



2004 Annual Report
Inter-American Institute for Cooperation on Agriculture



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Inter-American Institute for Cooperation on Agriculture
2004 Annual report / Informe anual 2004. IICA. –
San Jose, C.R. : IICA, 2005.
96 p. ; 22 cm x 28 cm.

Published also in French and Portuguese
ISBN 92-90-39-659-8

1. IICA – Annual report I. IICA II. Title

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San Jose, Costa Rica
March 2005

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Foreword



On behalf of the Inter-American Institute for Cooperation on Agriculture (IICA), I am pleased to present the 2004 Annual Report, which highlights the most significant results of technical cooperation provided at the hemispheric, regional and national levels throughout the year.

As part of our ongoing effort to modernize and reposition the Institute, which has infused us with renewed vigor, our financial resources and intellectual and technical potential have been focused on implementation of the cooperation agendas through inter-thematic activities that more effectively meet the needs of Member States.

In this context, worthy of special mention is the institutional commitment to the mandates emanating from the Summit of the Americas process, as evidenced by the support given to the countries in the implementation of the Agro 2003-2015 Plan, among other things.

Aware of the importance of promoting and expanding agricultural trade as a means of making a substantial improvement in living conditions in the countries, the Institute has earmarked considerable resources to support integration processes in the hemisphere and the negotiation of regional and multilateral free trade agreements. The Office in Miami, which was opened as a complement to this effort, is fully operational and is the headquarters for the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety.

The Ministerial Conference on Science and Technology to Increase Agricultural Productivity was a milestone for the Institute in that it showed the importance of agriculture and the need to transform the sector based on knowledge, technology and international competition. The implementation of the second stage of the Initiative for the Countries of the Americas in Sanitary and Phytosanitary Measures within the framework of the WTO was also designed to facilitate a broader understanding

of agriculture. Thanks to this Initiative, almost all of the countries of the Americas participated in meetings of the WTO/SPS Committee.

To the extent of its capabilities, IICA responded in a timely manner to natural disasters and emergency situations that beset various countries and regions. In the specific case of the Caribbean, professionals at Headquarters joined forces with the Offices in the countries to contribute actively to the economic and social recovery of the nations battered by hurricanes.

The year 2004 was not only one of intense activity, but was also one in which the Institute renewed and demonstrated its mission to carry out the mandates issued by our Member States. This has led to the continual review and adjustment of our cooperation agendas.

We continued to apply the “working together” approach and expanded institutional relations not only at the inter-American level, but also at the international level with various financial and technical organizations.

In 2004, IICA received important recognition for its work, in the form of the payment of quota arrearages. This enabled us to fulfill commitments assumed in the Annual Action Plan. Nonetheless, in keeping with the principles promoted by this Administration from the beginning, I wish to underscore that the Institute continues to abide by the policy of financial prudence and strict accountability at all levels, as unequivocal proof of the desire for transparency that permeates IICA today.

Lastly, I should like to point out that this report, submitted for the consideration of our Member States, partners and stakeholders, is merely a sampling of the activity carried out by IICA throughout the hemisphere in 2004. The national, regional and hemispheric reports available at our website www.iica.int contain more detailed information and are a complement to this document.



Chelston W. D. Brathwaite
Director General

Executive Summary

The Inter-American Institute for Cooperation on Agriculture (IICA), headquartered in San Jose, Costa Rica, was founded in 1942. It is the specialized agency for agriculture of the Inter-American System, and its objectives are to encourage, promote and support the efforts of its Member States to bring about sustained agricultural development and improved rural well-being.

During 2004, the Institute continued its efforts to comply with the mandates related to agriculture and rural life issued at the Third Summit of the Americas, the Monterrey Summit and the Meetings of Ministers of Agriculture held in Bavaro in 2001 and Panama in 2003. The Institute has renewed its commitment to the United Nations Millennium Development Goals in its areas of competence and specialization.

IICA provided support, at the hemispheric level, for implementation of the Agro 2003-2015 Plan, approved by the Ministers of Agriculture at the meeting in Panama. It also followed up on implementation in the countries, through constant support from its technical personnel and Offices, and through development of a system of indicators for monitoring progress and results achieved.

In the spirit of accountability and transparency, IICA prepared annual reports and presented them to the corresponding authorities in each Member State and to the agricultural community in separate national workshop which reported in detail on activities carried out by IICA in 2003 to implement the Technical Cooperation Agendas.

Changes in the global and national arenas made it necessary to continue to revise and adjust those agendas in conjunction with public and private stakeholders in the inter-American agricultural area. As part of the review process, the inter-thematic approach to technical cooperation was gradually introduced. In this approach, all thematic areas of the Institute commit to providing a more comprehensive response to the needs of Member States, stakeholders and partners of the Institute.

IICA continued to promote and develop the “working together” strategy with the entities of the Inter-American System (OAS, PAHO, IDB, Inter-American Court of Human Rights), international organizations (FAO, IFAD, UN-ECLAC) and the cooperation agencies of developed countries (USAID, CIDA, AECIA, GTZ, etc.). Efforts to strengthen institutional cooperation are focused on making agriculture more competitive and alleviating the poverty affecting so many rural dwellers.

The opening of the IICA Office in Miami made it possible to expand the scope of the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety. Under this program, the Export Platform Program is executed as part of a strategy to gain access for agrifood products to the markets of Canada and the United States. As support for agricultural exporters and technical personnel in the member countries, the Institute provided them with a wide range of information and several mechanisms for complying with the procedures and requirements for entering these demanding markets

Convinced of the great potential for agricultural trade to make a substantial improvement in living conditions in the countries, IICA continued its efforts to promote regional and hemispheric integration processes and support the parties in the process of negotiating free trade agreements. Specifically, it supported the countries and blocs in formulating positions for negotiations, and provided information on and conducted analyses of the potential impact of such treaties on the agrifood sector.

In May 2004, the Ministerial Conference on Science and Technology to Increase Agricultural Productivity was held in San Jose. The Conference, organized by IICA, the Ministries of Agriculture and Science and Technology of Costa Rica, and the Departments of State and Agriculture of the United States, was attended by representatives of Central America, Argentina, Chile, Mexico and the Dominican Republic. At the conference, the discussions focused on the development of agro biotechnologies and their socioeconomic impact, and the importance of promoting the transformation of agriculture based on knowledge, technology development and international competition. The conclusions of the event will serve as the basis for the design of national and regional policies on technological innovation.

In the area of Agricultural Health and Food Safety, the second stage of the Initiative for the Countries of the Americas in Sanitary and Phytosanitary Measures within the framework of the WTO was carried out, making it possible for almost 100% of the countries of the Americas to participate in the meetings of the WTO/SPS Committee. In partnership with the OIE, the Performance, Vision and Strategy (PVS) instrument was prepared. That instrument makes it possible to characterize the operation of national veterinary services and determine the strategy and the joint actions required to strengthen them. The PVS has already been applied with success in Central America.

In support of the strengthening of rural communities, IICA focused its activities on promoting the territorial approach to rural development in all possible inter-American and international forums. At the level of direct cooperation, the Institute supported the formulation of rural development strategies, policies and programs consistent with that approach and assisted in the design and strengthening of the necessary institutional frameworks. Added to this was the continuation of the joint effort carried out with the key Inter-Agency Group on Rural Development.

As part of the strategy for repositioning IICA technically, a series of Technical Forums were held in 2004. The Forums, the purpose of which is to exchange opinions on issues of critical importance to agriculture and rural life, are intended to yield ideas and approaches which can be applied in IICA's technical cooperation actions and to generate information of use to decision makers in the public and private sectors.

In the six forums held in 2004, highly qualified speakers, including the former Ministers of Agriculture of Canada and Costa Rica, addressed the following topics: **1)** comprehensive policy analysis, reassessing the role of agriculture and the rural milieu in sustainable development; **2)** challenges for agriculture in the Americas in the context of trade negotiations; **3)** importance of agricultural health, food safety and Codex Alimentarius; **4)** agriculture and energy; **5)** opening to exports and health problems the case of foot and mouth disease in Uruguay; **6)** education, rural employment and poverty alleviation.

Also, the Institute continued to promote human resource training for those with the required ability to stimulate the development of agriculture and rural well-being. Accordingly, it adopted modern communication technologies and developed cooperative mechanisms, including the GDLNA established with the World Bank.

Lastly, IICA has undertaken the task of developing and expanding its capabilities and systems for the management of knowledge and information as a means of strengthening technical cooperation and repositioning itself firmly. The aim here is to convert the Institute into the principal reference point for information and knowledge on agriculture and rural life in the hemisphere. An important step in achieving this objective was the adoption of a number of information technologies, including the new Web Portal (<http://www.iica.int>), which was redesigned using the highest international standards and the technical content of which was updated and expanded continually. The Web Portal is a platform for dialogue and the exchange of knowledge and information with Member States, public and private agents linked to agriculture and the Institute's strategic partners. In the same vein, the technical information system Infoagro.net was strengthened and the Virtual Private Network and the Intranet were developed as tools to help achieve institutional objectives.





*Origin, Legal Bases,
Structure and Purposes*

1. Origin, Legal Bases, Structure and Purposes

IICA was created in 1942 by the Governing Board of the Pan American Union. In 1949 it was recognized by the OAS as the specialized agency for agriculture and well-being of the rural population of the Inter-American System.

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

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



The Institute's executive organ is the General Directorate and its Headquarters is in San Jose, Costa Rica. The Director General of IICA is Dr. Chelston W. D. Brathwaite, a citizen of Barbados.

The Institute has a network of Offices in its 34 Member States and a Permanent Office for Europe, located in Madrid, Spain, which promotes relations with strategic partners.

IICA's objectives are to encourage, promote and support its member countries in modernizing the rural sector, promoting food security and developing an agricultural sector that is competitive, technologically prepared, environmentally managed and socially equitable for the peoples of the Americas.





