans and projects for investment in territories have been formulated and implemented in territories of national and/or regional interest.

Agriculture and Food Safety Cross-cutting Coordination Program

Hemispheric Projects

IICA Technical Cooperation Projects

Contribution of Agriculture to Food Security

Objective To support the institutional framework related to food security within Member States, with a view to increasing the contribution of small- and medium-scale producers (those engaged in family agriculture) to food security, and making them less vulnerable.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*
- 2. Institutional framework and services to support market access for small-scale producers*
- 3. Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Selected countries vulnerable to food insecurity have access to an evaluation of the capacity of their institutions to: plan and conduct research and technology innovation processes suited to the needs of SMSA, provide extension services to meet the specific needs of SMSA, to promote the adoption of environmentally friendly technologies, to promote the incorporation of SMSA into value chains and design, implement and evaluate strategies, policies and instruments related to food security in general, and for SMSA in particular.

IA.1. Processes and methodologies for conducting analyses and evaluations in selected countries, designed and implemented.

IA.2. Results of the evaluations systematized and analyzed.

IA.3. Studies in selected countries on the potential of SMSA for increasing the availability of food produced using environmentally friendly practices, and for becoming part of value chains.

IA.4. Documents on the evaluation of institutional capacities for improving food security in general, and SMSA in particular, reviewed and approved by the Technical Cooperation Management Committee.

IA.5. Documents distributed and presented to key stakeholders of the countries involved are useful and taken into account in decision-making.

ER.2. Selected countries vulnerable to food insecurity have access to comprehensive proposals applicable to SMSA, aimed at: modernizing or modifying the institutional framework for innovation, technology transfer/extension; fostering investment in innovation and extension systems applicable to SMSA, adopting and adapting strategies, policies and instruments aimed at promoting the incorporation of SMSA in markets; increasing capacities in SMSA to conduct business and form associations; and developing and consolidating marketing entities and instruments that will make it easier to link small- and medium-scale producers with the markets of priority chains.

IA.1. Processes and methodologies for formulating comprehensive proposals, prepared and endorsed by the Directorate.

IA.2. Proposals (one general and at least two specific) for modernizing or adapting the institutional framework for innovation, technology transfer/extension to the needs of SMSA have been developed and approved.

IA.3. Proposals (one general and at least two specific) for promoting investment in innovation and extension systems prepared and approved.

IA.4. Proposals (one general and at least two specific) for modernizing institutions so that they can promote the linking of SMSA to markets, developed and approved.

IA.5. Proposals (one general and at least two specific) for increasing capacities in SMSA to conduct business and form associations.

IA.6. Studies that identify marketing services and instruments that will make it easier to link small- and medium-scale producers to markets, of priority chains, in selected countries (in association with PAC).

IA.7. Previous proposals, studies and analyses presented to the countries, and adoption of their recommendations encouraged in at least five of them.

ER.3. Selected countries vulnerable to food insecurity have access to instruments and proposals aimed at:

- Formulating comprehensive food security strategies and policies that take SMSA into account;
- Improving the management of food security policies;
- Improving institutional and intersectoral coordination in the area of food security;
- Evaluating the impact on the population, and especially on SMSA, of food security strategies, policies and programs; and
- Formulating plans for investing in food security.

IA.1. At least five countries adopt IICA proposals for improving inter-institutional coordination and the management of food security policies.

IA.2. At least four countries apply methodologies and other instruments to evaluate the impact of food security policies and programs.

IA.3. A methodology for formulating plans for public-private investment in the sustainable improvement of food security has been developed, validated, disseminated and used.

ER.4. The countries have access to timely information and analyses that enable them to anticipate situations and make decisions regarding food security.

IA.1. Information on the status of and outlook for food security is disseminated periodically for use in decision making.

IA.2. Analytical studies of the current food security situation have been prepared and disseminated.

Agriculture, Natural Resource Management and Climate Change Cross-cutting Coordination Program

Management of Technical Cooperation

Agriculture, Natural Resource Management and Climate Change Program for Cross-Coordination Management

Objective To provide leadership and to support, facilitate, ensure, and evaluate the incorporation of sustainable development, integrated natural resource management, adaptation to climate change, and the promotion of environmentally-responsible agriculture into the implementation of the technical cooperation projects and services of the Technical Concentration Programs and of the countries, in order to achieve the objectives established in the 2010-2014 MTP.

Expected Results (ER)

ER.1. The ANRM&CC Program has incorporated into its mode of operation IICA's new technical cooperation model for 2010-2014 (the cross-cutting approach), which is being introduced in the Institute's programs and projects, and made available to the countries. The management of technical cooperation has also improved.

ER.2. Strategy formulated and implemented aimed at boosting the financial and technical resources of the ANRM&CC Program, to enable the Program to expand and improve significantly its supply of assistance and support for technical cooperation.

ER.3. The Institute and its external clients have access on the Web page to up-to-date information and tools related to IICA's areas of expertise with regard to natural resource management and climate change.

ER.4. The team of hemispheric specialists of the ANRM&CC Program has consolidated a thematic network of knowledge and action, thereby broadening the impact of technical cooperation activities and outputs, and of knowledge management.

ER.5. The Directorate of Technical Cooperation possesses a strategy and work plans aligned with the priorities of the Institute (2010-2014 MTP), and coordinated with the Directorate of Management and Regional Integration (DGIR), as well as other IICA units.

ER.6. The Institute is monitoring and evaluating the incorporation of this cross-cutting issue into the technical cooperation activities of the Technical Programs and the Offices, through the application of the specific instrument used for evaluation and follow-up.

ER.7. IICA has developed, reviewed, modified, and, where applicable, strengthened its ties with strategic partners and allies with regard to natural resource management, the environment, and climate change.

Hemispheric Projects

IICA Technical Cooperation Projects

Modernization of the Institutional Framework and Development of Capacities in the Agricultural Sector to Better Enable it to Adapt to Climate Change

Objective To strengthen the institutional framework of the agricultural sector in the Member States that is linked to adapting agriculture to climate change, in order to reduce the vulnerability of the sector and improve its contribution to mitigating the effects of climate change.

Programs and Lines of Action

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

2. Agricultural production with environmental responsibility

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The institutions of the Member States selected have information on the state of agriculture and its performance with respect to climate change, which is used to strengthen the sector by improving local capacities to adapt agriculture to and mitigate the effects of climate change.

IA.1. The bi-annual report on the state of agriculture and its performance as they apply to climate change, prepared and disseminated, is found to be useful.

IA.2. A compilation of good agricultural practices (GPAs) and lessons learned, disseminated and found to be useful

ER.2. Public and private institutions have technical information and increased capacities to contribute to efforts to adapt agriculture to climate change.

IA.1. IL.1 A number of short-term actions in support of Programs and/or IICA Country Strategies in the areas of agriculture and climate change.

IA.2. IL.2 Alignment of the strategy and/national plan linked to the agricultural sector.

ER.3. The MoAs have increased capacities to promote the adaptation of agriculture to climate change.

IA.1. A number of training activities (on-site and on-line) are found to be useful.

IA.2. A number of participatory workshops with local decision-makers are found to be useful.

IA.3. Annual technical forum held on adaptation of agriculture to climate change found to be useful.

ER.4. Public and private institutions have more opportunities, through IICA's Programs and/or the IICA Country Strategies, to implement actions related to adapting agriculture to climate change.

IA.1. A number of technical cooperation actions via the Programs and/or in the IICA Country Strategies; relevant knowledge derived from them is found to be useful.

IA.2. A number of technical cooperation actions via the Programs and/or in the IICA Country Strategies in which external resources are involved and/or in which there is inter-institutional collaboration.

IA.3. The organization and dissemination of successful cases of adapting agriculture to climate change identified, found to be useful.

Promotion of environmentally responsible agriculture

Objective To ensure that the technical concentration programs, Offices (in their IICA country strategies), other IICA units and the institutions responsible for the issue in the countries understand, take on board and incorporate into their activities the concepts, principles, criteria and objectives of environmentally responsible agriculture

Programs and Lines of Action

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

2. Agricultural production with environmental responsibility

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. IICA's technical programs and units are familiar with and are internalizing and applying concepts, principles, criteria and objectives for environmentally responsible agriculture.

IA.1. Document for dissemination on key elements for environmentally responsible agriculture produced and distributed among the IICA professionals who provide technical cooperation.

IA.2. Position paper on IICA's objectives with regard to the issue prepared, revised and disseminated.

IA.3. Key elements for sustainable and environmentally responsible agriculture incorporated into the projects and actions of IICA's technical programs and units.

IA.4. Number of forums and face-to-face or on-line events held on aspects of environmentally responsible agriculture.

IA.5. Number of fact-sheets produced and disseminated among the technical personnel of IICA and other institutions.

IA.6. Web page of the ANR&CC Program updated regularly with material about environmentally responsible agriculture.

ER.2. Public and private institutions have information about markets that reward or encourage environmentally responsible agriculture and environmentally sustainable practices.

IA.1. Number of pieces of research carried out and disseminated.

IA.2. Studies and pieces of research available on the Web page.

IA.3. Number of countries developing proposals aimed at securing recognition by the markets of the value added of environmentally responsible agriculture.

ER.3. Innovation, extension or transfer institutions in selected countries have information and knowledge about environmentally responsible agricultural innovations and technologies that they can transfer to producers.

IA.1. Number of case studies carried out and disseminated.

IA.2. Cases study available on the Web page.

IA.3. Number of countries implementing initiatives aimed at transferring sustainable technologies to producers thanks to IICA's action.

ER.4. Institutions in the countries responsible for agricultural health and food safety are promoting the adoption of GAPs, GLPs and GMPs in key livestock activities.

IA.1. Process of harmonizing handbooks for training in GAPs, GLPs and GMPs implemented.

IA.2. Harmonized handbooks for training in GAPs produced and disseminated.

IA.3. Harmonized handbooks for training in GLPs produced and disseminated.

IA.4. Harmonized handbooks for training in GMPs produced and disseminated.

IA.5. Handbooks available on the Web page.

ER.5. Institutions in the countries responsible for the management of territories have information and knowledge for promoting territorial management with environmentally responsible agriculture.

IA.1. Number of case studies conducted and disseminated.

IA.2. Pieces of research available on the Web page.

IA.3. Number of countries implementing initiatives for the management of territories with environmentally responsible agriculture.

Technical Office Support Service - Agriculture, Natural Resource Management and Climate Change

Objective To support, develop and/or coordinate the efforts of the IICA Offices in the countries aimed at strengthening the institutional framework of the agricultural sector, in order to improve the management of natural resources in agriculture and the health of agroecosystems and the services they provide in agriculture, with a view to ensuring that they are used properly and are available to provide benefits for the present and future generations.

Programs and Lines of Action

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

3. Efficient and integrated management of natural resources

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The efforts of the Offices, in terms of their strategic projects, and the services provided to stakeholders in the member countries of IICA to develop policies and strategies for integrated management of natural resources, through the TC Programs and/or the IICA Country Strategy have been strengthened.

IA.1. At least two Offices received support from a cooperation mission.

IA.2. At least one workshop or seminar held on the topic.

IA.3. At least one technical proposal.

IA.4. At least one report on lessons learned, published and delivered.

IA.5. At least one technical report prepared and delivered to the Offices.

ER.2. The efforts of the Office have been strengthened to ensure that the institutions of the agricultural sector have the capacities required to design and implement comprehensive management of natural resources processes ,through the TC Programs and/or the IICA Country Strategy.

IA.1. At least two Offices supported.

IA.2. A methodological instrument developed, validated and implemented.

IA.3. Elements for the design of policies and strategies developed and disseminated.

IA.4. At least one document and one event to improve capacities for the comprehensive management of natural resources.

ER.3. The efforts of the Offices have been strengthened to ensure that the MoAs have the capacities and instruments required to promote the comprehensive management of natural resources and improve the health of agroecosystems and the services they provide in agriculture, through the TC Programs and/or the IICA Country Strategy.

IA.1. At least three Offices supported.

IA.2. At least two training modules.

IA.3. At least one training workshop and/or participatory activity with local decision makers (on-site and on-line).

IA.4. Representatives and local technical personnel involved and participating in the natural resources and climate change network.

ER.4. The efforts of the Offices have been strengthened to ensure that national institutions have up-to-date and useful information for promoting the comprehensive management of natural resources of agroecosystems and the services they provide in agriculture, through the TC Programs and/or the IICA Country Strategy.

IA.1. At least three Offices supported.

IA.2. At least two documents with important and pertinent information on the comprehensive management of natural resources in agriculture.

IA.3. Successful cases of comprehensive management of natural resources in agriculture identified.

Center for Strategic Analysis for Agriculture

Hemispheric Projects

IICA Technical Cooperation Projects

Strategic Analysis for Decision Making

Objective To manage information and knowledge for decision making on the part of public and private stakeholders of agriculture and rural life in the Americas.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. *Prospective and strategic analyses for agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Ministers of Agriculture of the Americas have up-to-date and timely information on the state of and outlook for critical issues related to agriculture.

IA.1. At least 18 technical notes prepared by the CSAFA for the Director General to send to the Ministers of Agriculture.

ER.2. Stakeholders in agriculture in the Americas have technical, analytical and scientific knowledge of short-term and structural factors that affect the performance of agriculture in the region.

IA.1. At least three research projects per year. Suggested topic: 1. ICTs and the institutional framework for agriculture; 2. Agriculture, trade and food security; 3. Agricultural trade and carbon footprint; 4. The land market in agriculture; 5. Agriculture and water; 6. Foreign exchange and the competitiveness of agriculture; 7. Identification and analysis of lessons learned, factors for the success or failure of policies and the institutional framework for agriculture; 8. The impact of growing price volatility and changes in relative prices on the net incomes of farmers: an approach based on the management of irrigation and production systems; 9. International public goods in agriculture.

ER.3. The General Directorate of IICA, its governing bodies, its personnel and its Member States have an up-to-date and timely analysis of the performance of and outlook for agriculture worldwide and in the Americas.

IA.1. Annual joint IICA-FAO-ECLAC reports "State of and Outlook for Agriculture and Rural Life" prepared and distributed.

ER.4. The General Directorate of IICA, its governing bodies, its personnel and its Member States have access to the documents, statistics and presentations that are used as inputs in preparing the IICA-FAO-ECLAC report "State of and Outlook for Agriculture and Rural Life."

IA.1. System of statistics and indicators on agriculture, food security and rural well-being updated constantly each year and distributed.

ER.5. The technical units at IICA have access to reliable and up-to-date statistics on agricultural production and trade worldwide.

IA.1. Updated constantly each year and distributed among IICA technical personnel the system of production and trade statistics available on the Intranet.

ER.6. The General Directorate of IICA, its governing bodies, its personnel and its Member States have access to a statistical system that makes it possible to compare the performance of the countries of the Americas in the area of food security.

IA.1. Updated constantly each year and distributed among IICA technical personnel the system of food security statistics available on the Intranet.

ER.7. The IICA Website has a section with information, studies and technical events related to the areas of competences of the Center.

IA.1. Website updated on a regular basis.

ER.8. IICA technical personnel and technical personnel in the Member States have spaces for the Exchange and dissemination of knowledge related to critical issues in agriculture.

IA.1. Annual cycle of technical forums for engaging in hemispheric dialogue and updating knowledge of critical issues of agriculture and rural well-being permanently established (at least 5 forums per year).

Strengthening of the Capabilities for Promoting Agrifood Trade

Objective To support the countries in their efforts to take advantage of the benefits of the agricultural trade negotiations and the resulting agreements.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

3. International trade regulations and their implications for agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Agricultural stakeholders in the member countries are aware of the latest developments in the WTO negotiations.

IA.1. Annual technical documents disseminated in e-bulletins and other media on the progress and implications of the trade negotiations during 2012-2014 and the integration processes.

IA.2. Analyses of the evolution of agrifood trade flows carried out and incorporated into the situation and outlook reports for the years 2012 to 2014.

ER.2. Implementation of work program ongoing. The countries are receiving assistance in the activities of the WTO Committee on Agriculture. The support provided to the Member States to help them implement the rules of trade adopted in the multilateral, subregional and bilateral agreements has improved the capabilities of the ministries of agriculture and sector organizations to administer the agreements.

IA.1. IICA's observer status was renewed and its representatives attended the meetings of the WTO Committee on Agriculture programmed for each year from 2012 to 2014. The project identified the needs of the countries vis-à-vis support for the development of the capabilities required to administer the agreements.

IA.2. Capacity development activities carried out each year (IICA training activities in the countries or regions, or facilitation of WTO activities).

Public Policies for Agriculture and Institutional Modernization

Objective To promote the adoption of more effective policies for agriculture and the institutional modernization of agriculture.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

- 1. Prospective and strategic analyses for agriculture*
- 2. Public policies for agriculture*
- 3. International trade regulations and their implications for agriculture*
- 4. Institutional framework for agriculture and investment in its modernization*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Ministers of Agriculture of the Americas have information on the state of and outlook for agriculture in 2011.

IA.1. Chapter III of the Report on Policies for Agriculture and Food Security prepared, containing the analysis of the changes in the agricultural and food security policies adopted by the countries of the region.

ER.2. The members of the IABA have a proposal for an Agricultural Observatory.

IA.1. Proposal on the creation of an Agricultural Observatory formulated with other agencies, especially the FAO.

IA.2. Proposal for the creation of an Agricultural Observatory presented to members of the IABA.

ER.3. IICA has developed a module with instruments for the analysis of agricultural policies.

IA.1. At least five modules prepared for use in training courses taught in English.

ER.4. Selected officials of the Ministries of Agriculture of the Americas have new tools for formulating and analyzing agricultural policies

IA.1. At least 10 public and private officials in four countries of the region trained.

ER.5. IICA has methodologies for the institutional modernization of the Ministries of Agriculture.

IA.1. PVS methodology formulated and published to evaluate ministries of agriculture.

IA.2. Applied in at least one country, and results disseminated.

ER.6. The Ministries of Agriculture of the Americas have received technical support from IICA for their institutional modernization.

IA.1. Project document formulated to search for external resources.

IA.2. At least one ministry of agriculture of the region has an analysis and proposals for its modernization.

IA.3. Studies have been prepared to share IICA's experience in the field.

Regional Projects

IICA Technical Cooperation Projects

Support to the Agricultural Policy Coordination Network of the South - REDPA and Support to the Informal Group of the Agricultural Negotiators - GINA SUR

Objective To support the technical and administrative operation of the REDPA.

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

Innovation for Productivity and Competitiveness Program

2. Agro-biotechnology and biosafety

4. Clean energy

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

1. Adapting agriculture to climate change

Program for Cross-cutting Coordination: Agriculture and Food Security

3. Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Increased awareness in the countries of the state of and outlook for food security, which will contribute to the adoption of more effective policies.

IA.1. Two analyses of the current state of and outlook for food security published and disseminated.

ER.2. Increased capacity in the countries to evaluate the impacts of food security policies.

IA.1. Two comparative studies of policies, and analyses of their impacts in several countries.

ER.3. The countries have information on successful experiences in the implementation of policies, programs and institutional arrangements intended to address challenges related to food security.

IA.1. Two case studies conducted and disseminated.

ER.4. The countries have information on successful experiences in the implementation of policies, programs and institutional arrangements intended to address challenges related to food security.

IA.1. Two compilations of good practices and successful experiences in the areas of policies, programs and institutional arrangements intended to increase food security.

ER.5. The member countries have the capacities, policies and institutional frameworks they need to manage and reduce risks, which will contribute to the sustainability of agriculture, especially small- and medium-scale agriculture.

IA.1. A methodology and cooperation instrument intended to reduce the risks inherent in agricultural production and marketing prepared, validated and disseminated.

ER.6. Public and private institutions in the countries take climate change and its impacts on agriculture into consideration when formulating and implementing agricultural policies and strategies.

IA.1. Six countries have incorporated the impacts of climate change on agriculture, and their mitigation, into agricultural policies and the planning of agricultural development.

IA.2. A document with relevant, up-to-date information on the production processes most vulnerable to climate change, and possible countermeasures, published and disseminated.

ER.7. The member countries have clear and objective information on the benefits and risks of biotechnology, and civil society is better informed regarding such technologies.

IA.1. Two reports on the latest in the fields of biotechnology and biosafety distributed to the countries each year.

ER.8. The governments of the member countries of IICA have benefited from advisory services on the development of institutional frameworks and the formulation of policies and strategies related to biotechnology and biosafety, as support for making decision and ensuring the responsible use of the agrobiotechnologies.

IA.1. Advisory services on biotechnology and biosafety provided on two occasions to decision makers.

ER.9. Support has been provided to create technical-scientific capabilities in the fields of biotechnology and biosafety in the members states of the CAS, in order to ensure they have professionals qualified to make decisions regarding this technology.

IA.1. Two training activities on biotechnology and biosafety organized or supported by the ST CAS/REDPA.

ER.10. The member countries of IICA have been prepared to participate in international negotiations on biotechnology and biosafety.

IA.1. One training activity on the Cartagena Protocol for the countries.

ER.11. Efforts have been made to promote the exchange of experiences and alternative ways of incorporating biofuels into the energy mix of its Member States.

IA.1. A national or regional workshop held to enhance capacities in the Member States to manage agroenergy and biofuels.

ER.12. Efforts have been made to consolidate the institutional framework associated with agroenergy and biofuels in its Member States.

IA.1. A meeting to exchange best practices for and experiences in increasing energy efficiency, diversifying sources of energy and minimizing the environmental impact.

Promotion and Formulation of Projects

Management of Technical Cooperation

Promotion and Formulation of Projects

Objective To contribute to the implementation of the technical cooperation actions outlined in the 2010-2104 MTP, providing support in the identification and formulation of hemispheric, regional and national projects, and in the mobilization of external resources to expand such cooperation.

Expected Results (ER)

ER.1. The DTC and its Programs: (i) Possess and apply the guidelines for formulating IICA projects at the hemispheric and regional levels financed with regular resources; and (ii) the proposed projects of the PROGRAMS have been analyzed and reviewed to ensure their technical alignment with the directives contained in the guidelines and the integrated vision of the portfolio of projects.

ER.2. The DMRI and the Offices: (i) Possess and apply the guidelines for formulating IICA projects at the national level within the framework of the IICA Country Strategy, financed with regular resources; and (ii) the proposed projects of the OFFICES have been analyzed and reviewed to ensure their technical alignment with the directives contained in the guidelines.

ER.3. Guidelines on external resources: (i) The guidelines for the formulation of externally-funded projects, which will enable the Institute to provide additional technical cooperation, have been designed and their application promoted; and (ii) the Programs and Offices have and apply the guidelines for the formulation of externally-funded projects. Note: In most cases, those who donate funds for or co-finance externally-funded projects have their own guidelines or formats for the presentation of project proposals. The IICA guidelines will be used when the donor or co-financer does not possess or does not demand that their guidelines be used.

ER.4. IICA Country Strategy: (i) the DMRI has incorporated into the methodology for formulating and implementing the IICA Country Strategy the recommendations of the Projects Unit; and (ii) Technical support has been provided for the design and implementation of the IICA Country Strategy, especially in the creation of the portfolio of strategic projects.

ER.5. Regional Strategies: The regional coordinators have received support to prepare and implement regional technical cooperation strategies.

ER.6. Strategy for mobilizing resources: (i) IICA has a preliminary version of a strategy for mobilizing resources ready to be analyzed and discussed, which will serve as an input in the design of the official strategy; (ii) IICA staff have been trained in how to mobilize resources; (iii) Support has been provided to implement strategies aimed at mobilizing resources in the Offices and regions, aimed at expanding IICA's provision of technical cooperation; (iv) the IICA Offices in the countries and the regions develop and implement strategies for mobilizing external resources; and (v) training related to resource mobilization has been documented and disseminated.

ER.7. The Programs and Offices have received support in identifying and formulating ideas, profiles and advanced studies of strategic projects.

ER.8. Methodologies, innovative instruments and good practices for technical cooperation have been developed, and their application in the project cycle (identification, formulation, evaluation and follow-up) promoted.

ER.9. IICA personnel and personnel from national institutions have developed capabilities related to projects, as a result of virtual (via computer) and on-site formal and in-service training.

ER.10. An operating procedure for projects has been established and is being implemented to develop and complement the capabilities of specialists at the hemispheric, regional and national levels.

ER.11. A brochure containing information on the services provided by the Unit has been designed, published and distributed. In addition, the existing IICA Website and Intranet have been improved and enhanced with full information on the documents and portfolio of projects, methodological materials, training materials, publications, bidding processes and other information on pre-investment and investment, in the form of a "toolbox."

ER.12. The General Directorate has launched the Competitive Fund for Technical Cooperation Projects, which has a procedures manual to ensure that it operates smoothly and can be properly monitored and evaluated.

Agricultural Leadership Center

Management of Technical Cooperation

Agricultural Leadership Center

Objective To enhance the leadership capabilities of stakeholders in agriculture and of the Institute itself, so they can exert greater influence over decision making in the sector; and improve relations with academia and scientific centers, to increase the technical capabilities of the Institute, in accordance with the strategic objectives established in the 2010-2014 Medium-term Plan.

Expected Results (ER)

ER.1. IICA has strengthened its technical cooperation capabilities with the support of external professionals.

ER.2. The countries have more teams of professionals who are managing programs and projects that have a proactive and strategic vision, technical know-how and the ability to modernize the institutions and units for which they are responsible.

ER.3. The Institute is equipped with, and is making use of, tools such as up-to-date methodologies, group dynamics, and publications to strengthen leadership capabilities within the organization and in the countries.

ER.4. IICA has strengthened capacity development in key leadership programs, in support of the programs, Offices, and other IICA units.

ER.5. The work of ministers and decision-makers is coordinated more closely with IICA's plans and programs.

Distance Training and Education Center - CECADI

Management of Technical Cooperation

Distance Training and Education Center - CECADI

Objective To support technical cooperation actions and institutional management through the use of information, communication, and distance learning technologies.

Expected Results (ER)

ER.1. CECADI has evaluated, validated and updated the e-ViDA platform continuously, to support the technical cooperation programs and the institutional management units.

ER.2. CECADI has supported the preparation and facilitation of online courses to support the Institute's technical cooperation programs.

ER.3. Whenever necessary, the Institute's technical cooperation and management personnel can make use of the online meeting and video conferencing rooms for their distance training and communication actions, with support from CECADI.

ER.4. The Institute's personnel have improved their ability to manage online and video conferencing learning processes effectively.

ER.5. CECADI has evaluated and made the changes agreed with strategic partners in order to bring its work more closely into line with the new objectives of the Institute's technical cooperation and strengthen IICA's technological infrastructure.

Support for Integration Projects

IICA Technical Cooperation Projects

Support to Central American Agricultural Council - CAC

Objective To establish the bases for cooperation among the parties, with a view to supporting the implementation of the Central American Agricultural Policy and other matters related to the development of agriculture at the regional level, to be implemented within the framework of the Central American Agricultural Council.

Programs and Lines of Action

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Council of Ministers and the regional technical bodies of the CAC are operational, adopt regional agreements and have defined their work programs and priorities.

IA.1. Twelve meetings of the Council of Ministers of the CAC organized and held to the satisfaction of the Council of Ministers.

IA.2. Eight meetings of the Regional Technical Committee (RTC) of the CAC organized and held to the satisfaction of the Pro Tempore Presidency (PTP) and the RTC.

IA.3. Work program of the CAC prepared to the satisfaction of the PTP and presented to the Council of Ministers; priority activities defined and reviewed every six months by the PTP and the Council of Ministers.

IA.4. Semi-annual progress reports on implementation of the work program presented to RTC, in coordination with the PTP.

ER.2. The CAC coordinates its actions, in a timely manner, with other organs and bodies of the Central American Integration System (SICA).

IA.1. The SE-CAC prepares and negotiates proposed agreements for the meetings of the Heads of State and Government of the SICA, monitors the mandates derived from the meetings carefully and in a timely manner, and reports periodically on compliance with them, as requested by the General Secretariat of the Central American Integration System (SG-SICA).

IA.2. The SE-CAC participates in the meetings of the Secretariats of the Economic Integration Sub-system and in the meetings of the Sanitary and Phytosanitary (SPS) Sub-group of the Central American Customs Union (UAC), and supports the implementation of its work plan.

IA.3. The Executive Secretariat of the CAC participates in the meetings of the Commission of Secretariats of the SICA and monitors the implementation of the Multi-year Plan of the SICA as it applies to the agricultural sector.

IA.4. The SE-CAC participates in and supports the different SICA information systems as required by the General Secretariat of the SICA.

IA.5. The Executive Secretariat of the CAC participates in and co-organizes at least five intersectoral technical and ministerial meetings within the framework of the SICA to address and follow up on matters in which it shares responsibility.

ER.3. The CAC has a mechanism for coordinating, implementing and monitoring the regional technical and financial cooperation programs and projects carried out as part of its actions.

IA.1. The Council of Ministers and the Technical Committee of the CAC are informed on a regular basis of progress in the international cooperation projects of regional interest that are being carried out within the framework of the CAC.

IA.2. Directors of International Cooperation of the Ministries of Agriculture and the RTC participate in defining a mechanism for coordinating international cooperation at the regional level within the framework of the CAC.

IA.3. The regional international cooperation projects implemented by the SE-CAC are progressing as expected, are well publicized, are closely coordinated with donors and coordinate actions with one another when appropriate.

Support to Alliance for Sustainable Development in the Caribbean

Objective To support the process of repositioning agriculture in the Caribbean in the context of the Agro Plan, 2003-2015 and the Jagdeo Initiative.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

1. Prospective and strategic analyses for agriculture

2. Public policies for agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Key decision makers and major stakeholders in Agriculture and related sectors in the Caribbean Region, acknowledge the importance of agriculture and rural life to the economy, social and environmental stability, and have an opportunity to forge a common vision for the repositioning of agriculture and the enhancement of rural life.

IA.1. The 2010 Caribbean Week of Agriculture successfully carried out in Dominica. A report is made available summarizing activities and agreements.

ER.2. Institutions' capacity and modernization enhanced through the generation and promotion of actions, tools, laws, strategies and policies for the building of Agricultural Health and Food Safety Systems and the promotion of Agribusiness development within the Region.

IA.1. Documented efforts of inter-agency (FAO, PAHO, CABA and CARICOM Secretariat) and inter- thematic collaboration to support the alleviation of the appropriate Key Binding Constraints.

IA.2. Participate in COTED and ALLIANCE meetings and at least two reports available.

IA.3. Areas of support for the Alliance and its Constituent Members, with respect to alleviation of relevant Key Binding Constraints in the Jagdeo Initiative identified, defined and documented.

ER.3. Agriculture stakeholders have comprehensive analysis on the Situation and Outlook for Agriculture and progress re the MDGs, Agro Plan and Jagdeo Initiative, especially ECS, Haiti, Jamaica and Trinidad and Tobago.

IA.1. At least two IICA Newsletter Articles on Policy, Trade and New Agriculture topics available.

Support to CARICOM

Objective The overall objective is to provide programmatic support to CARICOM Member States in implementing of national and regional actions under the Jagdeo Initiative aimed at addressing the key constraints to agricultural development, with a view to reposition the sector, improve food and nutrition security and strengthen rural communities, as well as to provide the required support for building capacities and capabilities in areas related to DANA, DaLA and the Design and Implementation of Rehabilitation / Reconstruction Plans.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

1. Adapting agriculture to climate change

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The CARICOM Secretariat and relevant Organs have strengthened technical and coordination support for the implementation of the Jagdeo Initiative.

IA.1. Information Platform that was established for monitoring, evaluating and reporting on progress in the implementation of interventions within the framework of the JI operating successfully.

IA.2. Financial resources for the effective and efficient functioning of the Committees mobilized from various sources and available.

IA.3. The Nine (9) Technical Management Advisory Committees (TMAC's), which were established to plan, coordinate and manage the interventions related to the alleviation of Key Bindings, functioning efficiently and effectively under the Terms of Reference agreed upon.

IA.4. Work programs of the TMACs for 2011 developed and activities across the nine Key Binding constraints integrated and in the implementation mode.

IA.5. Updated information on progress in the implementation process for 2011 provided to relevant stakeholders, Lead Minister of each Key Binding Constraints and the Lead Head of Agriculture in the region, through the : i) Timely updating of the information system; and ii) Provision of Semi-annual Reports for Heads of Government and Timely Reports for COTED (Ministers) meetings. Bi-monthly Reports for Stakeholders.

IA.6. Feasibility study for the establishment of the Caribbean Agricultural Modernization Fund completed, course of actions agreed upon, and the Facility established and operationalized, including resource capitalization.

ER.2. Investment flows to the agricultural and rural sector in Member States of the Caribbean region increased through support provided to the TMAC related to the Constraint "Inadequate Financing and Investment in the sector" and the Lead Agency, the Caribbean Development Bank (CDB) in actions to mobilize resources for the implementation of projects under the JI.

IA.1. Feasibility study for the establishment of the Caribbean Agricultural Modernization Fund completed, course of actions agreed upon, and the Facility established and operationalized, including resource capitalization.

IA.2. Operational Manual for Agricultural Credit Officers finalized for Barbados and Guyana.

IA.3. Continued implementation of follow-up activities of the Agricultural Donors Conference (of June 2007) and the Agri-Business Investment Forum (June 2008).

ER.3. Capacity of the Caribbean Region agricultural enterprises and industries to successfully compete in all markets enhanced through the implementation of interventions aimed at the alleviation of Key Binding Constraints within the framework of the JI at the national and regional levels.

IA.1. Development and implementation of at least one (1) Feasible Business Plan aimed at the provision of adequate, affordable and quality transport facilities for the shipment of agricultural products intra and extra regionally, jointly with the Transport Unit of the CARICOM Secretariat and the TMAC related to "Inadequate Transport System."

IA.2. Jointly with the Caribbean Agri-business Association (CABA) and the TMAC related to Market and Market Development and its Linkages", continued development and execution of activities aimed at strengthening the marketing infrastructure with integrated agricultural information and intelligence systems, with support provided through horizontal south – south cooperation.

IA.3. Strengthening and organizing the private sector to take advantage of opportunities for investment in agriculture, including the development of at least one (1) Industry Action Plan for prioritized commodities (herbals, roots and tubers, small ruminants, hot peppers). This is a joint activity with CABA and the TMAC related to the constraint of "Disorganized and Uncoordinated Private Sector," with support provided through south – south cooperation.

ER.4. Trade enhanced through the establishment of modern, efficient and effective Agricultural health and Food Safety Systems and infrastructure in Member States, with respect to Policy Formulation, Institutional Strengthening, Capacity Building, infrastructure Development and Legislation (Harmonization).

IA.1. Establishment and operationalization of the Caribbean Agricultural Health and Food Safety Agency (CAHFSA) with full staff compliment, office equipment and budgetary resources, plan of action and annual work programs.

IA.2. Elaboration of a Strategic Plan of Actions and Work Program to address Agricultural Health and Food Safety issues in atleast one (1) selected Member State.

IA.3. Establishment of the National Agricultural Health and Food Safety Agency (NAHFSA) in at least one (1) Member State of the Caribbean, with various stages of development in the other Member States.

IA.4. The Work Program of the CARICOM Ministerial Sub-committee which was established to address the issues of trade facilitation in the intra-regional as they relate to non-tariff barriers (NTBs), supported.

ER.5. Member States of the Caribbean Region have their research and development (technological innovation) efforts strengthened, coordinated and integrated.

IA.1. Strategic Plan of Action for relevant applied research for production and post harvest and processing technologies for the sector in the Caribbean, jointly with CARDI and the TMAC on "Inadequate Research and Development," agreed upon and in the implementation mode.

IA.2. Completion of a Plan of Action to satisfy the Human Resource requirements of the agricultural sector of the Region. This is a joint effort of the University of the West Indies (UWI), the TMAC on "Lack of Skilled Human Resources" and the Caribbean Association of Colleges of Higher Education in Agriculture (CACHE).

IA.3. Aggressive resource mobilization efforts for technological innovation continued, including the elaboration and implementation of mechanisms to secure private section participation and investments.

ER.6. The Region has management systems implemented as means for having adequate and good quality water supply and enhanced land use.

IA.1. Definition and elaboration of a Plan of Action and at least one (1) project aimed at strengthening and enhancing land and water management systems in the Caribbean region developed and in the implementation phase, jointly with FAO and the TMAC on "Inefficient Land and Water Resources Distribution and Management System."

ER.7. The Caribbean Region strengthened capacity and capability for the Management of the Environment and Natural resources through the enhancement of Disaster Risk Management measures, including the building of capacity for risk preparedness and reduction.

IA.1. Continued Implementation of a Comprehensive Disaster Risk Management (DRM) Strategy for the Caribbean, jointly with the TMAC related to the constraint of “Deficient and Uncoordinated Disaster risk Management Measures, including Praedial Larceny” and other relevant partners and stakeholders, with the following actions completed in 2011: i) Finalization of the Comprehensive DRM Strategy; ii) Assessment of the general demand for agricultural insurance within the Caribbean Region by identifying objectives; iii) Initiate the identification of those agricultural commodities and producer composition, infrastructure and perils for which cost effective insurance solutions are attainable with a view to designing and implementing suitable risk transfer products; and iv) Initiate the risk assessment processes to involve risks identification, risk quantification, vulnerability assessments and risk prioritization.

IA.2. Coordination support provided to at least two (2) Member States in the development of national Plans of Action for the prevention and reduction of praedial larceny.

IA.3. South – south horizontal technical cooperation is supported for the introduction of technology – driven traceability systems to combat praedial larceny in the region.

IA.4. Establishment of an Agriculture Committee on Climate Change as a Sub-Committee of the TMAC on related to the constraint of “Deficient and Uncoordinated Disaster risk Management Measures, including Praedial Larceny.”

ER.8. Caribbean member States have an enhanced portfolio of investment projects for implementation.

IA.1. Elaboration of at least two (2) Regional Bankable investment projects for selected countries.

ER.9. Caribbean Member States have improved capacities and capabilities for post disaster management.

IA.1. In collaboration with UNECLAC, training is provided to at least one (1) Caribbean country in disaster damage and needs assessment and damage and loss assessment of the agricultural sector utilizing a sustainable livelihood approach.

IA.2. Damage and needs assessment and damage and loss assessment conducted on demand for the agricultural sector in at least one (1) country, but hopefully none and report made available.

IA.3. Rehabilitation / Reconstruction plans developed for at least one (1) countries in the aftermath of disasters.

Support to the Secretariat of the Agricultural Council of the South - CAS

Objective To support the technical and administrative operation of the CAS.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

3. Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Increased awareness in the countries of the state of and outlook for food security, which will contribute to the adoption of more effective policies.

IA.1. Two analysis of the current state of and outlook for food security published and disseminated. The ministers have promoted the adoption of regional policies on the topics prioritized at the 18th Regular Meeting of the CAS: Animal and plant health; risk management and agricultural insurance; importance of food markets; agricultural technology; biotechnology and biosafety; agroenergy; climate change; sustainable production; sustainability of production systems; family agriculture; and financing.

ER.2. Increased capacity in the countries to evaluate the impacts of food security policies.

IA.1. Two comparative studies of policies, and analyses of their impacts in several countries.

ER.3. The countries have information on successful experiences in the implementation of policies, programs and institutional arrangements intended to address challenges related to food security.

IA.1. Two case studies conducted and disseminated.

IA.2. Two compilations of good practices and successful experiences in the areas of policies, programs and institutional arrangements aimed at increasing food security.

Support to the Tri-National Council of the Northern Region

Objective To create a space for the representatives of the countries of the region to meet and exchange experiences and visions

Programs and Lines of Action

Support for Integration Process

Support for Integration Process

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The relations of the Tri-national Council of the Northern Region have been strengthened and its priorities, within the new guidelines of IICA, have been defined.

IA.1. At least one meeting of the Tri-national Council of the Northern Region held with the participation of delegates from each member country.

IA.2. Report with agreements, priorities for action and recommendations from the Council.

Directorate of Management and Regional Integration

Management of Technical Cooperation

Management and Regional Integration

Objective To support the Offices and regions in the process of institutional management, to ensure timely and quality delivery of technical cooperation services to the Member States.

Expected Results (ER)

ER.1. IICA's technical cooperation actions in the 33 member countries are in keeping with the national priorities and strategic objectives established in the 2010-2014 technical cooperation strategies.

ER.2. IICA is promoting and implementing regional programs and projects in the five regions, based on the regional priorities contained in the regional strategic frameworks.

ER.3. The Project Support Groups study the projects financed with Regular Fund and external technical cooperation resources and legal instruments, and the Offices implement their recommendations, thereby ensuring that the Institute's rules are applied correctly.

ER.4. The 33 IICA Offices have organized and improved their processes and functional structure, fulfilled both their technical and administrative/budgetary commitments and implemented the recommendations received.

ER.5. The Directorate has helped to strengthen the regional integration mechanisms and processes by providing technical support to the secretariats, forums of ministers and other regional bodies.

Secretariat of Planning and Evaluation

Management of Technical Cooperation

Planning and Evaluation

Objective Give timely feedback to the General Directorate on the strategic orientation of the Institute, progress in the implementation of the MTP and the quality of lity of services and products of technical cooperation(TC) that the Institute provides at all three levels of its intervention (national, regional and hemispheric), offering information and recommendations for continued improvement to achieve effective decision-making at the management level; b) Contribute to the processes of knowledge construction of IICA and its partners through adequate management of information aimed at sustainable and competitive development of agriculture.

Expected Results (ER)

- ER.1. IICA has a policy for evaluating technical cooperation (TC) and criteria for applying it to the processes of monitoring and evaluation of TC.
- ER.2. IICA has implemented new methodologies and instruments for evaluating Technical Cooperation, according to the guidelines established in the MTP.
- ER.3. IICA is developing an organizational culture of monitoring and evaluating TC based on results, according to the principles of accountability and transparency.
- ER.4. Within the framework of the IICA Management Committe System, the Planning, Evaluation and Institutional Management Committee has been established and is functioning. The Committes relating to the Senior Administration, to the Management of TC and to Corporate Services have the support and participation of the SEPE.
- ER.5. IICA has mechanisms in place for institutional coordination which guarantee better institutional management and quality of the products and services offered at the different levels.
- ER.6. The Director General, the Units at Headquarters and the IICA Offices have reports that are products of the application of the methologies for evaluating TC.
- ER.7. The personnel of the Institute has information on the main results of the evaluations carried out, lessons learnt and Good Institutional Practices as a result of the experience of the SEPE.
- ER.8. The member countries have full access to the institutional publications via electronic means and in print, thereby improving the image of the institution as well as its international recognition.

ER.9. The Member States have modernized their agricultural information services in response to the needs of their populations who are concerned with competitiveness and the sustainable development of agriculture.

ER.10. IICA staff members have better access to exclusive and specialized collections in their technical areas.

Secretariat of External Relations

Management of Technical Cooperation

External Relations

Objective a) To advise and support the Director General in meeting his responsibility to operate the Technical Secretariat of the Governing Bodies and the Meetings of the Ministers of Agriculture of the Americas through the Office of the Deputy Director General; b) To advise the Deputy Director General in meeting her responsibility to develop external relations and strategic partnerships that will enable IICA to more effectively provide technical cooperation in the priority areas established in the 2010-2014 Medium-term Plan; c) To facilitate IICA's efforts to support the fulfillment of commitments assumed by the Member States within the Summit of the Americas process; d) To contribute to the strengthening of the senior management of IICA by providing continual and effect support to the operation of the Governing Bodies of the Institute; and e) To ensure the effective operation of the Permanent Office for Europe in securing technical and financial resources to enhance the technical cooperation IICA provides in the priority areas established in the 2010-2014 Medium-term Plan.

Expected Results (ER)

ER.1. The external relations of the Institute have been strengthened and the Institute is recognized as the organization of choice in the implementation of joint projects and actions to benefit the Member States.

ER.2. More financial resources are available to fund IICA projects and joint IICA-CATIE and IICA-CARDI projects.

ER.3. The Governing Bodies of the Institute contribute effectively to efforts to strengthen the technical and financial capacities of IICA and to the implementation of the 2010-2014 Medium-term Plan, and make it possible for high-level stakeholders throughout the hemisphere to engage in strategic dialogue.

ER.4. The General Directorate has the capacities it requires to provide effective technical and logistic support and serve as Secretariat, and the Representatives of the Member States recognize that the innovations incorporated into the support services and the way meetings are run have made them more aware of IICA's technical cooperation efforts, and have contributed to decision making regarding the operation of the Institute.

ER.5. The Ministers and their teams, IICA Representatives and other key stakeholders have participated in the process leading up to the 2011 and 2013 Meetings of the Ministers of Agriculture of the Americas.

ER.6. The Minister and the technical team of the host country have received support in performing their duties as Co-Chair of the 2011 and 2013 Meetings of the Ministers of Agriculture of the Americas, respectively.

ER.7. The Secretariats of the regional meetings of ministers of agriculture (CAC, CAS and Caribbean Alliance) share successful experiences in innovation with the other countries of the hemisphere which are relevant for the 2011 and 2013 meetings.

ER.8. The members of the pertinent IICA bodies have more information on and a greater understanding of the 2011-2015 Ministerial Process, its meetings and expected results, and offer comments.

ER.9. The Member States have Access to information on line for the 2011 and 2013 Meetings of the Ministers of Agriculture of the America, and reach agreement on the texts of the ministerial declarations.

ER.10. The National Summit Coordinators for the 2012 and 2015 hemispheric summit processes have selected food security and, agriculture and rural life as topics for the Sixth Summit (Colombia 2012) and Seventh Summit (2015).

ER.11. The OAS Summit Secretariat, the members of the JSWG, institutional partners of the Summit process and members of the SIRG have a better understanding of the ministerial process and how it is linked to the 2012 and 2015 Summits, and of IICA's contribution to both processes.

CENTRAL REGION

IICA Office in Belize

IICA Technical Cooperation Projects

Development and Implementation of the Belize Rural Area-Based Development Strategy

Objective The IICA office supports the country in the modernization of rural communities through the implementation of the Belize Rural Area Based Development Strategy (BRADS), for the purpose of promoting rural prosperity

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. A portfolio of projects are prepared for each rural area by local actors.

IA.1. 3 Trainings in project Preparation.

IA.2. 30 participants trained in project preparation.

IA.3. 18 projects prepared for approval and finance.

ER.2. Area Development Groups established to facilitate implementation of project in their communities.

IA.1. 10 community leaders trained in leadership skills.

IA.2. 2 leadership forums conducted.

Innovations to Improve Post Harvest Technology and the Income of Small White Maize

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Elevated the level of productivity and quality of white maize and black bean.

IA.1. Yield increased from 30 to 35 bags (100 pounds) maize per manzana and from 16 to 20 bags per manzana for beans.

IA.2. Reduce the percentage of dirt and broken grain by 10% in the harvested product.

ER.2. Reduced costs of shelling and cleaning, and risks and losses of postharvest in maize and bean.

IA.1. Reduced by 30% the costs of shelling of maize.

IA.2. Reduced by 70% the losses of post harvests in maize and vean.

ER.3. 3 Producers organized in one organization that satisfies its expectations.

IA.1. An organization of producers constituted and received training in their role and functions.

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. PGS scheme developed and being used by at least three grower groups in three districts of Belize.

IA.1. PGS scheme developed for Belize.