Implementation of Resolutions and Mandates

2. Implementation of Resolutions and Mandates

2.1 Summit of the Americas Process

The Special Summit of the Americas, held in January 2004 in Monterrey, Mexico, marks a new milestone for the improvement of agriculture. At the meeting, clear support was expressed for the process of improving agriculture and rural life led by the ministers of agriculture.

“We commit to maintain a sustained effort to improve living conditions for inhabitants of rural areas, by promoting investment and creating a favorable environment to achieve sustainable improvements in agriculture that will contribute to social development, rural prosperity, and food security. In this context, we support the implementation of the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life of the Americas, adopted at the Second Ministerial Meeting on Agriculture and Rural Life, held in Panama in November 2003.”

Special Summit of the Americas, 2004

Declaration of Nuevo Leon, paragraph 43

Implicit in the support of the Heads of State and Government is the challenge facing the countries and the actors of agriculture to comply with the AGRO 2003-2015 Plan. IICA assumed

the commitment to contribute decisively to implementing the Summit mandates and the agreements of the ministerial meetings on agriculture and rural life. Since 2002, the Institute has been instituting a cooperation model aimed at supporting member countries with the implementation of the AGRO Plan. This model contains four complementary components:

- Provision of technical cooperation
- Monitoring of agriculture and rural life
- Facilitation of dialogue and consensus building on national and regional strategies
- Coordination of joint efforts with institutional partners.

Below is a summary of the activities accomplished and results achieved in 2004 as a result of the application of this cooperation model.

Delivery of technical cooperation to the Member States

IICA implemented national, regional and hemispheric technical cooperation agendas to support the countries' efforts to comply with the presidential mandates and ministerial agreements on agriculture and rural life. These agendas were the result of dialogue and the consensus reached with national and

regional authorities and with representatives of the private sector regarding the support required from IICA to achieve the development objectives defined by the countries.

Through these agendas, IICA seeks to facilitate integration and hemispheric cooperation; foster competitiveness and the expansion of agrifood trade; promote sustainable rural development and rural prosperity; promote agricultural health and the improvement of food quality and safety; reduce knowledge gaps, develop human capital and promote the establishment of strategic partnerships.

In keeping with the principle of accountability adopted by the Institute, each year IICA reports at length to national authorities on progress made in the execution of the national agendas through the presentation to authorities in each Member State of a report on IICA's contribution to agriculture and the development of rural communities in the respective country. A similar effort is made in the national and regional meetings held with the ministers of agriculture at which adjustments to be made in the agendas for the following period are discussed and approved. In this way, the Institute has consolidated a style of cooperation based on accountability, openness and transparency as requested by the Presidents of the Americas.

Monitoring of agriculture and rural life in the Americas

At the three levels of action of the Institute (national, regional, hemispheric), a complementary effort was made to monitor agriculture and rural life, in order to generate a common base of knowledge in this area.

Facilitation of dialogue and consensus building on national and regional strategies

The Institute supports the joint efforts of the leaders of agriculture aimed at implementing the mandates of the Summit of the Americas process and the AGRO 2003-2015 Plan through State policies and national and regional strategies. Thanks to this, national authorities and regional bodies of ministers of agriculture have gradually undertaken a review of such policies and strategies, using as a framework the AGRO plan, and the preparation of the respective national progress reports.

In 2004, IICA suggested that the ministers of agriculture appoint a ministerial delegate responsible for participating in the preparation of the products for the Third Ministerial Meeting on Agriculture and Rural Life, to be held in Ecuador in 2005. At that meeting, the hemispheric forum of the Ministerial Delegates will present a progress report on compliance with the 2003-2005 Hemispheric Agenda of the AGRO Plan. Based on that report, efforts will be made to reach consensus on the 2006-2007 Hemispheric Agenda, which the ministers will adopt at that meeting.

Promotion of the "working together" approach with institutional partners

Consistent with the spirit of the Summits process, IICA continues to strengthen its relations with the other institutional partners in the Summits process and with other international and regional organizations operating in the Americas to coordinate and complement efforts.

At the national level, IICA has promoted working ties among the National Summits Coordinators (Ministries of Foreign Affairs), the Ministerial Delegates of Agriculture, and the IICA Representative in the country, with a view to reinforcing the flow of information to the Summit Implementation and Review Group (SIRG) on the countries' progress in fulfilling the mandates on agriculture and rural life.

At the hemispheric level, IICA promoted the "working together" approach in order to secure inputs from the other institutional partners in the Summits process for preparation of the products of the ministerial meetings. In the specific case of following up on the AGRO 2003-2105 Plan, and considering the meetings of the SIRG and the Ministerial Meeting on Agriculture and Rural Life, in November 2004, IICA and ECLAC held a workshop on indicators for monitoring the Plan. The Ministerial Delegates of Agriculture and staff members from ECLAC, IICA, PAHO and FAO and UNESCO participated in the workshop.

IICA has attached special importance to its participation in the mechanisms for monitoring the Summits process. This has made it possible to obtain important information on hemispheric processes and meetings, to determine in which ones agriculture and rural life should be projected more forcefully, ensure that the voices of the leaders of agriculture and rural life in the Americas are heard at the SIRG meetings, publicize progress made in fulfilling the presidential mandates, and strengthen ties with institutional partners in the search for opportunities to "work together."

IICA participates in two major Summit follow-up bodies: the meetings of the Joint Summits Working Group (OAS-IDB-ECLAC-PAHO-IICA-World Bank-CABEI-ADC-CDB) and the

meetings of the SIRG. In order to monitor the ministerial process for the improvement of agriculture and rural life and the AGRO 2003-2015 Plan, IICA participated in the meetings of the SIRG and the Special Summit of the Americas. At these meetings, the Institute reported on the results of the Ministerial Meeting on Agriculture and Rural Life and supported the national delegations in their deliberations on agriculture and rural life as they prepared the political declaration of the Summit. Also, IICA provided international organizations and the communications media attending the Special Summit with information on the ministerial process for agriculture and rural life and the signing of the AGRO 2003-2015 Plan.

2.2 Governing Bodies of IICA

Twelfth Regular Meeting of the IABA

At its Twelfth Regular Meeting, held in Panama in November 2004, the IABA adopted 22 resolutions and mandated the Director General, in his capacity as *Ex Officio* Secretary, to assume responsibility for fulfilling the mandates aimed at the General Directorate and following up on provisions that contain mandates for the Member States.

As a result, in 2004, the General Directorate carried out a number of activities aimed at fulfilling the provisions of the 22 resolutions. The progress report on activities was presented to the Executive Committee at its Twenty-fourth Regular Meeting, which approved that report in Resolution No. 424.

Twenty-fourth Regular Meeting of the Executive Committee

The Twenty-fourth Regular Meeting of the Executive Committee was held at IICA Headquarters on July 22 and 23, 2004. The Member States sitting on the Committee were: Argentina, Bahamas, Chile, Colombia, El Salvador, United States of America, Guatemala, Peru, Dominican Republic, Suriname and Venezuela. Also in attendance were Brazil, Canada, Costa Rica, Ecuador, Mexico and Panama, Member States that are not members of the Committee; Spain, an Associate State; and the Arabic Republic of Egypt, France, Israel, Poland and the Russian Federation, permanent observer countries.

Institutional policy and direction of technical cooperation services

The Executive Committee approved, in Resolution No. 408, the progress report on implementation of the 2002-2006 Medium-Term Plan and the process of transforming the Institute, and, in Resolution No. 409, the 2003 IICA Annual Report. Both reports are available on the IICA Web page (www.iica.int). Also, in Resolution No. 414, it accepted the report of the Special Advisory Commission on Management Issues (SACMI), which contains recommendations on priority technical cooperation activities and the strengthening of the Institute's finances. Of particular importance are the recommendations made by the SACMI aimed at facilitating the collection of quota arrearages.

IICA's role in the area of agribusiness and agricultural trade, agricultural health and food safety was recognized in Resolution No. 410, which calls attention to the support provided by the

Institute to Member States in their efforts to make agriculture more competitive. Also, the Committee instructed the Director General to continue strengthening the Institute's services in those areas, in partnership with national and international organizations, and urged the countries to bring themselves up to date in the payment of their quotas to the Institute so that it could expand the provision of those services considered by the countries to be important and a priority.

The Committee recognized that food safety is a key element in ensuring the success of efforts aimed at developing agriculture that is competitive and strengthening the positioning of agricultural products on the world market. In this regard, in Resolution No. 411, it instructed the Director General to continue strengthening and expanding the Institute's role in this field. Also, in Resolution No. 412, it extended full support for IICA to seek resources from development banks to facilitate the participation of Member States in the meetings of the WTO/SPS Committee, and provided that IICA should include resources for that purpose in its 2004 budget.

As regards the participation of the Ministers of Agriculture in the Summit of the Americas process, in Resolution No 413, it encouraged Member States, and in particular, their Ministers of Agriculture, to promote the dissemination and implementation of the AGRO 2003-2015 Plan and to support their Ministerial Delegate, the respective technical team and the GRICA in the preparation of the following documents: **a)** Report on the Implementation of the First Biennial Hemispheric Agenda 2003-2005 of the AGRO Plan; **b)** the Second Hemispheric Agenda 2006-2007, and **c)** Ministerial Proposal for the Fourth Summit of the Americas. The Committee also adopted a timetable for coordinating the work of the Ministerial Delegates and defined the support IICA will give them.

Administrative, financial and budgetary matters

The Executive Committee examined the Institute's Financial Statements for 2003 and the report of the external auditors, which were approved in Resolution No. 415. It should be noted that that report of the auditors carried no annotations, which attests to the sound management of the Institute's financial resources, in conformity with its regulations.

In Resolution No. 416, the Committee accepted the Tenth Report of the Audit Review Committee (ARC), congratulating its members for their valuable efforts. The ARC certified IICA's transparent management of the resources the Member States contribute as quotas, and those they provide for the execution of cooperation projects financed with funds from development banks and the countries themselves.

The report on progress in the collection of quota arrearages and on compliance with Resolution No. 392 of the IABA details the efforts on the part of the Administration to collect them. It also makes reference to the efforts of Member States to meet their financial obligations to the Institute, and recognizes that the results of such efforts have been fairly satisfactory. Ecuador and Guatemala brought themselves up to date in the payment of their quotas. Costa Rica, Uruguay and Venezuela complied with their payment plans and now enjoy regular status. Other *Member States are in the process of settling the financial obligations.*

The Executive Committee urged Member States to redouble their efforts to bring their quota payments up to date so that the Institute can have the resources it needs to strengthen the provision of cooperation in those fields the countries have defined as priorities, especially trade and agribusiness. In Resolution No. 417, a number of measures were adopted to facilitate the collection of quota

arrearages and the Member States were asked to help encourage debtor countries to meet their financial obligations to IICA.

Human resources administration

The Executive Committee considered it essential for the Institute to move forward in the management of its human resources through the improvement of rules for personnel and the adoption of new technologies. In this regard, it approved Resolution No. 418, which adopts as a frame of reference the document "Toward a Smart Parity System", prepared by the Administration, and incorporated into Resolution No. 419 a number of modifications in the Staff Rules and the System for the Determination of Remuneration of IICA Personnel, to make them more consistent with the needs and financial realities of the Institute.

Communication mechanisms for management

The Executive Committee approved Resolution No. 420 aimed at strengthening internal communication mechanisms for management, and asked the Director General to continue efforts to renew and modernize such mechanisms. Also, in Resolution No. 421, it modified Article 73 of the Rules of Procedure of the General Directorate and Rule 2.1 (b) of the Financial Rules, establishing as a budget category the renewal of infrastructure and equipment.

Matters under the responsibility of the Executive Committee and the IABA as Governing Bodies

The Executive Committee approved Resolution No. 422, in which it granted the title of Personnel Emeritus to Mario Infant Loan, Gonzalo Estefanell Barbato and Alfonso Chirinos Almanza, in recognition of their distinguished careers at the Institute and their contributions to it.

The Executive Committee approved, in Resolutions No. 423 and No. 424, respectively, the report on the status of the resolutions of the Twenty-third Regular Meeting of the Executive Committee and those of the Twelfth Regular Meeting of the IABA, expressing satisfaction with the level of compliance with those resolutions.

Lastly, in Resolution No. 425, the Executive Committee agreed to hold its Twenty-fifth Regular Meeting in the Bahamas. However, since this country was gravely affected by hurricanes, the Government later found it necessary to withdraw its offer to host the meeting. It will be held in Brasil on May 13-14, 2005.

2.3 Promotion of Women's Rights and Gender Equity and Equality

IICA publicized the territorial approach to rural development as a framework for improving the management of models and policies on rural development with gender equity. The efforts undertaken in this area in 2004 include an international seminar on gender equity and the sustainable development of rural territories, held in March in Maranhão, Brazil, and an international meeting on the contributions of the gender perspective to the promotion of micro-entrepreneurship for territorial development, held in April in Bogotá, Colombia.

Also, efforts were made to strengthen public policies and development programs through the incorporation of the gender approach and the promotion of rural women. Between September and December 2004, a series of global dialogues were held on the gender perspective for the development of rural small- and medium-scale enterprises and sustainable credit, attended by representatives of entities from Brazil, Mexico, Colombia, Ecuador,

Panama, Peru and Costa Rica. The objective was to foster a regional vision on the strategic importance of incorporating the gender equity perspective into the design of policies, into the management of strategies and investments intended to promote the development of micro-enterprises and small-scale rural enterprises and into the sustainable use of credit. To achieve this purpose, four national workshops and four videoconferences were organized. As a result, efforts were made to promote the formation of multi-sectoral and multidisciplinary nuclei in the countries to discuss and generate thinking on policies and instruments to promote the development of micro enterprises and small-scale rural enterprises.

In the area of training, the Fifth Course for Planning Sustainable Local Development: Development of a Sustainable Development Strategy for Rural Territories with Gender Equity was held in Brazil. In the course, 40 women rural leaders were trained in the application of methodologies for the planning and social management of sustainable development in rural territories. Also, in Nicaragua and Ecuador, rural women who operate micro enterprises attended training sessions in which the self-learning methodology developed by IICA in collaboration with the IDB (Guía para el autoaprendizaje para el fortalecimiento de microempresas y el acceso al crédito) was used.

As regards the strengthening of networks and the creation of partnerships, IICA fostered closer relations with the Mexican Network of Rural Women (RENAMUR) in order to systematize the process followed in its creation and consolidation, which may be of use to other networks in Latin America and the Caribbean. Also, further support was provided to the Caribbean Network of Rural Women Producers (CNRWP), which was expanded to include Barbados, Trinidad and Tobago, Jamaica, Guyana and St. Vincent and the Grenadines.





Technical Cooperation

3. Technical Cooperation

The first section of this chapter summarizes the most important activities carried out within the framework of IICA's Strategic Areas, and the most significant results achieved at hemispheric level. The second section covers the principal technical cooperation activities carried out in the regions, and the third covers activities carried out by the IICA Offices in the 34 Member States.

3.1 Implementing the Hemispheric Agenda

In 2004, IICA built a hemispheric cooperation agenda based on mandates from the Inter-American Board of Agriculture, the specific needs of member countries, and the commitment of the Director General to focus technical cooperation on priority issues. Below are the principal results achieved under that agenda.

Agribusiness development

IICA provided technical cooperation in the promotion, organization, integration and operation of market instruments. Accordingly, it coordinated and supervised the technical activities carried out during the Eleventh Annual Meeting of APBP, held in Buenos Aires, Argentina, in May, and provided further technical support to the commodity exchanges in El Salvador, Peru and Venezuela.

The Institute also continued to promote the development of small rural agroindustries. Through PRODAR, a network of specialists in the field was set up; a fair on rural agro-industry and territories was planned, coordinated and held in Mexico; and, in cooperation with FAO, a training manual was prepared to help small- and medium-scale rural business organizations more effectively penetrate markets.

Also, the project Documentary Requirements for the Implementation of the Cartagena Protocol on Biosafety was implemented in coordination with the USDA; assistance in

holding a hemispheric meeting on trade-related aspects of the implementation of the Cartagena Protocol was provided in Argentina; and support was provided for officials from El Salvador, Nicaragua and Panama to attend the First Meeting of the Parties to the Protocol, held in February in Kuala Lumpur, Malaysia.

In order to support the development of the public institutional framework for the promotion and development of agribusiness, a technical cooperation agreement was signed with the MIOA, in which IICA serves as Technical Secretariat. Two meetings of the MIOA Executive Committee were coordinated and a call for bids to conduct an assessment of agricultural market information systems in the member countries of MIOA was issued.

With regard to the strengthening of interinstitutional relations, a technical cooperation agreement was signed with the Business School at Florida International University, in an effort to assist in making agribusinesses in IICA's member countries more competitive.

As for the promotion of trade, efforts continued to establish a transparent trade system. To that end, a service contract was signed with the firm Indigo Key, and activities were launched in Peru and the Dominican Republic.

IICA participated in numerous conferences, congresses and other events with a view to publicizing IICA's activities and increasing its presence in different international forums. These included: **a)** the World Agricultural Forum, held in May in St. Louis, Missouri; **b)** the Conference of Montreal, held in June;

c) the Agri-business Task Force, which met during the annual meeting of the CCAA; and **d)** the global dialogue on the importance of incorporating small farmers into value chains, coordinated by the World Bank and held in Washington, D.C. in May.

Trade policies and negotiations

A horizontal technical cooperation program entitled "Policy and Trade Node: Focal Point Mexico" was initiated as a means of drawing on Mexico's experience in the application and administration of free trade agreements in order to improve the capabilities of other countries of the hemisphere. Participants in the program were technical personnel from the public and private sectors of Central America.

Honduras, Mexico, Costa Rica, Nicaragua, Dominican Republic, Barbados and Bolivia received direct technical support in the area of agrifood chains. Using the CADIAC methodology, representatives of the public and private sectors defined policies and programs intended to overcome the problems that hinder competitiveness.

Also, IICA undertook the task of defining quantitative indicators of trade and agriculture, in general, which served as a basis for various IICA publications, such as "State and performance of agriculture and the rural milieu in the Americas in 2003," "More than food on the table: the true contribution of agriculture to the economy" and "Social accountability matrix for Costa Rica."

Through the Infoagro/Comercio information system, follow-up was provided on developments in agriculture in the multilateral and bilateral negotiations of the countries of the hemisphere, both within the WTO and the FTAA. Weekly electronic bulletins containing documents and news on the status of the negotiations were prepared and distributed to more than 3,000 subscribers.

IICA also published 12 volumes of the electronic magazine "InterCambio," which presented institutional analyses and opinions on trade, trade negotiations and agribusiness, and included articles on the implications of the Free Trade Agreement between Central America and the United States, the status of negotiations at the WTO, labeling, agro-tourism in the Caribbean, and other topics.

With regard to training in agrifood policies and trade, progress was made in producing a virtual course targeting professionals in the public and private sectors. Also, IICA participated in the organization of several regional and national workshops and seminars. The module on agriculture which IICA presented at the Regional Workshop on Agricultural Trade and the WTO Negotiations, held in Bogota in September, is worthy of special mention.

Technology and innovation

In an effort to promote the internalization and adoption of a new paradigm for technological innovation, IICA supported institutional rebuilding at national organizations, such as the National Science and Technology Council of the Dominican Republic and the Institute for Agricultural Technology Innovation and Transfer of Costa Rica. It also supported FONTAGRO in

reformulating its Medium-term Plan and in implementing the first stage of the project Red SICTA.