IA.2. Three growers groups in three districts in Belize using the PGS scheme.

ER.2. The Ministry of Agriculture at Central Farm carrying out regular training and capacity building courses in organic production practices and certification.

IA.1. At least three training courses given to at least 60 organic producers in organic production practices.

IA.2. Three training courses given in organic crops certification procedures to three organic producer groups.

ER.3. Marketing Strategy developed and producers marketing organic products under an established certification system.

IA.1. Three grower groups having regular sales at the local producer market and to local hotels and resorts.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. One Technical staff trained in organic production systems as it pertains to developing sustainable farming systems and natural resource management with view to climate change.

ER.2. Two Technical staff trained in project writing, implementation, monitoring and evaluation.

ER.3. One technical staff trained in Risk assessment systems for Agricultural health and Food Safety.

ER.4. IICA staff is familiar and updated with the Institute's rules and procedures.

ER.5. Computer and information system upgraded and operation for knowledge generation and sharing.

IICA Office in Costa Rica

IICA Technical Cooperation Projects

Support for the Consolidation of Territorial Rural Development in Costa Rica

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. National ECADERT commission has guidelines for implementing and consolidating the ECADERT in the country.

IA.1. Document containing work plan of the National ECADERT Commission.

ER.2. The management of INDER has guidelines for facilitating the implementation of the INDER. IDA has improved its ability to prioritize territories for work.

IA.1. Document containing proposed structure and procedures for the implementation of the INDER. Proceedings of workshop for disseminating and explaining the instrument used to prioritize territories.

ER.3. The capabilities of national public and private stakeholders to promote the management of rural territories are improving. The capabilities of public stakeholders to promote the management of rural territories are improving. Public and private stakeholders are learning more about the management of territories through the sharing of experiences.

IA.1. At least 3 Costa Ricans per year participating in a Central American course for managers of territories. National course for managers of territories designed and implemented.

IA.2. At least 25 members of IDA/INDER's technical personnel participating in the course. At least one visit per year to CR to illustrate external experiences in the management of territories.

ER.4. Decision makers and middle management of public institutions, local governments and private sector entities are familiar with the ECADERT and TRD and are aware of their importance.

IA.1. Report on forum held in coordination with MAG, with the participation of at least 75 people.

IA.2. Report on forum held in coordination with the IDA, with the participation of at least 40 high-level officials.

ER.5. Members of GATs, institutional authorities and local governments in the northern region know about the ECADERT and the opportunities that it offers them.

IA.1. Report on workshop held in coordination with the MAG, with the participation of at least 40 people in the northern region.

ER.6. Costa Rican society is aware of the creation of the INDER and of TRD as a new work model that facilitates articulation and concerted action in rural territories.

IA.1. Report on the international forum held in coordination with the IDA, with the participation of at least 150 people.

ER.7. Members of the national GATs are agreed on common objectives, have enhanced capabilities and are equipped to advance their interests.

IA.1. Report on annual workshops organized in coordination with the GATs for at least 30 people.

ER.8. National actors have up-to-date information on changes in the institutional framework, policies and projects related to TRD.

IA.1. Printed semi-annual document.

ER.9. Managers of territorial development processes have an additional instrument for guiding their work strategies.

IA.1. Video produced.

ER.10. Members of the GATs in the southern region are better equipped to contribute to the development of their territory as they have enhanced their organizational capabilities and capacity to implement projects of interest to their communities.

IA.1. At least 50% of the PEDERT projects formulated and financing being sought.

IA.2. Document on the training program.

IA.3. At least 5 modules of the action-training program "Unleashing Local Energies" implemented for at least 40 members of the GATs.

ER.11. Members of the GATs in the southern region have more alternatives for developing their territory, having identified opportunities for cooperation with members of the GAT of the Barú region in Panama.

IA.1. Report on at least one workshop for each GAT held to review and prioritize activities of their respective PEDERT.

IA.2. Document with funding proposal to continue support for the management structure of the GATs.

IA.3. Report on at least 1 annual meeting held to discuss possibilities of creating a binational territory.

ER.12. Social actors of regions selected in the province of Guanacaste are in a better position to promote the development of their territory through the creation of a public-private institutional framework that harmonizes interests and defines orientations through territorial plans.

IA.1. Institutional agreements to formalize actions in the territory.

IA.2. Document with analysis of dynamics of the development of the territory, potential and characteristics of social actors.

IA.3. Territorial action group set up and operational.

IA.4. Document containing plan for the development of the territory.

ER.13. CEPROMA management teams better equipped to administer their respective centers, having acquired new knowledge and attitudes.

IA.1. Report on strategic planning workshops for at least one CEPROMA.

IA.2. Report on at least one workshop on leadership and teams for at least 40 people.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objective set forth in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1. Technical and administrative capacity of personnel of the IICA Office in Costa Rica strengthened.
- ER.2. Technical personnel of the IICA Office in Costa Rica have access to relevant information derived from experiences related to their areas of specialization carried out in other countries.
- ER.3. Institute rules and procedures properly adhered to.
- ER.4. Status of the fixed assets of the Institute and the projects are effectively monitored.
- ER.5. The IICA Office in Costa Rica has prioritized and organized information relating to the progress and results of technical cooperation actions.
- ER.6. The IICA Office in Costa Rica has the physical space required to carry out its technical cooperation activities.
- ER.7. Information on technical cooperation actions disseminated.
- ER.8. The IICA Office in Costa Rica has relevant information on the opinions of different audiences regarding its work.

IICA Office in Guatemala

IICA Technical Cooperation Projects

Strengthening Leadership Capacity for the Agricultural and Rural Development of Guatemala

Objective Contribute to the agricultural and rural development of Guatemala by strengthening the leadership capabilities of agriculture professionals, service providers in rural communities and representatives of historically-excluded rural populations (women, young people and Mayan ethnic groups).

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. *Integrated and sustainable management of rural territories*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has established and put into operation a Leadership Center for Guatemalan agriculture.

IA.1. 60% of participants have the capacity to act as national trainers on leadership issues, endorsed by IICA.

IA.2. Training plan in leadership prepared for each year of the project.

ER.2. The Ministry of Agriculture, Livestock and Food (MAGA), its different Departmental offices, Agricultural Technical Schools, and rural areas with excluded population groups, have access to instructions, guidelines and knowledge to strengthen territorial leaders and have financial resources for the implementation of agreements.

IA.1. At least 4 workshops on leadership implemented for each year of the project.

IA.2. At least 120 territorial representatives have received leadership training annually.

IA.3. At least 2 partnership agreements for leadership training have been signed annually by IICA.

Strengthening the Capacity of Partners to Improve the Competitive Development of Agribusiness in Priority Production

Chains

Objective Strengthen the capabilities of institutions, both public and private, to promote the sustainable and competitive development of commercial agricultural production chains prioritized for their positive externalities with respect to the environment and the use of natural resources, as well as for their positive impact on the well-being of the target population.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Organizations of small-scale maize and bean farmers who participate in the “Purchase for Progress-P4P” initiative apply good agricultural practices (GAP) in production and post-harvest activities.

IA.1. The organizations have incorporated at least 4 technological innovations in their production and post-harvest processes on their farms.

IA.2. At least 50% of the members of the organizations that participate in the “Purchase for Progress-P4P” initiative increase their productivity and supply grain of the quality required by the WFP and other markets.

ER.2. Organizations of small-scale maize and bean farmers who participate in the “Purchase for Progress-P4P” initiative implement plans to improve the competitive development of maize and bean agribusinesses.

IA.1. At least 6 business plans for an equal number of organizations have been prepared.

IA.2. At least 50% of the organizations that participate in the P4P initiative are linked to markets through the adoption of new marketing systems.

IA.3. The organizations increase their current volumes of maize and beans marketed by at least 30%.

ER.3. The IICA-WFP partnership and other players are informed about the results, lessons learned and impacts of the “Purchase for Progress-P4P” initiative.

IA.1. At least 3 annual reports and 3 studies prepared that systematize the experiences and lessons learned in the implementation of the P4P initiative.

ER.4. The Ministry of Agriculture (MAGA) and the Committees of prioritized Fruit Production Chains apply a tool for the management of financial resources for the implementation of the National Program for the Development of Fruit Crops (PDF).

IA.1. Document of the PDF prepared and approved.

ER.5. The MAGA, in partnership with the Committees of the Fruit Production Chain, has begun implementation of the PDF.

IA.1. The PDF is included in the 2012 MAGA Budget.

ER.6. The Ministry of Agriculture (MAGA) and private stakeholders linked to the milk and beef chains establish a partnership and use the Strategic Plan to promote the competitive and sustainable development of the national livestock sector.

IA.1. A strategic plan to promote competitive and sustainable development is available.

IA.2. A Public-private Competitiveness Agreement is established for the development of national beef production.

ER.7. The AGER has strengthened the competitive capacities of the affiliated EARs and has begun implementation of a project to consolidate that process.

IA.1. At least 5 EARs implement processes to improve the competitiveness of their agribusinesses.

IA.2. At least 10 EARs, associated with the AGER, market their products through single sales points (micro franchises).

Information and Knowledge Management for the Sustainable Development of Agriculture and the Rural Milieu

Objective Support improved decision-making on strategies and public policies to promote a competitive and sustainable agriculture, food security, territorial management and the effective management of natural resources, the environment and climate change, through technological innovation as well as information and knowledge management on these strategic issues.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Leading players in the public and private sectors have developed a culture of dialogue and consensus that enables them to reach basic agreements on emerging and/or important issues for agricultural and rural development.

IA.1. At least 4 emerging and/or important issues per year discussed with the participation of at least 50 relevant players in the country's agriculture and rural life.

IA.2. At least 2 agreements reached per year on the issues discussed, endorsed with a project profile.

ER.2. Public and private institutions (cooperation organizations, trade associations, agribusiness organizations, civil society, academic centers, among others) linked to the country's agriculture and rural life have access to an up-to-date report on the situation of and outlook for agriculture and rural life, which serves as input for the formulation of strategies and policies.

IA.1. At least 100 representatives of different institutions linked to the country's agriculture and rural life have participated in an event for the presentation and dissemination of the Report.

IA.2. At least 500 copies of the Report have been distributed to public and private institutions.

ER.3. Public and private institutions of the agricultural sector have information and knowledge on the competitiveness and performance of the country's agricultural and agroindustrial products.

IA.1. At least 100 representatives of public and private institutions of the national agricultural sector have participated in an event for the dissemination of the results.

Modernization and Strengthening of National Public and/or Private Agricultural Institutions

Objective Contribute to the implementation of a process of recovery and consolidation of the sectoral institutional framework.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has a proposal for the modernization and strengthening of the Ministry of Agriculture (MAGA) which responds to the sector's current and future needs.

IA.1. At least 10 interviews conducted with qualified information sources.

IA.2. At least 2 workshops implemented to analyze the sectoral institutional framework.

IA.3. A proposal document for the modernization and strengthening of MAGA has been disseminated.

ER.2. The Association of Agronomists of Guatemala (CIAG) applies a Strategic Plan in benefit of its members and of Guatemalan society.

IA.1. A strategic plan has been prepared and approved.

ER.3. ICTA possesses and makes use of information, plans, instruments, methodologies and a strategy for the implementation of regional technological innovation projects.

IA.1. ICTA has a National Committee for the implementation of regional projects, and at least one annual work plan.

ER.4. Implementers, donors and beneficiaries are informed about the progress and achievements of the regional technological innovation projects.

IA.1. At least one technical report and one annual report available by the end of 2011.

ER.5. The SNITA units are operating and participate in the management of national and regional projects.

IA.1. At least two organizations established to support the operation of SNITA.

IA.2. At least 10 national actors engaged in research, technology transfer and innovation have formally joined SNITA.

Support for the implementation of Rural Development Processes in Guatemala

Objective Support public and private actors, both at national and local level, including governmental, academic and trade organizations, in the implementation of rural development processes using territorial, local and other similar approaches.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The MAGA has made progress in creating and activating the National Committee for the implementation of ECADERT.

IA.1. Legal instrument for the creation of the Committee is in force and operations have begun.

ER.2. A map is available of the actors interested in and committed to the implementation of ECADERT.

IA.1. At least 5 institutional actors identified.

ER.3. The country has systematized experiences in rural development, which are available to be applied/adapted to other regions of Guatemala and to other Central American countries.

IA.1. One document available.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1. The Office has highly qualified technical personnel who provide effective technical cooperation in the priority areas of the Country Strategy.
- ER.2. The Office uses its resources more effectively and efficiently and has improved the quantity and quality of its cooperation services.
- ER.3. The Office has personnel that is more qualified and trained to perform the duties established in their job descriptions.
- ER.4. The Office operates more efficiently and has been able to balance the budgetary resources allocated to it and the commitments it has assumed to carry out activities.
- ER.5. The Office has succeeded in ensuring the viability of its cooperation actions, forming partnerships and participating in priority, externally-funded projects.
- ER.6. All Office personnel have the technological equipment needed to effectively perform their duties (computer, IP phone, and UPS).
- ER.7. The Office has plans in place, and the necessary hardware and software, to guarantee the security of data and prevent interruptions of the service the technological platform provides.
- ER.8. The Office has a state-of-the-art technological platform that meets its needs in terms of communication, accounting processes as well as general and specialized tasks, in addition to a system that provides support in the use of informatics in the management of knowledge in the area of agriculture.
- ER.9. The Office does not pay rent because it owns the building it occupies or holds it in usufruct.
- ER.10. The image of the Office in the eyes of its partners and those who benefit from the technical cooperation it provides has been improved, and it is now considered a partner of choice.

IICA Office in Honduras

IICA Technical Cooperation Projects

Strengthening the Institutional Framework to Promote Territorial Rural Development in Honduras

Objective To help strengthen the public and private institutional framework in territories selected by the national ECADERT commission to facilitate the implementation and evaluation of territorial rural development processes in the country.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. *Integrated and sustainable management of rural territories*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The key officials of the institutions and members of the grassroots and producer organizations have taken on board and are applying TRD concepts and methodologies in the implementation of their projects.

- IA.1. At least 100 key players have developed TRD capabilities.

ER.2. The project has strengthened the management capabilities of the organizations and public and private institutions participating in TRD, and the national and territorial consensus-building bodies are working together.

- IA.1. The selected territories have their respective investment plans incorporating TRD concepts.

ER.3. Knowledge management has contributed to the implementation of TRD processes with the full participation of the local stakeholders.

- IA.1. At least 1 TRD experience systematized by territory.

Access to Markets and Food Security for Small-scale Producers in Honduras

Objective To help improve the generation of income by small-scale producers in order to guarantee their access to food, by enabling them to integrate into the market under favorable conditions.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

2. *Institutional framework and services to support market access for small-scale producers*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Organizations participating in the P4P initiative strengthening their organizational and business management capabilities, in order to develop competitive agribusinesses, improve risk management and integrate into markets under favorable conditions.

- IA.1. Associations participating in the P4P linked to markets under favorable conditions.

ER.2. Organizations participating in the P4P initiative improving the value added of their production, making their post-harvest and processing practices more efficient and enabling them to sell to the WFP and other buyers.

IA.1. At least 5 associations participating in the P4P and offering competitive grain milling services.

ER.3. Organized small-scale producers are integrating into the agrifood chains and generating commercial transactions.

IA.1. Players in at least 3 chains have made progress in implementing their respective action plans.

ER.4. Small-scale producers supplying public and private institutional markets.

IA.1. At least 10 associations of small-scale producers participating in public and private institutional markets.

ER.5. The country has a strategy that is making its strategic reserve of basic grains more efficient and expeditious.

IA.1. Proposed policy for managing the reserve of basic grains.

ER.6. DICTA has a control system that promotes transparency in the distribution of inputs under the BSP program, and a follow-up, evaluation and communication system for the BSP.

IA.1. Reports on the transparency and follow-up systems of DICTA's BSP program.

ER.7. Chain committees have a mechanism for providing follow-up to their respective action plans.

IA.1. The mechanism for providing follow-up to and evaluating the action plans of the priority chains tweaked and validated.

Modernization of Small and Medium-scale Coffee Growing with the Creation of Value added

Objective To help strengthen the capabilities of small and medium-scale coffee producers and their associations in order to diversify, add value and improve access to markets for their products and services.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The project is helping to strengthen the business management capabilities of coffee producers and their associations.

IA.1. At least 3 coffee associations have prepared their business plans.

ER.2. The project is helping to ensure that the producers have the equipment and infrastructure they need to improve and maintain the quality of their coffee without polluting the environment.

IA.1. 4 coffee processing plants running environmentally friendly operations.

ER.3. Studies on the coffee industry and its contribution to development produced and disseminated.

IA.1. At least 3 coffee marketing experiences systematized.

IA.2. Players in the coffee chain are familiar with successful experiences of businesses that complement coffee.

Modernization of the Institutional Framework of the Agrifood Sector

Objective To help strengthen the institutional framework of the agrifood sector in order to improve the relevance, timeliness, quality, efficiency and efficacy of the services provided.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has a strategy to enable it to tap the opportunities created for agriculture by the FTAs.

IA.1. Strategy drafted for tapping the benefits of FTAs for agriculture.

ER.2. The country has a national SPS policy.

IA.1. National SPS policy drafted.

ER.3. The project has helped strengthen the private institutional framework that supports agro exports.

IA.1. The agro-export sector has a private institutional framework to support it.

ER.4. Pertinent agricultural public sector entities have participatory mechanisms for managing and monitoring key users, in order to improve their performance.

IA.1. Participatory mechanisms for follow-up and monitoring strengthened in pertinent agrifood sector entities.

ER.5. Agricultural innovation networks on corn and beans operating with the support of government institutions, academia and the private sector.

IA.1. At least two agricultural innovation networks on corn and beans in operation with the capacity to design and carry out projects.

ER.6. SENASA has trained human resources, tools and methodologies for meeting the country's sanitary and phytosanitary requirements.

IA.1. Users are more satisfied with the services offered by SENASA and Agribussines.

ER.7. The Agrifood Information System (INFOAGRO) has the basic human and technical resources needed to provide the agrifood sector with up-to-date, accurate and timely information.

IA.1. INFOAGRO officials trained to provide accurate information.

ER.8. DICTA has a knowledge management system for disseminating information about innovation processes among stakeholders in the productive sector.

IA.1. Knowledge management system developed.

ER.9. Secretariat of Social Development and SAG have trained human resources and tools related to agricultural health and food safety that are improving their activities in the rural milieu.

IA.1. Agricultural health and food safety tools developed.

Institution Building for the Integrated Management of Water Resources for Agricultural Production Under Irrigation

Objective To strengthen the public and private institutional framework for the integrated and sustainable management of water resources, in order to meet the needs of agricultural production and increase productivity, improve food security and the quality of life of rural inhabitants by modernizing and expanding irrigation projects.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has a public policy that fosters and stimulates public and private investment for the development of agriculture under irrigation with an IWRM approach.

IA.1. Policy proposal for the development of irrigated agriculture with an IWRM approach prepared and disseminated.

ER.2. PRONAGRI strengthened. It has the human and technical capabilities required to spearhead the preparation of the National Irrigation Plan.

IA.1. 50% of the technical personnel of PRONAGRI trained in the tools and methodologies to be used in preparing the irrigation plan.

ER.3. The Agricultural Training and Development Center (CEDA) and the Department for the Development of Irrigation Technology and Drainage (DDTRD) strengthened to boost the implementation of the training activities in irrigation for technical personnel and producers.

IA.1. At least 30 key public- and private-sector stakeholders participating in training activities on irrigation technology.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. Technical personnel capable of satisfactorily implementing the MTP and Country Strategy.

ER.2. The Institute identifies national and international university and technological platforms for updating the knowledge of the staff.

- ER.3. The Office has a system for providing new professionals with orientation in their areas of specialization.
- ER.4. Specialists participate in technological platforms and IICA thematic networks, exchanging knowledge and experiences.
- ER.5. The Office has adopted flexible, up-to-date procedures that facilitate the implementation of the MTP.
- ER.6. A system has been implemented to monitor the administrative operations of projects and evaluate them, thanks to the automation of the processes.
- ER.7. Parking spaces available for staff and visitors.
- ER.8. IICA is a reliable source of information on topics of current interest to the agricultural sector of the country.
- ER.9. The Webpage of the Office has been updated and now registers the number of hits; a section for comments and questions has been added.

IICA Office in Nicaragua

IICA Technical Cooperation Projects

Promoting Inclusive Agribusiness Activities

Objective Improve the incomes and quality of life of small-scale producers, through the promotion and development of inclusive agribusiness activities, in a context of economic, social and environmental sustainability, in order to contribute to poverty reduction.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. Agribusiness policy and strategy implemented by the public agricultural sector.
- IA.1. Number of organizations benefiting from an agribusiness policy.
- ER.2. Mechanisms for access to credit implemented in the rural territories.
- IA.1. Increased numbers of small-scale producers with access to credit through the mechanisms designed.
- ER.3. Associations of small-scale producers have improved their negotiating capacity and sell their products in new markets.
- IA.1. 730 associated producers.
- ER.4. Market intelligence system implemented to help farmers use market information and improve the marketing of their products.
- IA.1. 5,000 producers benefit from the market information system.

ER.5. Producers increase their supply through the diversification of their markets.

IA.1. 300 producers gain access to new markets.

ER.6. Agroindustrial policy implemented as an incentive for small-scale producers to diversify their production.

IA.1. 2,000 producers diversify their production as a result of the agroindustrial policy.

ER.7. Improved and increased capacity for processing agricultural and forestry products.

IA.1. 1,000 new businesses have improved their capacity to process their products.

ER.8. Inclusive agribusiness activities promoted and implemented jointly with partner institutions and sectoral actors, in the country's rural territories.

IA.1. At least 10,000 small and medium-sized national producers benefit from the agribusiness project.

Promoting Technological Innovation for Agricultural Development

Objective Contribute to the reduction of poverty among small-scale farmers in Nicaragua through the development and adoption of technological innovations.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Implementation of a proposal for an innovation policy by the relevant sectoral institutions and organizations.

IA.1. Innovation policy and strategy officially adopted and at least 50% of its content applied.

ER.2. Institutions strengthened and institutional changes applied to improve the country's technological innovation system.

IA.1. Technological innovation system in operation and systematic planning of interventions.

IA.2. Methodologies officially adopted for analyzing demand and innovation practices.

ER.3. Priority problems affecting small farmers are resolved through their adoption of innovations.

IA.1. Technologies adopted by at least 50% of the beneficiaries.

ER.4. Technicians and producers improve their knowledge and apply it in technological innovation processes.

IA.1. Knowledge is disseminated, shared and applied in productive processes by small farmers and other actors of the value chains.

IA.2. National networks in operation and with representation of the key players.

ER.5. Technological innovations in priority production chains developed jointly by IICA and key players within the sector.

IA.1. National technological innovation project implemented jointly by IICA and key institutions of the sector.

Promoting Production with a focus on Quality and Safety in Priority Chains (MOTSSA)

Objective Create certified training units in SPS to contribute to capacity building in SPS among technicians and producers in Nicaragua.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Problems identified in the implementation of SPS and technical groups created to offer training on Food Quality and Safety.

IA.1. Problems identified in the implementation of SPS.

IA.2. Training requirements in SPS identified.

ER.2. Training process on food quality and safety underway with experts.

IA.1. Diploma course on Food Quality and Safety under development.

ER.3. Las parcelas vitrinas cuentan con un manual para la implementación de BPA.

IA.1. Demonstration plots have a manual for the implementation of GAP.

IA.2. Demonstration plots established and used for training courses on SPS.

IA.3. Groups of farmers are trained on SPS issues.

ER.4. National Accreditation Office moving forward with international accreditation process.

IA.1. National Accreditation Office is internationally accredited.

ER.5. National Professional Certification Bodies established and in operation.

IA.1. Nicaragua has two national bodies for the certification of professionals.

ER.6. National agricultural production is improved by applying quality and safety measures in priority chains.

IA.1. GAP more widely disseminated in the country and beginning to be implemented by small farmers.

Strengthening Technical and Professional Capabilities for the Development of the Agricultural Sector

Objective Strengthen the capabilities of the human capital of the agricultural sector to contribute to poverty reduction.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Leaders of agricultural sector institutions and organizations agree on a project to meet the demand for capacity-building in the agricultural sector.

IA.1. Project document prepared and approved.

ER.2. The training center provides support to enable public and private institutions to accomplish their strategic objectives and contribute technical and financial resources to achieve this.

IA.1. At least three public institutions, three trade associations and four organizations use the training center to accomplish their strategic objectives and contribute technical and financial resources to achieve this.

ER.3. The training tools and methodologies guarantee a better appropriation and use of the knowledge acquired.

IA.1. The Center's beneficiary institutions positively evaluate the specific methods and tools used for each event.

ER.4. Technicians, professionals and producers of the agricultural sector have developed new technical capabilities, which they apply in their professional and productive work.

IA.1. Technicians, professionals and leaders multiply the knowledge acquired and use more advanced management tools.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The technical personnel have increased their technical capacity to address the priorities of the Country Strategy.

ER.2. The procedures given priority by the Office have been improved continually based on the identification of bottlenecks, innovative alternative solutions and lessons learned.

ER.3. The Office has information, prioritized and organized, on progress and results of technical cooperation actions.

ER.4. The IICA Office in Nicaragua has the space required to carry out its technical cooperation activities.

ER.5. Key public- and private-sector stakeholders in the national agricultural and rural sectors recognize IICA's technical capacity and its ability to respond to the demands prioritized in the Country Strategy.

IICA Office in Panama

IICA Technical Cooperation Projects

Program for the Modernization and Institutional Strengthening of the MIDA

Objective To contribute to the process of modernizing and strengthening the Ministry of Agricultural Development, by enhancing the capabilities of the technical personnel of the Public Agricultural Sector.

Programs and Lines of Action

Agribusiness and Trade Program

5. Prospection and management of innovation for agribusiness

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Nine chain committees trained organized, functioning and operating, in accordance with their action plans.

IA.1. At least 80% of the players participating actively in the chain.

ER.2. A baseline document for modernizing the role of the MIDA.

IA.1. The proposal for institutional strengthening and a comprehensive overhaul of the institutional framework for the agricultural sector used as the basis for the strategic planning of the MIDA from the second half of 2011 onwards.

IA.2. Senior MIDA officials performing their technical and administrative functions better.

ER.3. The officers trained are applying the knowledge acquired and transferring their expertise to other MIDA colleagues. MIDA's technical personnel are demonstrating the knowledge and skills acquired by training producers.

IA.1. The projects are achieving the objectives and outputs proposed for them.

IA.2. The producers are identifying their needs better and managing their production units on a more businesslike footing.

ER.4. Educators and technical personnel have the minimum knowledge and IT tools needed to manage agricultural projects.

IA.1. Educators and technical personnel trained applying the techniques acquired.

IA.2. Projects are planned using IT tools.

Strengthening the Integrated Agricultural Extension System (SIDEA) of Panama

Objective To support the MIDA with the rollout of the SIDEA nationwide.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Extension workers implementing technical assistance with appropriate technologies.

IA.1. Agrifood chains strengthened at the production level through the use of new technologies.

ER.2. Use of production systems with technological innovations nationwide.

IA.1. Extension workers making use of the Technological Information Platform.

Institution Building for the Implementation of the ECADERT

Objective To support institution building in territorial rural development in Panama in order to contribute to the reduction of poverty, social inclusion and the improvement of the quality of life of rural populations.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Relevant TRD institutions are equipped to implement territorial rural development processes.

IA.1. Number of technical personnel trained in Territorial Rural Development (TRD); Panamanian experiences in TRD systematized methodologically; toolbox for territorial planning and management.

ER.2. Public and private institutions related to the ECADERT have an institutional framework that makes it possible to carry out the actions proposed in the Strategy.

IA.1. At least one concept paper/methodological document applied on aspects of territorial rural development.

IA.2. At least one concept paper/methodological document used to identify and characterize territories.

ER.3. Public and private institutions related to the ECADERT have an institutional framework that makes it possible to carry out the actions proposed in the Strategy.

IA.1. At least two focal territories established, with Territorial Development Councils or management groups in operation and investment projects formulated.

IA.2. At least one cross-border territory established, with regular exchanges between the social and institutional stakeholders of the two countries involved in its management.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and as efficiently as possible, in order help address the priorities and achieve the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The Office has the qualified technical personnel required to monitor activities within the framework of the Country Strategy, as well as the necessary equipment and technological support.

ER.2. The Offices applies the Institute's rules and procedures effectively.

ER.3. The Office has software that generates supporting documentation for checks, and a database with information on national consultants.

ER.4. The Office has the space required for its technical cooperation activities.

ER.5. Information on technical cooperation actions carried out has been disseminated.

ER.6. The Office has relevant information on the opinions of different audiences regarding its work.

IICA Office in El Salvador

IICA Technical Cooperation Projects

Strengthening of Capacities to make Agricultural Production Chains more Competitive

Objective To contribute to making selected agricultural production chains more competitive and promote the creation of more sources of employment and income in the rural areas of the country.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems
3. New uses of agriculture
5. Regional and international cooperation for technology innovation
6. Knowledge management and ICT for innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Public extension services use methodologies that promote the broad participation of producers.

- IA.1. Four training workshops for facilitators.
- IA.2. Eight plans of action prepared for the trained facilitators to conduct ECAS.

ER.2. High-quality public agribusiness management services are available to farmers.

- IA.1. Four training workshops in agribusiness management aimed at technical and professional personnel in the sector, organized and supported by IICA.
- IA.2. Four plans of action prepared.
- IA.3. Advice provided on four business plans.
- IA.4. Eight companies linked to the market.

ER.3. Organizations of small-scale farmers play a role in the formulation of proposals and public policies aimed at improving living conditions in the sector.

- IA.1. One hundred professional and technical personnel trained in leadership and successful models for the development of associations.
- IA.2. Fifteen institutions assisted in applying good practices and improving their models for the development of associations.
- IA.3. Advice provided on five strategic plans for the modernization of organizations.

ER.4. Institutions are strengthened and provide support to the agricultural sector, on the basis of relevant and timely information, the application of good practices and the replication of successful ICT models.

- IA.1. Formulation of four plans to organize and record successful experiences or good practices

- IA.2. Four knowledge management networks have been created.
- IA.3. Four institutions analyzed vis-a-vis the use of ICTs to the benefit of producers.
- IA.4. Advice provided on four plans of action.
- IA.5. Twelve videoconferences held.

Strengthening of the System for Certifying Accredited Services and Implementation of SPS, Agricultural Product Quality and Safety

Objective To contribute to the design and implementation of a replicable and sustainable model for the certification of trainers in specific areas of the Agreement on Sanitary and Phytosanitary Measures for the value chains of coffee, honey, fruit and vegetables, all of which are products of great importance for trade and rural development in El Salvador.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*
3. *Food safety*

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. A team of national specialists in the implementation of and compliance with sanitary and phytosanitary measures has been identified and set up.
 - IA.1. Interministerial agreement (MAG/MINEC) to establish the Committee.
- ER.2. Identification of producers for the export and import markets; detection of phytosanitary problems; and analysis of the degree of application of good practices in the control of the phytosanitary problems.
 - IA.1. Four chains described in detail.
- ER.3. Training needs identified.
 - IA.1. Document identifying needs prepared.
- ER.4. Target population defined by value chain, including size of sample.
 - IA.1. Document containing geo-referenced information.
- ER.5. Participatory selection of the plots and farmers for the pilot plots.
 - IA.1. Document containing geo-referenced information.
- ER.6. Review of goals in reducing the incidence of sanitary and phytosanitary problems.
 - IA.1. Technical document prepared containing the review of goals.
- ER.7. Training curricula for producers and trainers.

IA.1. Document formulated containing the training curricula.

ER.8. Technical capacities of public officials strengthened in the application of SPS.

IA.1. A protocol for training, by value chain (4), with emphasis on pests of economic importance.

IA.2. Sixty technical personnel trained in the application of SPS.

ER.9. The technical-legal framework for the accreditation of institutions and the certification of trainers will be completed and agreed upon by the MEIC and the MAG.

IA.1. Legal framework for the process approved by the MEIC and the MAG.

ER.10. Instruments and work methods for the activities will be agreed upon by the Committee.

IA.1. Record of the agreements of the Committee and technical and regulatory documents.

To Promote Territorial Rural Development in El Salvador within the framework of ECADERT

Objective To promote territorial rural development (TRD) in coordination with other entities, applying methodologies and tools of the ECADERT.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

2. Contribution of family agriculture to the rural economy

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Relevant institutions in the field of TRD have adopted and are applying methodologies and tools developed to implement the ECADERT.

IA.1. Three workshops held on the design and implementation of the course to develop capacities in territories, supported by IICA.

IA.2. Three training courses held on territorial management, supported by IICA.

IA.3. Operational national commission implementing the ECADERT.

ER.2. Selected territories have an investment Project and work is underway to identify and secure financial resources for its application.

IA.1. The territories have five specialists accredited in TRD to ensure future multiplier effects.

IA.2. One territorial rural development plan prepared and selected as a matter of national interest, supported by IICA.

Contribution to the Safe Use of Biotechnology in El Salvador

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems
2. Agro-biotechnology and biosafety
3. New uses of agriculture
5. Regional and international cooperation for technology innovation
6. Knowledge management and ICT for innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Implementation of the Cartagena Protocol is orderly and coordinated

IA.1. Advice provided on a National Strategy for Safety and Capacity building among relevant sectors.

ER.2. The importance and relevance of biosafety is acknowledged by several relevant sectors.

IA.1. Advice provided on a National Strategy for Safety and Capacity building among relevant sectors.

IA.2. At least three plans, programs and projects of relevant sectors have incorporated the safe use of modern biotechnology.

ER.3. A legal framework exists to cover the areas included in the Cartagena Protocol.

IA.1. Specific regulations on biosafety have been prepared and shared with users and interested strategic sectors.

ER.4. The application of new regulations enables El Salvador to act more efficiently in the area of biosafety.

IA.1. Special procedures prepared by virtue of the Regulations for the Safe Use of Genetically Modified Organisms.

ER.5. Efforts in the education sector to promote the safe use of modern biotechnology is effective for increasing knowledge and creating opportunities to specialize in the field of safety in biotechnology.

IA.1. At least two relevant institutions of the formal and non-formal education systems of El Salvador include biotechnology and biosafety topics in their curricula.

ER.6. Society views the use of the products of modern biotechnology more favorably.

IA.1. 200 persons from the public and private sectors have been trained in order to increase awareness of safety in biotechnology

IA.2. At least 25 officials of the competent authorities have been trained to conduct a public consultation on this topic.

Increase in the Production and Quality of Fruits and Vegetables in the Northern Region of the Department of Chalatenango

Objective To increase the productivity and availability of fruits with the quality, seasonal availability and safety the markets demands; thus contributing to the creation of better living conditions for the residents of Chalatenango.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*
5. *Prospection and management of innovation for agribusiness*

Agricultural Health and Food Safety and Quality Program

3. *Food safety*
4. *Emerging issues and emergencies in AHFS*

Agriculture, Territories and Rural Well-being Program

2. *Contribution of family agriculture to the rural economy*

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
3. *New uses of agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Creation of permanent jobs in the area of coverage of the project .

IA.1. 1,319 jobs created by planting and cultivating fruit and vegetable fields.

ER.2. New areas planted in fruits and vegetables, which are being sold in formal markets.

IA.1. 1,399 men and women attached to the Project receive technical assistance and training and increase their incomes by 17%.

IA.2. The hectares planted in fruits and vegetables on a permanent basis in lower Chalatenango grew to 1,693.

IA.3. A total of 15,201 (MT) of fruits and vegetables harvested on the farms of the beneficiaries.

IA.4. 6,749 (MT) of fruits and vegetables harvested on the farms of the beneficiaries marketed.

ER.3. Higher levels of production per area of land cultivated.

IA.1. Average yields of the crops equal to at least 80% of international standards.

IA.2. Design of at least 12 curricula in which producers learn of the factors that are decisive in making crops more productive.

ER.4. Business management capacities of producer organizations strengthened.

IA.1. Advice on the creation of seven producer organizations.

IA.2. Incorporation of at least seven producer organizations into the Multiservicios El Salvador Produce company.

ER.5. Development of technical capacities that will benefit the fruit-vegetable production sector.

IA.1. 23 agronomists trained over 18 months using the Farmer Field Schools approach.

Project on Technological Innovation in the Cultivation of Corn COSUDE-IICA Red SICTA-CAMAGRO

Objective To contribute to improving the living conditions of the members of the FESACORA, ACOPAI, AGROSAL, FORO AGROPECUARIO, ADISA, ASPAU, CNC, FENATRACC, FECASAL, ACOGEBR, UPREX, ANCA, CEGAS and ACCAM corn grower cooperative, raising the productivity, production and quality of the White corn produced by the beneficiaries.

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 3. Modernization of markets and marketing systems*

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 6. Knowledge management and ICT for innovation*

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The organizations of growers of White corn that make up the partnership (beneficiaries) have relevant technical information that will enable them to grow corn more efficiently and to conclude more beneficial business negotiations (improvement).

IA.1. Soil for the cultivation of corn analyzed (20).

IA.2. 60 entries updated regarding the cost structure of White corn production.

IA.3. Technical guide for cultivating White corn.

IA.4. 350 producers informed of their production costs and are more knowledgeable regarding the market.

ER.2. The organizations associated with the Project (beneficiaries) are adopting technologies aimed at meeting the needs of their members and the requirements in place for selling their products on local and external markets (improvement).

IA.1. 30 representatives of the organizations associated with the Project have learned about and encouraged their members to adopt post-harvest handling techniques, which has helped them to lose less of their production.

IA.2. 30 representatives of the organizations associated with the Project have been trained in basic aspects of how to market their products and manage their businesses more effectively.

IA.3. A document systematizing the lessons learned and helping to make the White corn chain more competitive.

Plan to make Family Agriculture Competitive through Production Linkages

Objective To increase the net incomes of rural families by making rural enterprises more competitive and developing sustainable production linkages .

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*
5. *Prospection and management of innovation for agribusiness*

Agricultural Health and Food Safety and Quality Program

3. *Food safety*
4. *Emerging issues and emergencies in AHFS*

Agriculture, Territories and Rural Well-being Program

2. *Contribution of family agriculture to the rural economy*

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
2. *Agro-biotechnology and biosafety*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Studies have been conducted to identify the main bottlenecks that limit the effectiveness of chains.

IA.1. Ten production chains have been described.

ER.2. Centers for the development of production established and operational.

IA.1. 698 centers established.

ER.3. Producers benefit from incentives adapted to the needs of each chain.

IA.1. 17,318 producers have received incentives (including inputs) for technology transfer.

ER.4. Specialists in coffee quality certified.

IA.1. At least 30 specialists have been certified in coffee quality.

ER.5. Coffee processing plants have increased production capacity.

IA.1. 21 small coffee processing plants operate more efficiently

ER.6. Poultry breeding center established.

IA.1. One poultry-breeding center established.

ER.7. Beef cattle breeding center remodeled.

IA.1. One beef cattle breeding center remodeled.

ER.8. Producers in priority chains receive technical assistance on producing safe products of high quality.

IA.1. At least 17,000 producers have received technical assistance on producing safe products of high quality.

ER.9. Collection and services center established.

IA.1. 180 collection and services center established.

ER.10. Advice provided on sales contracts.

IA.1. Advice provided on 35 sales contracts.

ER.11. Competitiveness agreements signed.

IA.1. 8 competitiveness agreements.

ER.12. Advice provided on business plans.

IA.1. 8 business plans.

ER.13. Human resources specializing in business management and marketing trained.

IA.1. At least 917 producers trained in business management and marketing.

ER.14. Producers participating in marketing events.

IA.1. 917 producers participating in marketing events.

ER.15. Participating producers negotiating inputs at competitive prices.

IA.1. At least 17,317 participating producers negotiating the purchase of inputs.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objective outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. Consolidation of the Center for Leadership and Training as follows: a) Forty national IICA technical personnel participated in a program to update their knowledge based on activities carried out within the framework of Horizontal Cooperation and by IICA hemispheric specialists; and b) National specialists in the areas of Competitiveness, Rural Development, Communication and Knowledge Management further developed their technical capacities.

ER.2. The Office uses a greater variety of communication tools.

ER.3. To design the purchasing and hiring processes, and consolidate the National Purchasing Committee.

ER.4. To install, initially, the basic SAP system, and the full system in 2013.

ER.5. To establish the procedure and tools required for the project cycle.

ER.6. To strengthen the capacities required to monitor and follow up on cooperation projects and actions.

ER.7. To obtain certification with respect to the application of good management practices.

ER.8. To modernize and expand the technological platform and expand the use of ITCs to technical cooperation actions.

ER.9. To increase videoconferencing capabilities and upgrade the Web page.

ER.10. To apply, periodically, tools to gauge the opinions of clients and the work environment of the Office.

CARIBBEAN REGION

IICA Office in Barbados

IICA Technical Cooperation Projects

Promote the Commercial Production of Fruits and Vegetables with the Use of Protected Agriculture Technology

Objective To enhance food and nutrition security.

Programs and Lines of Action

Agribusiness and Trade Program

5. Prospection and management of innovation for agribusiness

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The MAFFI has updated policy instruments and a situation analysis of the spread, use and impact of protected agriculture in Barbados and to support farmers and private sector operators.

IA.1. Report of assessment handed over to MAFFI by Dec 2011 and meeting held with BAS to share report.

ER.2. Greenhouse farmers and operators have enhanced the application of appropriate management tools and lesson learnt in their operations.

IA.1. At least four (one each year) horizontal technical cooperation actions executed (Jamaica, Dom. Rep. And other countries).

IA.2. At least 50 green house farmers and operators have internalized the tools and best practices in their operations.

ER.3. The Protected Agriculture Unit now has the capacity and the tools to deliver effective services in the agronomic management and operations of greenhouses to farmers and producers.

IA.1. At least 8 extension officers trained by 2014.

ER.4. The national protected agriculture association capable of promoting the interest of its members.

IA.1. 80% of protected agriculture farmers in Barbados are members of the association.

ER.5. The national protected agriculture association capable of promoting the interest of its members.

IA.1. 80% of protected agriculture farmers in Barbados are members of the association and are receiving tangible benefits.

ER.6. All protected agriculture farmers have access to the tools developed.

IA.1. 3 CDs developed; information posted on Ministry of Agriculture, IICA, CARDI, CDB, FAO and other websites.

Enhance the Ability of Barbados to Meet Local and International Food Safety and Quality Demands for some Agricultural Products

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures
2. Modernization of the national sanitary and phytosanitary services
3. Food safety

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The relevant sectors are equipped with clear guidelines for production and operation.

IA.1. One manual each for GAPs, GMPs and SOP adapted for the fisheries, poultry, dairy and fruits and vegetables sectors (one manual produced each year)

ER.2. The capacity of stakeholders increased enhancing their ability to access international markets.

IA.1. At least 2 training sessions conducted targeting each sector.

ER.3. The quality and safety of products improved through the conduct of surveillance and monitoring exercises.

IA.1. In conjunction with MAFFI and the Agricultural Health and Food Control Programme, monitoring and surveillance guidelines developed for each of the selected four sectors.

Strengthening Market Intelligence in the Agri-food Sector

Objective To support MAFFI in developing its Market Information System.

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems
1. Linking producers to markets, including small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Planning Unit has the market information and is able to support farmers and producers in making investment decisions in the Agri-Food sector.

IA.1. The MAFFI has updated market specifications on demand for commodities as inputs to the domestic agro-processing sector and target markets by Dec. 31, 2013.

ER.2. The MAFFI and producers and processors have updated market supply and demand information on targeted commodities.

IA.1. The MAFFI has updated market supply and demand information on at least 50% of the targeted commodities prepared by Dec. 31, 2012.

IA.2. ICTs used to disseminate information to farmers, wholesalers and consumers by end of year 3.

Promotion of Agribusiness Opportunities in Rural Communities Through Linkages between Agriculture and Tourism

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

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*

Agriculture, Territories and Rural Well-being Program

- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Institutional mechanisms in place and functioning for the promotion of agrotourism linkages.

IA.1. Cabinet paper available by December 2012.

IA.2. Meetings of Agrotourism committee held at least quarterly and minutes of meetings available.

ER.2. Agribusinesses linked to tourism promoted in rural communities. Community stakeholders have skills and organized and capable to manage projects.

IA.1. At least 3 strategic plans developed for new agrotourism businesses in 2012.

IA.2. At least 4 training workshops conducted with community stakeholders in 2012.

ER.3. Rural entrepreneurs have the capacity to prepare successful proposals for funding.

IA.1. Database of potential investors available by 2013.

IA.2. At least one workshop conducted on preparation of project proposals for funding in 2013.

IA.3. At least 2 persons supported each year to participate in the online agro-ecotourism course in 2012.

IA.4. Portfolio of projects available by 2012.

IA.5. One Investment Forum held to promote at least 3 new rural investment opportunities in 2013.

ER.4. Knowledge sharing and knowledge management in agrotourism promoted.

- IA.1. At least 4 Barbados case studies documented and disseminated in 2013.
- IA.2. Diagnostic tool created and piloted for assessment of rural tourism potential of communities in 2013.
- IA.3. Website updated with Barbados information from 2011.
- IA.4. At least 1 horizontal cooperation initiative undertaken per year to share knowledge and promote adaptation of best practices.

Improving the Competitiveness and Sustainability of the Black Belly Sheep in Barbados

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

Programs and Lines of Action

Agribusiness and Trade Program

- 2. *Adding value to agricultural production and keeping value in production zones*

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. MAFFI and industry stakeholders are better informed and prepared to invest in the industry.
 - IA.1. 80% of stakeholders contributed to the development of the analysis.
- ER.2. BBS industry stakeholders equipped with the skills and awareness to participate in the value chain dialogue.
 - IA.1. 2 workshops hosted and the reports detailing the successes / concerns addressed by the participants presented.
- ER.3. Farmers now have business models for making investment decisions.
 - IA.1. The number of producers and quantifiable investments in the sub-sector have increased by 50%.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The knowledge, technical and technological capacities of the Staff in Barbados has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional rules and procedures and effective implementation of the Country Strategy.

ER.2. Administrative management and support services respond satisfactorily to the needs arising from the implementation of the IICA-Country Strategy implementation and to institutional rules and procedures.

ER.3. The technological platforms of the offices are modernized and the safety, security and efficiency in outputs from the Office have improved.

ER.4. The use of knowledge management tools and institutional networks among professional staff are strengthened.

ER.5. IICA Office in Barbados has adequate physical space to carry out technical cooperation operations.

ER.6. IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.

IICA Office in ECS

IICA Technical Cooperation Projects

St. Kitts and Nevis: To Enhance the Institutional Framework and Technical Capability for Agricultural Development

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

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Ministry of Agriculture has draft plan.

IA.1. Draft Plan available to the Ministry of Agriculture and shared with stakeholders.

ER.2. Ministry of Agriculture has final Medium Term Plan.

IA.1. Operation Plan endorsed by stakeholders.

ER.3. The farmers and extension officers have manuals to assist in strengthening capacity.

IA.1. Farmers/extension officers participating in at least 4 training activities.

ER.4. Food security enhanced with the making of cassava and breadfruit flour.

IA.1. At least 3 projects developed and approved by funding agencies.