Preparation of the "Directory of agricultural research institutions in Latin America and the Caribbean," partly financed and published by FAO, was completed. Also, the first steps were taken to formulate the project, Support for the Institutional Strengthening of the Technological Innovation System (PAFISIT).

In the area of biotechnology, biosafety and plant genetic resources, IICA complied with the mandate issued in IABA Resolution No. 386 (Twelfth Regular Meeting, Panama, 2003), calling for cooperation with the countries in three main areas:

a) Convening of forums and meetings: Information compiled on the status of biotechnology and biosafety and on their impact on agriculture and trade was distributed at 15 events held in the Caribbean, Central America, the United States and Chile. The Ministerial Conference on Science and Technology to Increase Agricultural Productivity was held in conjunction with the United States Department of Agriculture and the Ministries of Agriculture and Science and Technology of Costa Rica. At the meeting, discussions focused on the development and socioeconomic impact of agrobiotechnology, and important inputs were generated for the design of national and regional policies on technological innovation. Also, the amount of information on biotechnology available in the Information System for Science, Technology and Innovation for Agriculture in the Americas (INFOTEC), which is administered by IICA, increased considerably.

b) Monitoring of international and multilateral agreements: The results and impact of the Meeting on the Implementation of the

Cartagena Protocol on Biosafety, held in Malaysia, and those of the ratification of the International Treaty on Plant Genetic Resources, were the subject of analysis. Through INFOTEC and different conferences and seminars, the agreement signed by Canada, Mexico and the United States for the implementation of measures relative to the transboundary movement of LMOs was disseminated. Also, a proposal was drawn up for inter-thematic action in compliance with IABA Resolution No. 386.

c) Hemispheric and regional strategies and their dissemination: The design of policies on agrobiotechnology was promoted through the formulation of strategies and consultation in Central America and the Caribbean. A Web page on biotechnology and biosafety was designed in conjunction with the USDA, and will be available in early 2005. A work program was prepared with a view to setting the terms of reference and determining the commitments required to develop a hemispheric plan on biotechnology and strengthen national capabilities through reciprocal cooperation among countries. In partnership with CATIE, REMERFI was reactivated and a project on the conservation and sustainable use of native genetic resources was submitted to the GEF (World Bank) for consideration. A similar project was formulated by the TROPIGEN network (PROCITROPICOS) for presentation to the GEF.

Support continued on several fronts for consolidation of the Regional Technology Innovation System. First, within the framework of FORAGRO, dialogue, hemispheric alliances and inter-regional coordination were promoted. The Forum's Technical Advisory Group made progress in the execution of activities in the following priority areas: new biotechnologies; conservation and use of genetic resources; agribusiness and technological innovation for small-scale agriculture; and sustainable management of natural resources.

Secondly, ties with the GFAR were strengthened and joint activities were programmed. Included here were efforts to secure technical and financial support for FORAGRO activities. Both forums supported CIRAD in conducting consultation on LAC priorities in the area of technological innovation, and promoted an initiative calling for intercontinental cooperation in the management of institutional innovation.

Thirdly, thanks to a joint effort with the authorities of the Agricultural Research Institute of Panama (IDIAP), progress was made in organizing the Fourth International Meeting of the Forum, Technological Innovation and Agribusiness Priorities: Toward a New Institutional Dimension in the Americas, to be held in Panama in 2005.

Fourthly, IICA supported the consolidation of FONTAGRO through an alliance with the IDB and member countries of the Fund. This support took the form of the execution of regional research projects, the updating of the Fund's Medium-term Plan, the execution of a work program aimed at evaluating the impact of the regional research projects, and the organization of a course on the formulation of projects and evaluation of impact aimed at the partners of the Fund. Also, assistance was provided in the evaluation of PROCICARIBE.

As regards the management of scientific and technological information, the needs of the national systems in this area were defined, and further efforts were made to promote the exchange of information through INFOTEC, whose membership has increased by thirty percent.

Agricultural health and food safety

In the area of institutional modernization, IICA focused its efforts on helping the countries to assess progress in upgrading the performance and the quality of their national agricultural health and food safety (AHFS) services.

In partnership with the OIE, IICA developed the Performance, Vision and Strategy (PVS) instrument, which is used to characterize the operation of national veterinary services and determine the strategy and the joint actions required to strengthen them. In response to a mandate from the CAC, this instrument was implemented in Central America, producing specific results for six countries and general results for the region. The OIE conducted an evaluation of the impact and results of this experience with a view to replicating it in other countries. The instrument was also applied to the animal health, plant protection and food safety services of Mexico, and development of a computerized application of the model began.

With regard to the development of capabilities for the negotiation and application of international norms related to sanitary and phytosanitary measures (SPS) in the countries, IICA disseminated strategic information for decision making and for the effective participation of their representatives in the meetings of Codex Alimentarius. The Institute also cooperated with the IPPC in conducting consultations on new phytosanitary norms for Latin America.

Implementation of the Initiative for the Americas in SPS continued, and as a result, measures were promoted to ensure the successful participation of the countries in the SPS Committee, such as:

- The establishment of effective mechanisms for coordination between the public and private sectors (currently, 32 of the 34 countries of the Americas have some formal or informal mechanism in place for both sectors to work together on formulating a national SPS agenda).
- The operation of channels for fluid and ongoing communication among national entities responsible for matters related to SPS and their representatives at the WTO (23 of the countries in the Americas have such channels).
- The assignment of responsibility for monitoring matters related to SPS at the international level to officials of those entities (almost 60% of the countries have at least one official responsible for this area).

Thanks to this initiative, the countries acquired important knowledge of the workings of the SPS/WTO Committee, the subjects it addresses, and the benefits of active participation in its meetings. Also, they made important contacts at the regional and international levels and strengthened their inquiry and notification points, their positions on the topic of SPS and their ability to engage in bilateral negotiations and set up a hemispheric community to discuss and analyze technical issues. Also, they were able to participate more effectively in meetings on topics related to SPS, even making important contributions in areas such as special and differential treatment, equivalence and regionalization.

The Initiative has benefited more than 150 specialists from Ministries of Agriculture, Trade and Health in LAC, which, in turn, has led to greater interinstitutional coordination. The three

meetings of the SPS Committee held in 2004 were attended by representatives of 95% of the countries of the Central, Andean and Caribbean regions; this contrasts with figures in previous years, which never exceeded 3%.

IICA also supported the Joint FAO/WHO Commission of Codex Alimentarius and the Coordinating Committee for Latin America and the Caribbean, analyzing proposed norms and disseminating the results of the meetings in the AccessPlus bulletin. Also, the Institute prepared and published the study: “Making agricultural exports more competitive and improving market access by developing and implementing safety and quality standards: The example of asparagus in Peru,” which describes a successful experiment in the application of Codex norms in the Americas.

The Institute disseminated information on bovine spongiform encephalopathy (BSE) and avian influenza to help the countries address emergencies that arose during the year. It continued to operate the “Agrosalud” information platform, which offers up-to-date information on AHFS; and strengthened its linkages with international organizations such as WTO, OIE, FAO, IPPC and Codex Alimentarius, supporting several workshops and joint activities.

Sustainable rural development

As part of the effort to strengthen rural communities, IICA focused its cooperation activities on the formulation of strategies, policies and programs for rural development with a

territorial approach, and on the design and strengthening of the institutional frameworks required. In this context, technical assistance and relevant training were provided in Brazil, Colombia, Mexico, Costa Rica, Ecuador, Paraguay, Guatemala and Panama; initial steps were taken in connection with an initiative designed to develop pilot projects in the Andean and Central Regions, with a view to fostering intersectoral actions; and, in Mexico, cooperation was provided to hold ten events on important aspects of the implementation of the Law on Rural Development organized by SAGARPA and other public entities.

The Institute’s participation in 17 international events provided an opportunity to publicize the territorial approach to rural development being promoted by the Institute as a conceptual and operating framework for the design and implementation of strategies and policies aimed at making agriculture more competitive and increasing food security and rural prosperity.

In an effort to support hemispheric integration, IICA worked more closely with key partners by participating actively in the Inter-Agency Group on Rural Development and through efforts with CIRAD, the World Bank, the GECAFS Program, ECLAC, AAFC (Canada) and universities in Spain, Argentina, Canada and Costa Rica. With the IISD of Canada, arrangements were finalized for an internship program for young Canadian professionals to conduct research and support technical cooperation agendas on gender and rural micro-financing.

Within the Institute, further efforts were made to consolidate the strategic line of work known as “BRAMCO,” the goal of which is to build upon and disseminate the experience in rural

development that IICA has accumulated in Brazil, Mexico and Colombia. The main components of BRAMCO are a knowledge management system with regional nodes in Brazil, Colombia, Mexico and Costa Rica, and a program aimed at developing the capabilities of human resources.

Also, with MAPA and AECI, both from Spain, an internship program was established for officials from public and private entities in Latin America to observe first-hand the operation of rural development and water management projects and initiatives. Two internships and a short course were held for officials from Brazil, Venezuela, Colombia and Costa Rica.

Within the framework of the International Program of Global Dialogues, via videoconference, four workshops on the importance of considering the gender perspective in promoting microenterprises and small rural enterprises and on sustainable credit were held for officials from public and private organizations in Brazil, Colombia, Costa Rica, Ecuador, Mexico, Panama and Peru. Also, support was provided in holding events on small- and medium-scale enterprises and rural women in Brazil, Colombia and Ecuador.

As regards the technical publications program, the Institute published six technical booklets, eight synopses and an article in an academic journal as a contribution to the development of capabilities for the management of rural development. Also, technical papers on sustainable rural development were presented at different events.

Together with the IAI, the IHDP and the National Science Academy of Costa Rica, IICA organized the Scientific-Political Forum on Globalization, Global Environmental Change and

Food Systems, with the participation of 25 young scientists and decision makers from around the globe. Also, contacts were established with the GECAFS Program to formulate and implement a project on climatic change, globalization and food security in the Caribbean Region, and to identify opportunities for joint work in the Americas.

Execution of the Program to Combat Desertification in South America continued. IICA provided support for national workshops to define pilot projects that could be implemented in the affected territories and to discuss and propose indicators of desertification for those territories. Also, in Brazil, IICA collaborated with the Secretariat of Water Resources of the Ministry of the Environment in the preparation of a National Action Plan for Combating Desertification.

Education and training

As a contribution to the process of modernizing curricula in public and private institutions of agricultural and rural education in the Americas, a strategy entitled “Toward quality and relevance in agricultural education” was developed. This strategy involves analyses of situations, followed by successive stages of strategic planning, curricular review and development, and the formulation of plans for improving the institutions. This strategy is being applied in Costa Rica, Colombia and Guatemala.

In response to the need to initiate supranational participation and dialogue, IICA supported forums on higher agricultural education in the Andean, Southern and Central regions; it lent

assistance to the ACEAS and the CACHE in holding annual meetings to analyze and program activities, which led to the promotion of joint programs involving national and regional institutions. In the Caribbean, efforts were made to strengthen student and teacher exchange programs involving agricultural education institutions; the establishment of the Distance Education Network for Agricultural Education in the Caribbean and the Program to Enhance the Quality of Education in Institutions for Agricultural Education in the Caribbean were promoted, and the organization of forums for dialogue and the integration of agricultural and rural education was encouraged.

In order to harness the potential afforded by the information and communication technologies (ITCs), a system was set up to train stakeholders in the rural milieu in how to secure information that is useful in strengthening extension or production programs.

An agreement was signed with the ADEC (United States) to support the development of programs based on distance education. Thanks to the agreement signed with the World Bank to participate in the GDLN, important global dialogues were held on topics of interest for agriculture and rural life.

As a result of the joint efforts of IICA, the World Bank and the CTA in consolidating a digital distance education system, “ed. rural,” a mechanism for linking and training of the different actors of agriculture and rural life in the hemisphere, emerged.

With regard to relations with strategic partners, noteworthy are the alliance established with FAO to support the flagship program on education for rural people; the partnership

established with CATIE and the Oxford Forestry Institute for the development of multimedia materials related to agroforestry; and the productive relations that exist with the Universities of McGill and Nova Scotia and with the University of the West Indies (Trinidad y Tobago).

Information and communication

In response to requests from the countries in the area of information and knowledge related to agriculture and rural life, IICA developed and applied a number of information technologies intended to enhance its technical cooperation services.

The Web portal (<http://www.iica.int>) was completely redesigned to meet the most demanding international standards, and its technical content was updated and expanded on a regular basis. This provided IICA with a flexible, effective and highly useful tool in its efforts to become the number one source of information and knowledge on agriculture and rural life in the hemisphere.

Also, the Technical Information Management System (InfoAgro.net) was strengthened, and the Virtual Private Network and the Intranet were developed as technological tools to be used in achieving the Institute’s strategic objectives.

Thanks to these virtual tools, IICA has increased considerably the coverage of its technical cooperation: on a monthly basis, more than 500,000 users access the information the Institute publishes on line.

Efforts were also made to strengthen SIDALC, which comprises 21 participating countries and has 192 data bases, 1,577,900 entries with information on agriculture in LAC and 1,500 full-text documents. It is estimated that 240,940 persons visited SIDALC and the Agri 2000 data base. In the case of the latter, 76 catalogues were updated, 27 new data bases were incorporated, and 121 institutions interested in disseminating and sharing their knowledge participated.

Together with FAO, CIRAD, UNESCO, CTA and APC, a steering committee was set up to administer the “Imark” seal, which will distinguish four distance training modules on the management of agricultural information.

In the area of editorial management, a new publications policy and regulations were prepared, book inventories were reorganized and a cooperation project was implemented to increase the bibliographic collections of public and private institutions in the countries.

Also, the IICA Library System (SIBIICA), comprising the Venezuela Library (Headquarters), the Orton Commemorative Library and the 13 documentation centers in the Offices in the Member States, was consolidated. The SIBIICA catalogue, which is available on line, contains 154,834 entries.

Services were upgraded at the Orton Commemorative Library, which attended to the requests of 14,819 users on site, received in exchange or as donations 20,800 issues of publications, subscribed to 95 magazines and 25 scientific books, revamped its Web page, recorded 65,711 hits to its services, transformed its catalogue from a reference to a textual format, and opened the Virtual Bookstore, which helped in the marketing of institutional publications. The Orton data base grew by 1,700

entries to 78,606, of which 539 are full text documents. The data base on institutional magazines grew by 240 titles to 347, of which 622 are full text documents.

Preparation of investment projects

During 2004, IICA attempted to ensure that the strategic thinking generated within the framework of its thematic areas was translated into the design and execution of investment and funding projects. To this end, the countries received support in the preparation and evaluation of profiles, pre-projects and investment projects intended to promote the comprehensive approach to agricultural and rural development being promoted by the Institute.

Thanks to teamwork at the national, regional and hemispheric levels, pre-investment and investment processes were articulated, making it possible not only to provide support on specific issues, but also to provide leadership in the execution of a number of investment projects. IICA supported efforts to lobby multilateral cooperation or financial agencies in connection with the execution of national and regional projects. Also, efforts were made to develop capabilities to conduct pre-investment processes, especially among the technical personnel of local counterpart institutions and the IICA Offices.

Six studies were prepared on the state of and outlook for investment in and the funding of agriculture and rural development in México, in the Caribbean, Central, Andean and Southern regions, and in Latin America and the Caribbean

(general study). As regards other support activities carried out at the regional and national levels, the pertinent information will be found in the corresponding sections of this report.

3.2 Implementation of the Regional Agendas

Andean Region

The technical cooperation agenda for the Andean Region, presented to the Council of Ministers of Agriculture of the Andean Community at a meeting held in July in Quito, was adjusted and agreed upon with the competent regional organizations. As a result, a work program was designed with the General Secretariat of the Andean Community (SG-CAN). The implementation of this program forms the basis of IICA's activities at regional level. Also, joint activities were carried out with the CAF in the areas of social, cultural and community development.

As regards the facilitation of competitiveness and global trade, in conjunction with the SG-CAN and public and private organizations, IICA held an international seminar in Lima on the bilateral negotiations with the United States and their repercussions on the agricultural sectors of Mexico, Chile and the countries of Central America. Currently, technical assistance is being provided to Peru, Ecuador and Colombia to analyze the potential impact of the FTA on certain sensitive products, as support for negotiations with the United States.

In cooperation with the SG-CAN, a regional videoconference on agricultural production chains and competitiveness was held for personnel from the corresponding units of the ministries of agriculture and for representatives of the private sector. Also, the Andean Seminar on Dairy Policies and New Scenarios for Trade Negotiations, convened by FEPALE, IICA and FEDEGAN, was held in Cartagena de Indias, Colombia.

In collaboration with the national agricultural research institutes in the countries of the region, through PROCIANDINO, IICA continued to support the improvement of national agricultural research systems, through horizontal cooperation in successful experiences related to public-private partnerships, technological innovations for small-scale producers, access to funding for technological cooperation and integration, and the dissemination of the latest information on agrobiotechnology, biosafety and GAPs in the region.

With regard to the strengthening of rural communities, IICA supported the formulation of the Andean Rural Development Plan, using as a basis the proposals put forth in five workshops of the Integrated Social Development Plan (PIDS) of the SG-CAN. This Plan was approved by the Presidents of the Andean countries at a meeting of the Council of Presidents of the Andean Countries held in Quito, Ecuador.

Through the High-level Working Group on Integration and Border Development, two projects were submitted for the consideration of the Ministries of Foreign Affairs of the Andean countries: "Development of Territorial Competitiveness in Border Areas of the Andean Countries," and "Strengthening of Rural Agroindustrial Clusters in the Border Regions of the Andean Countries: Analysis and Field Work in the case of Peru-Bolivia."

Through agreements with the IICA Offices in Colombia and Peru, the CAF supported activities related to the social area carried out by the Offices in the Department of Cundinamarca and the town of Huaura, within the framework of what is known as the “Network of Towns” (Red de Pueblos) As a result, non-production activities were incorporated into the projects being implemented in those territories.

In the area of the development of human capital, during 2004, additional Forums for Dialogue and the Integration of Agricultural and Rural Education were held at both the national and regional levels. The Fifth Regional Forum, held in Quito, was attended by 152 participants from universities in the five countries. At the Forum, the representatives of the countries pledged to exchange experiences in evaluation, accreditation, quality of teaching, curricular development and post-graduate programs. In the area of training, a technical meeting on territorial competitiveness was organized for technical personnel from Colombia, Ecuador and Peru.

Further support was provided to the Hemispheric Training System for Agricultural Development (SIHCA), which began in the Andean Region and today covers all of LAC, bringing together 350 training institutions. The network of this System has a Web portal (www.sihca.org) in Spanish, English and Portuguese, which also serves as a virtual training market. In 2004, the SIHCA Secretariat operated out of the School of Agronomy at the Central University of Venezuela.

Lastly, as regards the preparation of investment and funding projects, IICA provided assistance in the design of projects with a territorial and inter-thematic approach in the Cuzco region of Peru; in the Yacambú-Quibor region in Venezuela and in the province of Cotopaxi in Ecuador.

Caribbean Region

IICA played a leading role in the Caribbean in 2004, contributing to efforts aimed at repositioning agriculture and enhancing the quality of rural life, while fostering an improved enabling environment. As a result, it has facilitated intra- and inter-sectoral dialogue; competitiveness and global trade; and efforts aimed at increasing public awareness of the requirements of agriculture and rural development.

To facilitate consensus through dialogue, IICA spearheaded the preparation of the report “Situation and Outlook for Agriculture and Rural Life in the Caribbean,” which was approved by the Forum of Ministers of Agriculture and the Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Caribbean (the Alliance) in June 2004. This document served as the basis for the presentation made by the President of Guyana, Bharrat Jagdeo, “A Framework for the Repositioning of Caribbean Agriculture,” at the Conference of Heads of Government in July 2004. This presentation was made in response to a request from the Conference for a plan for the effective operationalization of the Regional Transformation Programme for Agriculture.