ER.5. Farmers have reduced post-harvest loss.

IA.1. Walk-in Chiller installed and utilized.

ER.6. Water for crop production has increased.

IA.1. Grater and hammer mill purchased and are being used.

IA.2. One additional liner procured and installed.

ER.7. Capacity of agro-processors to produce items which are safe, properly labeled and are of high quality standard enhanced.

IA.1. Processors participate in 4 local workshops and two overseas workshops.

ER.8. Farmers would be able to record performance measurement and identify weaknesses and work together as a group.

IA.1. At least 16 farmers have adopted manuals and forms, and are measuring the performance of their farms.

ER.9. Strengthening of agro-tourism relationship through the improvement in joint marketing of produce at hotels and restaurants.

IA.1. At least 2 farmer groups have collaborated to market their produce.

Saint Lucia: Enhancing Production, Productivity and Efficiency of Agribusinesses

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

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

1. Linking producers to markets, including small-scale producers

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Increased use of appropriate modern technology in the agricultural sector.

IA.1. At least 40 individual producers, schools and producer organizations receiving support to their agricultural enterprises by end of project.

IA.2. At least 14 individual agro-processors and agro-processing groups receiving support by end of project.

IA.3. At least two producer groups benefiting from the introduction of automated systems to boost productivity by end of project.

IA.4. At least 20% of agribusinesses and producers employing new production, marketing and distribution processes by end of the project.

ER.2. Agribusinesses strengthened through training towards increased capacity and improved operating systems.

IA.1. At least 8 management/organizational development training courses conducted for individual producers and producers groups engaged in primary production and value added by end of project.

IA.2. At least 50% of targeted rural organizations participating in training courses by end of project.

IA.3. At least 5% of producer organizations engaging in exchange visits with regional counterparts by end of Project.

IA.4. At least one assessment and strategic plan developed and accepted for use by producer organizations by end of project.

IA.5. At least 50% of targeted agribusinesses adopting new procedures to manage their businesses by end of project.

ER.3. Leadership and participation of youth and women in rural organizations strengthened and increased.

IA.1. At least four events targeted at youth and women participation in organizations by end of project.

IA.2. At least 5% increase in the membership of youth and women in rural organizations by end of project.

St. Vincent and The Grenadines: Developing Small-holder Enterprises and Producer Organizations

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

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

3. *Modernization of markets and marketing systems*

Agriculture, Territories and Rural Well-being Program

2. *Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Knowledge and technical competences of stakeholders in two non-traditional industries have been strengthened and stakeholders have adopted a systematic approach to value chain development.

IA.1. Reports on outcome of forums and follow-up actions of stakeholders by end of year two.

IA.2. Two completed documents on analyses conducted in two non-traditional sectors are available by end of year two.

IA.3. By end of year four, development plans are completed for two industries.

IA.4. Reports and evaluation are available on leadership and business capacity enhancing two workshops conducted for stakeholders available by end of year three.

ER.2. The knowledge and technical capacities of members of the SVGNRWP has been strengthened and members have adopted new technologies and approaches to the development of their individual enterprises and the group.

IA.1. By the end of year three twenty members of the SVGNRWP trained in agribusiness management principles and practice and at least 60% are applying the methodologies taught and have farm business plans to support development of their ventures.

IA.2. Two completed project proposals developed by the IICA office and presented to the group by the end of year two.

IA.3. One medium term plan completed for SVGNRWP and the group has accepted the document and is utilizing it as a guide for the development of its annual work plans.

IA.4. Seven operational seedling nurseries by the end of year two.

ER.3. The knowledge and capabilities of members of SVGAFY have been enhanced and internal structure strengthened and the groups has adopted an expanded role in agricultural development and has elaborated a national agenda for the engagement of youth in agriculture.

IA.1. By end of year one, one capacity building project proposal has been completed for the SVGAFY and is accepted by the group as the instrument for the delivery of capacity building support from donor agencies.

IA.2. By the end of year four twenty members have received training in agribusiness development and at least 50% have internalized and are applying the concepts.

IA.3. One medium term plan to chart development of SVGAFY and engagement of youth in agriculture has been developed and is being implemented by the group by the end of year two.

ER.4. The Ministry of Agriculture, Rural Transformation, Forestry and Fisheries and other stakeholder institutions have improved their capacities to deliver technical services to clients and are actively engaged in the delivery of new knowledge to stakeholder groups.

IA.1. Twenty-five persons engaged in agricultural marketing have received training in application of CADIAC and have internalized the methodology and are utilizing its principles.

IA.2. Twenty extension agents have received training in development of standards and are applying it to two commodity systems.

Dominica: Enhancement of the Competitiveness of Agribusiness Through Improved Quality and Food Safety Systems

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

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Coordinating mechanisms for Food Safety are operational in Dominica.

IA.1. At least five (5) food safety audits undertaken for each identified commodity by end of year 1.

IA.2. One report documenting gaps and non compliance to national GAP protocols by end of year 1.

IA.3. Codes of Practice developed for the four (4) selected commodities by end of year 2.

IA.4. DBOS/ DOA provided with an Operational manual/plan by year 2.

IA.5. Global Gap systems established on at least two model farms by end of year 3.

IA.6. At least 50 farmers, 15 extension personnel, 10 exporters and 10 agro processors trained on Global Gap systems and have all document procedures by end of year 4.

ER.2. Consumer confidence in the Agricultural Health and Food Safety Systems has improved.

- IA.1. Codex Committee functional in Dominica by year 2.
- IA.2. The AHFS Committee functional in Dominica by year 2.
- ER.3. The capabilities and capacities of all actors in the agri-food chain to respond to market demands strengthened.
 - IA.1. An Inspection Manual is provided to the Bureau of Standards by year 2, as a reference document for the inspection of fresh produce.
 - IA.2. Fresh produce Quality inspection Training manual developed and provided to the Bureau as a reference document.
 - IA.3. Inspection brochures developed and given to DBOS for dissemination to inspectors by year 2.
 - IA.4. At least 50 exporters, 25 farmers, 5 packinghouse operators trained on standards & quality of selected commodity by year 3.
- ER.4. Entrepreneurs engaged in Organic agriculture have reached consensus on an Organic Certification system for Dominica.
 - IA.1. A proposed organic certification scheme presented to DOAM for adoption by year 1.
 - IA.2. At least one Organic production standard developed to support the organic industry by year 2.
 - IA.3. DOAM with the assistance of IICA prepared a plan of action to implement the organic certification scheme by year 3.
- ER.5. Consensus reached on the need to strengthen manage risks in agriculture.
 - IA.1. One Forum for Dialogue on National Agricultural Insurance Scheme held by year 2.
- ER.6. Agribusinesses strengthened through training towards increased capacity and improved operating systems.
 - IA.1. The Division of Agriculture assisted by IICA upgraded two model agro tourism units by the end of year 3.
 - IA.2. At least 12 persons engaged in agro-tourism ventures trained in hospitality and food safety by end of year 4.
 - IA.3. At least 4 management/organizational development training courses conducted for individual agro processors and producers groups engaged in primary production and value added by end of project.
- ER.7. Leadership and participation of women in rural organizations strengthened and increased.
 - IA.1. At least four events targeted at youth and women participation in organizations by end of project.
 - IA.2. At least 5% increase in the membership of women in rural organizations by end of project.
 - IA.3. At least 10 young persons are gainfully engaged in an agricultural business by the end of the project.

Grenada: Assistance to Prepare a Strategic Development Plan for Government Estates, and to Improve National Capabilities in the Area of Banana Production and Post-harvest Technology

Objective To support government's efforts towards improving the overall efficiencies in Grenada's agriculture sector.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The operational efficiencies of Government estates are enhanced, through implementation of Strategic Development Plan.

IA.1. Guide on Strategic Planning available by end of year 1.

IA.2. Strategic Plan for government estates is available by the end of year 1.

ER.2. A core of technicians and farmers with technological know-how relevant to the development of Grenada's banana industry.

IA.1. At least ten trained farmers, assisted by trained technicians, are actively engaged in banana production activities, by the beginning of year 2, using improved production technologies.

Grenada: Supporting the Establishment and Institutional Strengthening of Rural Groups

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Rural groups' ability to identify innovative and potentially successful project ideas is enhanced, through the availability of relevant information.

IA.1. Survey report available.

ER.2. The capability of members of two rural groups to identify and develop project ideas is enhanced.

IA.1. At least two pertinent Project Profiles available (one per group), in year 2.

ER.3. Enhanced inter-personal relationships within groups; and improved public image of the respective groups.

IA.1. Membership of each of the five participating groups increase by at least 10 per cent annually.

ER.4. Enhanced project management and entrepreneurial skills of members of two community-based groups and the national chapters of three of the Alliance constituents.

IA.1. At least one income-generating project formulated (in year 2) and implemented (in year 3) by each group and each of the Alliance constituents.

ER.5. Increased farmers' awareness of the economic and environmental benefits of organic agriculture.

IA.1. Report on at least one farmers' meeting.

ER.6. Increased farmers' awareness of the economic and environmental benefits of organic agriculture.

IA.1. Report on at least one farmers' meeting.

ER.7. Grenada Organic Agriculture Movement (GOAM) officially registered.

IA.1. GOAM's Registration Certificate available.

ER.8. Increased consumer confidence in organically produced commodities, locally.

IA.1. Draft "Articles of Association" for the GOAM is available.

ER.9. Potential for increased production of organically produced commodities enhanced.

IA.1. Document on national standards for at least four commodities produced organically.

IA.2. At least two local markets are purchasing organically produced commodities, at premium prices.

**Grenada: Support to Improve the Institutional Capacity of Grenada's National Agricultural Health and Food Safety System,
and Support Government's Efforts Toward the Identification and Control of the Causal Organism of the Nutmeg Disease**

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

4. Emerging issues and emergencies in AHFS

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. AHFS entity institutionalized.

IA.1. New (or amended) AHFS legislation published.

ER.2. Local traders in agricultural commodities are provided with a more efficient service, at reduced cost.

IA.1. Report assessing the performance of the AHFS entity.

ER.3. Enhanced national capability to respond to emerging and emergency issues related to agricultural health and food safety.

IA.1. Report on workshops (inclusive of SPS issues and Risk Management) conducted.

ER.4. The ability of local plant health technicians to identify soil-borne plant diseases is enhanced.

IA.1. IICA/USDA plant health Consultant's report indicating the involvement of MoA's plant health technicians attached to the project.

ER.5. Local crop disease research capability enhanced.

IA.1. Report on field studies and laboratory analyses related to the nutmeg disease problem.

ER.6. Increased capability of technicians and nutmeg farmers to effectively manage the nutmeg disease.

IA.1. MoA technicians and nutmeg farmers are in possession of a FACT SHEET containing guidelines for managing the nutmeg disease.

Antigua and Barbuda: Institutional Support to Enhance Production and Agri-business Development in Antigua and Barbuda

Objective To strengthen the institutional capability to support increased food production in Antigua and Barbuda.

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

2. Adding value to agricultural production and keeping value in production zones

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

1. Adapting agriculture to climate change

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The ministry of agriculture now has a draft agriculture policy to improve support to production and agriculture development.

IA.1. At least six (6) consultations and training workshops held for staff of the Ministry of Agriculture by the end of project.

IA.2. At least one draft agriculture policy prepared and endorsed by stakeholders by end of project.

ER.2. The ministry of agriculture now has a draft strategic plan to improve support to production and agriculture development.

IA.1. At least three (3) consultations held for stakeholders of the agriculture sector by the end of project.

IA.2. At least one draft strategic plan endorsed by stakeholders by end of project.

ER.3. The capacity of the ministry's staff to monitor and evaluate their work programme is enhanced.

IA.1. At least 75% of staff of the Ministry of Agriculture trained in results based management, and data management by end of project.

IA.2. At least 200 hundred producers trained in results based management, and data management by end of project.

- ER.4. Agriculture sector stakeholders are knowledgeable on the actions to improve disaster risk management.
- IA.1. At list one report on recommendations for the way forward for disaster risk management in the agriculture sector.
- ER.5. Agro-processors have enhanced their capacity to assess how to increase incomes from value added products.
- IA.1. Visit to at least four agro-processing facilities by end 2011.
 - IA.2. At least three seminar/workshops conducted by end 2014.
 - IA.3. One report of technical, managerial and operational assistance required, endorsed by agro-processors by 2012.
 - IA.4. Project proposal developed for external funding by end 2013.
- ER.6. Members of the Association have increased their knowledge of suppliers and service providers in agro-industry.
- IA.1. At least two (2) workshops held to train stakeholders in the procedures for creating a directory of products and services for agro-industry by end of project.
 - IA.2. At least one terms of reference prepared and endorsed for a consultancy to guide the creation of the Directory by end of project.
- ER.7. Stakeholders in the sector have increased understanding of protected agriculture systems.
- IA.1. At least 20 public and private sector persons attended the seminar.
 - IA.2. One report of the assessment available.
- ER.8. Increased knowledge of students to agriculture practices.
- IA.1. Report of activity each year.
 - IA.2. All schools that offer agriculture science participating by 2014.
- ER.9. Increased number of students engaged in agriculture related activities.
- IA.1. At least 10 secondary schools participating in an agricultural summer programme by end of project.
 - IA.2. At least three (3) Ministry of Agriculture, agricultural stations providing technical support to the students at summer camp by end of project.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective of the ECS Representation is to provide technical cooperation as effectively and efficiently as possible so that the Offices can contribute to achieving the priorities and objectives identified in the IICA Country Strategies, in keeping with the priorities and needs of the national agriculture and rural sectors, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The knowledge, technical and technological capacities of the Staff in the ECS has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional norms and procedures and effective implementation of the Country Strategies.

ER.2. The technological platforms of the offices are modernized and the safety, security and efficiency in outputs from the Offices have improved.

ER.3. The use of knowledge management tools and institutional networks among professional staff are strengthened.

ER.4. IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.

ER.5. IICA Offices in the ECS have adequate physical space to carry out technical cooperation operations.

IICA Office in Guyana

IICA Technical Cooperation Projects

Capacity Building for Improving Market Access for Small Producers and Agro-Processors

Objective To build the capacity of the producers, entrepreneurs, and SMEs to enable them to penetrate local, regional and international markets through improved post harvest practices and compliance with international standards.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Enhanced collaboration among producers, processors, suppliers of packaging materials, NGMC and the quarantine officials.

IA.1. At least 4 working group meetings with operators in the value chain held by December, 2011.

- ER.2. Operators in the VC are better positioned to collectively negotiate the sourcing of appropriate packaging material and other critical inputs including labels.
- IA.1. At least 1 agreement settled between packaging supplier and 4 groups of exporters on customised packaging for specific products by December 2013.
 - IA.2. At least 4 new exporters from among those targeted have secured supply contracts to supply importers in Canada December, 2013.
- ER.3. Operators in the value chain better positioned for certification in Global GAP, GMPs.
- IA.1. At least five producer groups and agro-processors certified in Global GAPs and GMPs by December, 2014.
- ER.4. MoA, NGMC and selected groups of producers better equipped to manage and utilize market information.
- IA.1. The NGMC has enhanced its networking with at least 3 selected producers" groups and the MIOA by December, 2011.
- ER.5. Enhanced awareness among producers and exporters of requirements for accessing specific markets.
- IA.1. At least 500 information guides published and distributed among at least 3 clusters by December, 2012.
- ER.6. Potential importers of Guyanese products have more information for decision-making.
- IA.1. At least 500 printed and 50 CDs produced and distributed among targeted buyers in North America by December, 2012.
 - IA.2. Information on targeted group is accessible through at least 1 social network and enhanced linkages through ICT platforms of MoA, NGMC, GMSA and MIOA by December, 2013.
- ER.7. Fresh producers and exporters have a greater awareness and practical knowledge of international market requirements, trends and opportunities.
- IA.1. At 4 producers groups and processors" groups have agreed on selected lines of produce for export to Canada.
- ER.8. Exporters are undertaking ongoing actions to improve their export readiness for Canada and other export markets.
- IA.1. At least 4 groups trained in post harvest handling by December 2012.
 - IA.2. At least 25% of workshop participants have begun process of adopting GAPs by December, 2013.
 - IA.3. A GAPs manual produced and distributed among the participating groups by December, 2012.

Capacity Building for Rural Tourism

Objective To support a programme of responsible integrated management of the local environment.

Programs and Lines of Action

Agribusiness and Trade Program

- 2. *Adding value to agricultural production and keeping value in production zones*

Agriculture, Territories and Rural Well-being Program

- 2. *Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Improved food safety practices at the farmer level and at eco-lodge.

IA.1. At least 10 producers and 3 eco-lodge food handlers trained by December, 2011.

ER.2. Heightened environmental awareness and improved waste management practices.

IA.1. At least six community town hall meetings, three school visits and field exercises by December, 2011.

ER.3. Improved aesthetics in the community particularly at the community school, lake landings, churches and grocery shops; improved solid waste disposal facilities.

IA.1. At least 3 communities have adopted Good Green Practices by December, 2013.

IA.2. One project proposal produced for construction of public restrooms by December, 2012.

IA.3. At least 6 community environmental managers trained by December, 2012.

ER.4. Strengthened administrative skills displayed by the Local Council.

IA.1. At least 10 community leaders trained in record keeping practices, reporting procedures and communication by December, 2012.

Modernizing Tertiary Agricultural Education in Guyana

Objective The UG and GSA will have at their disposal a programme for implementation of New and/or improved modules.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The UG and GSA will have at their disposal a programme for implementation.

IA.1. New and/or improved modules have been adopted by both UG and GSA to the tune of at least 20% of course material offered by these institutions over the period 2011-2013.

ER.2. Staff of the UG and GSA have been exposed to training in emerging areas in agriculture and entrepreneurship in agriculture.

IA.1. At least two lecturers each from the UG and the GSA have received training for the delivery of lectures in the areas of new and emerging themes in agriculture as well as entrepreneurship in agriculture including ICTs and distance learning by December 2012.

Promoting Alternative Income Generation in Hinterland Communities

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

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Beekeeping sector has at its disposal appropriate reference information for undertaking beekeeping.

IA.1. At least one hundred cds and one hundred printed copies of the manual delivered to the National Authority and producers by December, 2012.

ER.2. MoA technical staff and producers better equipped with basic beekeeping knowledge.

IA.1. At least twenty technicians and at least sixty producers from at least three rural communities trained by December, 2012.

IA.2. At least each of the three communities trained has at least 20 producing hives by December, 2013.

ER.3. Beekeeping sector has at its disposal appropriate reference information for preparedness for organic certification.

IA.1. At least one hundred cds and one hundred printed copies of the manual delivered to the National Authority by December, 2011.

ER.4. Strengthened skills in production of value-added products.

IA.1. At least 4 new value-added products developed by December, 2013.

ER.5. The MoA technical staff better equipped to train and promote organic beekeeping locally.

IA.1. At least twenty technicians trained in areas of GAPs and GMPs for organic production by December, 2012.

IA.2. At least sixty farmers from three rural communities trained by trained technicians by December, 2013.

Promoting Agricultural Risk Insurance in Guyana

Objective To promote at a national level the concept and benefits of agricultural insurance.

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

1. Adapting agriculture to climate change

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Significantly improved appreciation of agricultural insurance in the context of Guyana's established agricultural insurance programme.

IA.1. At least 1 seminar conducted in at least 10 major rice-producing areas by December, 2012.

IA.2. The main stakeholders are in receipt of educational and promotional material for dissemination by December, 2012.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective of the ECS Representation is to provide technical cooperation as effectively and efficiently as possible so that the Offices can contribute to achieving the priorities and objectives identified in the IICA Country Strategies, in keeping with the priorities and needs of the national agriculture and rural sectors, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The Office in Guyana is equipped with qualified human talent which permits it to respond in a timely and efficient manner to the needs of the Country Strategy.

ER.2. The Office has benefitted from continuous improvement of its operational procedures and systems through the identification of impediments and application of innovative solutions.

ER.3. The Information Systems in the IICA Office in Guyana are organized with respect to the status and results of technical cooperation actions undertaken.

ER.4. The IICA Office in Guyana has adequate, safe, secure and conducive physical space for the efficient delivery of its technical cooperation programme.

ER.5. Public and private sector institutions, and other key actors in agriculture recognize the quality, experience and relevance of IICA in meeting the national needs and demands identified in the Country Strategy.

IICA Office in Haiti

IICA Technical Cooperation Projects

Relaunch of Agricultural Production and Food Security in Haiti Through Technical Support to Different Projects Implemented by the Office

Objective To contribute to the improvement in the incomes of disadvantaged populations through an increase in agricultural production, both in terms of yield and acreage planted and consequently, to assist with food security for these persons.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Families within the areas in question have access to quality products from their gardens to improve their diet.

IA.1. At least 18,000 families in five geographical departments have access to fresh vegetables as of 2011.

ER.2. Families have access on a continuous basis to water for various uses in Pays Pourri, Mare Roseau, Dubois, Malafy and Maingritte.

IA.1. At least 18,000 families in five geographical departments have access to fresh vegetables as of 2011.

ER.3. Increase in the revenue of small farmers through sustainable increase in agricultural production.

IA.1. At least 4 parcels of land created on the Fond des Nègres farm by the end of 2011.

ER.4. Farmers are in a position to offer and sell their products on a constant basis.

IA.1. At least 50% of small farmers are on the government's purchasing list by the end of 2012.

IA.2. A Study Report is published and made available to the partners by the end of 2012.

ER.5. New technologies are adopted and acquired by the farmers who are able to increase their production and sell at a good price.

IA.1. More than 100 farmers trained and 2 demonstration sites established by November 2012.

**Strengthening of Animal Health at the National Level through Technical Support for the Project Control of Classic Swine
Fever and the Project Control of Avian Influenza**

Objective Support for the Strengthening of the National Health System to facilitate control and monitoring of certain diseases and pests within the agricultural sector.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The agricultural sector has improved its capacity to deal with AHI and other zoonoses (Prevention and Control).

IA.1. Half of the 50 communal sectors submit their weekly monitoring report on time at the end of 2012.

IA.2. 2800 backyard chicken farmers administer at least three treatments to their poultry and/or family against AI.

IA.3. 2-month vaccination period in each department with 800,000 pigs vaccinated.

ER.2. Cooperation with the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), the private sector and other international organizations and infrastructures reinforced.

IA.1. Epidemiological network established.

IA.2. At least two (2) NGOs participate in the development of activities each year.

IA.3. At least 4 quarantine stations rehabilitated by the year 2012.

IA.4. 18 community radio stations broadcast advertisements on the PPC each year.

IA.5. 35,000 information leaflets and 5,000 posters distributed each year.

IA.6. 2 training sessions with 10 experts organized each year

IA.7. Material available for vaccinating more than 600,000 animals each year.

Institutional Strengthening of the Sector through Technical Support for the Project Strengthening Human Capacity and Training of Leaders

Objective Collaborate in the training of professionals in the agricultural sector in order to ensure close and effective support to producers to achieve increased production and food productivity and contribute to the strengthening of the National Coordination for Food Security (CNSA).

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Senior staff of the Ministry of Agriculture trained in good agricultural practices.

IA.1. List of themes defined.

IA.2. At least 15 training seminars organized in September 2010.

ER.2. Training program established and Haitian professionals and other NGOs trained.

IA.1. Training program established on different themes such as: economics, agricultural technology, institutional strengthening, natural resources, plant production and rural engineering.

IA.2. At least 5 conferences held before the end of 2011.

IA.3. Contact established and contracts signed with at least 5 universities selected by July 2011.

IA.4. Two regional exchange training programs (in France and Costa Rica) organized before the end of 2011.

ER.3. Newly-acquired capacities used effectively with small producers.

IA.1. At least 2 site visits and 5 meetings organized.

ER.4. The presentation of current decision-making tools put in place in the area of food security is improved.

IA.1. A team created within the CNSA capable of ensuring continuity, on a decentralized basis, of the collaborative activities at the end of the Project.

ER.5. Information is published on a regular basis.

IA.1. At least 4 quarterly bulletins produced and published with quantifiable information on the profile of the groups that are vulnerable to food insecurity.

IA.2. Distribution each month of information on food security

ER.6. Mechanisms for collaboration between the stakeholders in the implementation of the food security programs are strengthened for better coordination of activities.

IA.1. Establishment of a network for collaboration.

ER.7. The country has a National Plan for Food and Nutrition Security.

IA.1. The general document on food and nutrition security is reviewed and updated and at least 50% of the scheduled activities are carried out by the end of 2011.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The knowledge, technical and technological capacities of the Staff in Haiti has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional norms and procedures and effective implementation of the Country Strategy.

ER.2. Proceedings prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and permanent collection of lessons learned.

ER.3. IICA in Haiti have systematized information on the progress and results of the technical cooperation activities undertaken.

ER.4. IICA Haiti has adequate physical space to carry out technical cooperation operations.

ER.5. IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.

IICA Office in Jamaica

IICA Technical Cooperation Projects

**Promote the use of Protected Agriculture for the Increased Production of Vegetables and Herbs and Provide Support for
Capacity Building in the Promotion of Protected Agriculture**

Objective To contribute to increased utilization of greenhouse technology.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
2. *Adding value to agricultural production and keeping value in production zones*
4. *Risk management and reduction*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Effective execution of the CIDA funded IJAP project and the operations of the greenhouse and marine fisheries sub-sectors have been enhanced.

IA.1. Deliverables under the IJAP project have been achieved according to the annual work plan and implementation schedule. Deliverables are:
a. Fortnightly meetings conducted with project team; b. Monthly site visits conducted and results documented; c. Bi-annual Project Steering Committee (PSC) meetings conducted; d. Monthly Technical Committee (TC) meetings conducted; and e. Quarterly, bi-annual and end of project reports reviewed.

ER.2. The capacities of the executive and the general membership of JGGA are strengthened by the consul and technical assistance provided by the Agribusiness Specialist.

- IA.1. JGGA has developed and ratified by-laws by Dec 2012.
IA.2. Monthly Executive and General meetings have been conducted by Dec 2012.

ER.3. JGGA is operating and functioning as a cohesive body with proper governance structures.

- IA.1. Terms of reference prepared and ratified for at least 3 subcommittees of the JGGA by Dec 2012.

ER.4. The members of the JGGA have been exposed to the management practices of greenhouse operations in the Dominican Republic, and established linkages with growers in the DR.

- IA.1. One fact finding mission with members of the JGGA to DR has been conducted by Dec 2012.

ER.5. The capacities of the executive and general membership of the JGGA have been strengthened from training and technical assistance received in the areas of needs identified.

- IA.1. All members of JGGA and at least 20 members of the general membership have received at least 6 sets of training in identified areas of need by December 2012.

IA.2. Organization's by-laws and strategic plan developed and ratified by Dec 2013.

IA.3. Organogram illustrating the structure of the organization completed by Dec 2013.

ER.6. Members of the Jamaica Greenhouse Association and the public have increased their knowledge and levels of interaction as a result of having access to a dedicated website focusing on various aspects of protected agriculture.

IA.1. JGGA's website completed and accessible by December 2013.

Assist with the Institutional Strengthening of Public and Private Sectors, including Commodity Groups (PMOs, goat, pig, apiculture, herbs & spices, JAS, JGGA, Public AHFS Agencies), Youths, JNRWP and AHFS Agencies

Objective To strengthen public and private capacities for enhanced agribusiness development .

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*
- 3. Modernization of markets and marketing systems*

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Increased competence of the Ministry of Agriculture's marketing division to undertake local and international market intelligence.

IA.1. At least 20 MOA&F personnel trained in market intelligence by December 2012.

IA.2. Monthly, quarterly market intelligence reports disseminated by December 2012.

ER.2. Ministry of Agriculture and Fisheries personnel as well other stakeholders in the Agricultural sector are better able to plan and make projections and there is consistency in the supply of produce in the domestic market.

IA.1. A 5% reduction in recurring glut scenario for at least 2 commodities by December 2013.

ER.3. Increased competence of the Ministry of Agriculture's personnel and key stakeholder groups in group dynamics.

IA.1. At least 20 MOA&F personnel trained and 30 stakeholder group members trained in group dynamics by December 2012.

ER.4. Increased competence of the Ministry of Agriculture's marketing division to conduct food value-chain analysis.

IA.1. At least 10 MOA&F personnel trained in food value chain analysis and at least two dialogues established by December 2014.

IA.2. At least one evaluation report on selected crops developed and at least one dialogue platform established.

ER.5. Increased competence of the selected stakeholder groups in entrepreneurship, business development and management.

IA.1. At least 30 members of selected stakeholder group trained and receive Technical Assistance in entrepreneurship, business development and management by December 2013.

IA.2. At least one set of training manuals developed according to subject areas.

ER.6. Increased competence of the Ministry of Agriculture and Fisheries personnel in food safety standards compliance mechanisms.

IA.1. At least 20 MOA&F personnel trained and 30 stakeholder group members trained in food safety standards and compliance mechanisms by December 2012.

IA.2. At least one food safety manual developed and disseminated.

Assist with the Development of a Sustainable Apiculture Sub-sector Through Capacity Building for the Producer Organizations, Management of Disease, and Agribusiness Development

Objective To assist with the development of a sustainable apiculture sub sector.

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*

Agricultural Health and Food Safety and Quality Program

- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

Agriculture, Territories and Rural Well-being Program

- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. There is a reduction in the incidence of the American Foulbrood disease in the island.

IA.1. At least 90% of infested apiaries discovered are destroyed by December 2011.

ER.2. Increased competence of members of the two bee keeping associations in disease inspection and management.

IA.1. At least 40 members of the two bee keeping associations are certified as American Foulbrood disease inspectors by February 2012.

ER.3. Selected members of the two bee keeping associations have increased capabilities in managing their enterprises.

IA.1. At least 60 members of the producer associations trained by December 2011.

ER.4. Stakeholders in the apiculture sector have access to a protocol for the proper management and control of the American Foulbrood disease.

IA.1. Document proposing disease management regime completed by March 2012.

ER.5. Members of the producer groups have participated in improved capacities to enable them to manage projects.

IA.1. At least one workshop on project management organized for the producer organizations by December 2011.

ER.6. Improved skills and capabilities of bee keepers in commercial production of value-added products.

IA.1. At least one workshop in value-added production organized by December 2012.

Promote Community based Agrotourism for Identified Communities and Participating Agencies

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

2. Contribution of family agriculture to the rural economy

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Increased competence of rural stakeholders in developing and managing tourism sites and attractions.

IA.1. At least 5 rural community groups trained in developing and managing attractions by December 2012.

ER.2. Rural community groups are able to establish formal arrangements with hotels, tour agencies and buyers of agricultural produce.

IA.1. At least 3 contractual arrangements established between rural community groups and tour partners and buyers by June 2012.

ER.3. Increased competence of rural community groups in business planning and sourcing of funding to assist in enterprise development.

IA.1. At least 2 proposals submitted for funding by June 2012.

IA.2. At least 2 business plans developed for new economic ventures by December 2012.

ER.4. Stakeholders in the sector are exposed to information on best practices in agro tourism and are establishing linkages in the sector.

IA.1. At least 1 document on best practices developed and disseminated by December 2012.

IA.2. Ongoing participation in national inter-agency meetings regarding the development of agro/ rural tourism.

Review and Strengthen the Research Process Through Increased Collaboration with CARDI for Validation and Demonstration of Efficient Production Systems

Objective To contribute funding toward agricultural research, foster greater collaboration among the research entities and support the dissemination of research results to the agri-food sector.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
2. *Agro-biotechnology and biosafety*
5. *Regional and international cooperation for technology innovation*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. There is increased collaboration between IICA, CARDI and relevant stakeholders in the local research field through a restructured and re-focused research programme under the technical cooperation agreement (IICA/CARDI).

IA.1. At least quarterly meetings of Project Management committee with reports submitted quarterly.

ER.2. Stakeholders and the farming community have increased access to research findings on root crops, vegetables, herbs and spices, protected agriculture and small ruminant production.

IA.1. At least 3 workshops with the farming community held by December 2012.

IA.2. 3 tech packages disseminated to the farming community by December 2012.

ER.3. Research entities have greater knowledge of each other's current research activities.

IA.1. At least 2 meetings among relevant research stakeholders held by December 2012.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. Strengthened technical and administrative capacities of the IICA Jamaica office to ensure that the office is able to deliver the Country Strategy requirements.

ER.2. Processes prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and permanent collection of lessons learnt.

ER.3. IICA Jamaica has optimal information systems and computerization of applicable processes in the offices.

ER.4. IICA Office in Jamaica has adequate physical space, infrastructure and equipment to support the technical operations.

ER.5. Public institutions, the private sector and other stakeholders in the agriculture sector recognize the quality, experience and the relevance of IICA to meet national needs and demands identified in the IICA Country Strategy.

IICA Office in Bahamas

IICA Technical Cooperation Projects

Support the MAMR's/BAIC Technical Capacity in Good Production Practices for Greenhouses and for Commercial Production Supporting the Organization of the Value Chain for Each Commodity

Objective To enhance productivity through the strengthening of public and private capacities to access new technology and provide improved services to producers for increasing their production and competitiveness.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Bahamas Agricultural Industrial Corporation has a draft agriculture sector strategic plan to improve support to producers and Family Island agriculture development.

IA.1. Twenty-five % staff members engaged and trained in development of a strategic plan.

IA.2. Draft agriculture strategic plan endorsed by stakeholders and ready for review by BAIC Board and parliament.

IA.3. One activity report available.

ER.2. Agriculture sector stakeholders are knowledgeable and make use of market platform & information.

IA.1. List of data collection strategy & sites for public information available.

IA.2. Report of market information distributed bi-weekly.

IA.3. One activity report on market platform development available available.

ER.3. Greenhouse association have increased their capacity and understanding of protected agriculture and how to increase output and incomes from improved management.

IA.1. Technical visit to at least three greenhouse and model facilities by end 2011.

IA.2. At least four workshops (30 participants) conducted on good management by end of 2012.

IA.3. One report of technical, managerial and operational assistance required, endorsed by greenhouse cluster by 2012.

IA.4. Project proposal developed for external funding by end 2012.

ER.4. Increased knowledge of students about diverse crops/livestock, food security and improved nutrition & agricultural practices.

IA.1. Report of activity available.

IA.2. All schools that offer agriculture science participating in national program from 4 Family Islands by 2014.

IA.3. At least two schools participate in national Ag Expo every other year in New Providence.

ER.5. Members of the associations and extension service have increased their knowledge of herd management and, producers adopt improved feeding practice.

IA.1. One report of technical, managerial and operational assistance endorsed by MAMR/BAIC/ and producers.

ER.6. Sweet potato producers increase production and adopt good agricultural practices.

IA.1. Project proposal developed for investment funding by end 2011.

ER.7. Producers improve knowledge of agricultural health regulations for export.

IA.1. Producers compliant with standards for export by 2012.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Office provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The knowledge, technical and technological capacities of the Staff in Bahamas office has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional norms and procedures and effective implementation of the Country Strategy.

ER.2. Proceedings prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and permanent collection of lessons learned.

ER.3. IICA Bahamas have systematized information on the progress and results of the technical cooperation activities undertaken and use of knowledge management tools improved.

ER.4. IICA Bahamas has adequate physical space to carry out technical cooperation operations.

ER.5. IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.

IICA Office in Dominican Republic

IICA Technical Cooperation Projects

Project to Support the Development and Consolidation of Policies, the Implementation of Strategies and Plans, Dialogue and Public-private Partnerships in the Agricultural Sector of the Dominican Republic

Objective Support the development and consolidation of policies, the implementation of strategies and plans, dialogue and public-private partnerships that contribute to the creation of social capital and take advantage of synergies.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

Program for Cross-cutting Coordination: Agriculture and Food Security

2. *Institutional framework and services to support market access for small-scale producers*
3. *Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Ministry of Agriculture has a project to modernize and improve the institutional efficiency of the agricultural sector in the Dominican Republic.

IA.1. At least two legislative initiatives and/or policy proposals prepared and presented to the authorities.

IA.2. At least two proposals or actions for institutional improvement designed and presented.

ER.2. With IICA's support, the national public agricultural sector has modernized the public institutional framework and is better equipped to address present and future challenges.

IA.1. At least two legislative initiatives prepared and presented to the authorities.

IA.2. At least two proposals or actions for institutional improvement designed and presented.

ER.3. With IICA's support, the livestock sector of the Dominican Republic has implemented projects that enable it to develop its public and private institutional framework.

IA.1. At least three projects supported in the design phase and at least one in the implementation phase.

ER.4. Producer organizations and groups have improved their agribusiness capabilities.

IA.1. At least two producer organizations and groups supported with agribusiness management projects.

ER.5. Local public policies have been strengthened to benefit the national agricultural sector, through proposals emanating from the seminars.

IA.1. At least two seminars held on agrifood policies and their conclusions presented to the authorities.

ER.6. International organizations have established a mechanism to discuss and coordinate joint actions around a common work agenda.

IA.1. At least three initiatives coordinated or agreed within the mechanism.

Project to Support the Sustainable Development of Rural Territories in the Dominican Republic

Objective Support the implementation of strategies and investments for the sustainable development of rural territories, seeking better living conditions for the rural populations of the Dominican Republic, and especially for small-scale producers.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. National Committee for the implementation of ECADERT successfully implements the Strategy in the Dominican Republic.

IA.1. Committee members trained in TRD issues.

IA.2. 25 institutional technicians trained and with the necessary competencies to work with TRD tools.

ER.2. Families in rural territories enjoy greater opportunities and higher incomes, along with better living conditions.

IA.1. At least five projects underway.

IA.2. Five project documents available.

IA.3. 150 families benefit from the projects.

Project to Support the Development of Organic Agriculture in the Dominican Republic

Objective Promote the expansion of profitable crops with market potential, including organic production, through the strengthening of the institutional framework and through research, development and investment initiatives.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 3. New uses of agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Ministry of Agriculture of the Dominican Republic has the necessary policy instruments to promote the development of agriculture.

- IA.1. 70 producers have been consulted through workshops.
 - IA.2. Publication of a context study on local organic production.
 - IA.3. Census prepared with information on organic production in the country.
 - IA.4. Policy document disseminated among the main players involved in the national agricultural sector.
 - IA.5. Policy document on organic agriculture (OA) prepared and published.
- ER.2. The country has developed organic production models that will offer opportunities to improve the competitiveness of those products.
- IA.1. Status report on rice and analysis of possible organic production published.
 - IA.2. Document prepared for inclusion in the technology package on organic rice production.
 - IA.3. At least three institutions related to the OA sector have benefited from technical visits to improve their production techniques.

Project to Support Research, Extension Services and Education in Agriculture for the Dominican Republic

Objective Support research, technology development, extension services and education to improve the processes of production, processing and marketing of agricultural and forest products.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. The IDIAF has validated agricultural innovations in maize and bean crops to improve the competitiveness, productivity and sustainability of local producers.
- IA.1. At least two REDSICTA projects under implementation.
- ER.2. With IICA's support, public universities offering agricultural courses in the DR have developed modern study programs, appropriate to the current needs of the agricultural labor market.
- IA.1. At least two universities involved in the modernization of the curriculum.
- ER.3. With IICA's support, public universities offering agricultural courses and research institutions in the DR have modernized the technical management of their training farms.
- IA.1. At least two universities or public institutions participate in a program for the modernization of technical management on farms.
- ER.4. The Dominican Republic's agricultural sector uses a communications tool with producers from other countries, enabling it to improve its competitiveness and improve the transfer of knowledge and experiences.
- IA.1. At least two producers' videoconferences organized between DR producers and two LAC countries.

ER.5. Producers increase their agricultural knowledge based on the experience of producers in other countries.

IA.1. A least one producers' mission promoted, organized and implemented in one LAC country

Project to Support the Management of Sustainable Agricultural Production in the Dominican Republic

Objective Support the Dominican Republic in adopting practices for the sustainable management of natural resources, promoting agricultural, livestock and forestry technologies that facilitate adaptation to climate change and the conservation of biodiversity.

Programs and Lines of Action

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

3. Efficient and integrated management of natural resources

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Ministry of Agriculture applies innovative tools and techniques to improve the competitiveness of different producers in the DR.

IA.1. At least one project on sustainable production systems in operation.

IA.2. At least 150 officials, technicians and decision-makers of the agricultural sector aware of and trained in the importance of these techniques.

ER.2. The trained producers have increased their productivity and reduced their operating costs through the application of the techniques promoted.

IA.1. At least 300 producers have received information on the benefits of these production techniques.

ER.3. The Ministry of the Environment and Natural Resources has prepared a project proposal for the conservation of protected areas, with a view to obtaining funding.

IA.1. At least one project for the protection of protected areas under implementation.

Project to Support the Improvement of Agricultural Health and Food Safety Systems in the Dominican Republic

Objective Support the implementation of a comprehensive, modern and efficient agricultural health and food safety (AHFS) system that involves all the players in the production chain.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Ministries of Agriculture, Public Health and Environment and Natural Resources have a coordinated Plan to respond to outbreaks of disease in birds, and to diseases that can be transmitted from birds to humans.

IA.1. 300 technicians and producers have been trained through the project's different training programs.

IA.2. 6 consultancies commissioned to support the establishment of the AHFS systems.

ER.2. The Dominican Republic has a system for monitoring the movement of birds, enabling the country to prevent or control the propagation of avian diseases.

IA.1. An animal health monitoring system has been established.

IA.2. A monitoring and surveillance system has been established for migratory birds.

IA.3. A monitoring and surveillance system has been established for migratory birds.

ER.3. The Ministry of Agriculture keeps an effective register of poultry producers in the country, facilitating support services for disease control.

IA.1. A national registration system for poultry producers has been established.

IA.2. A monitoring system to track the movement of birds has been established.

ER.4. Haiti and the Dominican Republic have harmonized their policies, strategies and technical criteria for the control of avian diseases.

IA.1. An agreement on avian and human flu has been signed between the Haitian and DR health authorities.

ER.5. The Dominican Republic and Haiti have a quarantine system that allows for improved levels of safety and control of quarantine diseases.

IA.1. 150 inspectors trained in quarantine inspection mechanisms and systems.

IA.2. 150 inspectors trained in the control of diseases and pests.

IA.3. 80 quarantine inspectors trained to provide services at ports and airports.

IA.4. 50 inspectors trained in the use of X-ray equipment.

ER.6. The Ministry of Agriculture has established mechanisms for monitoring quarantine pests and diseases, allowing for a rapid response and treatment to minimize the risks of introducing these pests and diseases into the country.

IA.1. At least 10 incinerators installed and operating at airports.

IA.2. At least 10 sterilizers installed and operating at ports.

IA.3. A quarantine information system in operation.

IA.4. Legal and regulatory framework for the quarantine system strengthened.

Project to Promote the Agricultural Exports of the Dominican Republic

Objective Promote agricultural exports on the basis of continuous exploration and competitive insertion in the international markets.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The participants have up-to-date information on the target market.

IA.1. Market study document.

ER.2. The participants have the necessary capacity to access the target market.

IA.1. Reports on the activities implemented and accounts of the participants.

ER.3. The participants have defined a clear strategy for exporting to the target market.

IA.1. Business plan documents.

ER.4. The participants have approached potential buyers.

IA.1. Travel reports of the Institute's staff and the participants.

ER.5. The participants have an effective plan to promote themselves among interested institutions.

IA.1. Proposal document.

ER.6. A legal document has been prepared endorsing the negotiation and implementation of the project.

IA.1. Agreement document.

ER.7. The participants have up-to-date information on the target market.

IA.1. Market study document.

ER.8. The participants have the necessary capacity to access the target market.

IA.1. Reports on the activities implemented and accounts of the participants.

ER.9. The participants have defined a clear strategy for exporting to the target market.

IA.1. Business plan documents.

ER.10. The participants have approached potential buyers.

IA.1. Travel reports of the Institute's staff and the participants.

- ER.11. A proposal has been prepared for promotional purposes among interested institutions.
IA.1. Proposal document.
- ER.12. A legal document has been prepared endorsing the implementation of the project.
IA.1. Agreement document.
- ER.13. The participants have up-to-date information on the target market.
IA.1. Market study document.
- ER.14. The participants have the necessary capacity to access the target market.
IA.1. Reports on the activities implemented and accounts of the participants.
- ER.15. The participants have defined a clear strategy for exporting to the target market.
IA.1. Business plan documents.
- ER.16. The participants have approached potential buyers.
IA.1. Travel reports of the Institute's officers and the participants.
- ER.17. Public technicians and private consultants have the necessary tools to advise producers on these issues.
IA.1. Reports on the activities implemented and accounts of the participants.

Project to Strengthen Market Information and Intelligence Systems for Agricultural and Forest Products of the Dominican Republic

Objective Strengthen market information and intelligence systems for agricultural and forest products, through the use of Information and Communications Technologies.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Program for Cross-cutting Coordination: Agriculture and Food Security

3. Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. Proposal prepared in line with institutional needs.
IA.1. Proposal document.

ER.2. Obtained the necessary funds to implement the activities.

IA.1. Training activities implemented.

ER.3. Proposal agreed with the Ministry of Agriculture.

IA.1. Proposal document.

ER.4. Obtained the necessary funds to implement the project.

IA.1. Agreement signed.

ER.5. Proposal agreed with the Ministry of Agriculture.

IA.1. Proposal documents for the Project and the Agreement.

ER.6. Obtained the necessary funds to implement the project.

IA.1. Agreement signed.

Project for the Promotion and Development of Agro-tourism in the Dominican Republic

Objective Promote agro-tourism to diversify the income and support the development of rural communities.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

1. Linking producers to markets, including small-scale producers

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Proposal prepared and agreed with PADF.

IA.1. Project document.

ER.2. Obtained the necessary funds to implement the project.

IA.1. Agreement document.

ER.3. Strengthened capacity to generate wealth in rural communities of Samaná.

IA.1. Technical and financial reports of the project.

ER.4. Project designed according to the needs of agro-entrepreneurs and supporting institutions.

IA.1. Project document.

ER.5. Obtained the necessary funds to implement the Project. Strengthened capacity to generate wealth in rural communities of Miches.

IA.1. Agreement document.

ER.6. Strengthened capacity to generate wealth in rural communities of Miches.

IA.1. Technical and financial reports of the Project.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the IICA Office in the Dominican Republic provides technical cooperation with the greatest effectiveness (efficacy and efficiency) possible, in order to help achieve the priorities and objectives established in IICA/Dominican Republic's Technical Cooperation Strategy, in accordance with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The Office is better equipped to meet the needs of the livestock subsector and has trained backup staff.

ER.2. IICA is better equipped to assist the country with international trade issues.

ER.3. IICA began to provide support to the country with greenhouse technology, which is booming and gaining in popularity within the country and throughout the hemisphere.

ER.4. The Office has an enhanced capacity to implement activities in support of local organic agriculture.

ER.5. IICA has the capacity to replicate models of silvo-pastoral systems at the local level.

ER.6. The staff of the Office is much better equipped to communicate with the other offices in the Caribbean and non-Spanish speaking strategic partners.

ER.7. The members of the Office staff are familiar with all the software tools at their disposal (Word, Excel, PowerPoint, Access, etc.), and are using them in their respective positions.

ER.8. The Office has a systematized tool that facilitates the management of the entire technical and administrative process of the Office.

ER.9. The Office has a tool that facilitates the attainment of the technical cooperation goals set for the period in question.

ER.10. The local Office has the same administrative and financial processes as Headquarters and the staff knows how to operate the new system.

ER.11. The integration and teamwork of the staff of the local Office were enhanced, thereby improving the Institute's image and technical cooperation at the local level.

ER.12. There is greater public awareness of the activities, actions, and projects that IICA implements at the local, regional and hemispheric levels.

ER.13. The Office has provided the country, the region and the hemisphere with a source of up-to-date information about the national agricultural sector and IICA.

ER.14. There is greater public awareness of the projects that IICA implements at the local, regional and hemispheric levels.

ER.15. The Office facilitated the documentation of field experiences and generated a multimedia database of IICA's activities in the country.

IICA Office in Suriname

IICA Technical Cooperation Projects

Strengthening the Agriculture Technology and Innovation Systems

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Suriname has improved the management of research and development.

IA.1. Strategy document prepared and presented to fifty (50) private and public sector stakeholders who in turn have been sensitized to opportunities to improve national collaboration.

IA.2. A platform has been developed which effectively facilitates communication between research institutions on a national level.

ER.2. The national systems have been strengthened in collecting and disseminating information on research and development.

IA.1. Thirty (30) pamphlets on the Cartagena protocol have been published and distributed to private and public sector stakeholders.

ER.3. The national systems have been strengthened in collecting and disseminating information on research and development.

IA.1. Three (3) Partnership newsletters have been published and distributed to private and public sector stakeholders.

ER.4. The national systems have been strengthened in collecting and disseminating information on research and development.

IA.1. Two (2) pilot low-cost hydroponics sites have been developed at local orphanages.

IA.2. Five (5) training sessions on the use of protected agriculture have been carried out and ten (10) stakeholders have been trained.

ER.5. The national systems have been strengthened in collecting and disseminating information on research and development.

IA.1. IICA's Annual Report 2010 prepared and presented at the Annual Accountability Seminar.

ER.6. Extension services have enhanced their performance.

IA.1. Fifteen(15) national extension specialists have received support through Six(6) trainings to improve the agricultural extension services provided to rural populations.

ER.7. National technology and innovation systems strengthen relationships with regional and international stations.

IA.1. One (1) stakeholder has participated at meetings of Procitropicos and information has been disseminated to agricultural community through three (3) informational workshops.

IA.2. At least thirty (30) private and public sector stakeholders have been sensitized to new information and developments in CARDI through distribution of pamphlets and one informational workshops.

ER.8. National technology and innovation systems strengthen relationships with regional and international stations.

IA.1. At least two public sector stakeholders have participated in regional and international agricultural research fora and disseminated research information to the agricultural community through one (1) informational workshop.

Support the Strengthening and Modernization of Suriname's Agricultural Health and Food Safety Service

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Suriname has participated in SPS and other fora.

IA.1. At least four (4) delegates from Suriname have participated in SPS meetings and fifty (50) private and public sector stakeholders have been informed as to new SPS developments through three (3) informational workshops.

ER.2. Enhanced national capabilities in food safety.

IA.1. Twenty-five (25) private and public sector stakeholders have been sensitized to GAPs and GMPs and the incentives for their adoption through two (2) training activities conducted with support from international specialists.

ER.3. Enhanced national capabilities in food safety.

IA.1. One (1) status report on the country's Quarantine Services has been prepared and presented to twenty-five (25) public sector stakeholders through one (1) informational workshop.

ER.4. CAHFSA operational.

IA.1. At least one (1) international seminar carried out with thirty-five (35) participants from CAHFSA.

Support the Strengthening of the Agribusiness Sector in Suriname

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

Programs and Lines of Action

Agribusiness and Trade Program

2. *Adding value to agricultural production and keeping value in production zones*
1. *Linking producers to markets, including small-scale producers*

Center for Strategic Analysis for Agriculture (CSAFA)

1. *Prospective and strategic analyses for agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Government has developed and implemented appropriate agribusiness policies and strategies.

IA.1. Fifty (50) Private and public sector stakeholders have been sensitized to an agricultural policy document and its implications through two (2) workshops.

ER.2. Government has developed and implemented appropriate agribusiness policies and strategies.

IA.1. Fifty (50) private and public sector stakeholders have been made aware of the importance of agricultural risk management and its potential for implementation in Suriname through two (2) seminars.

ER.3. Agribusiness subsectors have awareness of their status and enhance their competitiveness.

IA.1. Twenty-five (25) private and public sector stakeholders have increased their capacity for organizational management through three (3) training activities.

ER.4. Agribusiness subsectors have awareness of their status and enhance their competitiveness.

IA.1. Private and public sector stakeholders twenty-five (25) have attended two (2) training activities to become sensitized to the value chain approach.

ER.5. Agribusiness subsectors have awareness of their status and enhance their competitiveness.

IA.1. Thirty (30) Stakeholders in three (3) different subsectors have attended two (2) sessions to present a detailed analysis of their commodity and opportunities for value chain improvement.

ER.6. Agribusiness entrepreneurs have increased their market share in domestic, regional and international markets.

IA.1. Thirty (30) private and public sector stakeholders attended two (2) informational workshops and have subsequently increased their knowledge of a specific market and increased their capacity to access that market.

Enhancing Livelihoods in Selected Rural Territories in Suriname

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

3. Efficient and integrated management of natural resources

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Selected rural communities in Suriname strengthening their food security with the introduction of appropriate technology.

IA.1. Twenty (20) family farms have been trained in improved vegetable production techniques through a series of five (5) training workshops.

ER.2. Food security in rural communities strengthened by the diversification of staples.

IA.1. Ten (10) family farms are producing an improved upland rice variety as a result of three (3) training sessions.

ER.3. Natural resource management incorporated into Suriname's hinterland agricultural and rural development activities.

IA.1. Design of permaculture systems has been developed and twenty (20) hinterland producers have attended two (2) training workshops in permaculture systems.

ER.4. Suriname has adapted raising of neotropical animal species into its agriculture and rural development programme.

IA.1. Two trials have been established and twenty hinterland producers have received training in two (2) workshops in rearing neotropical animal species.

ER.5. Tour operators and rural communities have improved their efficiency in managing agro-eco-tourism enterprises.

IA.1. Agro-eco-tourism best practices have been developed and disseminated to ten tour operators and rural communities through two (2) training seminars.

ER.6. Milieu informed about activities and issues learnt during project implementation.

IA.1. One (1) final project report prepared and distributed.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. Professional personnel have improved their delivery of technical cooperation.

ER.2. Professional personnel have improved their technical capacities through areas of training in Project Formulation and implementation and Managing protected agriculture systems.

ER.3. New technical personnel with appropriate skills and knowledge recruited.

ER.4. Agriculture milieu in Suriname has improved their technical knowledge base through the dissemination of information.

ER.5. Professional personnel have enhanced their technical expertise in protected agriculture and pineapple production.

ER.6. National travel and per diem scales are brought in line with current realities.

ER.7. Office increased its operation of externally funded Technical Cooperation Projects.

ER.8. Office has improved its delivery of Technical Cooperation Projects through increasing the number of monitoring and follow up visits; enhanced collaboration with the Directorate of Performance Management and Evaluation (DPME).

ER.9. Office has improved its information and communication technological infrastructure.

ER.10. Office has improved its management of information through participation in internal and external training sessions.

ER.11. Office makes more effective use of available space.

ER.12. Milieu made more aware of Offices Technical Cooperation activities and technical information generally.

IICA Office in Trinidad and Tobago

IICA Technical Cooperation Projects

Enhancing Capacity and Processes for Agricultural Policy and Planning in Trinidad and Tobago

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

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

- 1. Prospective and strategic analyses for agriculture*
- 2. Public policies for agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Enhanced capacity in MFPLMA/THA and other state agencies in agriculture to formulate, implement, monitor and evaluate policies, programmes, plans and projects.

IA.1. At least two (2) training workshops conducted and 25 persons trained annually on policy and planning themes.

ER.2. Enhanced capacity in Planning division to undertake analysis, planning and programming.

IA.1. IICA Staff provide oversight to and mentor planning division staff on at least two planning and policy related special assignments annually.

ER.3. More informed decision making, planning and policy formulation based on increased availability and reliability of data/information.

IA.1. At least one analytical study completed on an annual basis.

ER.4. The adoption of a relevant and responsive policy regime with associated plans and strategies.

IA.1. Policy framework and sector plan completed by end 2011. Annual reviews of sector policy framework and plans.

ER.5. Improved policy and planning processes and enhanced monitoring and evaluation of programs, projects, etc.

IA.1. Technical assistance provided to Ministry in implementing monitoring and evaluation system in keeping with policy framework and sector plan by end of 2011.

ER.6. Improved planning and implementation of selected agricultural development projects and programmes.

IA.1. Support the evaluation of the National Agribusiness Development Programme in 2011 and 2012 and selected programmes on an annual basis.

Enhancing the Competitiveness of Selected Commodity Systems through Integrated and Coordinated Technical Cooperation

Objective To facilitate the sustained development and increased competitiveness of selected commodities by mobilizing technical cooperation in an integrated and coordinated manner to address key constraints.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Enhanced capacity among stakeholders to undertake commodity assessments and value chain analysis and prepare plans and strategies for commodity development.

IA.1. At least two (2) training courses delivered and 30 persons trained on an annual basis in VCA and preparation of commodity plans and strategies.

ER.2. More informed decision making in both public and private sectors as this relates to support for and participation in competitive commodity value chains.

IA.1. Commodity assessment analyses/business plans/feasibility plans prepared for at least one commodity each year between 2011 - 2014.

ER.3. More effective and efficient delivery of technical cooperation for the development of selected commodities.

IA.1. At least two meetings convened involving stakeholders along the value chain for selected commodities on an annual basis.

ER.4. Enhanced cooperation among stakeholders along the value chain and within clusters leading to improved coordination and effectiveness in addressing commodity development.

IA.1. Support provided to at least two (2) clusters through the increased participation of stakeholders in programmes to address constraints to development of selected commodities.

ER.5. Greater efficiency and effectiveness in the mobilization of technical cooperation from IICA targeted at specific commodities.

IA.1. At least one horizontal technical cooperation action completed annually and services of at least two (2) technical specialists secured annually in support of development of selected commodities.

Strengthening and Integrating Agricultural Health and Food Safety Systems and Services for Enhanced Food Security and Increased Market Access

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Enhanced capacity in public and private sectors to utilize and apply AHFS principles and practices leading to better management of pest and diseases, increased adoption of practices and food safety standards and increased access to markets.

IA.1. At least two (2) training programmes conducted and 25 persons trained in agricultural health and food safety related issues.

ER.2. General public, public sector and private sector including SMEs are better informed to act and make decisions relating to the AHFS system.

IA.1. Knowledge management system for AHFS reviewed and recommendations presented for strengthening system by mid 2012.

ER.3. Increased efficiency and effectiveness in programme and project design as it relates to strengthening the AHFS system.

IA.1. Assessment of the Animal Health and plant health system conducted in 2011 and 2012. Updates of assessments in SPS and Food Safety conducted in 2012 - 2013.

ER.4. Increased levels of cooperation and integration in the design and execution of projects and programmes relating to AHFS.

IA.1. Support provided in convening at least one multi-sectoral and multi-stakeholder fora annually.

ER.5. Private sector and SMEs in particular are empowered with information and skills to adopt standards required for accessing markets.

IA.1. At least one GAP Protocol developed annually and support provided in developing grades and standards for two commodities annually. Technical assistance programme developed in collaboration with CARIRI and NAMDEVCO targeting SMEs.

Institutional Strengthening and Support to Organizations (including Producer groups and SMEs) in the Agri-Food Sector

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

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

2. Institutional framework and services to support market access for small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Enhanced capacity within institutions and organizations for developing and managing sustainable and effective organizations.

IA.1. At least two (2) training programmes and 20 persons trained annually and 2 training manuals developed.

ER.2. Increased technical and financial support delivered to producer and commodity organizations.

IA.1. At least two groups receive technical assistance annually in preparation of projects and programmes and or in mobilizing technical cooperation.

ER.3. Improvements in the delivery of marketing, products, services and level of networking of participating organizations.

IA.1. At least two organizations receive support in organizing and participating in major events annually.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The IICA Trinidad and Tobago office will benefit from timely delivery of internal and external expertise in improving the execution of technical cooperation programmes.

ER.2. The application of knowledge management tools is strengthened among professional staff in improving the office efficiency.

ER.3. IICA Trinidad and Tobago continues to be a strong collaborative organization committed to technical cooperation on agriculture, sustainable rural development and institutional strengthening with our stakeholders.

ANDEAN REGION

IICA Office in Bolivia

IICA Technical Cooperation Projects

Strengthening of Bolivia's National Agriculture and Forestry Innovation System

Objective To promote the strengthening of the National Agriculture and Forestry Innovation System, promoting better management of the system as a whole, and each of its members, in research, extension and technological innovation, in order to achieve sustainable agriculture that contributes to food security and poverty reduction.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems
2. Agro-biotechnology and biosafety
3. New uses of agriculture
6. Knowledge management and ICT for innovation
5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The INIAF and the VCyT are implementing and promoting research projects on priority agricultural activities in partnership with public and private research centers in the different regions of the country.

IA.1. The INIAF and the VCyT, with support from IICA, prepared its work plan to guide and carry out basic, applied and adaptive research on 9 priority agricultural activities (wheat, potato, quinoa, cattle ranching, vegetables, soybeans, corn, rice and sugarcane).

ER.2. Within the framework of the Bolivian Innovation System, The INIAF and the VCyT are spearheading and promoting technological innovation processes using ICTs, mechanisms for consensus building and dialogue, and the training and strengthening of human resources.

IA.1. The BIS has human resources with enhanced knowledge and skills for promoting agricultural and forestry technological innovation (100 professionals and 120 young leaders trained in 4 years).

IA.2. Players in the BIS have access to and use the information generated in the universities through research (4 documents containing reports on the progress of research).

IA.3. The MDRyT has national plans and regulatory and institutional frameworks that promote the development of socially and/or economically important agricultural activities.

ER.3. The National Biosafety Committee was reactivated and began its work.

IA.1. Minutes of the meetings of the National Biosafety Committee are available.

ER.4. The INIAF is coordinating extension and technical assistance models in accordance with the characteristics of the regions and priority agricultural activities, in partnership with the institutions and productive sector involved in the Departmental Innovation Councils.

IA.1. The INIAF has an extension and technical assistance strategy that enables it to support 9 priority agricultural activities (wheat, potatoes, quinoa, cattle ranching, vegetables, soybeans, corn, rice and sugarcane).

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

Objective To support the efforts of Bolivia's agricultural sector to strengthen the National Agricultural Health and Food Safety System.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The National AHFS System has been strengthened by training technical staff of the SENASAG and related institutions in the application of the Agreement on Sanitary and Phytosanitary Measures; pesticides; good agricultural practices, good manufacturing and hygiene practices; and HACCP.

IA.1. At least 50 officials, technical staff and/or producers are conversant with the GAP, GMP, GHP and HACCP methodologies and are using these tools in their work.

IA.2. The SENASAG, with support from IICA, drafted a work plan for the implementation of GAPs and improvement of the use of GMPs, GHPs and HACCP.

IA.3. The delegates of the CNCA represent Bolivia in dealings with the different technical committees of the Codex Alimentarius, presenting the position of the public and private sectors.

IA.4. The SPS Committee was established and analyzes and discusses international proposals, so that Bolivia's delegates can present the country's position.

IA.5. The training plan is being developed and carried out in the municipalities prioritized with the WFP.

ER.2. The project supported the strengthening of the Agricultural Health and Food Safety System, to meet the needs of the population and national producers.

IA.1. Bolivia recognized as free from foot-and-mouth disease with vaccination.

IA.2. A plan is under way for the control and eradication of the fruit fly. IICA is a member of the advisory committee.

IA.3. Bolivia is boosting its technical capabilities for preventing the introduction of avian influenza and other transboundary diseases.

IA.4. Staff trained in sanitary and phytosanitary measures through video conferences carried out under hemispheric initiatives.

ER.3. SENASAG has begun to modernize its organizational and operating structure to meet the needs of its users and international standards.

IA.1. The methodology for characterizing the performance of the service, developed by IICA, has been adopted by SENASAG.

IA.2. A three-year plan to improve SENASAG is being implemented, based on an analysis, conclusions and specific recommendations produced jointly by IICA and SENASAG.

Strengthening of the Management of, and Capabilities for, Territorial Rural Development

Objective To support the articulation of intersectoral policies and the capabilities of the players in rural territories with a territorial rural development approach, to increase productive opportunities in family agriculture.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The players in rural territories are equipped to design and carry out policies, programs and projects with a territorial approach.

IA.1. The technical teams of the priority territories have made the territorial rural development approach one of their planning tools.

IA.2. At least 2 territorial management committees per year have the capabilities for planning with a territorial rural development approach.

ER.2. The economic players in rural territories have the productive capabilities required to foster sustainable access to domestic markets.

IA.1. At least 2 municipalities per year supported with the review of projects aimed at strengthening productive capabilities among the priority production complexes.

ER.3. Technical staff of the MDRyT and the LDC-0 know how to analyze the state of sustainable development in the priority territories and are doing so.

IA.1. The BIOGRAMA adopted as a tool for providing follow-up to and evaluating the programs and projects in priority territories.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and as efficiently as possible, in order help address the priorities and achieve the objective outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1. The technical personnel have increased their knowledge in their areas of professional competence.
- ER.2. Two professionals in the areas of Forestry Management and Energy and Environment hired.
- ER.3. The personnel of the Office have increased their knowledge of the Institute's rules as a result of their participation in on-site events and videoconferences.
- ER.4. The personnel of the Office have enhanced their capacity to manage projects, with emphasis on the execution of external resources.
- ER.5. The Office has the technological infrastructure and information systems required to provide services efficiently and on a timely basis.
- ER.6. The area of the Office occupied by the technical personnel has been remodeled and reorganized to enable them to perform their duties more efficiently and effectively.
- ER.7. National authorities, international cooperation organizations and stakeholders in the private sector attend the Accountability Seminar, held to present the Annual Report, recognizing the importance of the technical cooperation provided by IICA; and informational material is distributed to the press.

IICA Office in Colombia

IICA Technical Cooperation Projects

Institution Building to Promote the Competitiveness of Agricultural Production Chains, Business Development and Market Access

Objective To contribute to the consolidation of the institutional capabilities needed to promote the competitiveness of agriculture in the rural territories.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Methodology for socio-business strengthening of peer learning designed, implemented and systematized.

IA.1. Approximately 40 associations have implemented the methodology for the socio-business strengthening of peer learning.

ER.2. The associations are using tools for research and the design and operation of market and corporate image plans.

IA.1. With technical assistance from IICA, at least 5 associations have designed and are implementing marketing plans.

ER.3. Cooperation and commercial meeting held.

IA.1. One (1) cooperation and commercial meeting held.

ER.4. The chain secretaries have tools for managing strategic activities.

IA.1. At least 5 chain secretaries are implementing strategic activities related to technology development, efficient production or agroindustrial strengthening, commercial management and value added.

ER.5. The associations of small-scale producers have implemented technical improvement plans in order to establish links with the rural tourism industry.

IA.1. At least 5 associations have implemented technical improvement plans to establish links with rural tourism.

ER.6. A methodology for systematizing and developing a publication designed and implemented.

IA.1. A publication produced on the project.

ER.7. Event held to disseminate the results of the project.

IA.1. One (1) dissemination event held.

ER.8. Learning methodology implemented in 70 microenterprises.

IA.1. Methodology implemented in 70 microenterprises.

ER.9. Technical products and supporting documentation delivered and approved.

IA.1. Technical reports of the agreements and related contracts approved by the corresponding person.

ER.10. Accounts of agreements and related contracts settled.

IA.1. Settlement statements of related contracts signed by the parties; and draft statements of agreements, with all available supporting documentation.

Creation and Improvement of Capabilities Among Population Groups and Institutional Players Linked to Situations of Poverty, Vulnerability and/or Small and Medium-scale Production

Objective To contribute to the design, operation and/or evaluation of programs, instruments and/or processes aimed at creating social, economic, physical, environmental and institutional capabilities among both poor and/or socially vulnerable population groups and small and medium-scale rural producers, as well as institutional players working with those groups.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Capabilities created related to micro-finances (savings, micro-credits and micro-insurance) and productive enterprises.

IA.1. Approximately three thousand (3000) women have designed, set up and/or strengthened individual production units, with their respective business plans, and/or are using formal financial services.

ER.2. Organizational capabilities created related to production, associative enterprises and micro-finances (savings, micro-credits and micro-insurance).

IA.1. Approximately five hundred (500) women have designed, set up and/or strengthened associative productive enterprises and/or are using formal financial services.

ER.3. An operational model is being implemented that is making the project's contracting, operating and administrative processes more efficient.

IA.1. A document containing the methodology for reconstructing and/or strengthening social capital and the social fabric in rural areas affected by forced displacement; and a technical report on the processes involved and the results achieved in applying the methodology in various places where populations that suffered forced displacement have been resettled.

ER.4. Productive assets to be rehabilitated selected.

IA.1. At least thirty (30) assets selected for rehabilitation.

ER.5. The actions to be carried out to rehabilitate and ensure the sustainable use of assets were designed.

IA.1. At least thirty (30) designs of actions approved.

ER.6. The assets were rehabilitated and handed over to the beneficiaries.

IA.1. At least thirty (30) assets rehabilitated and handed over to the respective beneficiary communities.

ER.7. The project is helping to foster, support and sustain production, in order to contribute to the consolidation of rural resettlements of displaced populations.

IA.1. ACCIÓN SOCIAL approved a technical assistance protocol for helping groups of people displaced from rural areas returning to their places of origin. The protocol deals with consensus building and the design, approval of co-financing and implementation of productive projects.

ER.8. A portfolio of productive projects has been created to underpin the return of populations to their places of origin in rural areas.

IA.1. At least thirty (30) productive projects formulated, with co-financing approved by ACCIÓN SOCIAL.

ER.9. The project is consolidating the return and resettlement of rural populations, based on the launch of productive projects.

IA.1. At least thirty (30) productive projects are being implemented.

ER.10. FONADE, INCODER and the beneficiaries of the DRTT have conclusions and recommendations for installing and operating intra-farm irrigation in the final phase of the DRTT.

IA.1. Sixty-four (64) hectares of the DRTT have intra-farm irrigation.

ER.11. FONADE, INCODER, and the beneficiaries of the DRTT have recommendations for implementing and operating the agricultural production plan in the final phase of the DRTT.

IA.1. Sixty-four (64) hectares of the DRTT under cultivation.

ER.12. UTRITOL is equipped to serve as a qualified counterpart, on behalf of the beneficiaries of the DRTT, for the implementation of the final phase of the project.

IA.1. UTRITOL, which is the second-level organization that groups together the 20,000 beneficiary families of the DRTT, is better equipped to manage the rural development plan of the sub-territory of the Tolima Triangle.

ER.13. The minimum information is available that is needed to plan training processes in rural development with a territorial approach (RDTA) and technical assistance for the institutional entities mentioned.

IA.1. A document containing an assessment of the training and technical assistance in RDTA needed for the institutional entities mentioned.

ER.14. A tool is available for the institutional entities mentioned to use in managing RDTA training and technical assistance processes.

IA.1. A document containing the work plan to be implemented by the institutional entities mentioned for training and technical assistance in RDTA.

ER.15. Local actors in the south of Tolima are improving their ability to manage RDTA.

IA.1. At least thirty (30) institutional actors in the south of Tolima have increased their capacity to manage territorial development.

ER.16. The ACCIÓN SOCIAL and INCODER entities already mentioned are consolidating their management of RDTA.

IA.1. At least fifty (50) Institutional actors from the institutional entities of ACCIÓN SOCIAL and INCODER already mentioned are equipped to design and implement rural development projects and processes with a territorial approach.

ER.17. Monitoring, follow-up and evaluation elements are available for analyzing the processes and results of the operation of the projects in the department of Tolima.

IA.1. Four (4) documents containing the baselines, ongoing evaluations and the systematization of experiences stemming from the operation of the four projects in question: Mujeres Ahorradoras en Acción, Recuperación de Activos Improductivos, Retorno de Poblaciones Desplazadas a sus Territorios Rurales de Origen, and Fase Demostrativa del Plan Productivo y de Desarrollo Rural del DRTT.

ER.18. Analytical elements are available to help adjust and/or reformulate rural development tools in the rural territories of Colombia.

IA.1. One (1) publication that, based on the information and analysis available, proposes guidelines and recommendations for the design and application of RDTA instruments in Colombia.

ER.19. Finalization of agreements and related contracts, with the required supporting documentation.

IA.1. Technical reports of the agreements and related contracts approved by the corresponding person.

ER.20. Accounts of agreements and related contracts settled.

IA.1. Settlement statements of related contracts signed by the parties; and draft statements of agreements, with all available supporting documentation.

Promotion of Productivity and Competitiveness through the Strengthening of the Capabilities of the National Sanitary and Phytosanitary Measures System

Objective To support the modernization of the national agricultural health and food safety services and enhance the capacity of small and medium-scale producers to meet the requirements of quality assurance systems (GAPs, GMPs, HACCP, etc.).

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The institutions of the NSPMS have been strengthened by improving the capabilities of the UERIA.

IA.1. The UERIA has been strengthened and is conducting risk assessments as part of food safety.

ER.2. Implementation of a laboratory and a greenhouse for quarantine pest control.

IA.1. A greenhouse and a laboratory implemented for quarantine pest control at the ICA, with the support of APHIS/USDA.

ER.3. The PVS instrument has been applied to ICA's animal and plant health service.

IA.1. Report on the application of the PVS instrument, with recommendations for improvements, with a view to providing continuity to the process.

ER.4. Training or updating events on AHFS issues participated in or supported.

IA.1. At least four training or updating events supported.

ER.5. Activities supported that were prioritized in the MTP and the nation's AHFS strategy.

IA.1. Activities required under projects implemented.

ER.6. The MADR's Directorate of Fisheries and Aquaculture has a standard geared towards conditions on the ground.

IA.1. At least one process of updating and modifying regulations supported.

ER.7. Agricultural producers strengthened through the development of the technical skills needed for them to integrate into local and regional markets.

IA.1. At least 100 fishermen and aquaculturists trained in good agricultural and manufacturing practices.

IA.2. At least 6 associations of agricultural producers in Huila trained in GAPs and GMPs.

ER.8. The MADR's Directorate of Fisheries and Aquaculture has mechanisms for local and regional participation and consensus building (fisheries and aquaculture hubs), for the definition of strategies for the management of resources and development of the activity, as well as for the implementation of quality and safety assurance systems.

IA.1. At least 13 fisheries and aquaculture hubs created.

ER.9. Country position prepared by the National Codex Committee, to participate in the international meetings on specific subjects.

IA.1. Colombia represented at at least 3 international meetings on specific subjects.

ER.10. The countries have shared experiences related to the modernization and harmonization of the institutional framework responsible for the evaluation, management and communication of risks.

IA.1. At least one virtual meeting held to share experiences of the agencies responsible for the evaluation, management and communication of risks.

IA.2. A discussion body set up to define and reach agreement on the action plan on the evaluation and communication of risk.

ER.11. Technical outputs and supporting documentation delivered and approved.

IA.1. Technical reports of the agreements and related contracts approved by the corresponding person.

ER.12. Accounts of agreements and related contracts settled.

IA.1. Settlement statements of related contracts signed by the parties; and draft statements of agreements, with all available supporting documentation.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation with the greatest effectiveness (efficacy and efficiency) possible, in order to help achieve the priorities and objectives established in IICA's Country Strategy for Technical Cooperation, in accordance with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The professionals within the Office enhanced their technical expertise in the following areas: technology and innovation, agribusiness, food safety and territorial development.

ER.2. An integrated information system was developed that makes it possible to systematize and provide follow-up to the technical cooperation actions carried out, and disseminate them in a timely fashion.

ER.3. The Office promoted mechanisms for disseminating results and sharing experiences, thereby creating synergies among the projects and the different areas of the Office.

ER.4. The units within the Office responsible for analyzing and negotiating cooperation projects were strengthened, in accordance with the procedures established by the Institute.

ER.5. The process of approving externally-funded projects was simplified.

ER.6. An integrated information system was developed that makes it possible to systematize and provide follow-up to the technical cooperation actions carried out, and disseminate them in a timely fashion.

ER.7. The Office's administrative management and support services are contributing satisfactorily to the implementation of the Country Strategy and observing the Institute's rules and procedures.

ER.8. The Office developed and implemented a strategy for repositioning IICA in Colombia as a technical cooperation agency, in the short and medium term.

ER.9. The Office promoted a policy of transparency and accountability as an element of the institutional culture.

ER.10. The Office forged partnerships with other cooperation agencies and academia in order to create complementary technical networks at the local and international levels.

IICA Office in Ecuador

IICA Technical Cooperation Projects

Productivity and Competitiveness for the Rural Agricultural Sector

Objective To support the national capabilities for identifying innovative technological alternatives that strengthen the implementation of agricultural production initiatives at the central, section and association level, to increase production and productivity throughout the agrifood chain as factors that contribute to the dynamics of Ecuador's agricultural production matrix.

Programs and Lines of Action

Agribusiness and Trade Program

- 2. Adding value to agricultural production and keeping value in production zones*

Agricultural Health and Food Safety and Quality Program

- 3. Food safety*

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*
- 6. Knowledge management and ICT for innovation*

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

- 2. Agricultural production with environmental responsibility*

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The GADs are strengthening their agricultural extension, transfer and training programs.

IA.1. Workshops/courses for training trainers in methodologies for transferring and disseminating agricultural technologies.

ER.2. The national agricultural sector is benefiting from INIAP's services in support of production and public goods.

IA.1. INIAP's experimental stations have up-to-date operating capabilities in their laboratories that are used to conduct research and provide services.

ER.3. The territorial production agendas prepared by the GADs incorporate development initiatives based on agricultural technology innovation processes.

IA.1. A portfolio of project profiles related to technological and/or biotechnological innovation identified for the territories.

ER.4. The national government, the GADs and players in priority chains have instruments for consolidating partnerships aimed at raising productivity and generating value added.

IA.1. Methodological guidelines for establishing productive partnerships involving players in priority chains in the territories.

ER.5. The national institution specializing in agricultural research and technology transfer (INIAP) has a methodology for constructing agricultural technology surveillance systems.

IA.1. Conceptual and methodological guide to the construction of agricultural technology surveillance systems.

ER.6. The MAGAP and INIAP have a reference guide on lessons learned and successful experiences in the field of extension and technology transfer.

IA.1. Methodology defined for articulation and technical cooperation based on strategic partnerships involving the INIAP's National Technology Transfer System and the GADs.

IA.2. Document on lessons learned in extension and technology transfer in Ecuador.

Territories and Rural Well-being within the Framework of the Decentralized Autonomous Governments (GADs)

Objective To strengthen the capabilities of the GADs by means of instruments and methodologies they can use to plan and carry out their responsibilities with regard to production, agriculture and irrigation in a decentralized way, in keeping with national and territorial planning processes and policies.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The decentralized autonomous governments have common planning methodologies and instruments for carrying out their responsibilities related to production and agriculture in keeping with the processes defined by the national, regional and/or provincial institution.

IA.1. The GAD directorates in charge of the development of production and agriculture have methodological documents for inter-institutional sectoral planning and coordination with the corresponding ministries.

IA.2. The directorates in charge of productive development that are IICA's counterparts have inter-institutional sectoral investment programs in coordination with the corresponding ministries, as an instrument for agriculture sector management.

IA.3. The GADS sign specific technical cooperation instruments with IICA for a Rural Territory and Well-being Program, in keeping with the national and territorial guidelines.

ER.2. The countries' provinces, through their respective GADs, have irrigation management models.

IA.1. Models for managing irrigation in the provinces of Loja and Manabí designed methodologically.

ER.3. The GADS have instruments for spurring the development of production systems under irrigation.

IA.1. The investment program instrument adapted as a means to spur the development of the areas under irrigation in Loja and Manabí.

ER.4. Associations such as CONCOPE and CONAJUPARE have systematized and validated documents on methodologies and instruments for the decentralized management of production, agriculture and irrigation.

IA.1. Methodologies for formulating territorial investment programs systematized and documented.

IA.2. Methodologies documented for participatory planning at the parish council level.

IA.3. Methodology documented for the design and formulation of sectoral plans for agriculture.

ER.5. The GADS have a strategy implemented from the territories for the generation of employment and income for young people in rural areas in keeping with the business projects carried out in the territories.

IA.1. Programs for young entrepreneurs implemented in at least three provinces (El Oro, Santo Domingo de los Tsáchilas and Cotopaxi) to generate employment and income.

IA.2. Methodological underpinnings and guidelines developed for identifying, formulating and implementing enterprises at the territorial level.

ER.6. The province of El Oro and Pichincha have a strategy for promoting and managing food security at the territorial level.

IA.1. A food security program designed for the province of El Oro.

IA.2. Experiences systematized on territorial dynamics for promoting food security in El Oro.

ER.7. The environmental management, planning and production units of the GADs that are IICA's counterparts have projects involving integrated natural resource management.

IA.1. IICA and its territorial counterparts (Pichincha, Loja) have identified a portfolio of project profiles aimed at integrated natural resource management.

ER.8. The GADs that are IICA's counterparts are implementing specific instruments for the promotion of associative enterprises and the management of chains, circuits and clusters in accordance with the potential and priorities at the provincial level.

IA.1. Plan to improve and strengthen priority chains at the territorial level in Pichincha, Santo Domingo de los Tsáchilas, Loja, and El Oro.

Integration of Small-scale Producers Into the Market

Objective To strengthen public and/or private institutional capabilities at the national and territorial levels as a means of improving the access of small-scale producers to markets.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Partner institutions have a database of local, regional and national organizations of small-scale producers.

IA.1. At least 4 databases of producers' organizations.

IA.2. Criteria for selecting businesses defined by territory.

IA.3. One final technical report per year.

ER.2. Partner institutions have tools for training organizations of small-scale producers.

IA.1. Programming of training.

IA.2. A training guide adapted for each project implemented.

IA.3. Four aide-memoires of the training events.

IA.4. Four reports on the training workshops.

ER.3. Partner institutions have a mechanism for providing follow-up to the producers' organizations, to ensure that they implement the different aspects of the Agribusiness Plan successfully.

IA.1. An agribusiness plan for each participating organization.

IA.2. A methodology for providing follow-up to and evaluation of each participating business.

ER.4. Partner institutions have tools for helping the organizations of small-scale producers to establish links with the markets.

IA.1. A report on participation in business fairs and matchmaking and other meetings, and visits to outlets for each project implemented.

IA.2. Reports on the business meetings held and the outcome of the negotiations.

Support for Regional-Hemispheric Integration and Horizontal Cooperation on Agricultural Issues

Objective To establish a mechanism that will permit Ecuador to take effective advantage of the different opportunities and supplies of technical cooperation available in the hemisphere, at both the regional and national levels (horizontal cooperation); and facilitate the participation of Ecuadorean bodies in regional and hemispheric integration processes and mechanisms specializing in agricultural issues.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

4. Emerging issues and emergencies in AHFS

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

2. Agro-biotechnology and biosafety

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. INIAP–Ecuador is effectively heading up the work on a strategic issue (biotechnology) within PROCINDINO.

IA.1. At least 80% of the work plan on the strategic issue led by INIAP-Ecuador implemented.

ER.2. INIAP-Ecuador is playing an active role in the thematic networks established by PROCITROPICOS.

IA.1. Ecuador has completed more than 80% of the work programmed in the thematic networks of PROCITROPICOS.

ER.3. INIAP-Ecuador is involved in the formulation and implementation of regional research projects within the framework of PROCINDINO and PROCITROPICOS.

IA.1. INIAP-Ecuador is involved in the formulation and implementation of 2 regional agricultural research projects.

IA.2. IICA Evaluation Report on INIAP's fulfillment of its commitments within projects.

ER.4. Ecuadorean technical personnel and/or delegates are participating in hemispheric meetings or forums linked to AHFS, Codex and international trade at least 3 times per year; and at least 5 national specialists are being trained in the issues addressed each year.

IA.1. Travel reports.

IA.2. Technical reports on training activities.

ER.5. The delegates hold preparatory meetings with the national institutions involved in the issues that will be addressed.

IA.1. Aide-mémoire of the meetings and country position paper where applicable.

ER.6. Meetings are held to disseminate the results of the issues addressed at the international meetings, forums, or training activities in which Ecuador has taken part.

IA.1. Aides-mémoire of the meetings.

IA.2. Database of beneficiaries of the training with reference data and the content of the training.

ER.7. Ecuadorean technical personnel and/or delegates are participating in hemispheric meetings or forums linked to biotechnology and biosafety.

IA.1. Travel reports.

ER.8. The delegates hold preparatory meetings with the national institutions involved in the issues that will be addressed.

IA.1. Aide-mémoire of the meetings and country position paper where applicable.

IA.2. Aides-mémoire of the meetings.

ER.9. Meetings are held to disseminate the results of the issues addressed at the international meetings, forums, or training activities in which Ecuador has taken part.

IA.1. Database of beneficiaries of the training with reference data and the content of the training.

ER.10. Ecuadorean representatives are participating in hemispheric meetings or forums linked to the Leadership Center and at least 10 national specialists are trained each year in different aspects of leadership.

IA.1. Travel reports.

IA.2. Technical reports on training activities.

ER.11. Ecuador is involved in regional or hemispheric initiatives through national coordination mechanisms, with SETECI in charge of the work.

IA.1. Ecuadorean institutions and organizations achieve the approval and implementation of at least 4 national-level projects financed by regional or hemispheric programs or funds.

ER.12. Establishment of a formal body for coordination between SETECI and IICA in order to provide follow-up to the participation of Ecuadorean institutions and organizations in regional (Andean) and hemispheric bodies for integration on agricultural issues.

IA.1. Semiannual planning meetings held.

IA.2. Annual evaluation and follow-up meeting held.

IA.3. Document: "Annual programming of integration and horizontal cooperation actions."

IA.4. Document summarizing the evaluation of the integration and horizontal cooperation actions implemented by Ecuador.

IA.5. A report is produced on Ecuador's participation in the hemispheric forums on agriculture and the country's progress in fulfilling its commitments.

IA.6. Information module developed on the Web pages of SETECI and IICA to disseminate the database of experts and successful international experiences in relation to issues that are of strategic importance for agriculture in Ecuador.

Strengthening of the National Agricultural Health and Food Quality System

Objective To contribute to the design of public policies and strategies aimed at strengthening the institutions that make up the agricultural health and food safety system, in order to promote animal and plant protection and thereby improve the productivity and competitiveness of agriculture and contribute to the national economy and public health.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. SISCAL has become an effective body for coordinating AHFS issues in Ecuador at the institutional level.

IA.1. Document on the "Strengthening and national coordination of the SISCAL" project published at the end of the fourth year.

ER.2. Ecuador has adopted a sustained strategy for the eradication of foot-and-mouth disease.

IA.1. A new stage of the Project to support the eradication of foot-and-mouth disease in Ecuador implemented.

IA.2. Document on the Project to support the eradication of foot-and-mouth disease in Ecuador.

IA.3. Vaccination levels of more than 85% achieved in the project's service area.

IA.4. A 50% reduction in outbreaks of foot-and-mouth disease achieved in the project's service area.

ER.3. The national authorities have a proposal for the establishment of the National Program for the Control of Pollutants (mycotoxins and pesticides).

IA.1. Document containing the proposal for the establishment of the National Program for the Control of Pollutants (mycotoxins and pesticides).

ER.4. The country has a number of technical and regulatory proposals for the issuing of sanitary permits and sanitary controls once the permit has been issued.

IA.1. Summary document (report) on technical and regulatory proposals for the issuing of sanitary permits and sanitary controls once the permit has been issued.

ER.5. The country has a number of technical and regulatory proposals for updating the current rules (regulations, standards and procedures), and strengthening the Codex Committee and the Committee on Sanitary and Phytosanitary Measures.

IA.1. Summary document (report) on the technical and regulatory proposals for updating the current rules (regulations, standards and procedures), and strengthening the Codex Committee and the Committee on Sanitary and Phytosanitary Measures.

Support for Processes Aimed at Revamping, Strengthening and Articulating Agricultural and rural Institutions in Ecuador

Objective To contribute to the design of public strategies and new institutional arrangements to orient and facilitate the transfer of responsibilities for the promotion of agricultural production from the Central Government to the GADs.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The agricultural public sector has a plan to support the strengthening and articulation of institutions.

IA.1. "Work Plan" document agreed and approved.

IA.2. Report on at least two technical missions carried out on priority issues.

IA.3. Two analyses or sectoral studies on strategic issues that are a priority for Ecuadorean agriculture.

ER.2. Two institutions that are important to Ecuador's agricultural sector have a work plan that an organization representing the interests of stakeholders and IICA reach agreement on at the start of each year.

IA.1. "Work Plan" document agreed and approved.

IA.2. Annual reports on fulfillment of the commitments undertaken in the work plans with the stakeholder organizations.

ER.3. Ecuador has an advanced proposal for the implementation of Ecuador's National Rural Development Strategy on which the stakeholders are agreed.

IA.1. Document published containing the proposed "National Rural Development Strategy of Ecuador."

ER.4. The GADs and the MAGAP have methodological instruments that are facilitating the process of transferring responsibilities, such as the provincial production agendas.

IA.1. Three provincial agricultural production agendas developed, based on participatory methodologies for transferring responsibilities upon which the stakeholders agree.

ER.5. At least 2 institutional designs established that are facilitating the adoption and transfer of responsibilities in the agricultural sector.

IA.1. At least two new institutional structures have been put in place in at least 2 provinces, to assume new responsibilities in the agricultural sector.

ER.6. The MAGAP has a center for the strategic analysis of agricultural policies.

IA.1. Annual report of the Center for the Strategic Analysis of Agricultural Policies.

ER.7. The MCPEC has a system for providing follow-up, monitoring and evaluation of the provincial agricultural production agendas.

IA.1. Annual report of the unit in charge of the system used to provide follow-up, monitor and evaluate the provincial agricultural production agendas.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objective set forth in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The IICA Office in Ecuador has highly qualified, competitive personnel who have the up-to-date knowledge they require to provide a quality and timely response to the needs identified in the IICA Country Strategy.

ER.2. The technical and administrative personnel of the Office provide technical cooperation services that are in line with the IICA Country Strategy and IICA rules and procedures.

ER.3. The Office has a state-of -the-art informatics platform and automated programs that enable it to respond in a timely manner to national needs.

ER.4. The physical infrastructure of the Office is such that it contributes to the efficient provision of technical cooperation services, and to a positive image.

ER.5. The Office has a corporate image plan.

IICA Office in Peru

IICA Technical Cooperation Projects

Strengthening the Business Capabilities of Producers to Enable them to Establish links with Markets

Objective To strengthen the capabilities of public and private stakeholders for linking agricultural producers with markets, to help make agriculture more competitive and profitable.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
2. *Adding value to agricultural production and keeping value in production zones*

Center for Strategic Analysis for Agriculture (CSAFA)

2. *Public policies for agriculture*

Innovation for Productivity and Competitiveness Program

3. *New uses of agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Public and private stakeholders working at the national, regional and/or local level(s) are familiar with successful experiences involving associative enterprises in Peru, and have initiatives for adapting and replicating them.

- IA.1. At least five (05) experiences identified.
- IA.2. One (01) document published.
- IA.3. At least two (02) awareness-building events.
- IA.4. At least two (02) project profiles developed.

ER.2. Public and private stakeholders at the national, regional and/or local level(s) are using tools and strategies that promote agribusiness management in rural associative enterprises.

- IA.1. One (01) training kit produced under the program.
- IA.2. At least one (01) entity has adopted the program.
- IA.3. At least two (02) training events held.
- IA.4. At least 60 stakeholders trained.

ER.3. Producers' associations have profiles and projects that were prepared to the standard required by financial entities.

IA.1. At least two (02) producers' associations assisted.

IA.2. At least two (02) profiles developed.

ER.4. Public and private stakeholders working at the national, regional and/or local level(s) are familiar with successful experiences that linked small and medium-scale producers with markets; and have initiatives for adapting and replicating them.

IA.1. At least two (02) experiences identified.

IA.2. One (01) document published.

IA.3. At least 20 participants in dissemination events.

IA.4. At least two (02) projects developed.

ER.5. Producers' organizations and rural entrepreneurs are increasing their possibilities for accessing and competing in new markets.

IA.1. One (01) document containing a methodology that was adjusted and validated.

IA.2. At least three (03) organizations and participants.

IA.3. At least three (03) business plans developed.

ER.6. The country has strategic guidelines for the development of agroindustry.

IA.1. At least five (05) events implemented.

IA.2. At least 60 participants.

IA.3. One (01) document containing proposed strategic guidelines for the development of agroindustry in Peru.

ER.7. Public and private actors working at the national level, regional and/or local level(s) are familiar with successful experiences that placed rural agroindustries on a business footing in Peru.

IA.1. At least two (02) experiences identified.

IA.2. One (01) document published.

IA.3. At least 50 participants in dissemination events.

IA.4. At least two (02) projects developed.

ER.8. Regional and local government officials are making use of tools and strategies that promote value-adding and quality management processes.

IA.1. At least one (01) training kit produced under the program.

IA.2. At least one (01) entity is adopting the program.

IA.3. At least two (02) training events held.

IA.4. At least 60 stakeholders trained.

Strengthening Local Capacity for the Integrated Management of Development with a Territorial Approach

Objective To help strengthen local capacity for the integrated management of development with a territorial approach.

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Center for Strategic Analysis for Agriculture (CSAFA)

- 1. Prospective and strategic analyses for agriculture*
- 2. Public policies for agriculture*

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

- 2. Agricultural production with environmental responsibility*
- 3. Efficient and integrated management of natural resources*

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Public, private and civil society entities operating at the national and sub-national levels are working in a coordinated and articulated manner to achieve the integrated management of rural territories.

- IA.1. At least two mechanisms established or strengthened.
- IA.2. One document on the characterization of methodologies.

ER.2. Public and private stakeholders possess methodologies and projects that are contributing to the integrated management of rural territories.

- IA.1. Two proposals at different stages of development or implementation.

ER.3. Regional and local government officials are familiar with territorial management experiences and have initiatives for adapting and replicating them.

- IA.1. Five experiences identified.
- IA.2. One document published.

IA.3. Fifty officials are familiar with the experiences identified.

IA.4. At least two projects developed.

ER.4. Regional and local government officials are using tools and strategies that promote the integrated management of local economic development.

IA.1. One document prepared under the program.

IA.2. Two training events held.

IA.3. Fifty stakeholders trained.

ER.5. Academic and developmental management entities have an option for strengthening their supply of services.

IA.1. One entity interested in adopting the program as part of a sustainability project.

ER.6. Organized producers who received training are adopting production and management techniques to improve their economic activities in a sustainable manner.

IA.1. One document prepared under the program.

IA.2. Two training events held.

IA.3. Fifty stakeholders trained.

ER.7. Academic and developmental management entities have an option for strengthening their supply of services.

IA.1. Two entities interested in adopting the program as part of a sustainability project.