IICA, along with the CARICOM and OECS Secretariats and FAO, led the process of negotiating and obtaining funding from the CTA to host a Regional Facilitators Briefing Meeting and a workshop to determine the key binding constraints on the repositioning of agriculture in the region, and solutions for overcoming them.

IICA facilitated, with a number of initiatives, the region’s efforts aimed at achieving competitiveness and participating in global trade. For example, it entered into an agreement with the CRNM

to assist in preparing the region for trade negotiations at the WTO, FTAA and EU. With the CTA, the Institute promoted the establishment of a Regional Agricultural Policy Network.

In conjunction with the OECS Secretariat, IICA piloted the development and approval of a Strategic Plan for the Development of Agriculture in the Subregion and signed an agreement with CARDI to assist in the generation of appropriate technology. In this regard, IICA conducted workshops on the U.S. Bioterrorism Act and led the process of developing a biotechnology strategy for the Caribbean and evaluating the operation of PROCICARIBE. These actions aim to improve the use by commercial enterprises of technologies developed and/or adapted in the Caribbean.

IICA conducted a study on the feasibility of operating a Caribbean Agricultural Health and Food Safety Agency with the CARICOM Secretariat, FAO and PAHO.

IICA signed an agreement with the CARICOM Secretariat to support the Alliance, and was successful in persuading the Secretariat to allow FAO to join it. IICA co-hosted all of its meetings and promoted the inclusion, as observers, of the majority of the key institutions involved in regional agriculture, including nutrition, food safety and food security.

The frequency of natural disasters in the Caribbean has become a major limiting factor in terms of sustainable agriculture in the region. Consequently, IICA has initiated the preparation of a regional plan to mitigate the effects of such disasters.

The Institute responded very quickly to the islands most affected by hurricanes during 2004. It assisted in the assessment of the

damage and in the preparation of restructuring/modernization plans for the sector, and provided financial support to enable immediate food production through the cultivation of short-term crops and the production of small ruminants and poultry.

IICA continued its strong support for the constituent members of the Alliance, which include the Forum of Ministers of Agriculture, the CABA, the CACHE, the CNRWP, the CAFY and PROCICARIBE. It was also a key participant in the work leading up to the formation of other agribusiness organizations, which are potential CABA affiliates.

Central Region

With regard to facilitating competitiveness and global trade, IICA's activities were aimed at analyzing and systematizing information and at providing training in the negotiation and administration of trade agreements. Of particular importance were the training of regional technical personnel in Mexico, the preparation of a manual on free trade agreements and the provision of information and reference documents on regulations and the administration of treaties.

Support was provided to the CAC and the private sector in analyzing and defining positions during the negotiation of the Free Trade Agreement with the United States. Also, a regional information module was established to enable the regional specialist to publicize their activities and report on results.

A regional workshop "Tools for Analyzing Agricultural Policies and the True Contribution of Agriculture to the Economies of

Central America” was organized jointly with the CABEL and was held in Tegucigalpa. At the meeting, a strategy was defined for obtaining social accounting matrices or alternative models for the countries.

In the area of agribusiness, agricultural exports were promoted through “Export Platforms” implemented in Nicaragua, El Salvador, Honduras and Costa Rica, the intention being to provide agricultural and agroindustrial producers with greater access to the markets in Canada and the United States. IICA provided support for the Second International Forum on Tropical Fruits, held in El Salvador, one result of which was the establishment of a Mesoamerican initiative in this field. Also, IICA formulated the profile of a technological innovation program for fruit-related agribusinesses.

In this same area, the project Strengthening of Agribusiness Management for Market Access and Internationalization of Small- and Medium-scale Enterprises in Central America (PROFORPYMES) was formulated and selected to compete for the non-refundable resources offered by AECI.

Thanks to the partnership involving IICA, GTZ, AGRONATURA, PROCOMER and AGEXPRONT, Central American entrepreneurs were able to participate in the BIOFACH 2004 organic products fair. The stand, which was called “Central American Partnership,” provided an opportunity to show off the variety of products from the region and do business.

In collaboration with OIRSA, CATIE, SAGARPA, CAC and CCAD, IICA followed up on the application of the model regulatory framework on living modified organisms for use in agriculture, and on the regional strategy in the area of agrobiotechnology.

Within the framework of PROMECAFE, technologies were generated to control coffee diseases and pests, and, with support from CIRAD, the development of new, more resistant varieties of Arabica coffee was promoted. Progress was made in the exchange of technologies designed to make the use of fertilizers more economical, and in the characterization and conservation of agroforestry systems, with a view to promoting the sale of environmental services. CIRAD, IICA and CATIE signed a cooperation agreement to give continuity to the program, and a program profile was formulated to reinforce agricultural and rural technological training.

In response to a request from the ministers of agriculture, application of the Performance, Vision and Strategy (PVS) instrument was started. This instrument is used to modernize AHFS services through cooperation between the public and private sectors, in accordance with international standards and directives issued by the WTO, IPPC, OIE and Codex Alimentarius.

As regards the strengthening of rural communities, IICA collaborated in institution-building activities; in the preparation of strategies, policies and instruments for the national rural development programs in Honduras, Costa Rica, Panama and Guatemala; and in the systematization of a variety of experiences, such as the PAES (El Salvador). Also, support was provided to border area development initiatives.

With regard to environmental management, the profile of the Mesoamerican Program on the Integrated Management of Water Resources and Development of Irrigation and Drainage, the goal of which is to invest US\$150 million in these areas, was prepared.

Regarding the development of human capital, IICA cooperated in efforts aimed at improving the curricula of several educational institutions in the region; supported the consolidation of ACEAS, comprising 16 centers and schools of education; and made progress in establishing and putting into operation the Central American System for the Accreditation of the Quality of Education in the Agrifood and Natural Resources Sectors.

On the subject of regional integration, IICA supported, along with CATIE, the reactivation of SICTA, as a regional mechanism for promoting the integration of technological innovation. Also, thanks to a cooperation agreement signed with the SDC for the execution of the project “Agricultural Innovation Network” (Red-SICTA), the activities of the cooperative programs on corn, beans and potatoes in Central America continue.

Lastly, as regards institutional modernization, a proposal was prepared for strengthening and modernizing the ministries of agriculture of Central America, given the challenges they will face and their role in the 21st century.

Northern Region

IICA supported market integration initiatives aimed at strengthening the regional integration process through active participation in the Informal Group on Market Integration established within the framework of NAFTA.

Also, the activities of PROCINORTE, a regional mechanism aimed at improving the competitiveness of agriculture through technological innovation, were upgraded as a result of the

various meetings of task forces. The Executive Secretariat of PROCINORTE was established in Mexico, thanks to support from SAGARPA. Also, the Umbrella Task Force recently revised its research objectives for 2005. This task force coordinates the four specialized task forces: the Library and Information Services Initiative, Genetic Resources, Animal and Plant Health, and Tropical and Subtropical Issues.

Specific activities were undertaken to improve regional coordination in the area of agriculture health and food safety. IICA supported the design and establishment of the Food Safety Institute of the Americas; cooperated with its Member States in the prevention and management of emerging issues and emergencies; and improved channels for collaboration and coordination with governments and hemispheric or regional organizations associated with agricultural health and food safety. Also, regional activities were launched to examine bovine spongiform encephalopathy, avian influenza and foot and mouth disease.

A series of efforts was made to develop new linkages between those offering and those in need of technical cooperation, especially mechanisms related to the implementation of standards and norms. One example was the technical cooperation provided to develop the capabilities required to implement an international standard for wood packaging.

IICA conducted an initial review of the state of agriculture and rural life from the perspective of the NAFTA countries. Production, distribution and consumption of food are expanding, becoming more sophisticated and subject to rapid change. The survey focuses on those broader issues that are particularly

relevant to the three NAFTA countries and to their relations within the trade bloc and with the other countries of the hemisphere.

Lastly, the Trilateral Council, comprising representatives of the governments of Canada, the United States and Mexico, met in September 2004 to review activities carried out in that year and approve the Plan of Action for 2005. The new Plan will continue to prioritize activities related to agricultural trade, food security and the development of agricultural technology.

Southern Region

Four situations accounted for the dynamic growth of regional processes in 2004. First, MERCOSUR contributed greatly to integration by expanding its membership to include Peru, Bolivia and Chile. Secondly, ALADI was strengthened as a forum for the negotiation of trade agreements in the region. Thirdly, the CAS took on a new role as a sectoral policy forum guiding activities aimed at improving agricultural production and trade. Lastly, the South American Community of Nations was created. Its members include ALADI, MERCOSUR, the CAN and the Secretariat of the Amazon Cooperation Treaty, with Mexico and Panama joining recently as observers.

All of these situations have implied changes in the organization, operation and public- and private-sector relations within the region and the agricultural sector, and have led to significant adjustments in the type of technical cooperation offered by international agencies, including IICA.

It is in this context that the Institute serves as Technical Secretariat of the CAS and other forums for analysis and

discussion such as REDPA, GINA-Sur and PROCISUR. In this area, IICA's efforts focused on strengthening the management of the CAS and providing technical support to the mechanisms that comprise the Forum of Ministers. In this way, IICA provided technical and administrative support in generating conceptual and methodological developments and information.

With regard to facilitating competitiveness and global trade, IICA shared with the countries of the CAS the theoretical and practical lessons derived from a workshop held in Argentina on this topic. Also, support was provided for the preparation, by REDPA, of public management instruments, and of studies aimed at increasing competitiveness and analyzing the potential impact of trade agreements.