Improving the Capabilities of Health Services and their Users

Objective To improve the capabilities of health services and their users and thereby consolidate/establish processes that make it possible to guarantee agricultural health and food safety at the national level.

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

1. Sanitary and phytosanitary measures

3. Food safety

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has capabilities for formulating its food safety policy and instruments for implementing it.

IA.1. At least three experiences identified.

IA.2. Two technical documents drafted.

IA.3. At least three technical events held.

ER.2. The country has a methodological document for the establishment of an early warning system.

IA.1. At least two experiences identified.

IA.2. One document produced.

ER.3. Health authorities have updated plans of action based on the application of the PVS.

IA.1. At least one updated plan of action.

IA.2. At least one project prepared.

IA.3. At least one health service trained in the use of the information system.

ER.4. Public sector officials are better equipped to deal with strategic sanitary issues.

IA.1. At least 45 staff trained.

IA.2. At least three training events held.

Efficient Management of Natural Resources to Combat Climate Change

Objective To strengthen national, regional and local capabilities for the efficient management of natural resources to combat climate change.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Innovation for Productivity and Competitiveness Program

4. Clean energy

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

1. Adapting agriculture to climate change

2. Agricultural production with environmental responsibility

3. Efficient and integrated management of natural resources

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has initiatives in place that are facilitating the diversification of the energy matrix and the reduction of GGE.

IA.1. A schedule of activities drawn up.

IA.2. A Manual and the Regulations of the Fund produced.

IA.3. Ideally, one call for project proposals issued each year.

IA.4. At least one consolidated annual regional report.

ER.2. The country has sustainable forestry management projects that are competitive and profitable, and are contributing to the development of the forestry sector.

IA.1. A schedule of activities drawn up.

IA.2. A manual and the Regulations of the Fund produced.

IA.3. Ideally, one call for project proposals issued each year.

IA.4. At least one consolidated annual regional report.

ER.3. Public and private stakeholders have projects that are helping to tap the synergies among agriculture, mining, energy, water resources and territories.

IA.1. At least four technical notes and their respective agreements.

IA.2. One document produced.

IA.3. At least two projects formulated.

IA.4. At least one project under way.

ER.4. Public and private stakeholders possess methodologies and models that are enabling them to orient processes related to planning, management and the institutional framework for tackling climate change.

IA.1. At least five experiences characterized.

IA.2. Two teaching guides produced.

IA.3. At least one training or technical assistance activity under way.

Management of Technical Cooperation

Management of Technical Cooperation

Objective To ensure that the Office provides technical cooperation with the greatest effectiveness (efficacy and efficiency) possible, in order to help achieve the priorities and objectives established in IICA/Peru's Technical Cooperation Strategy, in accordance with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The members of the Office's professional personnel have enhanced their technical capabilities to enable them to address the priorities established in the Country Strategy, with emphasis on the cross-cutting areas and tools such as prospective and situational analyses and impact assessments, as well as knowledge and project management.

ER.2. Key public and private stakeholders in agriculture and rural life at the national and sub-national levels recognize IICA's technical strength and its ability to meet the needs prioritized in the Country Strategy.

ER.3. The procedures prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and the application of good practices.

IICA Office in Venezuela

IICA Technical Cooperation Projects

Strengthening Agrifood Systems and Family Agriculture Services in Rural Territories

Objective Contribute to the development of institutional and local capabilities for the integrated management of agrifood systems in family agriculture and of agricultural services in rural territories, in the context of the strategic priorities defined in the Battle Plan for Food Sovereignty.

Programs and Lines of Action

Agribusiness and Trade Program

- 2. Adding value to agricultural production and keeping value in production zones*

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*
- 2. Contribution of family agriculture to the rural economy*

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

- 2. Agricultural production with environmental responsibility*

Program for Cross-cutting Coordination: Agriculture and Food Security

- 2. Institutional framework and services to support market access for small-scale producers*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Public and private entities know and apply methodologies for the design and implementation of a sustainable development strategy and the strengthening of family agriculture (value added) in rural territories.

- IA.1. At least 3 situation analysis documents prepared for the design of sustainable development strategies.
- IA.2. At least 5 training and mobilization events organized.
- IA.3. At least 60 institutional and local actors trained.
- IA.4. At least 2 sustainable development strategies prepared.

ER.2. Analysis and structuring of strategic technical cooperation actions in territories associated with livestock production and community-based rural tourism chains.

- IA.1. At least 3 basic assessments on social capital prepared.

ER.3. State and local governments as well as community actors develop capabilities for the formulation of strategic territorial investment programs and projects.

- IA.1. At least 2 preliminary documents prepared for a portfolio of local investment projects.

IA.2. At least 2 workshops and meetings held on resource mobilization and project management.

IA.3. At least 2 technical teams organized and trained in the mobilization of resources.

ER.4. Institutional and community actors improve their capacity for cohesion and social management of territories.

IA.1. Four study documents prepared.

IA.2. At least 100 people trained.

ER.5. The public and sectoral institutional framework applies practical methodologies for the comprehensive development of rural territories.

IA.1. Three methodologies and instruments applied.

IA.2. Four territorial management strategies prepared.

ER.6. Public, private and community organizations intervene in coordination processes to implement platforms for integrated territorial management.

IA.1. At least 20 institutions involved.

IA.2. At least 6 coordination events organized with stakeholders.

ER.7. The Technical Committee applies methodologies for the formulation and management of institutional development in the territories.

IA.1. Three methodologies and instruments applied.

IA.2. 100 people trained.

IA.3. At least three Action Plans formulated and validated.

IA.4. Progress reports and evaluation.

IA.5. At least 6 management reports on institutional performance.

Strengthening the National Agricultural Health and Food Safety (AHFS) System

Objective Contribute to innovation and to the strengthening of institutional capabilities in the agricultural health and food safety (AHFS) services, as well as in the agrifood system, in order to improve sanitary status, food security and promote public health.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. The Food Hygiene Directorate (DHA) has launched a process to modernize and strengthen its organizational and operational structure.
- IA.1. Methodology adopted by the DHA.
 - IA.2. Plan of Action established with authorities and periods defined for strengthening the DHA.
- ER.2. Officials of AHFS services have strengthened their capacity in strategic and relevant topics.
- IA.1. At least 4 training events implemented.
- ER.3. INSAI has initiated an operational strengthening process to respond to emergencies caused by disease outbreaks that affect plants and animals.
- IA.1. Plan of Action established to define actions in response to emergencies.
- ER.4. INSAI has strengthened its Sanitary and Phytosanitary (SPS) Programs.
- IA.1. At least 4 training events implemented to strengthen programs for the eradication of Foot-and-Mouth disease, Brucellosis and Bovine Tuberculosis.
- ER.5. INSAI and DHA have developed the capacity to conduct effective risk analysis as the scientific basis for all sanitary and phytosanitary measures.
- IA.1. INSAI and DHA have established a procedure for carrying out risk analysis.
- ER.6. Strengthened institutional capacity to respond to health risks in a timely manner.
- IA.1. Established a Sanitary Prevention and Mitigation Plan in case of disasters.
 - IA.2. INSAI and DHA have a Vulnerability Reduction and Sanitary Mitigation Project to deal with the effects of disasters on food production and food safety systems.
- ER.7. Producers' networks, associations, cooperatives, communities, organizations and public institutions have a work plan for the implementation of GAP, GMP, food safety and HACCP programs in production chains with lower environmental impact, contributing to public health and food security.
- IA.1. Producers' networks, associations, cooperatives, communities, organizations and public institutions have adopted the principles and methodology for the implementation of quality management systems.
 - IA.2. Producers' networks, associations, cooperatives, communities and organizations and public institutions have projects for the implementation of GAP, GMP, food safety and HACCP programs.
 - IA.3. Producers' networks, associations, cooperatives, communities and organizations and public institutions have projects to implement GAP, GMP, food safety and HACCP programs.
- ER.8. Other institutions associated with education and training in AHFS, such as universities and colleges, have incorporated AHFS topics into their study programs.
- IA.1. Universities and colleges incorporate AHFS activities into their study programs.
- ER.9. Local players have strengthened their organizational and management capabilities.
- IA.1. Social players have implemented a plan to strengthen their organization.

Promotion of Strategic Regional, Hemispheric and Horizontal Technical Cooperation Actions Among Countries

Objective Contribute to the development of technical and institutional management capabilities in Venezuela, coordinating regional and hemispheric dialogue bodies and horizontal technical cooperation actions, in order to develop a sustainable agriculture and promote food security and food sovereignty.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*
4. *Emerging issues and emergencies in AHFS*

Innovation for Productivity and Competitiveness Program

5. *Regional and international cooperation for technology innovation*

Program for Cross-cutting Coordination: Agriculture and Food Security

3. *Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. INSAI and other organizations linked to food safety have improved their capacity for the implementation of sanitary and phytosanitary measures based on science.

- IA.1. Report on strategic activities carried out by the AHFS services implemented with international and regional organizations.
- IA.2. Plan to strengthen the implementation of sanitary and phytosanitary (SPS) measures executed.
- IA.3. Information document and knowledge management on agricultural health and food safety.
- IA.4. At least three training events, either onsite or online, organized on sanitary and phytosanitary measures and emerging issues.

ER.2. Public officials learn about successful experiences in other countries and apply methodologies and tools for their implementation.

- IA.1. Number of participants in Forums and other technical events.
- IA.2. Number of horizontal technical cooperation actions implemented.
- IA.3. Reports on the actions and exchanges carried out.

ER.3. The INIA of Venezuela has the necessary expertise and methodologies for the systematization, analysis and exchange of information on technological innovations for food safety.

- IA.1. 75% of the work plan on food safety led by the INIA of Venezuela executed.
- IA.2. Implementation of mechanisms for sharing information and knowledge on technologies relevant to agriculture and food safety.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the IICA Office in Venezuela provides technical cooperation with the greatest effectiveness (efficacy and efficiency) possible, in order to help achieve the priorities and objectives established in the IICA Country Strategy for Technical Cooperation, in accordance with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action contained in the 2010-2014 MTP.

Expected Results (ER)

ER.1. The IICA Office in Venezuela has competent human talent capable of providing a timely response and quality technical services, in accordance with the requirements of IICA/Venezuela's Country Strategy.

ER.2. The Office provides high-quality, efficient technical cooperation services in accordance with the Institute's rules and adopting an approach that places emphasis on continuous improvement, rationality, accountability and transparency.

ER.3. The Office has an adequate informatics platform and automated programs that allow it to meet the country's needs in a timely manner.

ER.4. Public institutions, the private sector and other key stakeholders in agriculture recognize the quality, experience and relevance of IICA's efforts to meet the needs and requests for cooperation identified in the IICA/Venezuela Country Strategy.

SOUTHERN REGION

IICA Office in Argentina

IICA Technical Cooperation Projects

Support for the Formulation, Analysis and Implementation of Agricultural and Agrifood Policies and Strategies

Objective Provide technical cooperation to the MAGyP for the formulation, analysis and implementation of national policies and strategies, in order to achieve a sustainable and competitive agriculture that promotes social inclusion and the well-being of the rural population.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

- 1. Prospective and strategic analyses for agriculture*
- 4. Institutional framework for agriculture and investment in its modernization*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Officials and technicians of the MAGyP as well as public and private institutions of the agrifood sector are familiar with strategic planning studies and experiences of other countries, necessary for the formulation of policies and strategies.

IA.1. At least 4 studies in the areas of: family agriculture, intelligent agriculture and climate change, comparison (benchmarking) of agricultural policies. Two (2) videoconferences on strategic planning.

ER.2. Officials and technicians of the MAGyP and public and private institutions of the agrifood sector are familiar with IICA's technical outputs in relation to the agrifood sector, family agriculture, organic agriculture and bioenergy.

IA.1. IICA participates and contributes technical elements to thematic groups on Family Agriculture, Organic Agriculture and Agro-energy, and at conferences, seminars and meetings of the PEA. At least 10 meetings.

ER.3. Public and private institutions associated with the agrifood and agroindustrial sectors of all the country's provinces have participated in the formulation of the PEA2.

IA.1. At least 6 workshops organized with provincial representatives of the productive, political, scientific and technical sectors, with IICA's support.

ER.4. The provinces affiliated to PROSAP have developed Provincial Strategies for the Agrifood Sector.

IA.1. 10 strategy documents of the agrifood sector appropriate for the provinces.

ER.5. The provinces affiliated to PROSAP have public investment projects, based on feasibility studies, in the areas of irrigation and drainage, rural electrification, rural roads and productive and business development.

IA.1. Project profiles agreed with the provinces and designed on the basis of feasibility.

ER.6. The MAGyP, family agriculture organizations and cooperatives have a comprehensive and up-to-date report on agricultural cooperatives and their strengths and weaknesses in order to improve their performance and market insertion.

- IA.1. Publication of a book on "Agricultural cooperatives in the Republic of Argentina".
- ER.7. The MAGyP has a proposal document on actions for the promotion of cooperatives and other types of associations.
- IA.1. Two documents submitted to the MAGyP containing proposed actions for the promotion of cooperatives and other types of associations.
- ER.8. Facilitation of discussion and participation by actors in an analysis of the situation and strategies for agricultural cooperatives.
- IA.1. A workshop/seminar organized on the situation and challenges faced by agricultural cooperatives, with the participation of officials, technicians and representatives of the public and private cooperation sector.
- ER.9. Officials of the MAGyP's Agroenergy Department strengthen their capabilities for the implementation and coordination of the Bioenergy Group of the PEA2 and its role as a permanent mechanism for the participatory formulation of agroenergy policies.
- IA.1. With IICA's technical support, the Bioenergy Group and the MAGyP have formulated a Strategic Plan on Bioenergy, in the context of PEA2.
- ER.10. Officials of the MAGyP's Agroenergy Department, of the INTA's Bioenergy Program, members of the Bioenergy group of the PEA2 and stakeholders in the bioenergy chain strengthen their capacities for policymaking and/or formulating agro-energy strategies.
- IA.1. The MAGyP, INTA and other competent authorities on bioenergy have prepared studies and technical reports jointly with IICA.
- ER.11. Officials of INTA and of the NARIs of the Southern Region and PROCISUR have a methodology for the analysis and calculation of the costs of lignocellulosic raw materials selected in the context of the BABETHANOL Project.
- IA.1. With technical support from IICA, the technical team of the BABETHANOL Project has information on the relative competitiveness of lignocellulosic raw materials of interest to the Southern Region.
- ER.12. Government officials and groups interested in bioenergy have access to systematized and up-to-date information on the status and configuration process of the Argentinean and global biofuels chains.
- IA.1. 40 periodic newsletters on agro-energy and biofuels produced by IICA.
- IA.2. An information system on agro-energy and biofuels designed jointly by the MAGyP and IICA and made available to all sectors and groups interested in bioenergy.
- ER.13. The departments of MAGyP, SENASA and INTA responsible for policy and strategy formulation benefit from the outputs of regional cooperation efforts.
- IA.1. At least 20 documents of CAS, COSAVE, CVP and PROCISUR disseminated. Minutes and reports of the meetings.
- ER.14. INTA and other NARIs of the Southern Region develop conceptual and methodological materials and participate in workshops on institutional innovation for agricultural development.
- IA.1. Documents produced by the Platform for Institutional Innovation of PRINDES on institutional innovations in the NARIs of the Region.
- ER.15. MAGyP officials and referents on the issue of rural youth in Argentina design a project for the creation of a National Center for Young Leaders of Agriculture and Rural Life, based on analysis, conclusions and recommendations prepared jointly with IICA.
- IA.1. National Center for Young Leaders of Agriculture and Rural Life designed and implemented by the MAGyP with technical support from IICA.
- ER.16. The National Center for Young Leaders of Agriculture and Rural Life has training modules and teaching materials provided by IICA.

IA.1. At least 4 training modules and/or manuals designed, adapted and used at the National Center for Young Leaders of Agriculture and Rural Life.

ER.17. Young people involved with agriculture and rural life in Argentina strengthen their leadership skills based on their participation in forums and meetings organized jointly by the MAGyP and IICA.

IA.1. At least one National Forum and three Regional Forums organized for young leaders in agriculture and rural life.

Capacity Building for the Promotion of Competitiveness and Value Added at Origin for Agricultural Products and to Contribute to the Development of the Territories

Objective Strengthen capacity in the institutions to promote competitiveness and the linkage of producers to markets, particularly through the development of agribusiness, the differentiation of products, and the retention of value added at origin for agricultural production.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. MAGyP and PRONATUR officials have methodologies and tools for including rural tourism in territorial development strategies.

IA.1. At least 400 courses imparted during the Project.

ER.2. MAGyP officials in the area of rural tourism have received training based on the knowledge of institutions and strategies of other countries.

IA.1. At least 20 officials have participated in the technical mission.

ER.3. MAGyP officials in the area of rural tourism have benefited from the compilation and analysis of successful experiences.

IA.1. Document systematizing successful experiences.

ER.4. Public sectors officials and technicians have strengthened their capabilities for the dissemination and implementation of quality seals.

IA.1. At least 2,000 implementers and producers have participated in courses and activities organized by PROCAL with IICA's cooperation.

ER.5. Producers and agrifood SMEs can use the tools and have strengthened their capabilities for the adoption of quality protocols.

IA.1. At least 6 small and medium-sized agrifood businesses have obtained quality seals through PROCAL, with cooperation from IICA.

ER.6. Officials, technicians and producers learn about other countries' experiences with quality seals through IICA's horizontal technical cooperation.

IA.1. At least 4 videoconferences and exchange activities organized with cooperation from IICA.

ER.7. Public sector officials, technicians and producers have strengthened their capabilities in the application of organic agriculture and the certification of their products.

IA.1. At least 400 implementers and producers have increased their knowledge by participating in courses and activities of PRODAO, organized with IICA's cooperation.

ER.8. Argentina has been technically strengthened in its role as a node of the Southern Region of ICOA.

IA.1. The competent authority in organic agriculture of SENASA has been strengthened and has trained the competent authorities of various countries of the Southern Region.

ER.9. The actors of the organic agriculture sector have access to up-to-date information through the website www.agriculturaorganicaamericas.int.

IA.1. Electronic portal of the national and hemispheric ICOA operating and regularly updated.

ER.10. The National Wine Institute (INV) strengthens the capabilities of its technical team for the implementation of its Technical-Operational Modernization Project, through access to methodologies and knowledge contributed by IICA.

IA.1. 10 INV officials have attended courses on the WTO Sanitary and Phytosanitary Measures and on the PVS tool implemented by IICA.

ER.11. The INV designs training workshops aimed at developing and strengthening the capacity of SMEs to insert themselves in the wine production chain.

IA.1. Five training workshops on Marketing, Quality and Associativity for small and medium-sized producers, vintners and winemakers, designed with guidance from IICA.

ER.12. With IICA's support, the IMV modernizes its information systems and improves its access to knowledge.

IA.1. The INV's information system designed and implemented with technical support from IICA.

IA.2. IICA library joins SIDALC and the IICA National Network of Agricultural Libraries.

ER.13. The DGI expands its technical knowledge base and its institutional and technological linkages, based on access to experiences and activities of PROCISUR's regional technology platform (RTP) on Irrigation and to successful experiences in member countries of IICA.

IA.1. DGI officials learn about the experiences of PROCISUR's RTP on Irrigation and participate in its activities.

ER.14. The training and technical assistance services of the DGI's Technology Generation and Transfer Program (GyTT) are strengthened through the use of facilitation and leadership tools and techniques contributed by IICA.

IA.1. 60 trainers and facilitators of the GyTT program and its management have incorporated and apply the facilitation and leadership tools and techniques contributed by IICA.

ER.15. The knowledge management capacities inherent to the development of the education and training service of the DGI's GyTT Program have been strengthened.

IA.1. Officials of the DGI, the GyTT Program and their trainers and facilitators know and use the products and tools of the SIDALC network and the National Network of Agricultural Libraries.

IA.2. The GyTT Program has incorporated into its training programs courses and/or technical and teaching materials, developed or systematized by IICA (based on assessments for targeted training by the GyTT).

Institutional Strengthening and Modernization of the National Agricultural Health and Food Safety Services in Argentina

Objetivo Promote the institutional strengthening and modernization of the national Agricultural Health and Food Safety (AHFS) services in order to protect animal and plant health and prevent the transmission of animal diseases to humans, guaranteeing the production of safe and healthy foods for the population and ensuring market access for all products and sub-products.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. SENASA has an instrument (Project) to strengthen its capacity to provide services that guarantee continuity in the development of the productive assets of the poultry sector.

IA.1. A Project for the prevention and control of avian flu has been designed and implemented with IICA's cooperation.

ER.2. The National AHFS Services have a plan to modernize their services and adapt these to emerging issues and topics.

IA.1. Eight workshops organized to introduce and implement the PVS (Performance, Vision, Strategy) methodology with authorities and technicians linked to AHFS institutions.

ER.3. National and regional aspects of plant health linked to cotton crops are included and developed at the Congress.

IA.1. Technical progress reports and proceedings of the World Cotton Congress reflect IICA's participation.

ER.4. Officials of the MAGyP and other institutions linked to AHFS have the necessary knowledge and information for effective participation in meetings of the WTO-SPS Agreement, OIE, IPPC and Codex Alimentarius.

IA.1. Technical teams (40 officials) are trained in Good Practices for participation in international forums.

IA.2. Distributed training materials and manuals on Good Practices for participation in international forums.

IA.3. Promoted calls for resources to finance the participation of national officials in the different international forums.

ER.5. Specialists from national AHFS institutions have shared experiences and knowledge about GAP or GMP with their peers in the countries of the Region, with IICA's cooperation.

IA.1. At least 8 courses/seminars / technical exchange visits promoted with IICA's support. IICA implements specific projects on GAP issues.

ER.6. Technicians of the official services and producers have received information and training on the implementation of GAP through training activities supported by IICA.

IA.1. At least 24 seminars and/or workshops organized with the participation of IICA technicians. IICA includes specific projects on these topics.

ER.7. With the support of IICA and of national AHFS specialists, the member countries of the Permanent Veterinary Committee of the Southern Cone (CVP) implement the actions contemplated in the second stage of the Project for the Prevention of Avian Influenza.

IA.1. Activities contemplated in the Project's AWP implemented with the participation of IICA staff in Argentina.

ER.8. The official plant and animal health services and others linked to AHFS in the countries apply methodologies proposed by IICA for strengthening capacities in risk management.

IA.1. At least 8 courses implemented on topics related to risk management.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order to help to achieve the priorities and the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The Office has expanded and diversified the technical cooperation services and products it provides in the area of Innovation for Productivity and Competitiveness, following the hiring of a specialist who addresses at the local level the lines of action established in the Technical Cooperation Program.

ER.2. The projects, the technical capacities and the capacity to deal with the counterparts of IICA-Argentina have been strengthened thanks to the creation of the post of Technical Coordinator in the Office.

ER.3. The technical team within the Office has expanded and/or enhanced its knowledge and understanding of technical cooperation instruments, thanks to training activities and/or internships with respect to relevant and/or emerging issues in their areas of specialization, and on new instruments developed at IICA Headquarters.

ER.4. The operation of the Office has been improved, and the productivity of its personnel has been increased thanks to an infrastructure suited to meeting the need for technical cooperation.

ER.5. The contents of the electronic bulletin Novedades del IICA – Argentina have been redesigned and strengthened.

IICA Office in Brazil

IICA Technical Cooperation Projects

Program for the Integration of Small and Medium-Scale Producers into Local and Regional Markets, Using a Production Chains Approach

Objective To promote agribusinesses as an integrated system of agricultural development and enable small and medium-scale agricultural and rural producers and entrepreneurs to integrate into local and regional markets in a profitable, sustainable and competitive way, thereby helping to increase the incomes of rural families and improve food security.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Technical documents detailing the main aspects of the current situation and behavior of Brazil's agroindustrial systems and the outlook for the future.

IA.1. Publication of the three studies on-line and dissemination of the results and recommendations in technical meetings, and studies being used to formulate proposed sectoral policies.

ER.2. Activation of highland coffee production in two municipalities of "Coffee Valley" and of organic products in six municipalities in the highlands of Rio de Janeiro state.

IA.1. TCP approved and ready to be implemented.

ER.3. Facilitation of the process aimed at strengthening the Boards of Tourism of the states and municipalities, and promotion of entrepreneurship in rural tourism in five pilot regions of Brazil.

IA.1. 27 state boards and 100 municipalities trained in areas that strengthen their actions in the tourism system; and five offices selected for the promotion of entrepreneurship in the pilot regions (Roraima, Santa Catarina, Bahia, area around FD and Ceará).

ER.4. Stakeholders have access to accurate information on seasonal variations and the behavior of agricultural prices and markets at one of Brazil's largest supply centers.

IA.1. An information system on markets and prices in operation, synchronized with the price systems of the MIOA and the CAS.

The New Face of Rural Poverty in Brazil: Transformations, Profile and Challenges for Public Policies

Objective To formulate proposed policies for tackling rural poverty in Brazil, with a more targeted and differentiated approach to actions aimed at integrating producers that takes into account the specificities and potential of the different segments of the poor rural population.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. *Integrated and sustainable management of rural territories*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Methodology for quantifying poverty in Brazil developed.

IA.1. Technical report produced.

ER.2. Concepts on the heterogeneous nature of rural poverty in Brazil with its regional specificities.

IA.1. Technical report produced.

ER.3. Limits and scope of current rural development policies for combating poverty.

IA.1. Technical report produced.

ER.4. Strategy for tackling rural poverty in the areas where there are large governmental and private enterprises.

IA.1. Technical report produced.

Strengthening Brazil's Agricultural Health and Food Safety Systems

Objective Apoyar el fortalecimiento de los sistemas brasileños de sanidad agropecuaria e inocuidad de los alimentos mediante acciones de cooperación técnica.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The PVS instrument for state-run laboratories tested in two state-run laboratories (national, state and/or credited).

IA.1. Report prepared on the characterization of two laboratories.

IA.2. 20 technical staff trained in the application of the PVS tool.

IA.3. Suggestions for enhancing the PVS for laboratories and the methodology for its application.

ER.2. The government's veterinary, plant health and food safety services strengthened through the application of the tool for characterizing and monitoring the service.

IA.1. Technical staff of the services trained.

IA.2. Improvements that should be made to the actions of government services identified.

ER.3. Technical cooperation with the National Sanitary Surveillance Agency facilitated for the preparation of the self-characterization plan for the food safety surveillance services: a tool for the process of improving food safety control.

IA.1. The proposed plan for self-characterization prepared.

ER.4. The AHFS area of the IICA Office in Brazil (IOB) strengthened its strategic partnerships and identified opportunities for technical cooperation projects and the needs of the government services vis-à-vis the characterization and strengthening of their services.

IA.1. Modernization actions of government services based on the results of the application of the PVS instrument.

IA.2. Acciones de modernización de los servicios oficiales basadas en los resultados de las aplicaciones de los DVE.

IA.3. Reports of the government services on the results achieved.

ER.5. Quality of government services improved with regard to AR.

IA.1. A group of experts in AR from institutions and universities identified.

IA.2. Reports on the results of the course on AR.

IA.3. Number of technical staff trained.

ER.6. The Office promoted the delivery of technical cooperation to key stakeholders on the creation of technical and scientific and leadership capabilities in food safety.

IA.1. Number of technical staff trained.

ER.7. The government services have improved capabilities vis-à-vis GAPs, GFPs and GLPs.

IA.1. Number of technical staff with access to training and instruction.

IA.2. Dissemination of GAPs, GFPs, GLPs and IFP improved.

ER.8. The project supported the preparation of a proposed Regional Project for the Control and Eradication of the Carambola Fruit Fly.

IA.1. Report on the activities carried out.

IA.2. Meetings held and partnerships established.

IA.3. Meetings held with Brazil's Codex Committee.

IA.4. Officials documents sent.

IA.5. Participation in technical forums.

ER.9. The region is better informed about the structures of the committees of the countries and official participation in Codex Alimentarius meetings.

IA.1. The other countries of the region are familiar with the experience of Brazil's Codex.

ER.10. Other proposals identified for strengthening the capabilities of the services' technical staff.

IA.1. Technical reports on participation in the courses.

ER.11. A technical cooperation project proposal prepared with the Technical Assistance and Rural Extension Corporation of the Federal District (EMATER-DF) and the technical cooperation actions carried out to transfer technology to small farmers.

IA.1. Emater is improving its supply of technology transfer services.

IA.2. Number of new members and utilization of the system identified.

ER.12. Working with the strategic partners, the project identified the main health education needs (animal and plant health and food safety) and promoted knowledge management with the counterparts.

IA.1. The IOB received official requests for assistance.

IA.2. Report on the activities carried out.

IA.3. New technical cooperation actions identified.

ER.13. Strengthening of public-private cooperation through capacity building in AHFS knowledge management, the promotion of the sharing of experiences and new technical cooperation actions.

IA.1. Report on the activities.

IA.2. IICA's activities as a facilitator of technical cooperation on AHFS issues expanded and disseminated.

IA.3. Number of strategic partnerships increased.

Program on Natural Resources and the Scenarios for Adaptation to Climate Change

Objective To contribute by means of individual, short-term actions to the broad process of sustainable natural resource management, environmental management and adaptation to climate change, with a focus on agriculture.

Programs and Lines of Action

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

1. Adapting agriculture to climate change

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The IOB's technical capabilities were developed and improved with regard to the clean development mechanism (CDM) and project management.

IA.1. Five professionals trained in the implementation of the "carbon neutralization" variable in projects.

IA.2. Two professionals trained in project management.

ER.2. The IOB's technical publications on natural resources and environmental management disseminated and the target audience is familiar with them.

IA.1. 1000 copies of each publication produced.

ER.3. National institutions have improved access to important technical information on natural resources (NR) and climate change (CC).

IA.1. Important data on NR and CC obtained from outputs of technical cooperation organized and made available for the national institutions to consult.

ER.4. Outputs on important subjects of interest to the IOB produced.

IA.1. Technical report with the results of the contracted consultancies.

ER.5. The public institutions are aware of the legal and institutional possibilities and limitations of technical cooperation with IICA and representation in the different forums.

IA.1. Specialists made ten visits to the states located in the areas susceptible to desertification.

IA.2. (National and international) participation in WWC guaranteed.

IA.3. (National and international) participation in UNCCD COP 10 guaranteed.

IA.4. (National and international) participation in UNCCD COP guaranteed.

Knowledge Management to Support the Implementation of IICA's Strategy in Brazil

Objective To establish knowledge management to support the implementation of IICA's strategy in Brazil, with emphasis on the gathering and dissemination of the knowledge generated through the management of technical projects, the management of public policies for the development of agriculture and territories and rural poverty reduction, the management of production chains for agribusiness and the management of natural resources and the environment.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The public institutions are aware of the legal and institutional possibilities and limitations of technical cooperation with IICA.

IA.1. Three projects negotiated.

ER.2. The objectives, indicators of results and means of verification of future projects defined.

IA.1. Two projects prepared.

ER.3. Ongoing technical cooperation projects administered.

IA.1. 17 ongoing projects administered.

ER.4. The results of the impact of the projects analyzed and disseminated.

IA.1. National institutions informed and projects reoriented.

IA.2. Five technical exchange initiatives promoted.

ER.5. The governmental and non-governmental institutions that are members of the IICA forum on sustainable rural development (SRD Forum) have a wealth of theoretical, practical and operational knowledge for formulating and managing their territorial development policies, strengthening family agriculture and combating rural poverty.

IA.1. Archives of the international forums.

IA.2. Reports on the evaluations of the courses.

IA.3. Technical notes on the implementation of the meetings.

IA.4. Books published.

IA.5. E-bulletins disseminated.

IA.6. Technical reports disseminated.

ER.6. Small and medium-scale producers, agribusiness operators, governmental and non-governmental institutions, the academic community, the counterparts and partners involved in the Agribusiness Reference Center of the Southern Region (CERAGRO) using the systematized knowledge and specialized publications on agribusiness topics and cross-cutting issues, and participating in the virtual events promoted by the site. The mechanisms and instruments being strengthened that improve the quality of information, knowledge and decisions, which is contributing to inclusion, improved competitiveness and the creation of employment and income.

IA.1. Statistics on access by subject and user and on the comments, contributions and recommendations for improving the quality of the environment.

IA.2. Participation of the target audience in the virtual and face-to-face events and courses organized by the CERAGRO.

IA.3. Requests to be included in the distribution lists of CERAGRO's publications.

IA.4. Requests for new chain studies, publications and virtual and face-to-face analysis.

IA.5. Requests for assistance and advice on agribusiness topics disseminated via the portal.

IA.6. Effective integration of the countries of the Southern Region into the CERAGRO.

IA.7. An observatory of actions implemented.

IA.8. Effective link with the CAS as a portal that provides knowledge and inputs for good practices.

ER.7. Knowledge and information generated and acquired by the IOB made available to the beneficiaries.

IA.1. 50% increase in the number of visits to the information and knowledge systems by the target audience.

IA.2. 100% of the technical cooperation outputs incorporated, classified and consulted by the target audience.

IA.3. 20% increase in the number of publications produced and made available in full text via the Internet.

IA.4. 20% increase in the number of hits received by the news items on the IOB's site.

IA.5. 30% increase in the number of IOB multimedia products made available on the Institute's site.

- IA.6. 30% increase in the number of communities of practice moderated.
- IA.7. IICA's presence on two social networks (Twitter and Facebook).
- IA.8. Integration of Webparts on the IOB's site implemented (Facebook, Twitter, Orkut and e-mail).
- IA.9. The comments function implemented on the IOB's website.
- IA.10. 50 IOB officials trained in digital marketing.
- IA.11. The IOB website redesigned.
- IA.12. The knowledge management (KM) process analyzed, reviewed, adjusted, improved and implemented.
- IA.13. 25% increase in the number of ideas implemented based on internal and external suggestions.
- IA.14. Increase in the use of KM tools by collaborators and partners.
- IA.15. Increase in the number of meetings and workshops to transmit to other people the knowledge acquired in courses and seminars.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order to help to achieve the priorities and the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1. The Office has improved technical cooperation management processes, with emphasis on speed, flexibility and efficiency.
- ER.2. A strategy has been defined for gathering and disseminating knowledge generated in technical cooperation provided by IICA.
- ER.3. Management of Institute personnel and expertise has been implemented.
- ER.4. The strategy for disseminating products of IICA technical cooperation has been implemented.
- ER.5. The IICA Office in Brazil webpage has migrated to web 2.0, in order to participate in social networks.
- ER.6. A better image of the Institute in the eyes of partners, thanks to a digital marketing strategy that stresses technical cooperation achievements.

IICA Office in Chile

IICA Technical Cooperation Projects

Strengthening of Capacities in and Dissemination of Information on Biotechnology

Objective To enhance the capacities of those involved in agriculture to address topics related to agrobiotechnology, in particular genetically-modified crops.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

2. Agro-biotechnology and biosafety

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Improvement in the capacity of journalists to report on matters related to biotechnology strengthened, and coordination among journalists, government, parliament and international organizations.

IA.1. At least 30 journalists trained per year.

ER.2. Improvement in the capacity to report on matters related to biotechnology.

IA.1. Participation in at least 8 seminars, presenting information on biotechnology and transgenic crops.

IA.2. Preparation of at least one technical document per year.

ER.3. Improvement in the capacity to report on matters related to biotechnology.

IA.1. Organization of at least two workshops with stakeholders in the agricultural sector.

IA.2. Preparation of at least one technical document per year.

ER.4. Capacities of the negotiators of the CPB improved.

IA.1. Preparation and dissemination of at least one technical document per year.

IA.2. Participation of Chile in training related to the CPB.

Rural Development and Strengthening of Territories

Objective To implement a pilot experience aimed at laying the foundation for a territorial management model that will contribute to the sustainable development of rural territories.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. *Integrated and sustainable management of rural territories*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Institutional, organizational and operational capacities for the social management of territories strengthened, via the implementation of a plan for rural development from a territorial perspective, updated and validated by local stakeholders, and project profiles prioritized.

IA.1. Three Project profiles prepared.

IA.2. Rural development plan prepared.

ER.2. Local rural development committee established, strengthened and empowered.

IA.1. Local rural development committee installed.

ER.3. The Panguipulli library and information services available in the region facilitate access to knowledge for farmers of Panguipulli.

IA.1. 200 farmers make up social network.

IA.2. The Panguipulli municipal library has an up-to-date agroforestry collection.

IA.3. Radio programs.

IA.4. Literacy training for 200 farmers.

Development of Capacities and Organizational Structure of Groups of Farmers Engaged in Family Agriculture

Objective To contribute to strengthening organizations of farmers engaged in family agriculture in Chile, and the technical capacities of their members.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. *Institutional framework for agriculture and investment in its modernization*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Director of INDAP is aware of the programs of the ministry of agriculture and its agenda of important events.

IA.1. Documents prepared and delivered.

ER.2. Organizations of farmers engaged in FA have information of interest related to trade and production to share with others.

IA.1. Webpage with at least six technical articles prepared or provided by IICA.

ER.3. Leaders and members of organizations of farmers engaged in FA acquire technical skills for making decisions and adopting positions on strategic issues.

IA.1. At least three workshops have been held.

ER.4. Young members of organizations of farmers engaged in FA improve their participation and have access to training in topics of interest.

IA.1. At least one workshop held each year.

Monitoring of Tariffs and Subsidies for Strategic Commodities

Objective To provide decision makers in the Ministry of Agriculture with timely information on tariffs and subsidies in neighboring countries for strategic commodities.

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems

Innovation for Productivity and Competitiveness Program

6. Knowledge management and ICT for innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Agricultural Studies and Policies Office of the MINAGRI has a system to monitor tariffs and subsidies, for decision making.

IA.1. Monitoring system operational.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Office provides technical cooperation with the greatest effectiveness (efficacy and efficiency) possible, in order to help achieve the priorities and objectives established in the IICA Country Strategy for Technical Cooperation, in accordance with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The IICA/Chile team has enhanced technical and administrative capabilities, with emphasis on Innovation for productivity and competitiveness; agribusiness and commercialization; and agriculture, territories and rural well-being.

ER.2. The Office's technical and administrative team provides technical cooperation services in accordance with the IICA Country Strategy and the Institute's rules and procedures.

ER.3. IICA/Chile has systematized information about the status and results of the technical cooperation actions carried out.

ER.4. The conditions of the Office's physical infrastructure, used to provide technical cooperation services, have been improved.

ER.5. Key public and private stakeholders in the nation's agriculture and rural life acknowledge IICA's technical strength and its ability to meet the needs prioritized in the Country Strategy.

IICA Office in Paraguay

IICA Technical Cooperation Projects

Support for the Strengthening of the Agricultural Institutional Framework and Capabilities

Objective To promote greater efficiency and effectiveness in the institutional operation of the agricultural public sector responsible for the development of competitive, innovative, sustainable and inclusive agriculture in the rural territories.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

Innovation for Productivity and Competitiveness Program

1. National innovation systems

3. New uses of agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has conceptual and methodological frameworks for the design, implementation and evaluation of its national innovation system; and enhanced capabilities for implementing innovations for competitive, sustainable and inclusive agriculture.

IA.1. A document containing a diagnostic assessment of the IPTA delivered to the President.

IA.2. The IPTA is implementing at least 70% of the work plan for the improvement of the institutional framework, research, innovation and the competitiveness of the national agricultural sector, prepared with guidance from IICA.

IA.3. Strategy for the development of the technical and scientific capabilities of the IPTA and of the National Research System prepared with the coordination of IICA and the support of national, regional and international organizations.

ER.2. CONACYT has R+D+i projects of high technical and scientific quality evaluated by IICA peer evaluators to select those that will receive competitive funds.

IA.1. At least 40 research projects evaluated that were submitted to CONACYT's call for proposals.

ER.3. The project enhanced the technical capacity of the national public, private and academic organizations devoted to innovation and technology that operate and promote positive changes for the competitive development of organic agriculture in the country.

IA.1. National Strategy for the Development of Organic Production published and implementation under way.

IA.2. At least 3 exchanges on good practices carried out and lessons learned in an organic production system.

IA.3. At least 10 specialists trained to implement the National Organic Production Strategy.

ER.4. SENAVE is familiar with its SWOT and is defining its priorities for action.

IA.1. The institutional characterization of the SENAVE updated with the application of the PVS.

ER.5. SENAVE is better equipped to implement plant health and food safety programs.

IA.1. The SENAVE has the Modernization Project, updated.

ER.6. The Office of the Vice Chancellor of the UNA has a study program for the MSc in Agro-biotechnology, to improve the advanced courses in biotechnology and biosafety available.

IA.1. Study program of the MSc in Agro-biotechnology, incorporating guidelines and suggestions from IICA, approved by the pertinent bodies of the Universidad Nacional de Asunción for its implementation.

ER.7. INBIO has a program to improve the technical capabilities for research on biotechnology.

IA.1. A document on the training program approved and published.

IA.2. Number of professionals conversant with the situation and outlook for the world production of agro-biotechnology.

ER.8. FCV, with support from IICA, is consolidating the Masters Degree Program in Animal Health.

IA.1. Document on the Masters Degree Program in Animal Health available at the FCV.

ER.9. The partnership between IICA and academia is making it possible to improve the training of educators and students in international standards for the international trade in livestock products.

IA.1. The knowledge management device installed for updating information on international standards, world trade in livestock products and risk analysis.

ER.10. Students of the Masters Degree in Animal Health course, professors and people invited to take part from the livestock industry are familiar with the trend in the world meat market.

IA.1. Fifty actors linked to the meat industry trained in global trends in the trade in meat products.

ER.11. Professors and final year veterinary students are familiar with and are using planning techniques that will facilitate their professional work.

IA.1. Twenty professionals successfully complete the Animal Health Planning Course.

ER.12. SENAIVE inspectors are becoming more efficient in disease and pest prevention and control.

IA.1. A training course held for plant health inspectors.

ER.13. SENAIVE professionals are enhancing their knowledge and harmonizing international plant health standards.

IA.1. A regional workshop on consultations about international standards (IPPC) carried out.

ER.14. SENAIVE professionals are improving their ability to monitor residues and determine MRLs for minor use pesticides.

IA.1. Thirty professionals trained in residue monitoring and the determination of MRLs.

ER.15. The UNA's School of Agricultural Sciences strengthened in order to develop advanced courses and a Masters Degree Program in Territorial Rural Development.

IA.1. Evaluation by the students of the Master's Degree in TRD and the Advanced Course applied.

IA.2. Interagency coordination team meeting at least 3 times a year.

ER.16. Students of the Masters Degree Program and Advanced Course in Territorial Rural Development are receiving conceptual frameworks and leadership tools to promote planning and management processes for sustainable development in rural territories.

IA.1. Study program and technical materials prepared for two courses developed with assistance from IICA's specialists.

IA.2. Participation of international experts from IICA and other countries in the FCA/UNA's graduate courses on TRD.

ER.17. The country has research related to territorial rural development.

IA.1. Two master's degree research projects receiving guidance from IICA's team of specialists in conceptual and methodological frameworks of interest to the Institute.

ER.18. The country has committed and proactive leaders to make decisions and act with a global vision on behalf of the agricultural and rural sector.

IA.1. At least 30 young people participate in the Second National Forum of Leaders for the Agricultural and Rural Sector.

Contribution to the Design and Implementation of Public Policies and Strategies for the Agricultural Sector

Objetivo To promote articulation between public and private institutions with a view to improving competitiveness and making better use of public investment in various fields of rural activity and private investment, based on the specific characteristics of the country's rural territories and the new demands and standards at the international level.

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

Innovation for Productivity and Competitiveness Program

- 2. Agro-biotechnology and biosafety*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Members of the Development Council of the District of Paraguari have been strengthened and are better equipped to implement the District Development Plan.

IA.1. Number of members of the Territorial Development Council trained in social management.

IA.2. Community Project for Productive Development selected and prepared in a participatory manner by the community.

IA.3. Number of partnerships established by the Paraguari Development Council in operation with public and private institutions, academia, NGOs, cooperatives and/or international agencies.

ER.2. Progress made with the preparation and implementation of a development plan in the Department of Ñeembucú, implementing participatory management models.

IA.1. Departmental action group for the development of Ñeembucú formalized.

IA.2. Diagnostic Assessment and Departmental Development Plan for Ñeembucú finalized, which treats the territory as a single whole.

ER.3. The institutions are seeing for themselves the importance of working in close coordination to achieve results that will ensure food safety in the territories.

IA.1. Agreement involving SENACSA, SENAIVE, MSPB, the Municipality and private organizations to implement activities that improve food safety.

ER.4. The food produced, marketed and consumed in the Municipality meets food safety standards.

IA.1. Record of key stakeholders trained in social management for food safety.

ER.5. The institutions participating in the implementation of the Pilot Plan receiving feedback on the progress made and/or obstacles encountered in implementing the Pilot Plan.

IA.1. 80% of the terms of the interagency agreement are being fulfilled, implementing the monitoring and follow-up plan.

ER.6. Food safety habits are improving under an initiative in a primary school that will be replicated.

IA.1. The Teachers' Food Safety Manual is being used in at least one school.

ER.7. The country has biotechnology policies and programs to improve the competitiveness of national agricultural production.

IA.1. A public-private interagency work plan for the implementation of policies published.

IA.2. The Multisectoral Technical Group on Biotechnology and Biosafety validating the agro-biotechnology policy paper and program in Paraguay.

IA.3. Agro-biotechnology policy paper and program in Paraguay published with IICA's participation.

ER.8. IICA is involved in the procedures and competing for the contract to execute technical cooperation funds for the implementation of the MERCOSUR Free from Foot-and-mouth Disease Program, with financing from the SCFM.

IA.1. Technical addendum prepared for the SENACSA-IICA Letter of Understanding for technical and administrative cooperation in the implementation MERCOSUR Free from Foot-and-mouth Disease Program, with financing from the SCFM.

ER.9. IICA participating in the procedures and competing for the contract to execute technical cooperation funds for the implementation of the project for the construction of the level 3 biosafety laboratory and the food control laboratory of the SENACSA, with financing from the SCFM.

IA.1. Technical addendum prepared for the SENACSA-IICA Letter of Understanding for technical and administrative cooperation for the implementation of the project for the construction of the level 3 biosafety laboratory and the food control laboratory of the SENACSA, with financing from the SCFM.

ER.10. IICA's participation in the bidding process will be facilitated as the Institute is familiar with the documentation and the procedures for implementing the National Livestock Development Program (PRONAFOP) of the Deputy Ministry of Livestock, with financing from the European Union.

IA.1. Technical addendum prepared for the Letter of Understanding with the Deputy Ministry of Livestock-SENACSA for technical and administrative cooperation with the National Livestock Development Program (PRONAFOP).

ER.11. SENAPE has the profile of the Fruit Fly and Pesticide Residue Control Project, designed to improve its efficiency in those areas and make it possible to secure financial resources.

IA.1. Profile of the Fruit Fly and Pesticide Residue Control Project prepared.

ER.12. With cooperation from IICA, SENACSA is becoming more efficient in controlling and eradicating Brucellosis and Tuberculosis in cattle.

IA.1. Progress report on the process for the control and eradication of Brucellosis and Tuberculosis in cattle carried out with IICA's assistance.

ER.13. The institutions sitting on the National Technical Committee for SPS and Codex are preparing food health and safety strategies based on effective risk analyses, the globally accepted scientific basis for all SPS.

IA.1. Application of the system for providing follow-up to SPS facilitating risk assessment and compliance with harmonization and transparency standards.

ER.14. The country participating proactively in the international forums.

IA.1. Reports on country position presented at the SPS and Codex meetings.

ER.15. There is evidence of improved competitiveness as a direct effect of the application of GLPs.

IA.1. Application of the System for Follow-up to GLP Management in the public institutions involved.

ER.16. The DGP/MAG is better equipped to integrate the different participants in the value chains - especially small and medium-scale producers - into the markets on a competitive footing.

IA.1. Number of public-private working groups on specific products with work and business plans in operation.

ER.17. The country's small-scale producers are diversifying their income by becoming involved in new commercial options, such as agroindustries and agrotourism, with support from the MAG, SENATUR and REDIEX.

IA.1. The project for the diversification of rural income and value added is being implemented in a territory of the country as programmed and on schedule.

Knowledge Management and Monitoring and Evaluation of Public Policies for the Agricultural and Rural Sector in Paraguay

Objective To foster an enabling environment for effective decision-making by the national authorities and leaders of the sector, based on aggregated, timely and quality information (technical, institutional, economic and scientific information).

Programs and Lines of Action

Agribusiness and Trade Program

2. *Adding value to agricultural production and keeping value in production zones*
5. *Prospection and management of innovation for agribusiness*

Agricultural Health and Food Safety and Quality Program

3. *Food safety*

Center for Strategic Analysis for Agriculture (CSAFA)

2. *Public policies for agriculture*

Innovation for Productivity and Competitiveness Program

6. *Knowledge management and ICT for innovation*

Program for Cross-cutting Coordination: Agriculture and Food Security

3. *Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country has up-to-date, quality, national and international information about the agricultural sector thanks to improvements in the services offered by the national information centers and libraries related to the agricultural sciences that are members of the RIDAP.

IA.1. National libraries and information and documentation centers participating actively in at least two national and international information systems or networks to guarantee access to agricultural knowledge available worldwide.

IA.2. At least 10 Institutions linked to the SIDALC.

ER.2. IICA is positioning itself as a leader in the field of agricultural knowledge management in the country by providing timely, quality information.

IA.1. At least 50 information managers better equipped to meet the needs and provide agricultural information services.

IA.2. Institutional documents published and distributed in due time and form (reports, books, bulletins, articles for the press)

ER.3. The country is better equipped to ascertain the situation regarding the occurrence of FBDs and to establish prevention and control measures.

IA.1. Instrument committing the various institutions to participation in the project countersigned.

ER.4. The institutions linked to the network are effectively performing their task of receiving information about FBDs risks and issuing the respective notifications.

IA.1. Records of notifications issued by the institutions involved in the network.

ER.5. The MAG has technical elements for designing and implementing more effective policies to support the strengthening of family agriculture.

IA.1. Typology of FA production systems defined in 3 departments of the country, according to high, medium and low presence of FA.

IA.2. Event-workshop to present and discuss the results of the study.

ER.6. The MAG is better equipped to formulate and provide follow-up to policies and disseminate information about their impact through the monitoring and permanent evaluation of their effect.

IA.1. Terms of reference for the implementation of the system for the generation, analysis and management of sector information presented to the MAG.

IA.2. Technical staff trained to implement the system.

ER.7. Agricultural and rural sector decision makers have timely, quality information provided by the MAG on the performance of the country's agrifood sector.

IA.1. Printed and digital versions of reports on the country's agrifood sector permanently available.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order to help to achieve the priorities and the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. External resources secured resulting in to increased technical cooperation.

ER.2. Technical capacities in the Office have been enhanced to support decision making by national counterparts in the public and private sector and to improve their management capacity.

ER.3. The Office provides technical cooperation more efficiently to public and private institutions in Paraguay.

ER.4. The Office has the technological infrastructure and capacity required to implement good practices for the management of cooperation, which is facilitated by the informatics resources and by networks.

ER.5. The operation of the Office has been improved, and the productivity of its personnel has been increased thanks to an infrastructure suited to meeting the need for technical cooperation.

ER.6. IICA's image as an institution specialized and competent in the areas of agriculture and the development of rural communities has been strengthened.

ER.7. Stakeholders in the public and private sectors of the country acknowledge the quality of the technical cooperation services provided by the IICA Office in Paraguay.

IICA Office in Uruguay

IICA Technical Cooperation Projects

Improve the use and Management of Natural Resources with Emphasis on Efficient Risk Management in Agricultural Activities and the Adaptation of Productive Systems to the Impact of Climate Change

Objective To help improve the use and management of natural resources, promoting efficient risk management in agricultural activities, fostering the adaptation of production systems to climate change and supporting institutional articulation for a more sustainable use of natural resources.

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment

3. Efficient and integrated management of natural resources

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Institutional players responsible for the design and operation of agricultural insurance systems in the region are strengthening their management capabilities.

IA.1. 100 people linked to the agricultural sector of countries in the region trained in risk management and agricultural insurance.

IA.2. 180 university graduates from different countries in the region receiving advanced training in risk management and agricultural insurance.

IA.3. 1.500 people linked to agricultural activities participating in the conferences and/or forums on specific issues related to risk management and agricultural insurance.

ER.2. Key technical and political officials of countries in the region are improving their understanding of the effects of climate change and the strategies for dealing with it.

IA.1. At least 500 key technical and political officials from the region participating actively in the Virtual Congress on Climate Change.

ER.3. A public-private cooperation system is being created in the country that promotes the sustainability of the use of natural resources.

IA.1. At least 400 private-sector specialists participating in the courses.

ER.4. The institutions that belong to the bioeconomics network have new ideas and regional project profiles in the area of bioeconomics.

IA.1. At least 30 institutions from the region participating in the network on bioeconomics applied to the sustainable management of natural resources.

Strengthening National Agricultural Health and Food Safety Systems

Objective To contribute to the updating and modernization of Uruguay's national AHFS systems to facilitate the access of agricultural products to international markets and improve the protection of the health of consumers in the domestic market

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The country in general and the AHFS services in particular are better equipped to: i) exert influence in the international negotiations in the area of AHFS, and ii) take on board and implement the decisions reached as a result of those negotiations.

IA.1. At least 50 technical personnel and representatives of the public and private sectors participating in GPP training activities in international AHFS forums.

IA.2. At least 3 national delegates selected to participate in international AHFS forums.

IA.3. At least 30 public sector technical personnel have access to regular and up-to-date information on requirements for implementing SPS agreements.

IA.4. At least 50 key public and private sector officials have access to regular, up-to-date information about the operation of Codex.

ER.2. The MGAP has the logistical mechanisms required to facilitate the work of the Mexican inspectors.

IA.1. Uruguayan meat exports continue to have access to the Mexican market.

ER.3. The country is better equipped to use risk assessment tools properly.

IA.1. At least 15 technical personnel and representatives of the public and private sectors participating in the training activities.

Promotion of Technological Innovation in the Main Sectoral Production Chains

Objective To contribute to the strengthening of the technological dissemination and training processes in areas and issues that are a priority for the agrifood sector

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*
- 3. New uses of agriculture*
- 4. Clean energy*
- 5. Regional and international cooperation for technology innovation*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The INIA has an evaluation of the economic, environmental and social impact of the research that it has carried out since its creation.

IA.1. Evaluation carried out and presented to the authorities of the INIA.

ER.2. Public and private-sector institutions have access to up-to-date information and analysis on the potential of biotechnology for the agricultural sector.

IA.1. At least 150 institutional representatives participated in the training and dissemination activities.

ER.3. Producers' organizations and technical personnel have access to up-to-date information and analysis on the potential of biofuels for the agricultural sector.

IA.1. At least 150 producers and technical personnel participated in the training and dissemination activities.

ER.4. Public and private institutions that work in the area of organic agriculture are consolidating a mechanism for coordination on the issue.

IA.1. At least 3 institutions participating in the process.

ER.5. Distance Learning Platform strengthened as a mechanism that permits sectoral institutions to plan and disseminate information about successful agricultural experiences.

IA.1. At least 320 technical personnel and producers participating in the distance learning courses.

Support for the Competitive Integration of Small and Medium-scale Agriculture into National and International Markets

Objective To contribute to the improvement of the capacity of agricultural MSMEs to integrate competitively into open markets.

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. SMEs that operate in the Model Market have better access to commercial information.

- IA.1. The virtual community is operating with at least 60 SMEs.
- IA.2. At least 80% of the participants in the project acknowledge that their decision making has improved.
- IA.3. At least 3 new tools implemented for the analysis and dissemination of information.

ER.2. The region's wholesale markets have a proposal for promoting the utilization of mobile technologies by small-scale producers.

- IA.1. A report containing an analysis of the potential for applying different mobile technologies and the costs and benefits in the agricultural value chains.

ER.3. Officials and technical personnel of ALADI member countries are taking the platforms methodology on board to improve the integration of agricultural MSMEs into international markets.

- IA.1. At least 45 officials and technical personnel of ALADI member countries trained in the export platforms methodology developed by IICA.

ER.4. Key producers and sectoral technical personnel are conversant with and equipped to implement new strategies for achieving value added and the differentiation of products and processes.

- IA.1. At least 150 key producers and technical personnel participating in the training and dissemination activities.

ER.5. Young rural leaders better equipped to promote and spearhead processes for the modernization of sectoral enterprises and organizations.

- IA.1. At least 50 young people from rural areas participating in the training activities.

Promote Integrated and Inclusive Rural and Agricultural Development for the Well-being of Rural Families

Objective To help enhance local capabilities for identifying, articulating and promoting rural development strategies and processes with a territorial approach

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Representatives of at least 15 departmental governments participating in RODDE meetings.

IA.1. 5 regional project profiles prepared

IA.2. Five (5) profiles of regional projects prepared.

ER.2. FDI is better equipped to monitor the projects that it finances

IA.1. Eight members of the FDI's technical personnel trained in the use of the system of indicators that was designed.

IA.2. The FDI has implemented the system of indicators for the projects in at least 3 departments in the interior of the country.

ER.3. Local public and private institutions working in the area of rural development have tools for the correct management of rural development projects with a territorial approach.

IA.1. At least 80 representatives of public and private institutions trained in the management of rural development projects with a territorial approach.

IA.2. 4 rural development project profiles prepared.

Facilitate the Analysis of Public Policies for Agriculture, International Trade Regulations and the Outlook for Markets

Objective To improve the availability of information in the public and private sectors in the area of policies, markets, trade regulations and other issues that are important for the sector's development

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

3. International trade regulations and their implications for agriculture

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Officials of ALADI member countries, from the ministries of foreign affairs and agriculture and other government departments involved in the issue, are enhancing their knowledge and ability to exert influence in the international trade negotiations and take the corresponding agreements on board.

IA.1. At least 120 officials trained during the period.

ER.2. Management and technical personnel of sectoral public agencies and private agrifood enterprises have up-to-date information as input for their decision-making process.

IA.1. At least 500 management and technical personnel of the public and private sectors regularly receive sectoral information that is useful for their decision-making.

ER.3. Sectoral leaders have access to different approaches on trends and public policies in the sector.

IA.1. At least 400 participants in each conference.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Office provides technical cooperation with the greatest effectiveness (efficacy and efficiency) possible, in order to help achieve the priorities and objectives established in the IICA Country Strategy for Technical Cooperation, in accordance with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action contained in the 2010-2014 MTP.

Expected Results (ER)

- ER.1. The technical team is better equipped to identify, design, implement and evaluate technical cooperation actions related to the process of climate change.
- ER.2. The Office has improved technical capabilities for supporting the preparation, implementation and follow-up of trade, sanitary and safety standards, etc., that affect the commercialization of agricultural products in domestic and international markets.
- ER.3. Increased technical capabilities for identifying, designing, implementing, and evaluating territorial development and management projects.
- ER.4. The Office team has enhanced knowledge management skills.
- ER.5. The Office is implementing and adjusting the procedures aimed at continuous improvements in technical and administrative matters. Every effort is made to achieve savings.
- ER.6. The Office has externally funded projects, with up-to-date legal instruments (in coordination with Headquarters).
- ER.7. Accounting operations are efficient and the Office submits timely reports to the counterparts of regional initiatives (in coordination with Headquarters and Regional Specialists).
- ER.8. The Office is making efficient use of information and communication technologies as tools for the management of technical cooperation (in coordination with Headquarters).
- ER.9. Services provided (in coordination with Headquarters, the Regional Coordinator and Regional Specialists).
- ER.10. The Office has more efficient financial/accounting processes and is expeditious in furnishing accounts (in coordination with Headquarters); and has a more efficient information technology platform that receives proper maintenance.

ER.11. The agencies that make up the sector's public and private institutional framework regard IICA as the "go-to" agency for technical cooperation in priority areas of the Country Strategy.

NORTHERN REGION

IICA Office in Canada

IICA Technical Cooperation Projects

To Improve Productivity and Competitiveness in the Agricultural Sector

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

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
5. *Regional and international cooperation for technology innovation*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. To identify Canadian commodities where collaborations with IICA Member Countries in research, production, value added products and health benefits could foster win-win relationships.

- IA.1. At least 5 countries receive packaged info on one Canadian commodity annually.
- IA.2. At least one new value-added product with commercial prospects in LAC identified.
- IA.3. At least one new value-added LAC agri-product with market potential in Canada identified.

ER.2. To investigate the feasibility of competitive agriculture supply contracts within LAC.

- IA.1. To aid at least one new agriculture supply contract from within LAC.

ER.3. To promote an innovation system approach to selected Canadian Agricultural SME Stakeholder group.

- IA.1. To increase exposure to Innovation Systems by 10% in selected Ontario SME stakeholder group.
- IA.2. To contribute to current and/or to establish new agreements with the trade facilitation bodies.
- IA.3. To support initiatives towards increasing imports for at least three agri-food products from LAC to Canada.

ER.4. To share information, Best Practices and experiences inter alia in the areas of trade facilitation, standards, regulations and markets.

- IA.1. To contribute to current and/or to establish new agreements with the trade facilitation bodies.
- IA.2. To support initiatives towards increasing imports for at least three agri-food products from LAC to Canada.

To Improve Agriculture's Contribution to Food Security

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

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

Expected Results (ER) and Indicators of Achievement (IA)

- ER.1. To collaborate with Canadian Development Agencies for strategic assistance to the most vulnerable in the Latin American and Caribbean countries.
 - IA.1. Collaboration on at least one major Food Security project.
 - IA.2. At least two Project concepts forwarded to suitable agencies per year.
- ER.2. To collaborate with selected organizations in addressing the efficiency of the value chain in LAC.
 - IA.1. To provide training in value chain management in at least 3 IICA Member Countries.
- ER.3. To share information, Best Practices and experiences inter alia on supply chain management, food safety and relevant contributors to food security, and to assist with pertinent policy development.
 - IA.1. To provide information in at least one of the identified areas in at least ten IICA Member Countries.

To Cultivate Mutually Beneficial Technical Collaborations

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems
2. Agro-biotechnology and biosafety
3. New uses of agriculture
4. Clean energy
5. Regional and international cooperation for technology innovation
6. Knowledge management and ICT for innovation

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification
2. Institutional framework and services to support market access for small-scale producers
3. Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. To provide impactful exchange opportunities for capacity building in food security and competitiveness and productivity in agriculture.

IA.1. Administer the grant program each year approving a minimum of 8 requests per year.

ER.2. To develop and implement a program focused at improving competitiveness and productivity in the agricultural sector while contributing to sustainable food security.

IA.1. Approval of one collaborative project over the period.

ER.3. To develop knowledge management tools to increase the effectiveness and impact of initiatives.

IA.1. Prepare a database of host institutions indicating at least one institution per IICA Region in each of IICA's 6 technical concentration programs.

IA.2. Input all past collaboration experiences.

IA.3. Promote the grant program through one institution in each province of Canada and one institution in each IICA Member Country in LAC.

To be Responsive to Technical Assistance Requests Consistent with Available Competencies

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

Programs and Lines of Action

Agribusiness and Trade Program

5. Prospection and management of innovation for agribusiness

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Innovation for Productivity and Competitiveness Program

6. Knowledge management and ICT for innovation

Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environme

1. Adapting agriculture to climate change

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. To provide effective technical support by promptly and efficiently responding to agricultural capacity building requests from IICA Member Countries.

IA.1. Respond to 100% initial requests.

IA.2. Action all requests where competencies exist and are available, within 3 months of request.

ER.2. To investigate and document the competencies available within Canada and develop effective knowledge management tools.

IA.1. Prepare a list of Canadian expertise and organizations in all provinces and territories in IICA's technical concentration and cross-cutting programs.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. IICA Office in Canada has a complement of qualified human talent which allows for the efficient execution of the country strategy.

ER.2. The Office provides technical cooperation services in compliance with institutional rules and guided by tenets of continuous improvement, rationality, accountability and transparency.

ER.3. The office has information systems on the progress and results of the technical cooperation activities undertaken in compliance with the country strategy.

ER.4. IICA Canada office has an improved its image and engagement with Canadian Stakeholders.

ER.5. Public institutions, private sector and other stakeholders in agriculture recognize the quality, experience and relevance of IICA as well as its competence in meeting national needs and demands identified in the Country Strategy.

ER.6. Demonstration of Environmental Stewardship to internal and external customers, thereby helping to improve the image of IICA.

IICA Office in the United States of America

Management of Technical Cooperation

Management of Technical Cooperation

Objective To help position IICA as the partner of choice among organizations operating in the United States in the areas of agriculture and rural development.

Expected Results (ER)

ER.1. Stronger relations with U.S. government agencies that play an important role in the implementation of the MTP.

ER.2. IICA has technical and financial resources from the World Bank, the Inter-American Development Bank and the Organization of American States to address the priority areas of the MTP in which they have a common interest.

ER.3. Leading technical organizations in the areas of agriculture and rural life enter into partnerships with IICA to carry out joint actions in those areas identified in the MTP considered to be priorities and of common interest.

ER.4. IICA has increased its visibility and credibility in policy and technical areas of importance to the Institute in order to enhance its institutional image, via direct dialogue with officials at the highest levels of the U.S. government and national and international organizations.

IICA Office in Mexico

IICA Technical Cooperation Projects

Latin American Network on Innovation Management in the Agrifood Sector

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Latin American Network on Innovation Management in the Agrifood Sector created.

IA.1. % of institutions of 10 countries participating in the network signed up to it in relation to percentage programmed.

ER.2. Modes of operation of the networks approved by their members.

IA.1. % of members of the network that approve the network's Work Program in relation to percentage programmed.

ER.3. Capabilities developed in the members of the network and producers.

IA.1. Number of events supported in relation to number programmed.

ER.4. Innovation positioned as a determining factor in the national and global development of the agrifood sector.

IA.1. Identification and exchange of technical and methodological elements that will help enhance efficacy and efficiency and the impact on innovation management

IA.2. Participation of 300 stakeholders involved in national innovation systems of 12 countries; and of the main institutions specializing in innovation and innovation management in the agrifood sector.

Promotion of New Rural Extension Models in Mexico

Objective To promote extension models based on the new conceptual proposals, through the coordinated efforts of the different entities (INCA Rural, FIRCO, etc.) working in the sector for that purpose.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Rural extension strengthened in the states involved.

IA.1. % of progress made with the implementation of the technical cooperation agendas for rural extension in relation to percentage programmed.

IA.2. Number of manuals produced on different aspects of training in rural extension.

IA.3. Number of training workshops held.

IA.4. Report with the contributions to the extension methodology for the „Microcuencas” project delivered.

Strengthening the Capabilities of the Innovation Agencies Operating the Humid Tropic Program

Objective To provide IICA technical cooperation to SAGARPA's "Program for the Sustainable Rural Development of the Southern and Southeastern Region of Mexico: Humid Tropic" with the development of specialized capabilities for improving the performance of extension workers, in order to contribute to the development of the tropical regions.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Capabilities, knowledge and skills of extension workers of innovation agencies improved.

IA.1. Percentage of progress in implementing the agenda agreed in relation to percentage programmed.

IA.1. Number of courses and participants.

Strengthening of a Center for Technological Innovation (CIT) in the Mixteca Poblana region

Objective Support for the CIT in the Mixteca Poblana, focused on capacity development for small-scale producers.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. *Prospective and strategic analyses for agriculture*

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Technological innovations validated by the CIT.

IA.1. Number of technological innovations validated by the CIT in relation to number programmed.

IA.2. Number of events (workshops and demonstration days) held in relation to number programmed.

Analysis of Processes and Costing of the Field Activities of the Program to Prevent and Control the Mediterranean Fruit Fly in Mexico

Objective To provide technical support to the Government of Mexico with the evaluation of the programs to prevent and control the Mediterranean fruit fly (*Ceratitis capitata*), in order to maintain the country's fruit fly free status.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Field operations more efficient.

IA.1. % increase in results in field activities in relation to initial situation.

ER.2. The actions observed on the ground were carried out as per the written procedures.

IA.1. Number of reports delivered on the consistency of actions on the ground with the procedures established in the manuals.

ER.3. Areas of improvement detected.

IA.1. Number of reports on proposed modifications to procedures.

ER.4. Moscamed Program using the study's recommendations to make field operations more efficient.

IA.1. Percentage of proposed modifications to procedures being implemented by the technical personnel on the ground.

Support for the Evaluation of the National Campaign to Combat Huanglongbing of Citrus Fruits

Objective Development of the methodology for evaluating the technical and financial activities of the national campaign to combat Huanglongbing (citrus greening).

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The DGSV has the technical and financial evaluation of the results of the campaign.

IA.1. The program's logical framework approved by the DGSV.

IA.2. Methodology developed by IICA for the evaluation of the campaign approved by the DGSV.

IA.3. Number of technical staff trained in the use of the evaluation methodology developed.

IA.4. Evaluation document delivered.

Technical Evaluation of Mexico's Animal and Plant Health Border Controls

Objective To evaluate Mexico's animal and plant health border control system with a view to improving its effectiveness in preventing the loss of the nation's plant and animal health assets.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. SENASICA has an evaluation and recommendations on how to make its plant and animal health border controls more efficient and ensure greater safety.

IA.1. % of clients of the government's plant and animal control service who say they are satisfied with the border control system.

IA.2. Report with recommendations and risk management plan delivered.

IA.3. Percentage of progress made with the risk management plan for critical points

IA.4. Evaluation report delivered on the cost/benefits of the resources invested with respect to the results and benefits obtained for the country's protection.

IA.5. Plan for the continuity of analyses for a larger sample of border controls delivered.

Support for the Control of Moniliasis in Cacao

Objective To support the efforts of the Mexican authorities to combat moniliasis in cacao through the importation and validation of varieties resistant to the disease.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Varieties of cacao resistant to moniliasis are available.

IA.1. Number of resistant varieties of cacao incorporated.

Strengthening of an Action Research Network on Local Agrifood Systems (LAS)

Objective To consolidate a Latin American scientific network for the promotion of a territory-based agrifood innovation model, the creation of knowledge and methodologies and training for human capital focused on rural agroindustries (RA) and local agrifood systems (LAS).

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. The Red SIAL strengthened through the sharing of scientific and technical experiences among universities and public and private institutions interested in LAS issues in Latin America.

IA.1. Numbers of members of the Red SIAL.

IA.2. Number of people signed up for the Altersial electronic list.

ER.2. Experiences and studies on LAS topics disseminated via the Red SIAL.

IA.1. Number of publications and dissemination events.

Strengthening of a Dairy Production Module in Haiti

Objective To promote milk production in Haiti through the consolidation of a dairy and capacity development module for a group of producers that will serve as a model for replication in the rest of the country.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Improvement in the quantity and quality of the milk produced by the module that already exists.

IA.1. Percentage increase in milk production with respect to the baseline.

ER.2. Producers trained.

IA.1. Number of producers trained in relation to number programmed.

ER.3. Dairy production model replicable, based on this experience.

IA.1. Percentage reduction in the somatic cell content of milk in relation to the baseline.

Support for Horizontal Technical Cooperation Projects in Central America and the Caribbean

Objective To provide technical cooperation to the countries of the Central American and Caribbean regions in the areas requested.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

2. Institutional framework and services to support market access for small-scale producers

Expected Results (ER) and Indicators of Achievement (IA)

ER.1. Panama's program for the identification of livestock strengthened.

IA.1. Percentage of recommendations incorporated into Panama's program for the identification of livestock.

ER.2. Professionals trained in their respective areas.

IA.1. Percentage of technical personnel successfully completing training courses.

ER.3. Regional irrigation program strengthened.

IA.1. Percentage of recommendations incorporated into the regional irrigation program.

Management of Technical Cooperation

Management of Technical Cooperation

Objective The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, in order help address the priorities and achieve the objectives outlined in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector and the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

ER.1. The Office has additional technical personnel and the infrastructure required to carry out the actions underway.

ER.2. At least 10 meetings of the Technical Committee have been held for the Office's professional personnel to exchange experiences, comment on and add to each other's proposals.

ER.3. All projects implemented have been evaluated annually and/or at their conclusion.

ER.4. All administrative personnel have participated in at least two training courses on the use of the SAP, computer or administrative systems, and have shared what they learned with others.

ER.5. Areas for improvement have been identified, and the corresponding indicators of achievement have been prepared.

ER.6. Indicators for gauging progress in the MOSCAFRUT Plant have been prepared, and continual improvement has been noted.

ER.7. Computer and other equipment are being paid off as planned, suitable software is in use and administrative processes are up-to-date.

ER.8. The distribution and quality of space within the Office is adequate.

ER.9. A brochure with information on IICA has been distributed to a broad audience.

ER.10. At least eight technical articles have been published in newspapers with national circulation.

ER.11. The Webpage is kept updated and at least 12 press releases are distributed.

MANAGEMENT UNITS

Office of the Director General

Management of Technical Cooperation

Office of the Director General

Objective To conduct the Institute strategically, in accordance with its Convention, Rules of Procedure, Medium-term Plan and directives from the Executive Committee and the IABA, and to facilitate and enhance technical cooperation in a timely, effective and comprehensive manner, within the framework of the Institute's rules and regulations and in pursuit of continuous improvement.

Expected Results (ER)

ER.1. The Executive Committee and the IABA approve the reports on compliance with the 2010-2014 MTP.

ER.2. The audited financial reports, the report of the Audit Review Committee and the resolutions of the governing bodies attest to the proper execution of financial resources and to compliance with the mandates of the Member States.

ER.3. The meetings of the EC and the Ministerial meetings achieve their objectives and are viewed positively by the Member States from the political, strategic and logistic points of view.

ER.4. The image and prestige of the Institute as an international organization that provides technical cooperation and a social contribution to the agricultural and rural development of the Americas has been promoted.

ER.5. The Member States and our strategic partners receive appropriate diplomatic and protocolary treatment, within the framework of cooperation and the promotion of new partnerships.

Office of the Deputy Director General

Management of Technical Cooperation

Office of the Deputy Director General

Objective Contribute to the strengthening of the Institute's management, financial and technical cooperation strategy in support of the Institute's Strategic Objectives; b) Contribute to the improvement and deepening of the Institute's external relations; c) Contribute to the mutually supportive relationship between the Institute and the U.S. Government and U.S. based entities; d) Contribute to the effective and efficient planning of the Institute's activities and to the transparent and ongoing evaluation of these activities.

Expected Results (ER)

ER.1. IICA's governing bodies and counterparts in the Member States support the technical and financial strengthening of the Institute, which is helping to enhance its ability to meet the strategic objectives and implement the actions called for in the 2010-2014 MTP.

ER.2. IICA has strengthened its strategic partnerships at the global and hemispheric levels, and improved its institutional image and technical and financial capabilities through its joint work with other international organizations, with the support of the Secretariat of External Relations, the IICA Office in Washington D.C. and the Permanent Office for Europe.

ER.3. IICA's General Directorate, the units at Headquarters and the Offices receive timely information for the management of technical cooperation thanks to the new planning and evaluation policy promoted by the Office of the Deputy Director General, with support from the Planning and Evaluation Secretariat (SEPE).

ER.4. Senior national and international officials are familiar with IICA's activities and its annual technical cooperation work, with support from the Inter-American Information and Editorial Production Center.

Secretariat of Corporate Services

Management of Technical Cooperation

Secretariat of Corporate Services

Objective To ensure pertinent and respectful management in conducting the human talent development, financial, programmatic-budgetary, control and administrative, informatics and regulatory support processes, in a true spirit of service, in order to provide efficient and timely support to the technical cooperation programs and projects, as well as the planning, evaluation and knowledge management processes.

Expected Results (ER)

ER.1. The processes that are the responsibility of Corporate Services facilitate and support the attainment of the objectives of technical cooperation, providing top-quality services in a timely manner and making sound, effective and efficient use of the Institute's resources.

ER.2. To ensure that the units responsible for the provision of technical cooperation feel satisfied with the support and services provided by the units of the Secretariat of Corporate Services.

ER.3. The units have access to the basic resources they require to carry out the activities for which they are responsible, in keeping with the priorities defined in the 2010-2014 MTP, approved by the Executive Committee.

ER.4. The Offices and Headquarters have access to budgetary and accounting information on line.

ER.5. The points of view of the Secretariat of Corporate Services are taken into consideration in Institute decisions.

ER.6. The allocation of resources is based on the priorities of the 2010-2014 MTP, Institute policies and directives from the Governing Bodies and the Director General.

ER.7. Budgeted resources are executed in accordance with the Annual Action Plans, within the framework of established policies and based on the criteria of soundness, austerity, equity, transparency and accountability.

APPENDIX 2

2012-2013 Program Budget

***Scenario 1:
Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)***

Scenario 1: Loss in Real Value of Income from the Regular Fund (with no change in the present level of income)

This Scenario, which is based on the continued freezing of Member States quotas, which has been in place since 1995, would mean that IICA would have to continue to decrease its operational capacity and its ability to offer technical cooperation services to its Member States. Moreover, up to 2010, IICA had registered an accumulated loss in purchasing power of 32%.

For 2012, this scenario implies a deficit of US\$1,879.1 thousand to cover additional personnel costs that must be covered by the Institute due to legal requirements by governments to increase salaries, the effects of inflation in the countries and the revaluation of national currencies in relation to the US dollar. This deficit is reduced to US\$1,050.8 thousand by cutting operating costs by US\$828.3 thousand. This is the maximum adjustment possible without causing irreversible organizational impacts.

Under this scenario, to cover the deficit in 2012, it would be necessary to make adjustments in the following aspects of the 2010-2014 Medium Term Plan:

- Innovation, technology transfer and extension services (two international professionals)
- Agrobiotechnology and biosafety (two international professionals)
- Clean energies (one international professional, one local professional and one general services position)
- Risk management and risk reduction in agriculture and agribusiness (one international professional)
- Formulation of technical cooperation projects (one international professional)

For the same reasons as in 2011, in 2013 the additional deficit is US\$737.1 thousand, which would be covered with the following complementary adjustment measures:

- Reduction of five local professionals and 10 general services positions in the Offices in the Member States
- Reduction of two international professionals, two local professionals and one general services position in the technical concentration programs and technical support units at Headquarters

These measures will reduce the international professional personnel by 7 positions in 2012 and by an additional 2 positions in 2013. The local professional personnel will be reduced by 6 and 7 positions in 2012 and 2013 respectively. In the case of the general service personnel, the reduction will be 5 positions in 2012 and 11 positions in 2013.

Tables 1-9 indicate the budget under this scenario.

Overall Budget
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
2011 and 2012 - 2013 Program Budget
(US\$ x 000)

RESOURCES BY SOURCE	2011	2012	2013
REGULAR FUND:			
QUOTAS OF MEMBER STATES	27,298.2	27,351.2	27,351.2
MISCELLANEOUS INCOME	6,100.0	6,100.0	6,100.0
TOTAL REGULAR FUND	33,398.2	33,451.2	33,451.2
EXTERNAL RESOURCES FOR PROGRAMS AND PROJECTS*	154,582.0	158,451.6	141,274.6
INSTITUTIONAL NET RATE	10,097.3	10,228.4	9,628.9
TOTAL	198,077.5	202,131.2	184,354.7

* / Estimates. Final figures will depend on the agreements signed.

Quota Scale of the Member States and Miscellaneous Income for 2012 and 2013 Based on the OAS Quota Scale for 2012¹

Scenario 1: Loss in Real Value of Income from the Regular Fund (with no change in the present level of income)

MEMBER STATES	2011		2012	2012		2013		2012-2011 VARIATIONS US\$	2012 QUOTAS VARIATION %	2013-2012 VARIATIONS US\$	2013 QUOTAS VARIATION %
	IICA		OAS	IICA		IICA					
	%	US\$	%	%	US\$ ³	%	US\$ ³				
Antigua and Barbuda	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Argentina	3.211	883,304	2.408	2.408	662,400	2.408	662,400	(220,904)	-25.0%	0	0.0%
Bahamas	0.077	21,182	0.062	0.062	17,100	0.062	17,100	(4,082)	-19.3%	0	0.0%
Barbados	0.060	16,505	0.045	0.045	12,400	0.045	12,400	(4,105)	-24.9%	0	0.0%
Belize	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Bolivia	0.046	12,654	0.049	0.049	13,500	0.049	13,500	846	6.7%	0	0.0%
Brazil	7.953	2,187,765	9.941	9.941	2,734,600	9.941	2,734,600	546,835	25.0%	0	0.0%
Canada	13.761	3,785,469	11.972	11.972	3,293,300	11.972	3,293,300	(492,169)	-13.0%	0	0.0%
Chile	1.073	295,168	1.189	1.189	327,100	1.189	327,100	31,932	10.8%	0	0.0%
Colombia	0.839	230,798	1.049	1.049	288,600	1.049	288,600	57,802	25.0%	0	0.0%
Costa Rica	0.187	51,441	0.221	0.221	60,800	0.221	60,800	9,359	18.2%	0	0.0%
Dominica	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Dominican Republic	0.206	56,668	0.257	0.257	70,700	0.257	70,700	14,032	24.8%	0	0.0%
Ecuador	0.207	56,943	0.258	0.258	71,000	0.258	71,000	14,057	24.7%	0	0.0%
El Salvador	0.105	28,884	0.114	0.114	31,400	0.114	31,400	2,516	8.7%	0	0.0%
Grenada	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Guatemala	0.187	51,441	0.168	0.168	46,200	0.168	46,200	(5,241)	-10.2%	0	0.0%
Guyana	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Haiti	0.045	12,379	0.034	0.034	9,400	0.034	9,400	(2,979)	-24.1%	0	0.0%
Honduras	0.045	12,379	0.051	0.051	14,000	0.051	14,000	1,621	13.1%	0	0.0%
Jamaica	0.123	33,836	0.093	0.093	25,600	0.093	25,600	(8,236)	-24.3%	0	0.0%
Mexico	8.141	2,239,482	8.281	8.281	2,278,000	8.281	2,278,000	38,518	1.7%	0	0.0%
Nicaragua	0.045	12,379	0.034	0.034	9,400	0.034	9,400	(2,979)	-24.1%	0	0.0%
Panama	0.163	44,839	0.158	0.158	43,500	0.158	43,500	(1,339)	-3.0%	0	0.0%
Paraguay	0.124	34,111	0.093	0.093	25,600	0.093	25,600	(8,511)	-25.0%	0	0.0%
Peru	0.553	152,123	0.688	0.688	189,300	0.688	189,300	37,177	24.4%	0	0.0%
Saint Kitts and Nevis	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Saint Lucia	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Saint Vincent and the Grenadines	0.022	6,052	0.022	0.022	6,100	0.022	6,100	48	0.8%	0	0.0%
Suriname	0.045	12,379	0.034	0.034	9,400	0.034	9,400	(2,979)	-24.1%	0	0.0%
Trinidad and Tobago	0.152	41,813	0.180	0.180	49,500	0.180	49,500	7,687	18.4%	0	0.0%
United States of America	59.470	16,359,412	59.470	59.470	16,359,400	59.470	16,359,400	(12)	0.0%	0	0.0%
Uruguay	0.181	49,791	0.214	0.214	58,900	0.214	58,900	9,109	18.3%	0	0.0%
Venezuela	2.060	566,679	2.186	2.186	601,300	2.186	601,300	34,621	6.1%	0	0.0%
SUB TOTAL	99.235	27,298,239	99.425	99.425	27,351,200	99.425	27,351,200	52,961	0.2%	0	0.0%
Cuba	0.765	210,441	0.575	0.575	158,200	0.575	158,200	(52,241)	-24.8%		0.0%
TOTAL QUOTAS	100.000	27,508,680	100.000	100.000	27,509,400	100.000	27,509,400	720	0.0%	0	0.0%
MISCELLANEOUS INCOME²		6,100,000			6,100,000		6,100,000	0	0.0%	0	0.0%
TOTAL REGULAR FUND⁴		33,398,239			33,451,200		33,451,200	720	0.2%	0	0.0%

Note: The percentage for Cuba is not taken into consideration when calculating the Member State quotas.

1/ As per Resolution AG/RES. 2696 (XLI-O/11), of the OAS General Assembly of June 7th, 2011.

2/ In 2010 and 2011 miscellaneous income will comprise US\$3,500,000 to be generated and US\$2,600,000 from the Miscellaneous Income Fund.

3/ Rounded off to the nearest one hundred.

4/ The total of the Regular Fund does not include Cuba.

Table No. 3

**2012 - 2013
Program Budget**

**Budget of the Regular Fund
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
2011 and 2012 - 2013 Program Budget
(US\$ x 000)**

RESOURCES BY SOURCE	BUDGET			VARIATIONS			
	APPROVED	PROPOSED		2012 - 2011		2013 - 2012	
	2011	2012	2013	US\$	%	US\$	%
REGULAR FUND:							
QUOTAS OF MEMBER STATES	27,298.2	27,351.2	27,351.2	53.0	0.2%	0.0	0.0%
MISCELLANEOUS INCOME	6,100.0	6,100.0	6,100.0	0.0	0.0%	0.0	0.0%
TOTAL REGULAR FUND	33,398.2	33,451.2	33,451.2	53.0	0.2%	0.0	0.0%

Evolution of the Regular Fund in Nominal Values
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
1994-2011 and 2012-2013 (US\$ x 000)

PERIOD	QUOTAS	MISCELLANEOUS	REGULAR FUND
1994	26,707.5	2,297.3	29,004.8
1995	27,508.7	2,127.5	29,636.2
1996	27,508.7	2,527.2	30,035.9
1997	27,508.7	3,258.1	30,766.8
1998	27,508.7	2,491.3	30,000.0
1999	27,508.7	2,491.3	30,000.0
2000	27,508.7	2,491.3	30,000.0
2001	27,508.7	2,491.3	30,000.0
2002	27,508.7	2,491.3	30,000.0
2003	27,167.6	2,832.4	30,000.0
2004	27,167.6	2,832.4	30,000.0
2005	27,167.6	2,832.4	30,000.0
2006	27,167.6	2,832.4	30,000.0
2007	27,167.6	2,832.4	30,000.0
2008	27,227.8	4,100.0	31,327.8
2009	27,227.8	4,100.0	31,327.8
2010	27,298.2	6,100.0	33,398.2
2011	27,298.2	6,100.0	33,398.2
2012	27,351.2	6,100.0	33,451.2
2013	27,351.2	6,100.0	33,451.2

Note: The Cuban quota was excluded from the quota resources as of 2003.

Table No. 5

2012 - 2013
Program Budget

*Allocation of the Regular Fund by Chapter
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
(US\$)*

CHAPTER	2011				2012				2013			
	QUOTAS	MISC.	REGULAR FUND		QUOTAS	MISC.	REGULAR FUND		QUOTAS	MISC.	REGULAR FUND	
			US\$	%			US\$	%			US\$	%
CHAPTER I: Direct Technical Cooperation Services	23,996,054	5,668,560	29,664,614	88.8%	24,023,834	5,801,991	29,825,825	89.2%	23,984,568	5,801,991	29,786,560	89.0%
Innovation for Productivity and Competitiveness Program	7,435,100	1,297,230	8,732,330	29.4%	7,319,046	1,169,356	8,488,402	28.5%	7,342,849	1,166,343	8,509,192	28.6%
Agricultural Health and Food Safety and Quality Program	5,576,751	1,545,247	7,121,998	24.0%	5,842,708	1,715,022	7,557,730	25.3%	5,722,338	1,700,748	7,423,086	24.9%
Agribusiness and Commercialization Program	5,457,230	1,595,900	7,053,130	23.8%	5,779,113	1,670,112	7,449,224	25.0%	5,792,188	1,682,693	7,474,882	25.1%
Agriculture, Territories and Rural Well-being Program	5,526,973	1,230,183	6,757,156	22.8%	5,082,967	1,247,502	6,330,469	21.2%	5,127,193	1,252,207	6,379,400	21.4%
CHAPTER II: Management Costs	1,631,376	77,783	1,709,159	5.1%	1,702,312	67,738	1,770,050	5.3%	1,741,578	67,738	1,809,316	5.4%
Office of the Director General	662,870	20,000	682,870	40.0%	702,407	17,500	719,907	40.7%	714,222	17,500	731,722	40.4%
Secretariat of Corporate Services	968,506	57,783	1,026,289	60.0%	999,905	50,238	1,050,143	59.3%	1,027,355	50,238	1,077,593	59.6%
CHAPTER III: General Cost and Provisions	1,274,952	50,000	1,324,952	4.0%	1,224,681	20,000	1,244,681	3.7%	1,224,681	20,000	1,244,681	3.7%
Governing Bodies	400,000	0	400,000	30.2%	400,000	0	400,000	32.1%	400,000	0	400,000	32.1%
Insurance	441,802	0	441,802	33.3%	391,531	0	391,531	31.5%	391,531	0	391,531	31.5%
Pensions Former Directors	287,650	0	287,650	21.7%	287,650	0	287,650	23.1%	287,650	0	287,650	23.1%
Contribution to the OAS Administrative Tribunal	25,000	0	25,000	1.9%	25,000	0	25,000	2.0%	25,000	0	25,000	2.0%
Contribution to the Administration of the Retirement and Pension Fund	25,000	0	25,000	1.9%	25,000	0	25,000	2.0%	25,000	0	25,000	2.0%
External Audit	95,500	0	95,500	7.2%	95,500	0	95,500	7.7%	95,500	0	95,500	7.7%
Emergency Assistance Program for Staff	0	50,000	50,000	3.8%	0	20,000	20,000	1.6%	0	20,000	20,000	1.6%
CHAPTER IV: Renewal of Infrastructure and Equipment	395,857	303,657	699,514	2.1%	400,373	210,271	610,644	1.8%	400,373	210,271	610,644	1.8%
TOTAL	27,298,239	6,100,000	33,398,239	100.0%	27,351,200	6,100,000	33,451,200	100.0%	27,351,200	6,100,000	33,451,200	100.0%

**Overall Allocation of the Regular Fund: Quotas and Miscellaneous Income
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
(US\$ and Number of Positions)**

Summary by Object of Expenditure	2012		2013	
	US\$	%	US\$	%
International Professional Personnel (IPP)	11,357,353	34.0%	11,296,906	33.8%
Local Professional Personnel (LPP)	7,217,020	21.6%	7,229,312	21.6%
General Services Personnel (GSP)	3,755,255	11.2%	3,803,410	11.4%
Operating Costs (MOE 3 to 9)	11,121,572	33.2%	11,121,572	33.2%
Total	33,451,200	100.0%	33,451,200	100.0%

Source of Funds	2012		2013	
	US\$	%	US\$	%
Quota Resources	27,351,200	81.8%	27,351,200	81.8%
Miscellaneous Resources	6,100,000	18.2%	6,100,000	18.2%
Total	33,451,200	100.0%	33,451,200	100.0%

Number of Positions					
Summary IPP			Summary LPP		
Class	2012	2013	Class	2012	2013
DG	1	1	PL5	8	8
SDG	1	1	PL4	37	37
D2	14	14	PL3	66	59
D1	3	3	PL2	31	31
P6	13	13	PL1	9	9
P5	52	50	Total	151	144
P4	1	1	Summary GSP		
P3	1	1	Class	2012	2013
P2			G10		
P1			G9	1	1
Total	86	84	G8	10	10
Total LPP and GSP			G7	49	49
Total	359	341	G6	55	44
			G5	25	25
			G4	33	33
			G3	19	19
			G2	10	10
			G1	6	6
			Total	208	197

Structure of the Major Objects of Expenditure - Regular Fund
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
(US\$ x 000 and %)

Breakdown of Each Major Object of Expenditure	2012		2013	
1 International Professional Personnel	11,357.4	100.0%	11,296.9	100.0%
Salaries	5,110.8	45.0%	5,083.6	45.0%
Benefits and Other Costs of International Personnel	6,246.5	55.0%	6,213.3	55.0%
2 Local Professional and General Services Personnel	10,972.3	100.0%	11,032.7	100.0%
Salaries	7,680.6	70.0%	7,722.9	70.0%
Benefits and Other Costs of National Personnel	3,291.7	30.0%	3,309.8	30.0%
3 Training and Technical Events	1,332.0	100.0%	1,332.0	100.0%
Training for Personnel	159.8	12.0%	159.8	12.0%
Technical Events	1,145.5	86.0%	1,145.5	86.0%
Didactic Material	26.6	2.0%	26.6	2.0%
4 Official Travel	1,374.1	100.0%	1,374.1	100.0%
International Per Diems	728.3	53.0%	728.3	53.0%
International Transportation	494.7	36.0%	494.7	36.0%
National Per Diems	109.9	8.0%	109.9	8.0%
National Transportation	41.2	3.0%	41.2	3.0%
5 Documents and Materials and Supplies	914.7	100.0%	914.7	100.0%
Publications and Documents	448.2	49.0%	448.2	49.0%
Office Materials and Supplies	429.9	47.0%	429.9	47.0%
Materials for IICA Projects	36.6	4.0%	36.6	4.0%
6 Plant, Equipment and Furniture	610.6	100.0%	610.6	100.0%
Improvements to Land, Buildings and Immoveable Assets	79.4	13.0%	79.4	13.0%
Acquisition of Equipment and Furnishings	384.7	63.0%	384.7	63.0%
Acquisition of Vehicles	146.6	24.0%	146.6	24.0%
7 General Services	2,774.5	100.0%	2,774.5	100.0%
Communications	665.9	24.0%	665.9	24.0%
Public Services	194.2	7.0%	194.2	7.0%
Repairs and Maintenance	776.9	28.0%	776.9	28.0%
Fuel	138.7	5.0%	138.7	5.0%
Rents	860.1	31.0%	860.1	31.0%
Guard and Janitorial Contracts	138.7	5.0%	138.7	5.0%
8 Performance Contracts and Transfers	3,293.3	100.0%	3,293.4	100.0%
International Technical Consulting Services	296.4	9.0%	296.4	9.0%
National Technical Consulting Services	1,317.3	40.0%	1,317.3	40.0%
Support Services	760.8	23.1%	760.8	23.1%
External Auditing	95.5	2.9%	95.5	2.9%
Transfers to Third Parties	823.3	25.0%	823.3	25.0%
9 Other Costs	822.3	100.0%	822.3	100.0%
Insurance	592.0	72.0%	592.0	72.0%
Official Hospitality	82.2	10.0%	82.2	10.0%
Ceremonies and Awards	24.7	3.0%	24.7	3.0%
Financial Expenses	106.9	13.0%	106.9	13.0%
Others	16.4	2.0%	16.4	2.0%
TOTAL	33,451.2		33,451.2	

Relative Weight and Evolution of the Major Objets of Expenditure - Regular Fund
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
2011 and 2012-2013 Program Budget
(US\$ x 000 and %)

Major Objet of Expenditure	2011		2012		2013		VARIATIONS			
	US\$ x 000	%	US\$ x 000	%	US\$ x 000	%	2012-2011		2013-2012	
							US\$ x 000	%	US\$ x 000	%
1 International Professional Personnel	11,710.0	35.1%	11,357.4	34.0%	11,296.9	33.8%	(352.7)	-3.0%	(60.4)	-0.5%
2 Local Professional and General Services Personnel	9,738.4	29.2%	10,972.3	32.8%	11,032.7	33.0%	1,233.9	12.7%	60.4	0.6%
SUBTOTAL PERSONNEL COSTS	21,448.4	64.2%	22,329.6	66.8%	22,329.6	66.8%	881.2	4.1%	0.0	0.0%
3 Training and Technical Events	1,349.0	4.0%	1,332.0	4.0%	1,332.0	4.0%	(17.0)	-1.3%	(0.0)	0.0%
4 Official Travel	1,693.3	5.1%	1,374.1	4.1%	1,374.1	4.1%	(319.2)	-18.9%	0.0	0.0%
5 Documents and Materials and Supplies	1,074.7	3.2%	914.7	2.7%	914.7	2.7%	(160.0)	-14.9%	0.0	0.0%
6 Plant, Equipment and Furniture	699.5	2.1%	610.6	1.8%	610.6	1.8%	(88.9)	-12.7%	0.0	0.0%
7 General Services	2,833.3	8.5%	2,774.5	8.3%	2,774.5	8.3%	(58.8)	-2.1%	0.0	0.0%
8 Performance Contracts and Transfers	3,464.7	10.4%	3,293.3	9.8%	3,293.4	9.8%	(171.3)	-4.9%	0.0	0.0%
9 Other Costs	835.3	2.5%	822.3	2.5%	822.3	2.5%	(13.0)	-1.6%	0.0	0.0%
SUBTOTAL OPERATING COSTS	11,949.8	35.8%	11,121.6	33.2%	11,121.6	33.2%	(828.3)	-6.9%	0.0	0.0%
GRAND TOTAL	33,398.2	100.0%	33,451.2	100.0%	33,451.2	100.0%	53.0	0.2%	0.0	0.0%

*Personnel Positions Financed with the Regular Fund
Scenario 1: Loss in Real Value of Income from the Regular Fund
(with no change in the present level of income)
1992 - 2013 Program Budgets*

<i>YEAR</i>	<i>IPP</i>	<i>LPP</i>	<i>GSP</i>	<i>TOTAL</i>
1992	134	82	346	562
1993	134	79	344	557
1994	132	80	349	561
1995	132	81	312	525
1996	121	87	289	497
1997	117	95	285	497
1998	110	98	249	457
1999	103	101	247	451
2000	99	97	251	447
2001	99	97	251	447
2002	96	101	238	435
2003	93	120	221	434
2004	94	126	230	450
2005	94	126	230	450
2006	94	131	237	462
2007	94	131	227	452
2008	94	135	227	456
2009	94	135	227	456
2010	95	152	213	460
2011	93	157	213	463
2012	86	151	208	445
2013	84	144	197	425

Note: Does not include positions financed with external resources and INR resources

IPP: International Professional Personnel

LPP: Local Professional Personnel

GSP: General Services Personnel

APPENDIX 3

2012-2013 Program Budget

***Scenario 3:
Financial Recovery for Implementation of the 2010-2014 MTP (recognizing the effects of the
accumulated loss of purchasing power in 2010), and Actions for Expanding Technical
Cooperation***

Scenario 3: Financial Recovery for Implementation of the 2010-2014 MTP (recognizing the effects of the accumulated loss of purchasing power in 2010), and Actions for Expanding Technical Cooperation

This **Scenario** is based on financial recovery for the implementation of the 2010-2014 MTP. It takes into account the accumulated loss of purchasing power of the Institute's quota resources during 2010, due to the combined effects of inflation, mandatory salary adjustments determined by governments and the net effect of variations in the exchange rate between the national currencies and the United States dollar; and the strengthening of key aspects of technical cooperation in accordance with the 2010-2014 MTP, through the financing of high priority projects affected by the cuts described in the preceding scenarios and some strategic projects that must be implemented as priority lines of action.