In the area of promoting food safety and agricultural health, IICA contributed to upgrading the technical management of COSAVE, and to the operation of the Standing Veterinary Committee. Through its Offices, IICA disseminated information on the requirements contained in the U.S. Bioterrorism Law.

As for the strengthening of rural communities, efforts were made to combat desertification in several countries of the region and to promote training in agricultural production chains for rural development. Also, through PROCISUR, new technological platforms were implemented which linked the national agricultural research institutions in the region, and an environmental sustainability program was implemented to encourage technological innovation in the region.

IICA also contributed to developing and strengthening the Forum of Deans of Agronomy and the Forum of Schools of Veterinary Medicine. Within the framework of these efforts, emphasis was placed on two aspects: adjustment of curricula to bring them into line with the new needs of the sector; and the

development of mechanisms for the accreditation of courses of study in universities of the region.

3.3 Implementation of the National Agendas

Antigua and Barbuda



Facilitating competitiveness and global trade

- Hosted a workshop on technical barriers to trade for agro-processors and producers.
- Held a workshop on “Strategies for the Survival of Agro-processing Enterprises in Antigua and Barbuda” for agro-processors and producers.
- Presented the final report “Analysis of the Agro-Industrial Potential of Antigua and Barbuda,” prepared by IICA for the purpose of strengthening the capacity of the agro-industry sub-sector.

Promoting food safety and agricultural health

- Provided technical assistance to finalize an emergency preparedness plan for plant health in the Ministry of Agriculture.

- Facilitated capacity building in pest identification and management for technical officers and farmers.
- Provided technical assistance to the members of the National Food Safety Committee involved in consultations to discuss draft Acts, which will set up the necessary legal framework for an improved agricultural health and food safety system.
- Drafted terms of reference and developed a draft guidance document for moving towards an AHFS entity and established the National SPS Committee.

Strengthening rural communities

- Launched the Bethesda Rural Women’s Group, which aims to empower unemployed women in the Bethesda community.
- Prepared two project proposals for the CFNI/PAHO/USDA Small Grants Program 2004.

Hemispheric integration

- Supported the constituents of the Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Caribbean, namely, CABA, CAFY and CNRWP/CANROP.

Developing human capital

- In collaboration with CARDI, MOA, GARDC and the Government of Israel (MASHAV), assisted with planning and coordination of training workshops in pressurized irrigation technology and vegetable production.

Environmental management

- Supported a training workshop in organic production and business management, and established a demonstration farm plot.
- Gave technical assistance to the Pesticides Control Board to develop a project profile for Environmental Management of Agro-chemicals in CGPC member countries.

Argentina



Facilitating competitiveness and global trade

- Cooperation with CAS and its supporting bodies in the organization of meetings to discuss topics related to the agricultural policy matrix; the Agricultural Market System; the Agricultural Risk and Insurance System and the Regional Harvest Forecast System.
- Publication of studies and reports on the situation in and outlook for the agrifood sector: “Report on the status of the Argentinean agrifood sector,” “Argentina in figures” and “China in the global agrifood market.”
- Implementation of forums on “Agroindustrial Outlook 2004: the Countryside as the Hub of Argentinean Society” and “China in the Global Agrifood Market,” in cooperation with SAGPYA and the Buenos Aires Grain Exchange, respectively.
- Design and periodic calculation of the multilateral real exchange rate in the agrifood sector.

Promoting food safety and agricultural health

- Support to SAGPYA as the focal point for the Codex Alimentarius, in exercising the presidency of the Coordinating Committee of the Codex Alimentarius for Latin America and the Caribbean.
- Cooperation with SAGPYA in the technical analysis of regulations and documents of the SPS Agreement, of the CIPF and of the EU- MERCOSUR agreement on agricultural health and food safety issues.
- Implementation of a training course to launch the Project for the Prevention of Transmissible Spongiform Encephalopathies (TSEs), formulated jointly with SAGPYA, SENASA and INTA and approved by the World Bank.
- Technical and administrative support to COSAVE in meetings of its Steering Committee and its ad hoc groups, and for the participation of its representatives at international meetings.
- Assistance in designing a proposal for a regional project to control the cotton boll weevil.

Strengthening rural communities

- Preparation of the discussion document for the Agricultural Development Program for San Juan Province, for its incorporation into PROSAP.
- Support to the Rural Development Institute (IDR) of Mendoza in implementing a training course for local rural development promoters.

Hemispheric integration

- In conjunction with SAGPYA, follow-up of the AGRO Plan 2003-2015; its dissemination in Government spheres and among civil society; and financial support for the formulation of compliance indicators for said Plan.
- Participation in the production of 20 editions of the newsletter published by the Electronic Agrifood Forum of the Southern Cone, with the MERCOSUR countries and Chile.

Developing human capital

- In the context of a training course for rural development promoters, presentation of three videoconferences on international and regional negotiations on agriculture; AHFS and international regulations; and associate enterprises in agriculture.

Environmental management

- Design of rural electrification projects in agricultural areas of Corrientes Province and the district of Bolivar (Buenos Aires Province).
- Studies for the design of an Irrigation Program for the Provinces of Tucuman and Catamarca.

Institutional modernization

- Support to SENASA in formulating a strategic plan for its restructuring and in designing an information management program.

Bahamas



Facilitating competitiveness and global trade

- Completed a draft CCA for tomatoes, a pre-feasibility summary for the tomato project submitted to the MAFLG, and a market analysis establishing the demand for the product.

Promoting food safety and agricultural health

- Approval from the Ministries of Agriculture and Health of a logical framework for a food safety system, and terms of reference for the National Food Safety Board (NFSB).

Strengthening rural communities

- Held a workshop on the island of Eleuthera to report to farmers on progress in the Bottled Tomato Project, and conducted a preliminary market study.

Development of human capital

- Improved means of distribution of skills-related materials, to better prepare the rural sector to deal with a changing global environment.
- Submitted to the MAFLG the final draft of “Plant and Animal Emergency Response Action Plans.”

- Completed risk analysis training under the Strengthening Agricultural Quarantine Services in the Caribbean (SAQS) Project.
- Conducted training in Black Sigatoka identification and control on the islands of New Providence, Abaco, Long Island and Grand Bahama.

Environmental management

- Provided support to rehabilitation efforts after the severe effects of the hurricane season on the rural sector.
- Leadership of a regional team for the articulation of a system that will respond to the needs of the rural sector in times of natural disasters.

Barbados



Facilitating competitiveness and global trade

- Support for the strategic development of three competitive products, namely, Barbados Black belly sheep, hot peppers and herbals.
- Facilitated technology exchanges and market visits to Dominica and Jamaica, and to fresh produce markets in Canada, for Ministry personnel and private farmers.

- Consolidated an institutional and policy framework for linkages between the agricultural and tourism sectors, as an affiliate member of the Board of Directors of the Caribbean Tourism Organization (CTO).

Promoting food safety and agricultural health

- Facilitated a seminar hosted by the Barbados Private Sector Trade Team, to discuss the impact of the U.S. Bio-Terrorism Act on Barbadian businesses.
- Supported the participation of Ministry officials in SAQS workshops in Guyana and St. Vincent, and in WTO meetings in Geneva.

Strengthening rural communities

- Initiated the establishment of greenhouse technology among small farmers, through two visits to greenhouse operations in Dominica.
- Hosted a joint workshop (RDC, MAR, IICA) to build and install a ferro-cement water storage tank at the Spring Hall Land Lease project.

Developing human capital

- Hosted, with Penn State University, a workshop to introduce the financial package to rural micro-enterprise managers, extension professionals and loan officers.
- Hosted a workshop “Strategic Planning for Curriculum Reform in Agricultural Education.”

Environmental management

- Worked with the Organic Growers and Consumers Association to promote the development of organic farming and the certification of organic produce.

Institutional modernization

- Provided support to the Rural Development Commission in the area of institutional strengthening.
- Supported the Ministry of Agriculture in meeting its commitment to update the AGRO 2003-2015 Plan.

Belize



Facilitating competitiveness and global trade

- Sponsored the seminar “Opportunities and Challenges for the Development of Small- and Medium-sized Eco-enterprises in the Global World” with the participation of CATIE.
- Collaborated jointly with CATIE, the TCGA and the Ministry of Agriculture in holding the Seminar “Current State of and Prospects for Organic Cocoa: The Case of Belize.”

Promoting food safety and agricultural health

- Coordinated and provided logistic support for Belize’s participation in the meetings of the SPS Committee of the WTO.
- Supported the establishment of the SPS Committee, which is designed to reinforce agricultural health services, with the participation of public and private institutions.
- Applied the “Performance, Vision, Strategy” (PVS) instrument.
- Engaged in technical cooperation with CATIE to identify Monilia in cacao and establish a plan of action for its eradication.

Strengthening rural communities

- Launched locally the RED-SICTA project and disseminated information on its objectives, regional impact and the opportunities it holds for the country.

Developing human capital

- Supported the participation of two officials from the Ministry of Agriculture in two Central American seminars on agricultural statistics.
- Coordinated a national workshop for the strategic planning and development of academic programs in the Department of Agriculture of the School of Science and Engineering of the University of Belize.

Environmental management

- Lent assistance to the TCGA through training activities in agricultural and product management techniques.
- Supported the Association of Organic Producers of Belize in the preparation of a bill and in the coordination of a local system for the certification of organic products for the tourism sector.

Bolivia



Facilitating competitiveness and global trade

- Identification of alternative markets for oilseeds and support in the definition of a new agenda of shared responsibility for the oilseed supply chain.
- Support for the establishment of the Bolivian Meat Institute and preparation of a strategy to access international beef markets.
- Support to the organization of an inter-institutional technical team to renew the Bolivian Competitiveness Agreement on the Quinoa Chain.
- Support provided to national authorities and to the Inter-institutional Group in Support of the Camelidae Chain to reach a competitiveness agreement.

- Management of the INFOAGRO-Bolivia (IICA-GTZ) information system on production chains.