This scenario has the following implications:

- recovery of a deficit of approximately US\$4.0 million in 2012 and an additional US\$1.4 million in 2013;
- restoration of the purchasing power of the Institute's quota resources to the levels reached in 2004-2005;
- a slight increase in the level of financing for operating costs; and,
- strengthening technical cooperation in priority areas of the 2010-2014 MTP

Tables 1 to 10 below show the budgetary situation under this scenario. Moreover, they are accompanied by project profiles that strengthen technical cooperation.

Overall Budget
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
2011 and 2012 - 2013 Program Budget
(US\$ x 000)

RESOURCES BY SOURCE	2011	2012	2013
REGULAR FUND:			
QUOTAS OF MEMBER STATES	27,298.2	31,337.3	32,700.6
MISCELLANEOUS INCOME	6,100.0	6,100.0	6,100.0
TOTAL REGULAR FUND	33,398.2	37,437.3	38,800.6
EXTERNAL RESOURCES FOR PROGRAMS AND PROJECTS*	154,582.0	158,451.6	141,274.6
INSTITUTIONAL NET RATE	10,097.3	10,228.4	9,628.9
TOTAL	198,077.5	206,117.3	189,704.1

*/ Estimates. Final figures will depend on the agreements signed.

Table No.2

2012 -2013
Program BudgetQuota Scale of the Member States and Miscellaneous Income for 2012 and 2013 Based on the OAS Quota Scale for 2012 ¹

Scenario 3: Financial Recovery to Implement 2010-2014 MTP

MEMBER STATES	2011		2012	2012		2013		2012-2011 VARIATIONS US\$	2012 QUOTAS VARIATION %	2013-2012 VARIATIONS US\$	2013 QUOTAS VARIATION %
	IICA		OAS	IICA		IICA					
	%	US\$	%	%	US\$ ³	%	US\$ ³				
Antigua and Barbuda	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Argentina	3.211	883,304	2.408	2.408	758,981	2.408	792,000	(124,323)	-14.1%	33,019	4.4%
Bahamas	0.077	21,182	0.062	0.062	19,544	0.062	20,394	(1,638)	-7.7%	850	4.4%
Barbados	0.060	16,505	0.045	0.045	14,180	0.045	14,796	(2,326)	-14.1%	617	4.4%
Belize	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Bolivia	0.046	12,654	0.049	0.049	15,455	0.049	16,127	2,801	22.1%	672	4.4%
Brazil	7.953	2,187,765	9.941	9.941	3,133,230	9.941	3,269,540	945,465	43.2%	136,310	4.4%
Canada	13.761	3,785,469	11.972	11.972	3,773,373	11.972	3,937,532	(12,097)	-0.3%	164,160	4.4%
Chile	1.073	295,168	1.189	1.189	374,745	1.189	391,048	79,577	27.0%	16,303	4.4%
Colombia	0.839	230,798	1.049	1.049	330,631	1.049	345,015	99,833	43.3%	14,384	4.4%
Costa Rica	0.187	51,441	0.221	0.221	69,660	0.221	72,690	18,219	35.4%	3,031	4.4%
Dominica	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Dominican Republic	0.206	56,668	0.257	0.257	80,988	0.257	84,512	24,321	42.9%	3,523	4.4%
Ecuador	0.207	56,943	0.258	0.258	81,326	0.258	84,864	24,383	42.8%	3,538	4.4%
El Salvador	0.105	28,884	0.114	0.114	35,937	0.114	37,500	7,052	24.4%	1,563	4.4%
Grenada	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Guatemala	0.187	51,441	0.168	0.168	52,967	0.168	55,271	1,526	3.0%	2,304	4.4%
Guyana	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Haiti	0.045	12,379	0.034	0.034	10,728	0.034	11,195	(1,650)	-13.3%	467	4.4%
Honduras	0.045	12,379	0.051	0.051	16,093	0.051	16,793	3,714	30.0%	700	4.4%
Jamaica	0.123	33,836	0.093	0.093	29,297	0.093	30,571	(4,539)	-13.4%	1,275	4.4%
Mexico	8.141	2,239,482	8.281	8.281	2,610,050	8.281	2,723,599	370,568	16.5%	113,549	4.4%
Nicaragua	0.045	12,379	0.034	0.034	10,728	0.034	11,195	(1,650)	-13.3%	467	4.4%
Panama	0.163	44,839	0.158	0.158	49,816	0.158	51,983	4,977	11.1%	2,167	4.4%
Paraguay	0.124	34,111	0.093	0.093	29,297	0.093	30,571	(4,814)	-14.1%	1,275	4.4%
Peru	0.553	152,123	0.688	0.688	216,857	0.688	226,291	64,734	42.6%	9,434	4.4%
Saint Kitts and Nevis	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Saint Lucia	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Saint Vincent and the Grenadines	0.022	6,052	0.022	0.022	6,940	0.022	7,242	888	14.7%	302	4.4%
Suriname	0.045	12,379	0.034	0.034	10,728	0.034	11,195	(1,650)	-13.3%	467	4.4%
Trinidad and Tobago	0.152	41,813	0.180	0.180	56,718	0.180	59,186	14,905	35.6%	2,468	4.4%
United States of America	59.470	16,359,412	59.470	59.470	18,744,012	59.470	19,559,465	2,384,600	14.6%	815,453	4.4%
Uruguay	0.181	49,791	0.214	0.214	67,447	0.214	70,381	17,656	35.5%	2,934	4.4%
Venezuela	2.060	566,679	2.186	2.186	688,983	2.186	718,958	122,305	21.6%	29,974	4.4%
SUB TOTAL	99.235	27,298,239	99.425	99.425	31,337,288	99.425	32,700,608	4,039,049	14.8%	1,363,320	4.4%
Cuba	0.765	210,441	0.575	0.575	181,221	0.575	189,105	(29,221)	-13.9%	(21,337)	4.4%
TOTAL QUOTAS	100.000	27,508,680	100.000	100.000	31,518,509	100.000	32,889,713	4,009,829	14.6%	5,381,033	4.4%
MISCELLANEOUS INCOME²		6,100,000			6,100,000		6,100,000	0	0.0%	0	0.0%
TOTAL REGULAR FUND⁴		33,398,239			37,437,288		38,800,608	4,009,829	12.1%	5,402,369	3.6%

Note: The percentage for Cuba is not taken into consideration when calculating the Member State quotas.

1/ As per Resolution AG/RES. 2696 (XLI-O/11), of the OAS General Assembly of June 7th, 2011.

2/ In 2010 and 2011 miscellaneous income will comprise US\$3,500,000 to be generated and US\$2,600,000 from the Miscellaneous Income Fund.

3/ Rounded off to the nearest one hundred.

4/ The total of the Regular Fund does not include Cuba.

Table No. 3**2012 - 2013
Program Budget**

Budget of the Regular Fund
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
2011 and 2012 - 2013 Program Budget
(US\$ x 000)

RESOURCES BY SOURCE	BUDGET			VARIATIONS			
	APPROVED	PROPOSED		2012 - 2011		2013 - 2012	
	2011	2012	2013	US\$	%	US\$	%
REGULAR FUND:							
QUOTAS OF MEMBER STATES	27,298.2	31,337.3	32,700.6	4,039.1	14.8%	1,363.3	4.4%
MISCELLANEOUS INCOME	6,100.0	6,100.0	6,100.0	0.0	0.0%	0.0	0.0%
TOTAL REGULAR FUND	33,398.2	37,437.3	38,800.6	4,039.1	12.1%	1,363.3	3.6%

Budget of the Regular Fund by Programming Center
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
2012 - 2013 - US\$

PROGRAMMING CENTERS	2012 PROGRAM BUDGET										2013 PROGRAM BUDGET									
	REGULAR FUND										REGULAR FUND									
	IPP No.	IPP US\$	LPP No.	LPP US\$	GSP No.	GSP US\$	Total Personnel No.	Total Personnel US\$	Operating Cost	TOTAL REGULAR FUND	IPP No.	IPP US\$	LPP No.	LPP US\$	GSP No.	GSP US\$	Total Personnel No.	Total Personnel US\$	Operating Cost	TOTAL REGULAR FUND
I TECHNICAL COOPERATION	85	10,753,370	149	7,130,634	195	3,526,327	429	21,410,331	9,753,902	31,164,233	85	10,938,728	149	7,489,184	195	3,676,937	429	22,104,849	10,338,861	32,443,710
A. Office of the Director of Technical Cooperation	1	145,824	1	87,763	1	20,831	3	254,419	80,000	334,419	1	148,106	1	92,073	1	21,853	3	262,031	80,000	342,031
Office of the Director of Technical Cooperation	1	145,824	1	87,763	1	20,831	3	254,419	80,000	334,419	1	148,106	1	92,073	1	21,853	3	262,031	80,000	342,031
B. TECHNICAL CONCENTRATION PROGRAMS	33	4,072,556	17	715,080	10	224,003	60	5,011,639	1,213,200	6,224,839	33	4,143,172	17	749,261	10	229,655	60	5,122,088	1,213,200	6,335,288
1. Innovation for Productivity and Competitiveness Program	14	1,755,374	9	318,070	4	81,880	27	2,155,324	516,200	2,671,524	14	1,785,847	9	332,766	4	84,708	27	2,203,321	516,200	2,719,521
Program Management	1	141,833	-	-	1	23,426	2	165,259	16,500	181,759	1	144,067	-	-	1	24,575	2	168,642	16,500	185,142
Hemispheric Projects	8	1,000,044	8	299,608	2	35,078	18	1,334,730	262,700	1,597,430	8	1,017,223	8	314,304	2	36,757	18	1,368,283	262,700	1,630,983
Regional Projects:	5	613,497	1	18,462	1	23,376	7	655,335	237,000	892,335	5	624,558	1	18,462	1	23,376	7	666,396	237,000	903,396
Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Panama and the Dominican Republic - PROMECAFF	1	105,405	-	-	-	-	1	105,405	-	105,405	1	107,539	-	-	-	-	1	107,539	-	107,539
Support to Caribbean Agricultural Research and Development Institute - CARDI	-	-	-	-	-	-	-	-	200,000	200,000	-	-	-	-	-	-	-	-	200,000	200,000
Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion - PROCIANDINO	1	123,613	-	-	-	-	1	123,613	-	123,613	1	125,738	-	-	-	-	1	125,738	-	125,738
Cooperative Program for the Development of Agricultural Technology in the Southern Cone - PROCISUR	1	126,213	1	18,462	1	23,376	3	168,051	5,000	173,051	1	128,591	1	18,462	1	23,376	3	170,429	5,000	175,429
Cooperative Program on Research and Technology Transfer for the South American Tropics - PROCITROPICOS	1	136,249	-	-	-	-	1	136,249	-	136,249	1	138,676	-	-	-	-	1	138,676	-	138,676
Cooperative Program in Research and Technology for the Northern Region - PROCINORTE	1	122,017	-	-	-	-	1	122,017	27,000	149,017	1	124,012	-	-	-	-	1	124,012	27,000	151,012
Support to the System for the Central America Agricultural Technology Integration System - SICTA	-	-	-	-	-	-	-	-	5,000	5,000	-	-	-	-	-	-	-	-	5,000	5,000
2. Agricultural Health and Food Safety and Quality Program	6	730,026	4	199,507	2	31,057	12	960,590	284,000	1,244,590	6	743,655	4	209,301	2	32,578	12	985,535	284,000	1,269,535
Program Management	1	138,083	-	-	1	18,526	2	156,609	75,500	232,109	1	140,336	-	-	1	19,434	2	159,770	75,500	235,270
Hemispheric Projects	5	591,942	4	199,507	1	12,531	10	803,981	128,500	932,481	5	603,319	4	209,301	1	13,145	10	825,765	128,500	954,265
Regional Projects	-	-	-	-	-	-	-	-	80,000	80,000	-	-	-	-	-	-	-	-	80,000	80,000
Support to the Development and Strengthening of National Agricultural Health Systems in the Countries of the Southern Cone to Facilitate International Agricultural Trade - COSAVE	-	-	-	-	-	-	-	-	20,000	20,000	-	-	-	-	-	-	-	-	20,000	20,000
Support to the Permanent Veterinary Committee of the Southern Cone - CVP	-	-	-	-	-	-	-	-	60,000	60,000	-	-	-	-	-	-	-	-	60,000	60,000
3. Agribusiness and Commercialization Program	9	1,094,831	2	104,861	3	96,975	14	1,296,667	320,000	1,616,667	9	1,113,156	2	110,005	3	97,588	14	1,320,749	320,000	1,640,749
Program Management	1	143,568	-	-	2	84,444	3	228,017	182,000	410,017	1	145,737	-	-	2	84,444	3	230,185	182,000	412,185
Hemispheric Projects	8	951,263	2	104,861	1	12,531	11	1,068,650	138,000	1,206,650	8	967,419	2	110,005	1	13,145	11	1,090,564	138,000	1,228,564
4. Agriculture, Territories and Rural Well-being Program	4	492,326	2	92,641	1	14,091	7	599,058	93,000	692,058	4	500,514	2	97,189	1	14,781	7	612,483	93,000	705,483
Program Management	1	141,683	-	-	1	14,091	2	155,774	7,500	163,274	1	143,917	-	-	1	14,781	2	158,698	7,500	166,198
Hemispheric Projects	3	350,642	2	92,641	-	-	5	443,284	85,500	528,784	3	356,597	2	97,189	-	-	5	453,786	85,500	539,286
C. PROGRAMS FOR CROSS-COORDINATION	2	288,039	3	127,880	2	32,242	7	448,162	67,000	515,162	2	292,743	3	131,483	2	33,082	7	457,308	67,000	524,308
1. Agriculture and Food Security	1	149,956	1	31,288	1	15,111	3	196,355	30,000	226,355	1	152,407	1	31,288	1	15,111	3	198,806	30,000	228,806
2. Agriculture, Natural Resource Management and Climate Change	1	138,083	2	96,592	1	17,132	4	251,807	37,000	288,807	1	140,336	2	100,195	1	17,971	4	258,502	37,000	295,502
D. CENTER FOR STRATEGIC ANALYSIS FOR AGRICULTURE	4	502,511	5	295,654	1	14,651	10	812,816	160,000	972,816	4	511,488	5	309,776	1	15,369	10	836,633	160,000	996,633
Hemispheric Projects	4	502,511	5	295,654	1	14,651	10	812,816	100,000	912,816	4	511,488	5	309,776	1	15,369	10	836,633	100,000	936,633
Regional Projects	-	-	-	-	-	-	-	-	60,000	60,000	-	-	-	-	-	-	-	-	60,000	60,000
Support for the Agricultural Policy Coordination Network of the South - REDPA and Support for the Informal Group of the Agricultural Negotiators - GINA SUR	-	-	-	-	-	-	-	-	60,000	60,000	-	-	-	-	-	-	-	-	60,000	60,000
E. TECHNICAL COOPERATION SUPPORT UNITS	6	721,015	13	558,197	5	96,032	24	1,375,244	205,000	1,580,244	6	734,005	13	585,588	5	100,735	24	1,420,327	205,000	1,625,327
1. Promotion and Formulation of Projects	6	721,015	-	-	-	-	6	721,015	50,000	771,015	6	734,005	-	-	-	-	6	734,005	50,000	784,005
Hemispheric Component	2	244,264	-	-	-	-	2	244,264	10,000	254,264	2	248,508	-	-	-	-	2	248,508	10,000	258,508
Regional Component	4	476,750	-	-	-	-	4	476,750	40,000	516,750	4	485,497	-	-	-	-	4	485,497	40,000	525,497
2. Hemispheric Center for Leadership in Agriculture (includes professionals enrichment program)	-	-	2	94,461	1	14,091	3	108,552	20,000	128,552	-	-	2	99,098	1	14,781	3	113,879	20,000	133,879
3. Inter-American Center for Information and Editorial Production	-	-	7	278,475	2	39,301	9	317,777	40,000	357,777	-	-	7	292,138	2	41,228	9	333,366	40,000	373,366
4. Information and Communication Technologies	-	-	1	69,064	1	20,113	2	89,177	70,000	159,177	-	-	1	72,456	1	21,095	2	93,550	70,000	163,550
5. Center for Communication and Distance Learning - CECADI	-	-	3	116,197	1	22,527	4	138,724	25,000	163,724	-	-	3	121,895	1	23,632	4	145,527	25,000	170,527
F. NATIONAL COMPONENT OF TECHNICAL COOPERATION: OFFICES IN THE MEMBER STATES	30	3,879,463	102	4,942,127	167	2,937,175	299	11,758,764	5,218,213	16,976,977	30	3,946,233	102	5,200,185	167	3,065,322	299	12,211,740	5,218,213	17,429,953

Budget of the Regular Fund by Programming Center
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
2012 - 2013 - US\$

PROGRAMMING CENTERS	2012 PROGRAM BUDGET										2013 PROGRAM BUDGET									
	REGULAR FUND										REGULAR FUND									
	IPP No.	IPP US\$	LPP No.	LPP US\$	GSP No.	GSP US\$	Total Personnel No.	Total Personnel US\$	Operating Cost	TOTAL REGULAR FUND	IPP No.	IPP US\$	LPP No.	LPP US\$	GSP No.	GSP US\$	Total Personnel No.	Total Personnel US\$	Operating Cost	TOTAL REGULAR FUND
1. Strategic Analysis for Decision-Making	-	-	-	-	1	12,000	1	12,000	90,000	102,000	-	-	-	-	1	12,000	1	12,000	90,000	102,000
2. Agricultural Insurance: Strengthening of Public and Private Institutions in LAC	1	115,000	1	45,000	1	27,000	3	187,000	120,000	307,000	1	115,000	1	45,000	1	27,000	3	187,000	120,000	307,000
3. Loans and Financing for Agricultural Production and Commercialization in LAC	1	115,000	1	45,000	1	27,000	3	187,000	120,000	307,000	1	115,000	1	45,000	1	27,000	3	187,000	120,000	307,000
4. Limiting Food Loss in the Member Countries of IICA	1	115,000	1	45,000	1	27,000	3	187,000	120,000	307,000	1	115,000	1	45,000	1	27,000	3	187,000	120,000	307,000
5. Program to Develop Capacities in the Application of Good Agricultural Practices (GAPs) and Good Livestock Practices (GLPs)	-	-	3	156,000	2	44,000	5	200,000	50,000	250,000	-	-	3	156,000	2	44,000	5	200,000	50,000	250,000
6. Risk Communication	1	115,000	1	40,000	-	-	2	155,000	50,000	205,000	1	115,000	1	40,000	-	-	2	155,000	50,000	205,000
7. Modernization of Programs for the Epidemiological Surveillance of Re-emerging Diseases such as Tuberculosis and Brucellosis	-	-	-	-	-	-	-	-	100,000	100,000	-	-	-	-	-	-	-	-	100,000	100,000
8. Development of Risk Assessment Capacities (for animal and plant health as well as food safety)	1	115,000	-	-	-	-	1	115,000	250,000	365,000	1	115,000	-	-	-	-	1	115,000	250,000	365,000
9. Creation of territorial early warning and emergency response systems	-	-	-	-	-	-	-	-	150,000	150,000	-	-	-	-	-	-	-	-	150,000	150,000
10. Extension strategies for technological innovation	1	115,000	1	40,000	-	-	2	155,000	30,000	185,000	1	115,000	1	40,000	-	-	2	155,000	50,000	205,000
11. Platform for strengthening the management of intellectual property by the different stakeholders in national agrifood innovation systems	-	-	1	36,000	-	-	1	36,000	30,000	66,000	-	-	1	36,000	-	-	1	36,000	30,000	66,000
12. Strengthening of institutional management for family agriculture (FA)	-	-	-	-	-	-	-	-	40,000	40,000	-	-	-	-	-	-	-	-	40,000	40,000
13. Strengthening of public policies for territorial management	-	-	-	-	-	-	-	-	150,000	150,000	-	-	-	-	-	-	-	-	150,000	150,000
14. Access to public goods and services for improving the employment and income of rural women producers and youth in rural territories	-	-	-	-	-	-	-	-	50,000	50,000	-	-	-	-	-	-	-	-	50,000	50,000
15. Virtual Platform for Knowledge Management for Communication, Extension and Learning for Agriculture and Rural Development	1	115,000	1	35,000	-	-	2	150,000	22,000	172,000	1	115,000	1	35,000	-	-	2	150,000	22,000	172,000
Sub-total : Strengthening of the Technical Cooperation Services	7	805,000	10	442,000	6	137,000	23	1,384,000	1,372,000	2,756,000	7	805,000	10	442,000	6	137,000	23	1,384,000	1,392,000	2,776,000
GRAND TOTAL	100	13,030,211	164	7,814,962	216	3,919,301	480	24,764,474	12,672,814	37,437,288	100	13,234,672	164	8,184,908	216	4,081,950	480	25,501,531	13,299,077	38,800,608

Evolution of the Regular Fund in Nominal Values
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
1994-2011 and 2012-2013 (US\$ x 000)

PERIOD	QUOTAS	MISCELLANEOUS	REGULAR FUND
1994	26,707.5	2,297.3	29,004.8
1995	27,508.7	2,127.5	29,636.2
1996	27,508.7	2,527.2	30,035.9
1997	27,508.7	3,258.1	30,766.8
1998	27,508.7	2,491.3	30,000.0
1999	27,508.7	2,491.3	30,000.0
2000	27,508.7	2,491.3	30,000.0
2001	27,508.7	2,491.3	30,000.0
2002	27,508.7	2,491.3	30,000.0
2003	27,167.6	2,832.4	30,000.0
2004	27,167.6	2,832.4	30,000.0
2005	27,167.6	2,832.4	30,000.0
2006	27,167.6	2,832.4	30,000.0
2007	27,167.6	2,832.4	30,000.0
2008	27,227.8	4,100.0	31,327.8
2009	27,227.8	4,100.0	31,327.8
2010	27,298.2	6,100.0	33,398.2
2011	27,298.2	6,100.0	33,398.2
2012	31,337.3	6,100.0	37,437.3
2013	32,700.6	6,100.0	38,800.6

Note: The Cuban quota was excluded from the quota resources as of 2003.

Table No. 6

2012 - 2013
Program Budget

Allocation of the Regular Fund by Chapter
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
(US\$)

CHAPTER	2011				2012				2013			
	QUOTAS	MISC.	REGULAR FUND		QUOTAS	MISC.	REGULAR FUND		QUOTAS	MISC.	REGULAR FUND	
			US\$	%			US\$	%			US\$	%
CHAPTER I: Direct Technical Cooperation Services	23,996,054	5,668,560	29,664,614	88.8%	27,943,233	5,801,991	33,745,225	90.1%	29,264,016	5,801,991	35,066,006	90.4%
Innovation for Productivity and Competitiveness Program	7,435,100	1,297,230	8,732,330	29.4%	8,289,851	1,285,669	9,575,520	28.4%	8,610,504	1,284,097	9,894,602	28.2%
Agricultural Health and Food Safety and Quality Program	5,576,751	1,545,247	7,121,998	24.0%	7,250,404	1,670,751	8,921,155	26.4%	7,727,749	1,655,996	9,383,744	26.8%
Agribusiness and Commercialization Program	5,457,230	1,595,900	7,053,130	23.8%	6,963,022	1,633,341	8,596,363	25.5%	7,242,849	1,645,442	8,888,291	25.3%
Agriculture, Territories and Rural Well-being Program	5,526,973	1,230,183	6,757,156	22.8%	5,439,957	1,212,231	6,652,187	19.7%	5,682,913	1,216,456	6,899,369	19.7%
CHAPTER II: Management Costs	1,631,376	77,783	1,709,159	5.1%	1,769,000	67,738	1,836,738	4.9%	1,811,538	67,738	1,879,276	4.8%
Office of the Director General	662,870	20,000	682,870	40.0%	702,407	17,500	719,907	39.2%	714,222	17,500	731,722	38.9%
Secretariat of Corporate Services	968,506	57,783	1,026,289	60.0%	1,066,593	50,238	1,116,831	60.8%	1,097,316	50,238	1,147,554	61.1%
CHAPTER III: General Cost and Provisions	1,274,952	50,000	1,324,952	4.0%	1,224,681	20,000	1,244,681	3.3%	1,224,681	20,000	1,244,681	3.2%
Governing Bodies	400,000	0	400,000	30.2%	400,000	0	400,000	32.1%	400,000	0	400,000	32.1%
Insurance	441,802	0	441,802	33.3%	391,531	0	391,531	31.5%	391,531	0	391,531	31.5%
Pensions Former Directors	287,650	0	287,650	21.7%	287,650	0	287,650	23.1%	287,650	0	287,650	23.1%
Contribution to the OAS Administrative Tribunal	25,000	0	25,000	1.9%	25,000	0	25,000	2.0%	25,000	0	25,000	2.0%
Contribution to the Administration of the Retirement and Pension Fund	25,000	0	25,000	1.9%	25,000	0	25,000	2.0%	25,000	0	25,000	2.0%
External Audit	95,500	0	95,500	7.2%	95,500	0	95,500	7.7%	95,500	0	95,500	7.7%
Emergency Assistance Program for Staff	0	50,000	50,000	3.8%	0	20,000	20,000	1.6%	0	20,000	20,000	1.6%
CHAPTER IV: Renewal of Infrastructure and Equipment	395,857	303,657	699,514	2.1%	400,373	210,271	610,644	1.6%	400,373	210,271	610,644	1.6%
TOTAL	27,298,239	6,100,000	33,398,239	100.0%	31,337,288	6,100,000	37,437,288	100.0%	32,700,608	6,100,000	38,800,608	100.0%

Table No. 7

2012 - 2013
Program Budget

Overall Allocation of the Regular Fund: Quotas and Miscellaneous
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
(US\$ and Number of Positions)

Summary by Object of Expenditure					Number of Positions						
					2012			2013			Summary IPP
		US\$	%	US\$	%	Class	2012	2013	Class	2012	2013
International Professional Personnel (IPP)		13,030,211	34.8%	13,234,672	34.1%	DG	1	1	PL5	8	8
Local Professional Personnel (LPP)		7,814,962	20.9%	8,184,908	21.1%	SDG	1	1	PL4	42	42
General Services Personnel (GSP)		3,919,301	10.5%	4,081,950	10.5%	D2	14	14	PL3	73	73
Operating Costs (MOE 3 to 9)		12,672,814	33.9%	13,299,077	34.3%	D1	3	3	PL2	31	31
Total		37,437,288	100.0%	38,800,608	100.0%	P6	14	14	PL1	10	10
						P5	60	60	Total	164	164
						P4	1	1	Summary GSP		
						P3	6	6	Class	2012	2013
						P2			G10		
						P1			G9	1	1
						Total	100	100	G8	10	10
						Total LPP and GSP					
						Total	380	380	G7	54	54
									G6	56	56
									G5	25	25
									G4	34	34
									G3	20	20
									G2	10	10
									G1	6	6
									Total	216	216

Source of Funds					
		2012		2013	
		US\$	%	US\$	%
Quota Resources		31,337,288	83.7%	32,700,608	84.3%
Miscellaneous Resources		6,100,000	16.3%	6,100,000	15.7%
Total		37,437,288	100.0%	38,800,608	100.0%

Table 8

2012 - 2013
Program Budget

Structure of the Major Objects of Expenditure - Regular Fund
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
(US\$ x 000 and %)

Breakdown of Each Major Object of Expenditure	2012		2013	
1 International Professional Personnel	13,030.2	100.0%	13,234.7	100.0%
Salaries	5,863.6	45.0%	5,955.6	45.0%
Benefits and Other Costs of International Personnel	7,166.6	55.0%	7,279.1	55.0%
2 Local Professional and General Services Personnel	11,734.3	100.0%	12,266.9	100.0%
Salaries	8,214.0	70.0%	8,586.8	70.0%
Benefits and Other Costs of National Personnel	3,520.3	30.0%	3,680.1	30.0%
3 Training and Technical Events	1,852.0	100.0%	1,862.0	100.0%
Training for Personnel	222.2	12.0%	223.4	12.0%
Technical Events	1,592.7	86.0%	1,601.3	86.0%
Didactic Material	37.0	2.0%	37.2	2.0%
4 Official Travel	1,504.1	100.0%	1,504.1	100.0%
International Per Diems	797.2	53.0%	797.2	53.0%
International Transportation	541.5	36.0%	541.5	36.0%
National Per Diems	120.3	8.0%	120.3	8.0%
National Transportation	45.1	3.0%	45.1	3.0%
5 Documents and Materials and Supplies	984.7	100.0%	984.7	100.0%
Publications and Documents	482.5	49.0%	482.5	49.0%
Office Materials and Supplies	462.8	47.0%	462.8	47.0%
Materials for IICA Projects	39.4	4.0%	39.4	4.0%
6 Plant, Equipment and Furniture	610.6	100.0%	610.6	100.0%
Improvements to Land, Buildings and Immoveable Assets	79.4	13.0%	79.4	13.0%
Acquisition of Equipment and Furnishings	384.7	63.0%	384.7	63.0%
Acquisition of Vehicles	146.6	24.0%	146.6	24.0%
7 General Services	2,879.5	100.0%	2,889.5	100.0%
Communications	691.1	24.0%	693.5	24.0%
Public Services	201.6	7.0%	202.3	7.0%
Repairs and Maintenance	806.3	28.0%	809.1	28.0%
Fuel	144.0	5.0%	144.5	5.0%
Rents	892.7	31.0%	895.8	31.0%
Guard and Janitorial Contracts	144.0	5.0%	144.5	5.0%
8 Performance Contracts and Transfers	4,017.9	100.0%	4,626.1	100.0%
International Technical Consulting Services	361.8	9.0%	416.3	9.0%
National Technical Consulting Services	1,607.8	40.0%	1,850.3	40.0%
Support Services	956.7	23.8%	1,101.0	23.8%
External Auditing	86.8	2.2%	102.0	2.2%
Transfers to Third Parties	1,004.9	25.0%	1,156.5	25.0%
9 Other Costs	822.3	100.0%	822.3	100.0%
Insurance	592.0	72.0%	592.0	72.0%
Official Hospitality	82.2	10.0%	82.2	10.0%
Ceremonies and Awards	24.7	3.0%	24.7	3.0%
Financial Expenses	106.9	13.0%	106.9	13.0%
Others	16.4	2.0%	16.4	2.0%
TOTAL	37,435.6		38,800.8	

Relative weight and Evolution of the Major Objets of Expenditure - Regular Fund
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
2011 and 2012-2013 Program Budget
(US\$ x 000 and %)

Major Objet of Expenditure	2011		2012		2013		VARIATIONS			
	US\$ x 000	%	US\$ x 000	%	US\$ x 000	%	2012-2011		2013-2012	
							US\$ x 000	%	US\$ x 000	%
1 International Professional Personnel	11,710.0	35.1%	13,030.2	34.8%	13,234.7	34.1%	1,320.2	11.3%	204.5	1.6%
2 Local Professional and General Services Personnel	9,738.4	29.2%	11,734.3	31.3%	12,266.9	31.6%	1,995.9	20.5%	532.6	4.5%
SUBTOTAL PERSONNEL COSTS	21,448.4	64.2%	24,764.5	66.1%	25,501.5	65.7%	3,316.1	15.5%	737.1	3.0%
3 Training and Technical Events	1,349.0	4.0%	1,852.0	4.9%	1,862.0	4.8%	503.0	37.3%	10.0	0.5%
4 Official Travel	1,693.3	5.1%	1,504.1	4.0%	1,504.1	3.9%	(189.2)	-11.2%	0.0	0.0%
5 Documents and Materials and Supplies	1,074.7	3.2%	984.7	2.6%	984.7	2.5%	(90.0)	-8.4%	0.0	0.0%
6 Plant, Equipment and Furniture	699.5	2.1%	610.6	1.6%	610.6	1.6%	(88.9)	-12.7%	0.0	0.0%
7 General Services	2,833.3	8.5%	2,879.5	7.7%	2,889.5	7.4%	46.2	1.6%	10.0	0.3%
8 Performance Contracts and Transfers	3,464.7	10.4%	4,019.6	10.7%	4,625.9	11.9%	554.9	16.0%	606.3	15.1%
9 Other Costs	835.3	2.5%	822.3	2.2%	822.3	2.1%	(13.0)	-1.6%	0.0	0.0%
SUBTOTAL OPERATING COSTS	11,949.8	35.8%	12,672.8	33.9%	13,299.1	34.3%	723.0	6.1%	626.3	4.9%
GRAND TOTAL	33,398.2	100.0%	37,437.3	100.0%	38,800.6	100.0%	4,039.0	12.1%	1,363.3	3.6%

*Personnel Positions Financed by the Regular Fund
Scenario 3: Financial Recovery to Implement 2010-2014 MTP
1992 - 2013 Program Budgets*

<i>YEAR</i>	<i>IPP</i>	<i>LPP</i>	<i>GSP</i>	<i>TOTAL</i>
1992	134	82	346	562
1993	134	79	344	557
1994	132	80	349	561
1995	132	81	312	525
1996	121	87	289	497
1997	117	95	285	497
1998	110	98	249	457
1999	103	101	247	451
2000	99	97	251	447
2001	99	97	251	447
2002	96	101	238	435
2003	93	120	221	434
2004	94	126	230	450
2005	94	126	230	450
2006	94	131	237	462
2007	94	131	227	452
2008	94	135	227	456
2009	94	135	227	456
2010	95	152	213	460
2011	93	157	213	463
2012	100	164	216	480
2013	100	164	216	480

Note: Does not include positions financed with external resources and INR resources

IPP: International Professional Personnel

LPP: Local Professional Personnel

GSP: General Services Personnel

ADDITIONAL PROJECT PROFILES FOR IICA TECHNICAL COOPERATION

TECHNICAL COOPERATION PROJECTS

Strategic Analysis for Decision-Making

Center for Strategic Analysis for Agriculture

LINE OF ACTION OF THE PROGRAM: Prospection and Strategic Analyses for Agriculture

STRENGTHENING OF AN EXISTING PROJECT

1. JUSTIFICATION:

- a. Medium- and long-term applied research projects must be designed and implemented, as support for taking decisions on critical issues related to agriculture, on topics such as:
 - The impact of ICTs on agriculture,
 - The structure of domestic markets and the impact of international prices, and
 - The land market and agriculture.
- b. In the joint FAO-ECLAC-IICA effort currently under way, more exploratory analyses must be conducted and a platform created for disseminating the studies they produce, with a view to providing decision makers with up-to-date information for the preparation of strategies. An annual IICA-ECLAC-FAO event (similar to the USDA, OECD and other Outlook meetings) would be conceptualized and held, for the purpose of:
 - Presenting the document “Outlook for Agriculture and Rural Life;”
 - Holding panel discussions on issues of critical importance for agriculture; and
 - Envisioning scenarios for the main products, by regions in LAC.
- c. Based on the results of the medium- and long-term applied research projects, support would be provided for analyzing, discussing and reaching agreement on the formulation of public policies on those critical issues related to agriculture that had been researched, and a knowledge management platform would be created which, in addition to enabling the CSAFA to present the knowledge it generates in a graphic and efficient manner, would allow the users of the platform to provide feedback. In other words, the platform would be used to disseminate CSAFA products and compile information as an input for later work.

2. GENERAL OBJECTIVE OF THE PROJECT:

To manage information and knowledge that public and private stakeholders of agriculture and rural life in the Americas can use to make decisions.

3. SCOPE OF ACTION: Hemispheric

4. DURATION (IN YEARS): 3 years (2012-2014)

5. DIRECT AND INDIRECT BENEFICIARIES:

Public and private institutions involved in agriculture, as well as individuals who access knowledge via the Internet, forums, documents, etc.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1 Forward-looking analyses with a strategic vision	<p>Expected Result 1.1 More knowledge will be available on issues of critical importance for agriculture, as a result of at least three additional research projects per year. Suggested topics are:</p> <ul style="list-style-type: none"> • Impact of ICTs on agriculture, • Structure of domestic markets and impact of international prices, • Land market and agriculture, • Price volatility and domestic markets, and • Direct Foreign Investment in agriculture: cases <p>Expected Results 1.2 The inter-institutional Website “Estadísticas e indicadores para la agricultura y la vida rural”(Statistics and indicators on agriculture and rural life) www.agriruralc.org, has been strengthened and re-launched, which will enable technical personnel from IICA, the Ministries of Agriculture and private organizations to conduct analyses more effectively.</p>
Product 2 Annual inter-agency (IICA-FAO-ECLAC) event, similar to the USDA and OECD Outlook events	<p>Expected Result 2.1 Information has been generated to improve decision making related to policy formulation and private investment decisions, as a result of:</p> <ul style="list-style-type: none"> • The presentation of the document “Outlook for Agriculture and Rural Life,” and • Panel discussions on issues of critical importance to agriculture, with a forward-looking vision and attention to specific sub-regional interests.
Product 3 Creation of spaces for the analysis, exchange and dissemination of knowledge	<p>Expected Result 3.1 Stakeholders in the agricultural sector have more knowledge as a result of the development and launch of a Web 2.0 knowledge management platform which, in addition to enabling the CSAFA to present the knowledge it generates in a graphic and efficient form, would allow the users of the platform to offer feedback (flash graphics, blogs, podcasts, video casts, wikis, RSS, etc), and would allow the Center to provide support for analyzing, discussing and reaching agreement on the formulation of public policies on critical issues related to agriculture. In other words, the platform would be used to disseminate CSAFA products and compile information as an input for future decision making in agriculture.</p> <p>Expected Result 3.2 As a result of the re-launch of the Website www.infoagro-comercio, more information is available on the status of negotiations and on studies on the implications of agreements related to agrifood trade in the countries of LAC.</p>

7. PROJECT BUDGET BY YEAR¹:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional					
MOE 2: General Services Personnel	1	12,000	12,000	12,000	12,000
MOE 3 to 9: Operating Costs		90,000	90,000	90,000	90,000
TOTAL		102,000	102,000	102,000	102,000

¹ Assuming an increase of 10% over the current overall budget of US\$771,919.00, and the appointment of two IPPs (one at Headquarters and another as a specialist in the Southern Region, and their minimum operating budgets). Also included is the budget related to the operation of regional projects in the South (REDPA-SUR).

TECHNICAL COOPERATION PROJECTS

Agricultural Insurance: Strengthening of Public and Private Institutions in LAC

PROGRAM DERIVED FROM THE MTP: Agribusiness and Commercialization

LINES OF ACTION OF THE PROGRAM: Linking farmers and producers to markets

Risk management in agriculture

STRENGTHENING OF EXISTING PROJECT AND ADDITION OF NEW TOPICS

1. JUSTIFICATION:

Risk management in its most fundamental form is the ability to identify, evaluate and control where possible, the potential for loss. Done well, risk can be transformed into opportunity and therefore the potential to create positive outcomes in various forms. Risk management generally involves a series of concrete steps including: identification, assessment, quantification (probability and potential impact), prioritization, control (minimization, prevention, transfer), monitoring, and evaluation.

Agricultural risk management is a relatively undeveloped discipline in the broadest sense. That is, neither operational risk nor the enterprise risk approach has been fully developed to include comprehensive analysis or interventions. Even important developments in extension services, insurance, pest control, weather data, farm management guidelines, etc. can still be applied in much greater degrees in developing countries. The various risk components of the value chain deserve more analysis and risk management. Here is an important opportunity for IICA

One of the most developed agricultural risk management tools (excluding for example pest control measures) is agricultural insurance. It really began in earnest through the establishment of crop hail insurance first in Argentina some 100 years ago. Crop hail insurance has expanded to over 50 countries. Other forms of risk have been added such as specific named perils such as drought to multi-peril that include drought, flood, pests, and other natural disasters to plants and animals. (*Agricultural Insurance, November, 2009, World Bank*) In recent years the World Bank and others has led the development of index insurance which has drawn a great deal of attention world-wide. Two of the largest programs are the United States and China (its growth has been phenomenal over just the past few years), with Canada, India, Mexico, Spain and others managing diverse insurance programs (*Government Support to Agricultural Insurance: Challenges and Options for Developing Countries, World Bank, 2010*).

The political reality however is that insurance is viewed by virtually every government as the first and most important risk management tool. To compound the challenge, governments are vigorously calling for insurance programs to be implemented immediately because for example, “the hurricane season is approaching in a few months”. There is still a great deal of education to be done at the highest government levels and across Ministries so sound and enduring insurance programs can be implemented. Both the education process and actually developing sound insurance programs takes time. These programs will by necessity, need to involve the private sector insurance and reinsurance communities. Governments will need to invest heavily (e.g. developing expertise, creating a stable and constructive regulatory/legal environment, and data collection) on the front end to create the right political and market based environment to sufficient incent the private sector to put shareholder capital at risk.

There are a variety of reasons why IICA should not only be engaged but should continue leading the effort among LAC countries. First, IICA received the Mandate to assist governments in establishing agricultural insurance programs in 2005. The Mandate has not been rescinded. Secondly, IICA has developed a leadership role regarding agricultural insurance over the past few years. A great deal of momentum exists within the Hemisphere and in Spain to continue the progress made to date. IICA has formed some excellent partnerships with the World Bank, ALASA, international reinsurers and others with expectations raised that IICA

2012-2013 Program Budget. Scenario 3: Additional Project Profiles for IICA Technical Cooperation

will continue its leadership role. Third, the theme of risk management and insurance is included in the MTP and supported by the Director General. Most importantly, the need for risk management and insurance continues to increase. Government, producer groups, donor community representatives and many others are clamoring for more assistance

2. GENERAL OBJECTIVE OF THE PROJECT:

To support the development of the public and private institutional framework in Latin America and the Caribbean, and to develop capacities in the personnel of the Ministries of Agriculture, with a view to enabling agricultural producers and entrepreneurs, especially those whose operations are small and medium-sized in scale, to access agricultural insurance programs, in selected counties of Latin America and the Caribbean.

3. SCOPE OF ACTION: Hemispheric, with emphasis on selected counties of Latin America and the Caribbean**4. DURATION (IN YEARS):** Four years**5. DIRECT AND INDIRECT BENEFICIARIES:**

- a. Direct Beneficiaries: Units responsible for risk management within the structure of the Ministries of Agriculture
- b. Indirect Beneficiaries: agricultural producers and entrepreneurs

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

Expected Results*	Products
Expected Result 1: Ministries of Agriculture are capable of directing, regulating and supervising the implementation of agricultural insurance programs	Product 1.1 Partnerships established with strategic partners to support the management of knowledge related to agricultural insurance
	Product 1.2 Documents on the state of the art in the field of agricultural insurance programs and how they are operated
	Product 1.3. Workshops, seminars and educational materials intended to enhance the capacities of public and private stakeholders for implementing and managing agricultural insurance programs

*This result is presented first because it will define the products. A result can have more than one product, but it is unlikely that a product will have more than one result.

7. PROJECT BUDGET BY YEAR: (thousands of US\$)

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	1	115,000	115,000	115,000	115,000
MOE 2: Local Professional Personnel	1	45,000	45,000	45,000	45,000
MOE 2: General Services Personnel	1	27,000	27,000	27,000	27,000
MOE 3 to 9: Operating Costs		120,000	120,000	120,000	120,000
TOTAL		307,000	307,000	307,000	307,000

TECHNICAL COOPERATION PROJECTS
Loans and Financing for Agricultural Production and Commercialization in LAC

PROGRAM FROM THE MTP: Agribusiness and Commercialization

LINES OF ACTION OF THE PROGRAM: Markets and support services for commercialization

Risk management in agriculture

Linking of producers to markets

NEW PROJECT

1. JUSTIFICATION:

- a. One of the needs most often identified by the Ministries of Agriculture and producers is the need for higher levels of investment in the sector.
- b. They point to the lack of systems that can provide financing that suits the needs of the sector, and to a decline in the participation of public and private banks in programs aimed at providing financing for production and commercialization, especially those targeting low-income or small-scale farmers.
- c. Nonetheless, important efforts aimed at transformation have been made to address these problems in different ways, such as financing of purchases, contract agriculture and the creation of savings and loan associations and banks.
- d. At some point in the past, IICA focused much of its attention on the topics of financing and commercialization systems. However, due to changes in the policies of its Member States and the emergence of new demands, the Institute ceased to pay attention to both topics, which today are taking on new importance, especially as they apply to problems related to food security and market access.
- e. Even though other institutions, notably the World Bank and the IDB, provide projects and loans to encourage States to promote broader based loan programs, there is still a need to improve the capacities of the personnel of the Ministries of Agriculture, producers and other private stakeholders to foster and implement innovative systems for the provision of loans and financing to the sector.
- f. Recognizing the magnitude of this challenge and that, given its mandates, IICA has a role to play in the economic life of its member countries, the Institute proposes that this project focus initially on improving the capacities of the personnel of the Ministries of Agriculture, as well as producers, to access existing loan schemes and determine what prevents existing programs from reaching producers in a timely manner.

2. GENERAL OBJECTIVE OF THE PROJECT:

To support the development of capacities among the personnel of the Ministries of Agriculture and members of producer associations, by providing them with knowledge on how to improve the design of funding instruments and to access those instruments that already exist in the countries of Latin America and the Caribbean

3. SCOPE OF ACTION: Hemispheric, with emphasis on selected counties of Latin America and the Caribbean

4. DURATION (IN YEARS): Four years**5. DIRECT AND INDIRECT BENEFICIARIES:**

- a. Direct Beneficiaries: Ministries of Agriculture and producer associations
- b. Indirect Beneficiaries: Agricultural producers and entrepreneurs

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

Expected Results	Products
Expected Result 1: Producer associations know more about, and have improved their access to, financing for agriculture in selected countries of Latin America and the Caribbean.	Product 1.1 An information system on existing programs that provide financing in the selected countries has been placed at the disposal of authorities and private stakeholders.
	Product 1.2 Documents on the state of the art in the field of agricultural insurance programs, and how they are managed and operated.
	Product 1.3 Producers have learned more about accessing loans through workshops, courses and meetings.
Expected Result 2: Public and private institutions offer more financing for production and commercialization	Product 2.1 Public policies that regulate and foster the operation of systems that offer loans and financing for production and commercialization have been revised and disseminated.
	Product 2.2: The units within the Ministries of Agriculture that are responsible for matters related to financing for agriculture and commercialization have received support.
	Product 2.3. Partnerships have been established with development banks and financial institutions to improve the operation of their agricultural loan programs.

7. PROJECT BUDGET BY YEAR: (thousands of US\$)

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	1	115,000	115,000	115,000	115,000
MOE 2: Local Professional Personnel	1	45,000	45,000	45,000	45,000
MOE 2: General Services Personnel	1	27,000	27,000	27,000	27,000
MOE 3 to 9: Operating Costs		120,000	120,000	120,000	120,000
TOTAL		307,000	307,000	307,000	307,000

TECHNICAL COOPERATION PROJECTS**Limiting Food Loss in the Member Countries of IICA**

PROGRAM FROM THE MTP: Agribusiness and Commercialization

LINE OF ACTION OF THE PROGRAM: Prospection and management of innovation for agribusiness development

NEW PROJECT**1. JUSTIFICATION:**

- a. The loss of food is a serious problem that has multiple causes and consequences.
- b. Different estimates suggest that more than 30% of food is lost from the time it is produced until it is consumed.
- c. These figures, unknown in the most of the countries of Latin America and the Caribbean, suggests that there many opportunities to make production chains more efficient.
- d. The private sector will have to play a key role in solving this problem, and innovations will have to be introduced to reduce such losses between the moment when food is produced and when it is prepared and consumed.
- e. IICA, as the leading organization in the hemisphere, has the opportunity to contribute significantly to reducing the loss of food.

2. GENERAL OBJECTIVE OF THE PROJECT:

To support the introduction of innovations throughout the value chain that will help reduce the loss of food and, in this way, make enterprises more competitive and contribute to food security in the member countries of the Institute.

3. SCOPE OF ACTION: Hemispheric, with emphasis on selected counties of Latin America and the Caribbean**4. DURATION (IN YEARS):** Four years**5. DIRECT AND INDIRECT BENEFICIARIES:**

- a. Direct Beneficiaries: Agricultural enterprises that participate in the value chain
- b. Indirect Beneficiaries: Consumers in the member countries of IICA.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

Expected Results	Products
Expected Result 1: Participants in the agrifood chains are better prepared to reduce the loss of food along the value chain.	Product 1.1 The loss of food along the value chain in selected member countries of IICA has been quantified.
	Product 1.2 Actions and technological and other alternatives that can help reduce the loss of food and make processing more efficient have been identified
	Product 1.3 Public policy frameworks that can contribute to private-sector efforts to reduce the loss of food along the value chain have been identified.

7. BUDGET OF THE PROJECT BY YEARS: (thousands of US\$)

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	1	115,000	115,000	115,000	115,000
MOE 2: Local Professional	1	45,000	45,000	45,000	45,000
MOE 2: General Services Personnel	1	27,000	27,000	27,000	27,000
MOE 3 to 9: Operating Costs		120,000	120,000	120,000	120,000
TOTAL		307,000	307,000	307,000	307,000

TECHNICAL COOPERATION PROJECTS**Program to Develop Capacities in the Application of Good Agricultural Practices (GAPs) and Good Livestock Practices (GLPs)**

PROGRAM FROM THE MTP: Agricultural Health and Food Safety (AHFS)

LINE OF ACTION OF THE PROGRAM: Modernization of National Sanitary and Phytosanitary Services

STRENGTHENING OF EXISTING PROJECT AND ADDITION OF NEW TOPICS

1. JUSTIFICATION:

The protection of the lives and health of consumers begins at the farm level, with the application of practices designed to minimize chemical and microbiological risks to consumers. The cost of food-borne diseases has an enormous impact on production, trade, public health, and leads to a loss of trust in official authorities. For this reason, efforts aimed at reducing risks will have important benefits, regardless of the profile of the producer or the target market. GAPs and GLPs are valuable tools that should be part of any management strategy.

GAPs and GLPs are being applied in all of IICA's member countries, and many IICA Offices have provided cooperation in this area in one way or another.

The problem exists at two levels, both to be addressed by the project: i) there is an urgent need to standardize the methodology and the technical basis of IICA's technical cooperation in the area of GAPs and GLPs, to ensure that beneficiaries receive the necessary technical and scientific training, and ii) the countries must be supported in developing a training strategy that will result in the development of capacities that will be sustainable over time.

2. GENERAL OBJECTIVE OF THE PROJECT:

To have a harmonized technical base for transferring GAPs and GLPs to the member countries, and a training strategy that will ensure that such practices have the greatest impact on a broad range of producers.

3. SCOPE OF ACTION: Hemispheric (not necessarily 34 countries)

4. DURATION (IN YEARS): 4 years

5. DIRECT AND INDIRECT BENEFICIARIES:

Consumers, official services and trade associations

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1: A cooperation strategy has been defined that contains standardized training manuals and methodologies related to GAPs and GLPs, as the basis for IICA technical cooperation in the area of chemical and biological risks.	Expected Result 1.1 IICA's technical expertise has been strengthened
Product 2: A strategy has been defined for transferring IICA knowledge on GAPs and GLPs to the countries, which addresses technical, political and regulatory considerations.	Expected Result 2.1 The countries have a strategy for developing sustainable capacities in the area of GAPs and GLPs.
Product 3: Training events have been held at different levels (decision makers, trainers and producers) in the countries.	Expected Result 3.1 The countries have greater levels of food safety as a result of the development of capacities in the area of GAPs and GLPs, and are better prepared to prevent emerging diseases such as E coli, salmonella etc.

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional Personnel	5	200,000	200,000	200,000	200,000
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		50,000	50,000	50,000	50,000
TOTAL		250,000	250,000	250,000	250,000

TECHNICAL COOPERATION PROJECTS**Risk Communication****PROGRAM FROM THE MTP: Agricultural Health and Food Safety (AHFS)****LINE OF ACTION OF THE PROGRAM: Emerging issues and emergencies in AHFS****STRENGTHENING OF AN EXISTING PROGRAM****1. JUSTIFICATION:**

Risk communication is one of the basic components of risk analysis. More needs to be done in the area of risk communication in the countries. This will determine their ability, when facing an impending crisis or in a crisis, to take effective action and warn the population without causing panic. Panic leads to chaos, and chaos makes people exaggerate problems that should not have much impact, which can have economic repercussions. People will stop eating foods in the case of a disease of animal origin, or will want to empty the supermarkets in the case of a natural disaster.

It is equally important to provide training in the countries on how to organize a risk communication structure in which qualified persons are designated as spokespersons of the official services, and others to speak directly to the public regarding the situation in the country.

Therefore, risk communication is one of the areas in which IICA should provide technical cooperation, given its experience in this field.

2. GENERAL OBJECTIVE OF THE PROJECT:

To enhance the capacities of the official services of the countries to communicate risks in advance of or during a crisis

3. SCOPE OF ACTION: Hemispheric**4. DURATION (IN YEARS):** Four years**5. DIRECT AND INDIRECT BENEFICIARIES:**

Ministries of Agriculture, Ministries of Health, producers, industrialists and consumers in the country

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1: A guide on assessing risk communication capacities	Expected Result 1.1 The countries possess tools for assessing the performance and effectiveness of their risk communication programs.
	Expected Result 1.2 The member countries have up-to-date methodologies and tools to use as guides in improving their capacity to communicate risks in advance of or during a crisis
Product 2: On-site and on-line training, using the CECADI platform, on how to communicate risks in advance of or during a crisis	Expected Result 2.1 The official services of the member countries possess the requisite tools and training to enable them to effectively communicate risks in advance of or during a crisis, on line or face-to-face.
Product 3: Modernization of the programs operated by the official services of the countries to communicate risks in advance of or during a crisis	Expected Result 3.1 The official services of the countries have modernized the programs they operate to communicate risks in advance of or during a crisis. Those countries that do not have such programs have implemented them.

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	1	115,000	115,000	115,000	115,000
MOE 2: Local Professional Personnel	1	40,000	40,000	40,000	40,000
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		50,000	50,000	50,000	50,000
TOTAL		205,000	205,000	205,000	205,000

TECHNICAL COOPERATION PROJECTS**Modernization of Programs for the Epidemiological Surveillance of Re-emerging Diseases such as Tuberculosis and Brucellosis****PROGRAM FROM THE MTP: Agricultural Health and Food Safety (AHFS)****LINE OF ACTION OF THE PROGRAM: Emerging issues and emergencies in AHFS****STRENGTHENING OF AN EXISTING PROGRAM (reformulated)****1. JUSTIFICATION:**

In the area of animal health, many of the programs aimed at controlling and eradicating zoonotic animal diseases such as Bovine Tuberculosis and Brucellosis, which recorded such great success from 1960 to 1980, have been forgotten and abandoned or neglected in many member countries. As a result, both diseases are re-emerging, with the further difficulty that these new strains of bacteria are very resistant to antibiotics.

Bovine Tuberculosis and Brucellosis are not the only re-emerging diseases. The list is fairly long and contains those diseases normally classified in the countries as endemic, which means that they are not given the same priority as exotic diseases. Therefore, it is urgent for IICA to support the reactivation of these national control and eradication programs.

2. GENERAL OBJECTIVE OF THE PROJECT:

To provide the national AHFS services with support in setting up new programs to control and eradicate re-emerging diseases, or update existing ones, which will have a positive economic impact and improve the country's sanitary status.

3. SCOPE OF ACTION:

Hemispheric

4. DURATION (IN YEARS): Three years**5. DIRECT AND INDIRECT BENEFICIARIES:**

The national AHFS services of the member countries of IICA and their clients in the production sector (producers, processors, merchants) and the population in general

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1: Studies on the prevalence of re-emerging diseases in each member country	Expected Result 1.1 The countries possess studies on the prevalence of re-emerging diseases.
Product 2: Studies of sensitivity in the tests conducted in their laboratories	Expected Result 2.1 The countries possess sensitivity studies for the tests conducted in the laboratories, and use those studies to improve their laboratory techniques.
Product 3: Modernization of the programs for epidemiological surveillance to eradicate and control re-emerging diseases	Expected Result 3.1 The countries have effective programs to control and eradicate re-emerging diseases.

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional Personnel					
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		100,000	100,000	100,000	
TOTAL		100,000	100,000	100,000	

TECHNICAL COOPERATION PROJECTS**Development of Risk Assessment Capacities
(for animal and plant health as well as food safety)****PROGRAM FROM THE MTP: Agricultural Health and Food Safety (AHFS)****LINE OF ACTION OF THE PROGRAM: Modernization of National Sanitary and Phytosanitary Services****STRENGTHENING OF EXISTING PROJECT AND ADDITION OF NEW TOPICS (reformulated)****1. JUSTIFICATION:**

Today, success in the management of agricultural health and food safety depends largely on the capacity of countries to assess existing risks, make decisions and take action based on that capacity. Decisions made in such cases depend in large part on developments in connection with international standards and on the need to maintain an adequate level of protection, while having minimal impact on the economy.

Effective risk assessment gives reliable information to those charged with managing risk, enabling them to make decisions and take actions with a reasonable degree of certainty.

If countries are to conduct risk assessments, they must have the necessary technical and scientific expertise as well as qualified personnel and there must be close coordination between the public and private sectors. Few IICA member countries have the basic resources required to conduct such assessments.

For some countries, the answer is not to develop capacities at the national level, but rather to benefit from the economies of scale that come from conducting them at the regional level.

At present, the capacity to conduct risk assessments in the countries of Latin America and the Caribbean is lacking. Therefore, risk assessments are based mostly on qualitative studies or on highly questionable information, which results in decisions that have a strong impact on trade or put the health of consumers or the sanitary or phytosanitary status of the countries at risk.

It should be mentioned that, after years of applying the PVS tool, risk assessment is one of the areas in which technical cooperation is most requested, and one to which regional organizations attach great importance.

2. GENERAL OBJECTIVE OF THE PROJECT:

To increase capacities in the countries of Latin America and the Caribbean to assess risks related to animal and plant health and food safety.

3. SCOPE OF ACTION: Hemispheric (not necessarily 34 countries)**4. DURATION (IN YEARS):** Three years**5. DIRECT AND INDIRECT BENEFICIARIES:**

Official AHFS services (risk assessors), decision makers in AHFS (risk managers), consumers, producers, importers and exporters

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1: A plan related to training as well as institutional and technical needs has been developed, which may include regional strategies for conducting risk assessments.	RE 1.1 The countries possess a plan for providing training in risk assessment for the three fundamental areas agreed upon and approved, both at the regional and country levels. RE1.2 A structure has been defined to provide support for strengthening risk assessment at the regional level (no more than two structures per region)
Product 2: A training team has been set up.	RE 2.1 The countries have access to technical cooperation in the area of risk assessment
Product 3: Training workshops on institutional strengthening are being conducted at the regional level.	RE 3.1 The countries have increased their capacity to conduct risk assessments and, at the regional level, the institutional framework has been strengthened to take advantage of economies of scale and coordinate a scientific network for decision-making at the regional level.
Product 4: A follow-up and evaluation plan is being implemented.	RE5. The countries are able to assess their results and progress in the area of risk assessment.

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	1	115,000	115,000	115,000	
MOE 2: Local Professional					
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		250,000	250,000	250,000	
TOTAL		365,000	365,000	365,000	

TECHNICAL COOPERATION PROJECTS**Creation of territorial early warning and emergency response systems****PROGRAM FROM THE MTP: Agricultural Health and Food Safety (AHFS)****LINES OF ACTION OF THE PROGRAM: Emerging and Emergency Issues****Modernization of National Sanitary and Phytosanitary Services****NEW PROJECT (reformulated)****1. JUSTIFICATION:**

The Latin American and Caribbean countries do not have efficient early warning systems in place to permit them to anticipate or react quickly and effectively to agricultural health and food safety emergencies. This situation could jeopardize the sanitary and phytosanitary status not only of the country faced with an emergency, but also that of its trading partners and geographical neighbors.

The cost of not being able to react to an emergency in time is greater than simply the presence and agronomic impact of a pest or disease; such situations impact producers, trade, public health, etc.

Traditionally, early warning and response systems have been implemented from the top down, i.e., by the governmental institutional frameworks for consumers, producers and the general public; in addition, no regional or hemispheric vision has been adopted, which means that efforts are fragmented and their impact limited.

This new proposal is designed to articulate the public and private sectors and civil society and be implemented at the regional level. It also draws on civil society's proactive engagement for decision-making and actions.

2. GENERAL OBJECTIVE OF THE PROJECT:

To develop an early warning and response system for AHFS with a territorial vision that would allow rural communities to play an active part in emergency prevention and management.

3. SCOPE OF ACTION:

Multiple (Some of the countries in the Central, Andean, Southern and Caribbean regions; not more than two countries per region)

4. DURATION (IN YEARS): Four years**5. DIRECT AND INDIRECT BENEFICIARIES:**

Government services, producers' and development associations, educational centers, faith-based organizations

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1: Diagnostic assessments carried out of the early warning and response systems that exist in the countries selected, including those that are not exclusively for AHFS	Expected Result 1.1 The strengths and weaknesses of existing systems identified, at both the governmental and civil society levels. Expected result 1.2 The countries are aware of their weak points and the consequences of not having an efficient early warning system.
Product 2: Two pilot regions identified per country for the implementation of the system	Expected Result 2.1 The selection criteria defined for the rural communities that will take part and the communities selected.
Product 3: Early warning and response system developed in which civil society plays a key role; and an adaptable implementation methodology developed.	Expected Result 3.1 The countries have an early warning system that can be implemented in rural communities.
Product 4: The system is in place in two regions per country	Expected Result 4.1 Two regions per country have a warning and response system in place.
Product 5: A system of monitoring and impact developed and implemented	Expected Result 5.1 The system has been evaluated and the countries have corrective measures they can use to improve the system implemented.

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional Personnel					
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		150,000*	150,000*	150,000*	150,000*
TOTAL		150,000	150,000	150,000	150,000

*US\$50,000 will be used per year to hire consultants

TECHNICAL COOPERATION PROJECTS**Extension strategies for technological innovation****PROGRAM FROM THE MTP: Innovation for Productivity and Competitiveness****LINES OF ACTION OF THE PROGRAM: National Innovation Systems****Management of Knowledge and ICTs for Innovation****STRENGTHENING OF EXISTING PROJECT****1. JUSTIFICATION:**

Extension and technology transfer systems are key elements of national innovation systems. However, international technical cooperation agencies and the authorities of many countries in the region have attached relatively little importance to them. If these systems were modernized to enable them to address the major challenges facing agriculture in LAC, such as climate change and food security, and take advantage of the latest information and communication technologies, they could have a big impact on innovation in agriculture. In recent years, interest in extension has grown and various countries in the hemisphere have requested support, such as those in the Caribbean and Southern regions. Global and regional initiatives are also being developed for the creation of extension forums or networks similar to the ones that already exist for research.

IICA included this issue in its 2010-2014 Medium-term Plan, under the “National Innovation Systems” Line of Action of the Innovation for Productivity and Competitiveness Program and the Program for Cross-cutting Coordination on Food Security; and it is beginning to appear in isolated national and regional initiatives. However, it is very important that a specific project be implemented to strengthen the Institute’s capacity to support the countries with the development of extension strategies. The project would focus on the analysis and design of public extension strategies, the strengthening and modernization of extension institutions, and the application of technical know-how with producers to address technological limitations.

2. GENERAL OBJECTIVE OF THE PROJECT:

To support the development and strengthening of national technology transfer and extension services in the member countries.

3. SCOPE OF ACTION: Hemispheric**4. DURATION (IN YEARS):** Three years**5. DIRECT AND INDIRECT BENEFICIARIES:**

- a. Direct: National authorities in charge of organizing extension or technological transfer services in the Member States, and IICA specialists who provide technical cooperation on the subject.
- b. Indirect: Agricultural producers, particularly small farmers.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
<p>Product 1 Proposals for the design of public extension strategies based on the analysis and evaluation of past experiences and current needs</p>	<p>Expected Result 1.1 The government agencies responsible for extension in the countries have options for the design of their extension strategies to address the current and future challenges.</p>
<p>Product 2 Tools for the institutional strengthening of the extension and/or technical assistance system in the countries</p>	<p>Expected Result 2.1 The countries have handbooks and aids for improving the performance and impact of technology transfer and extension services targeted at different types of producers.</p>
	<p>Expected Result 2.2 The national organizations in charge of extension and technology transfer have information for evaluating and analyzing their performance in light of the needs of producers, the technological options available, and the challenges facing agriculture.</p>
<p>Product 3 Good practices related to the use of ICT tools for the management of technical knowledge in extension processes</p>	<p>Expected Result 3.1 The national organizations in charge of extension and technology transfer are equipped to use ICT tools to manage technical knowledge.</p>

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)		
		YEAR 1	YEAR 2	YEAR 3
MOE 1: International Professional Personnel	1	115,000	115,000	115,000
MOE 2: Local Professional Personnel	1	40,000	40,000	40,000
MOE 2: General Services Personnel				
MOE 3 to 9: Operating Costs		30,000	50,000	50,000
TOTAL		185000	205,000	205,000

TECHNICAL COOPERATION PROJECTS**Platform for strengthening the management of intellectual property
by the different stakeholders in national agrifood innovation systems****PROGRAM FROM THE MTP: Innovation for Productivity and Competitiveness****LINE OF ACTION OF THE PROGRAM: National Innovation Systems****NEW PROJECT****1. JUSTIFICATION:**

The national agricultural research institutes of Latin America and the Caribbean focus, with varying degrees of development, on the generation of transferable new technologies and knowledge. At present, many research projects are carried out in collaboration with other public or private institutions. Cooperative research produces new intermediate or final products, innovations or processes that can be appropriated or protected by the participating institutions in different ways. However, the parties involved are often not clear about the conditions governing property rights, about who establishes those conditions at the regional and national levels (in the case of regional projects) or the protection system that needs to be adopted.

The organizations also need to understand clearly how royalties are to be collected and distributed, what rights the partners (institutions) have over the use of the product of collaborative research, and how regional products (goods, processes) are to be protected. Many public research institutions in LAC are only just beginning to get to grips with the issue of intellectual property management.

There are great disparities in the knowledge that the competent institutions possess on the subject, at both the regional and hemispheric levels. In a globalized world, trade liberalization obliges the countries to make effective use of intellectual property rights. This new set of activities related to intellectual property provides an opportunity for institutions to be a factor in activities that add value. The effective management of intellectual property has become one of the most important activities for creating value that will make organizations more competitive.

2. GENERAL OBJECTIVE OF THE PROJECT:

To improve the capacity of the stakeholders in national agrifood innovation systems to manage intellectual property effectively by means of institution building on the subject.

3. SCOPE OF ACTION:

The project will be hemispheric in scope.

4. DURATION (IN YEARS): Three years

5. DIRECT AND INDIRECT BENEFICIARIES:

The direct beneficiaries will be the managers and researchers of national agricultural research institutes, the funds for innovation, universities, and regional programs like the PROCIs. Producers' associations and enterprises in general could also benefit.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1: Web portal specializing in intellectual property in operation and administered jointly by IICA and the competent authorities.	Expected Result 1.1 The NARIs possess "focal points" (offices) that handle the management of intellectual property rights.
	Expected Result 1.2 The countries have up-to-date information - news, events, publications, sites of interest - about intellectual property at the national, regional and hemispheric levels.
Product 2: Virtual Training Platform: online training courses available on different aspects of intellectual property management, geared towards the needs of the national research institutes: basic concepts, policies, national and international regulations, protection of results of research, study cases.	Expected Result 2.1 The countries have access to training in intellectual property issues, for different target groups.
Product 3: General framework for the development of institutional policies on intellectual property management.	Expected Result 2.2 The NARIs have the tools required to develop an institutional policy on the management of intellectual property rights.
Product 4: Network of stakeholder agencies: mechanism for analyzing the different needs as well as generating and facilitating joint projects related to the issue of intellectual property rights.	Expected Result 4.1 Public-private partnerships of national research centers (NARIs) and private enterprises strengthened and focusing on areas of mutual interest.
	Expected Result 4.2 The agencies taking part in the network have identified a list of donors or funding entities interested in intellectual property management. Active participation in international forums or meetings on the issue is also affording them access to common funds for research projects

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional Personnel	1	36,000	36,000	36,000	
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		30,000	30,000	30,000	
TOTAL		66,000	66,000	66,000	

TECHNICAL COOPERATION PROJECTS
Strengthening of institutional management for family agriculture (FA)

PROGRAM FROM THE MTP: Agriculture, Territories and Rural Well-being Program

LINE OF ACTION OF THE PROGRAM: Contribution of family agriculture to the rural economy

STRENGTHENING OF EXISTING PROJECT

1. JUSTIFICATION:

The institutional framework for family agriculture in most IICA member countries is too weak to effectively address the problems facing producers. This problem is an opportunity for improvement in many countries of the hemisphere, given that it can be observed from different perspectives, all related to family agriculture.

The objective of the project proposed by the Agriculture, Territories and Rural Well-being Program - "Strengthening of institutional management for family agriculture (FA)" - is to strengthen the institutional framework for family agriculture in order to improve its contribution to the development and well-being of rural families. To achieve that goal, the project will support a situational assessment of the institutional framework for family agriculture, capacity building on related subjects and knowledge management for the countries of the hemisphere. This will enable the countries to meet their capacity building needs effectively, and provide tools for the successful integration of small-scale producers into markets and support rural families with regard to food security and environmental issues.

In Central America, for several years the Central American Agricultural Council has been supporting family agriculture by including the issue in its regional strategies. The Central American Agricultural Policy (PACA), for example, is designed to make the subsector more competitive and raise productivity by encouraging the adoption of an agribusiness approach. It also stresses the need to take the special characteristics of family farmers into account in devising measures and tools to address their limited capabilities, technological backwardness, insufficient access to financing and exposure to risks, as well as the fragile nature of their resources.

The Central American Strategy for Territorial Rural Development (ECADERT) contains a conceptualization of family agriculture and proposes a number of measures to support the subsector, such as the strengthening of new market niches, the promotion, strengthening and expansion of associative forms of production (cooperatives and networks) to facilitate the integration of small-scale family agriculture and achieve economies of scale and add commercial value to its products (quality and volume), as well as the establishment of innovative marketing mechanisms to link this type of production with markets.

It should be pointed out that in drawing up its 2010-2014 Medium-term Plan, IICA followed the ECADERT model closely, ***especially its lines of action;***

- *16. Promotion of production linkages and value chains based on the potential of rural territories;*
- *19. Consolidation of small-scale family agriculture and assessment of the value of its contributions to food security and TRD;*
- *20. Economic diversification in the territories through new types of non-agricultural activities (among others).*

IICA's proactive participation in and technical leadership of the implementation of the ECADERT could help achieve several of the strategic objectives of its MTP, in particular:

- Improve research, innovation and technology transfer/extension for competitive and sustainable agriculture.
- Develop competitive and inclusive agribusinesses by enhancing entrepreneurial and organizational capabilities and thereby improving producers' management skills.
- Improve the conditions of small-scale and family farmers, to increase their well-being and contribution to development.

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- Improve agriculture's contribution to the well-being and sustainable development of rural territories.
- Adapt agriculture to the effects of climatic variability and mitigate the impact of production activities on the environment and natural resources; and generate alternative renewable energies.
- Improve the quality and availability of food and access to it in order to contribute to the food security of the countries.

In the Southern Region, much greater emphasis is placed on this issue. In 2004, the Government of Brazil, through the Ministry of Agricultural Development and the Ministry of Foreign Affairs, presented to Common Market Group (GMC) a proposal for the creation of the *Specialized Meeting on Family Agriculture (REAF)*, with a view to including family production in the regional integration process by strengthening public policies and improving trade in family farmers' products to generate income. This proposal was supported by other organizations and social movements that were promoting forums of this kind.

The REAF is a regional forum for the discussion and formulation of proposed policies, actions and projects for family agriculture. It advises the Common Market Group, the executive body of the Southern Common Market (MERCOSUR). Its objectives are to strengthen public policies for family agriculture in the MERCOSUR countries, and promote and facilitate trade in family production, based on the principles of solidarity and complementarity, endeavoring to reduce asymmetries and spur the development of the region.

Within this framework, family agriculture is a very dynamic issue in the Southern Cone, one with specific needs at the regional level and in each country. Various forums and workshops on this subject have been organized to present solutions. One of the most recent international forums, carried out by the IICA Office in Uruguay, was entitled, "The role of family agriculture in development and food security." The participants discussed public policies and the institutional framework; food security; and technology, innovation and extension. They concluded that specific policies were needed for FA and that experiences adapted to the characteristics of the countries should be shared. With regard to food security, the forum emphasized the importance of FA for both personal consumption and the food supply. Between 60% and 80% of employment in rural areas is generated by family agriculture.

2. GENERAL OBJECTIVE OF THE PROJECT:

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

3. SCOPE OF ACTION: Hemispheric, with emphasis on Central America

4. DURATION (IN YEARS): Three years

5. DIRECT AND INDIRECT BENEFICIARIES:

- a. Direct: Governments of the Member States, public and private institutions involved in the issue of family agriculture
- b. Indirect: Family agriculture systems in the territories, national and regional family agriculture organizations.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS ²	EXPECTED RESULTS	
Product 1 P1.1 Study of the state of the art of public policies for family agriculture in the hemisphere. P1.2 Document describing family agriculture for Central America. P1.3 Conceptual and methodological documents related to family agriculture that provide input for the preparation of public policies	ER.1 The Member States are developing and implementing public policies to support the strengthening of family agriculture, the development of local markets, territorial management and the creation of jobs and sources of income.	
P2.1 Seminars, forums and workshops on family agriculture and its links with innovation for productivity and competitiveness, agricultural health and food safety, agribusiness and marketing, natural resource management and climate change, rural women and food security		ER.2 The Member States are equipped to strengthen the public and private institutional framework of family agriculture.
P3.1 Compilation of documents detailing successful experiences with regard to family agriculture systems in Latin America P3.2 Inventory of methodologies for designing projects		

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional Personnel					
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs		40,000	40,000	40,000	
TOTAL		40,000	40,000	40,000	

TECHNICAL COOPERATION PROJECTS

² These products and results form part of the Program's projects. In this case, the scope of the projects would be expanded in terms of countries analyzed and depth of the study.

Strengthening of public policies for territorial management

PROGRAM FROM THE MTP: Agriculture, Territories and Rural Well-being Program

LINE OF ACTION OF THE PROGRAM: Integrated and sustainable management of rural territories

STRENGTHENING OF EXISTING PROJECT

1. JUSTIFICATION:

The Integrated and Sustainable Management of Rural Territories Project was established to help strengthen the member countries' capacity to formulate and implement territorial rural development policies and strategies. Given the growing interest within the countries in formulating policies of this kind and undertaking the institutional transformations required to implement them, IICA is receiving more requests for cooperation from a variety of countries. It is highly likely that the demand will continue to increase in the years ahead in all regions of the hemisphere; the scope of the project will therefore need to be expanded significantly.

In the Central American region, for example, the support for strengthening of territorial management policies is reflected in mandates aimed mainly at supporting the Central American Strategy for Territorial Rural Development (ECADERT).

On June 29, 2010, at the XXXV Meeting of the Central American Integration System, the Heads of State and Government decided to:

“Approve the Central American Strategy for Territorial Rural Development and instruct the Central American Agricultural Council (CAC) to coordinate its implementation with other pertinent bodies and institutions of SICA and the Central American governments, and with the broad participation of the region’s civil society, in particular the social actors that facilitate the development of territories in the rural areas of our countries.”

Previously, on March 12, 2010 the CAC’s Council of Ministers had decided to:

“Approve the Central American Strategy for Territorial Rural Development (ECADERT) and instruct the Executive Secretariat of the CAC to begin at once the coordination with the regional and international bodies of the actions required for its implementation,” and in the document approved by the CAC and the Summit of the Heads of State and Government of SICA, the countries expressed appreciation for (...) the technical cooperation of the Inter-American Institute for Cooperation on Agriculture (IICA) in the process of both formulating and implementing the ECADERT and requested that it continue to provide its unstinting cooperation in the implementation phase of the Strategy. Furthermore, the technical and financial cooperation agencies were invited to support implementation of the ECADERT and, in particular, the Multiagency Fund, to promote development initiatives or projects in the region’s rural territories, within the framework of the strategy.

More specifically, at their XXXV Meeting, the Heads of State requested that:

“...IICA take charge of the coordination of the Platform of Technical Support for Territorial Rural Development, both at the regional level and in each country, through the cross-thematic collaboration of its regional specialists, Directorates and pertinent hemispheric specialists, and of the institution’s teams of technical personnel in each country.”

The approval of the ECADERT is a historic opportunity for Central America and the Dominican Republic, inasmuch as it holds out the prospect of a qualitative leap in the sustainable development of their rural territories. The strategy suggests possible solutions to complex and persistent rural problems such as poverty,

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unmet basic needs and social exclusion, lack of access to services and opportunities, growing emigration (especially of young people), and long-standing and new relations of inequality.

IICA also has the unprecedented opportunity to be the lead agency in the process of providing technical support to the implementation of the ECADERT in its areas of competence. The Director General informed the CAC Council of Ministers that rural development would be one of the key priorities of his administration, and has announced his decision to support the ECADERT process. Several IICA Offices in the Central Region have already incorporated it into their country strategies.

The IICA Office in Brazil is articulating mechanisms for horizontal technical cooperation in the area of territorial rural development (TRD) between Brazil and Central America. Links with Ecuador and Mexico were established within the framework of the Technical Exchange carried out in Brazil, and the aim is to develop collaborative arrangements with other countries, especially those in the Andean Region. Coordination meetings have been held with units at Headquarters, especially in relation to the communication, distance education and information technology strategy. Relations have also been established for cooperation and coordination with PROTERRITORIOS, and ties are being strengthened with the Spanish Rural Development Network and Brazil's Network of Territorial Associations.

The Dominican Republic is a member of the Central American Integration System. Its request to be included in the ECADERT poses new challenges and presents fresh opportunities, including the possibility of carrying out work in the border region in the medium term, based in the Dominican Republic, but including a territory in the neighboring Republic of Haiti, to support the recovery and sustainable development of the agricultural sector and rural life in that country. Both the integration of the Dominican Republic and the technical work planned in a cross-border territory will call for additional resources to cover our officials' travel expenses, the translation of informational and methodological materials, and the organization of activities.

In the other regions, the Integrated and Sustainable Management of Rural Territories Project will mainly be providing technical support for the strengthening of the institutional framework for territorial management, training and documenting of experiences and good practices, as well as capacity building for territorial planning and management.

Given all of the above, the Program's capabilities and resources must be increased to meet the growing needs of the countries, and thereby contribute more effectively to the well-being and sustainable development of rural territories by strengthening public policies and management capabilities in the territories.

2. GENERAL OBJECTIVE OF THE PROJECT:

To contribute to economic and social transformation of rural territories in the hemisphere by strengthening public policies and management capabilities in the territories.

3. SCOPE OF ACTION: Hemispheric, with special emphasis on Central America

4. DURATION (IN YEARS): Three

5. DIRECT AND INDIRECT BENEFICIARIES:

- a. Direct: Governments, as well as public and private institutions of the Member States
- b. Indirect: Local governments, organizations, stakeholders and managers of territories

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS³	EXPECTED RESULTS
P1.1 Inventory of public policies on territorial management at the hemispheric level.	ER1 Bodies responsible for the development of agriculture, well-being and rural development in the countries are implementing territorial management models that facilitate institutional development and innovation, the coordination of sectoral competences and capabilities, and the integration of small farming systems into territorial sustainable development.
P1.2 Conceptual frameworks and models for the definition and implementation of national and regional policies and strategies for territorial rural development.	
P2.1 Document analyzing the public policies and institutional and regulatory frameworks for territorial management at the regional, national and municipal levels for the Central American region.	ER2 Bodies responsible for development of rural territories in Central America, and players in the target territories of the ECADERT, empowered and equipped with the tools needed to manage successfully their development processes and to improve productivity, market access and the integrated management of natural resources in the territories.
P2.2 Regional Program for Capacity Building in the Management of Rural Development designed and operational.	
P2.3 Compilation of Brazilian methodologies, tools and experiences that can contribute to improving the process of rural development being implemented in Central America and the Dominican Republic under the ECADERT.	
P3.1 Series of courses to build capacities in TRD.	ER3 Territorial and institutional actors equipped with functional tools for organizing the inter-sectoral planning and management of sustainable development in rural territories, in a democratic, decentralized and interdisciplinary manner
P3.2 Inventory of methodologies and tools for social planning and management.	
P4.1 Documents on successful experiences and good practices in TRD, organized.	ER.4 A knowledge network created on the integrated management of rural territories, on the basis of important experiences and good practices in territorial sustainable rural development that will make it possible to generate new knowledge, learning and innovative teamwork practices.
P4.2 Conceptual and methodological documents related to territorial development and rural well-being that can serve as input in the preparation of public policies.	
P5.1 Specialized technical services that support the formulation of territorial development plans and investment projects.	ER5 Territorial and institutional players trained in the formulation of territorial development plans and strategic development plans for rural development and improving living conditions.
P6.1 Institutional strategy for incorporating equality and equity into the Technical Cooperation Programs underway.	ER6 The institutional strategy for incorporating gender equality and equity into all of IICA's technical cooperation programs, projects and tools was formulated and validated,

³ These products and results form part of the Program's projects. The plan in this case is to increase the number of products and services offered to the countries.

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	and is being implemented.
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7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel					
MOE 2: Local Professional Personnel					
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs ⁴		150,000	150,000	150,000	
TOTAL		150,000	150,000	150,000	

⁴ In order to avoid entering into employer-employee relationships, plans call for consultants to do most of the work.

TECHNICAL COOPERATION PROJECTS

Access to public goods and services for improving the employment and income of rural women producers and youth in rural territories

PROGRAM FROM THE MTP: Agriculture, Territories and Rural Well-being Program

LINE OF ACTION OF THE PROGRAM: Strengthening of Public Policies on Territorial Management

NEW PROJECT

1. JUSTIFICATION:

One of the unsolved problems in most of IICA's member countries is rural poverty and the gaps in equity that especially affect rural women and young people. According to ECLAC, in **2009 nearly 183 million people were living in poverty in LAC**. That figure is equal to nearly one third (33.1%) of Latin America's population, and **more than half of the people concerned (52.8%)⁵ were living in rural areas**, where agriculture plays a key role.

In Latin America and the Caribbean (LAC), rural poverty is linked to *the characteristics of the generation of employment and income, both in agriculture and in other economic activities*. On the one hand, not enough employment is currently being created and, on the other, a great deal of the work available involves low-quality jobs. Where employment is concerned, the gaps in equity show that some *groups are especially vulnerable* to poverty. These include *women agricultural producers*, who, despite their many contributions, have to make almost superhuman efforts to remain on the land and continue farming. In rural labor markets, the open unemployment⁶ and underemployment rates for women are higher than those for rural men and urban women, and working conditions for women are less favorable. *Young seasonal day laborers* are another vulnerable group. With their low level of schooling, they find themselves trapped in the most unproductive sectors of agriculture and rural economies, with lifelong repercussions. Poverty and illiteracy rates are also high among *indigenous populations*. All this in a region where *the rural population is aging*.

Not surprisingly, IICA's country strategies include initiatives aimed at improving the integration of young people and women into rural economies, to achieve at least three objectives: a) reduce vulnerability and alleviate the poverty of rural women and young people; b) improve the generation of employment and income; and, c) spur technological innovation processes in agriculture and the rural milieu, in which young people, with their proclivity for change, are called upon to play a vital role.

In this regard, the country strategies of Paraguay, Argentina, Uruguay and Guatemala emphasize the need for actions to incorporate more young people into agriculture and the rural economy in an effective way, given the strategic potential they possess for change and diversification. In Guatemala, Honduras, Nicaragua and Colombia, on the other hand, the strategies include actions to improve the generation of employment and income to alleviate poverty among vulnerable populations, including rural women.

⁵ ECLAC (2010) Statistical Yearbook for Latin America and the Caribbean. Economic Commission for Latin America and the Caribbean, Santiago, Chile.

⁶ ECLAC, FAO, IICA. (2010). The Outlook for agriculture and rural development in the Americas: a perspective on Latin America and the Caribbean 2010. Economic Commission for Latin America and the Caribbean, United Nations Food and Agriculture Organization, Inter-American Institute for Cooperation on Agriculture, Santiago, Chile.

2. GENERAL OBJECTIVE OF THE PROJECT:

To provide the countries with specialized advisory services to establish or strengthen differentiated strategies that expand and improve access to public goods and services for the generation of employment and income for women producers and rural youth

3. SCOPE OF ACTION: Hemispheric⁷

4. DURATION (IN YEARS): Three years

5. DIRECT AND INDIRECT BENEFICIARIES:

- a. Direct: Governments and public and private institutions of the Member States.
- b. Indirect: Organizations of rural women producers and young people in rural territories, within the framework of the project portfolios of IICA’s country strategies.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS ⁸	EXPECTED RESULTS
<p>P1.1 Differentiated strategies being implemented to expand and improve the access of women agricultural producers and rural youth to goods and services such as microfinancing, marketing, extension and training, as well as technological innovation.</p>	<p>ER1. Public institutions of member countries linked to agriculture and rural development have differentiated strategies for expanding the access of women agricultural producers and rural youth to public goods and services that boost the capacity of these populations to obtain work and put their income to good use.</p>
<p>P1.2 Flexible inter-institutional arrangements established or strengthened to provide a support network for access to public goods and services by rural women and young people.</p>	
<p>P2.1 Successful experiences in gender equity documented.</p>	<p>ER2. Countries have documented good practices to orient the creation of new programs and projects targeted at women and rural youth.</p>

⁷ During the first stage of implementation, the project will work mainly with countries that have requested assistance directly. Subsequently, it could be expanded to other countries or the work in the countries that are already benefiting from it could be expanded.

⁸ These products and results are associated with requests for cooperation incorporated into IICA’s country strategies, where they are addressed indirectly, as components of a larger project, and only in some cases as specific projects.

7. PROJECT BUDGET BY YEAR:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	3				
MOE 2: Local Professional Personnel	2				
MOE 2: General Services Personnel	1				
MOE 3 to 9: Operating Costs		50,000	50,000	50,000	
TOTAL		50,000	50,000	50,000	

TECHNICAL COOPERATION PROJECTS**Virtual Platform for Knowledge Management for Communication, Extension
and Learning for Agriculture and Rural Development****Directorate of Technical Cooperation****NEW PROJECT****1. JUSTIFICATION:**

In most Latin American and Caribbean countries, there continues to be a significant gap in information media, communication, training and technology transfer between agriculture sector institutions in urban areas and those located in the rural milieu. This is due to the enormous difficulties and limitations that exist with regard to the mechanisms and technological infrastructure used to share information and knowledge and organize courses on topics of strategic importance for the agricultural sector, such as innovation for productivity and competitiveness, agricultural health and food safety, agribusinesses and marketing. Access to the cross-cutting issues that the Institute is promoting - natural resource management, climate change, food security and territorial rural development - is also limited.

Fortunately, for the first time in history, technologies exist that allow organizations to reach out to groups and individuals in areas traditionally excluded from quality training and extension services. Services can be provided in a timely fashion and at little cost.

To address these new challenges and take advantage of the development of the new information and communication technologies, IICA created CECADI, a unit specializing in distance education, training and communication. Its role is to provide the technical and operating units, as well as IICA's strategic partners with services that involve the use of information and communication technologies to develop learning communities and thematic networks, and to support technical cooperation and institutional management activities.

Until now, CECADI's services have been limited to those mentioned in the previous paragraph: support for the Institute's technical cooperation with online courses, teleconferences and institutional management meetings.

The purpose of this proposal is to make it possible for national agricultural institutions and rural areas to avail themselves of training, communication, information and technical cooperation services. This will be achieved by developing virtual forums and real-time communications that will allow them to develop the knowledge and expertise they need to engage in sustainable and competitive agriculture.

2. GENERAL OBJECTIVE OF THE PROJECT:

To help improve the capabilities that public and private agricultural institutions and organizations in Latin America require to develop the strategic issues involved in sustainable agriculture, through the use of information and communication technologies.

3. SCOPE OF ACTION: Hemispheric**4. DURATION:** 2012 - 2016

5. DIRECT AND INDIRECT BENEFICIARIES:

The project will have a direct impact on the agricultural and rural institutions and organizations of countries in the hemisphere, boosting their capabilities for action related to education, training and technological innovation. The final beneficiaries are producers in rural territories, whose enhanced skills will lead to increased productivity combined with environmental sustainability and greater social equity.

6. PRODUCTS AND EXPECTED RESULTS OF THE PROJECT

PRODUCTS	EXPECTED RESULTS
Product 1. Creation of a technological infrastructure and cooperation mechanisms for producing, promoting and delivering education, training, extension and technical information services	ER1.1 Interactive virtual platform in the hemisphere. A mechanism for the development of communities and thematic networks, with online learning, communication, information and technological innovation services.
Product 2. Cooperative development and high-quality exchanges, distance learning products and services.	<p>ER1. Six online international courses developed, implemented and evaluated on the overarching issues of the Institute's technical cooperation.</p> <p>ER2. At least 80% of the countries have managed to develop national thematic networks that use the hemispheric platform, virtual meetings rooms and videoconferencing in their training, information and technology transfer activities.</p>

7. BUDGET OF THE PROJECT BY YEARS:

Major Object of Expenditure	Number	Annual Costs (US\$)			
		YEAR 1	YEAR 2	YEAR 3	YEAR 4
MOE 1: International Professional Personnel	1	115,000	115,000	115,000	115,000
MOE 2: Local Professional Personnel	1⁹	35,000	35,000	35,000	35,000
MOE 2: General Services Personnel					
MOE 3 to 9: Operating Costs¹⁰		22,000	22,000	22,000	22,000
TOTAL		172,000	172,000	172,000	172,000

⁹ Designer of instructional materials, specialist in the management of online learning systems.

¹⁰ Includes the hiring of content specialists (consultants) on a temporary or part-time basis, at a rate of US\$12,000 annually.