Promoting food safety and agricultural health

- Contribution to the establishment of the National SPS Committee, whose technical secretariat is exercised by IICA.
- Implementation of the Project for Detection and Identification of Fruit Flies in the Tropics of Cochabamba.
- Support to the Third National Congress on Plant Health held in Santa Cruz, and support to Bolivia's participation in COSAVE.
- Assistance for Bolivia's participation in discussions on a regional program to combat cotton boll weevil.

Strengthening rural communities

- Execution of two technological training projects directed at rural women engaged in the classification of alpaca fiber, in partnership with the Ministry of Education and the IDB.
- Participation in discussions on Bolivia's proposed Integrated Social Development Program, promoted by the General Secretariat of the Andean Community.
- Conclusion of the Camelidae Producers Development Project in the Andean High Plateau (UNEPCA), financed by IFAD, and of the Project to Rehabilitate and Modernize Organic Banana Production in Alto Beni, implemented through an agreement with INIBAP.

- Support to INRA and MACA in the Sustainable Development Project with Indigenous People of Beni and in the Technical Assistance Project for Small-scale Producers, financed by IFAD.
- Support to the Organic Cacao Production Modernization Project in Alto Beni, with CATIE.

Hemispheric integration

- Support for the participation of national authorities in all CAS events.
- Assistance provided to sectoral authorities in the discussion and analysis of national positions adopted by negotiating teams of the FTAA, the WTO, the Andean Community and others.

Developing human capital

- Implementation of the Bolivian Agricultural Information and Documentation Center (CIDAB), with more than 60,000 volumes and nearly 1000 users.
- Coordination by CIDAB of the Bolivian Agricultural Information and Documentation Network (RIDAB), composed of the libraries of the agronomy and veterinary medicine faculties.
- Training of Bolivian researchers and professionals through PROCINDINO, PROCISUR and PROCITROPICOS.

Environmental management

- Conclusion of six projects executed through FOMRENA.

- Support to the Fourth National Meeting on Biotechnology and to the First National Meeting on Biosafety, held in Santa Cruz de la Sierra by REDBIO-Bolivia and various national institutions.

Institutional modernization

- Execution of the Project to Strengthen the Institutionalization of the Processes of Agricultural Production Chains, implemented by MACA and financed by DANIDA.
- Promotion and support for the participation of MACA officials in REDPA meetings.
- Preparation of a proposal to establish the Agroindustrial Markets Unit of MACA.

Brazil



Facilitating competitiveness and global trade

- Support to MAPA in the design and implementation of an Information Management System for the Federal Subsidy Program for the Rural Insurance Premium.
- Formulation and implementation of agribusiness policies, as part of MAPA's new role in strengthening production chains.

Promoting food safety and agricultural health

- Design of the profile for a project to strengthen strategic areas in BSE prevention, food traceability and health monitoring in border areas.
- In conjunction with MAPA, design of a preliminary project to obtain official recognition of Brazil as a BSE-free country.
- Support to MAPA in the implementation of the First International Conference on Traceability of Agrifood Products.

Strengthening rural communities

- Design and management of projects to combat rural poverty in the states of Ceara, Bahia, Pernambuco, Rio Grande do Norte, Piaui, Maranhão and Rio Grande do Sul, financed by the IDB.

Hemispheric integration

- Strengthening of technical and organizational capacity to find solutions to the socioeconomic and environmental problems caused by desertification.
- Design of a plan of action for the structural programs of the National Integration and Development Focal Points.

Developing human capital

- Application of IICA's experience in participatory and decentralized management in the training of beneficiaries of family agriculture projects on topics such as citizenship, sustainability, environment, transparency, alliances and community-based management.
- Creation and implementation of the Permanent Forum for Territorial Management of Rural Development, as the body

responsible for coordinating and disseminating Brazil's experience in this area, and conceived as the Brazilian node of the Rural Development Information Management System.

Environmental management

- Support to the Program to Combat Desertification and Mitigate the Effects of Drought in South America, through proposals to improve the social, economic and environmental conditions created by this phenomenon.

Institutional modernization

- Design of a modernization plan for MAPA in the area of information technology.
- Capacity-building initiatives with the State Secretariats of Agriculture and Planning in the Northeast and Southern regions, to support the execution of sustainable rural development projects and programs.

Canada



Facilitating competitiveness and global trade

- Sponsored the 10th Conference of Montreal "Competing in a fast changing world: Strategies for success" and facilitated, with Headquarters, the organization of a workshop on agribusiness development.

- Prepared a draft MOU together with CCAA authorities to engage IICA in other capacity-building activities for LAC.
- Sponsored a farmer-to-farmer exchange between NFU (Canada) and ASOPROCONA (Costa Rica), with a visit to Canadian vegetable farms.
- Partially sponsored international rural youth internship with the IISD and the U.S., to complete the project “Promoting national capacities for fair trade in markets and cooperatives in LAC.”

Promoting food safety and agricultural health

- Facilitated a joint hemispheric workshop on BSE organized in conjunction with PAHO to enhance awareness of the need for a proactive approach and capacity building in response to the BSE crisis.
- Sponsored four expertise exchanges involving Canada and Mexico, Argentina, Colombia and Dominican Republic, in molecular laboratory diagnostic and viral characterization techniques for Foot and Mouth Disease, Avian Influenza and Brucellosis.

Strengthening rural communities

- Active participation as an associate partner in the 2004 National Rural Conference with AAFC.
- Enhanced collaboration between Canada and Brazil in SRD, in particular in the area of mitigation of the effects of land degradation, which resulted in a MOU to facilitate undergraduate and graduate exchange programs.

Hemispheric integration

- Integration in research and innovation was promoted in the PROCINORTE umbrella and task forces meetings.
- Sponsored Canadian mission to Washington to assess involvement in FONTAGRO.

Environmental management

- Hosted meetings, negotiations and a project development workshop in Costa Rica for a partnership among AAFC, CIDA and IICA in the implementation of the Agroenvironmental Policies in Latin America project.
- Promoted Global Environmental Change and Food Systems projects with the facilitation and sponsorship of an internship to Belize on agri-food and environmental policies, and an IICA-GECAFS meeting in Costa Rica to identify future endeavors.

Chile



Facilitating competitiveness and global trade

- Support to MINAGRI and INIA in the execution of the Project: Evaluation of the Economic Contribution of Research and Technology Transfer to the Economy of Chile.

- Cooperation with REDPA, together with ECLAC and FAO, in the definition of the country's priorities in the context of the CAS Program.
- Support for the organization of a seminar on risk management in agriculture, in association with the Sub-secretariat of Agriculture and FAO.
- Support to ODEPA, INDAP and the Universidad Austral in the implementation of market studies and identification of niche markets for dairy products.

Promoting food safety and agricultural health

- Preparation of the study: "Information system on cattle and traceability of livestock and meat products," submitted to MINAGRI and SAG.
- Implementation of technical meetings of ODEPA and INDAP to identify actions to improve the quality of milk.

Strengthening rural communities

- Inter-institutional coordination in the formulation of a Capacity-building Program with Small-scale Agricultural Producers of Convento Viejo, for the regional government and public sector institutions of the VI Region.
- Socioeconomic characterization of groups of rural women producers of Zone VI and the metropolitan area, and identification of their training needs.
- Support to the National Rural Women's Committee and Regional Committees in designing a plan of action and a follow-up plan, with the support of INDAP and SERNAM.

Hemispheric integration

- Implementation, together with MINEDUC and CODESSER, of the Latin American Agricultural Education Course, sponsored by Swiss Cooperation.
- Organization of an International Workshop on International Agricultural Policy and Trade, in association with the Regional Forum of Agronomy Faculties of MERCOSUR, Bolivia and Chile.

Developing human capital

- Participation in the "Chile Califica" Program, in the context of which regional networks were established to promote a national system of continuing education.
- Design of SAG's Training Program for Veterinarians on Emerging Issues in Agricultural Health and Food Safety.
- Training of SAG technicians in the installation and management of a tracing system for beef cattle; also training for INIA, SAG and INDAP technicians and university researchers in techniques for obtaining and processing high quality milk.

Environmental management

- Support to INDAP and to the inhabitants of Cauquenes, Constitucion and Empedrado, in the VII Region, in the use of sustainable environmental management techniques and methodologies.

Institutional modernization

- Support for the modernization of agricultural courses at the universities of Chile, Talca and Concepcion, through the definition of graduate profiles and the design of new study programs.
- Support to MUCECH in defining an Agenda for the Development of Basic Technical and Professional Training for Agricultural Producers.

Colombia



Facilitating competitiveness and global trade

- Assistance to MADR in the coordination, follow-up and evaluation of competitiveness agreements and production chains.
- Support in the negotiation of the Free Trade Agreement with the United States, by providing information on this issue.
- Cooperation in implementing the study on “Colombian agriculture and the FTA with the United States,” through the Agrifood Chains Observatory.

Promoting food safety and agricultural health

- Assistance in strengthening the Center for Phytosanitary Excellence (CEF), in coordination with USAID, APHIS and ICA.
- Establishment of a comprehensive risk analysis system for pests through CEF, and approval by APHIS of two studies in this field.
- Establishment of the Center for Excellence in Pest Mitigation (CEMIP).

Strengthening rural communities

- Leadership in establishing the Interagency Group for Rural Development in Colombia (World Bank, IDB, FAO, United Nations Office, UNDP, USAID, GTZ, IOM, EU, ACCI and CAF).
- Support to rural communities in local capacity-building efforts and in strengthening the social fabric, through various projects executed jointly with MADR, including projects on Production Alliances, Regional Agendas, the Peasant Economy and PADEMÉR.
- Implementation, together with the Presidential Office, the ILO and MADR, of a seminar on gender perspective and its contribution to the promotion of microenterprises.
- Establishment of cooperation links with INCODER. An agreement was signed and support was provided in the formulation of a strategy to design intervention and focalization models for rural development.

Hemispheric integration

- Design and implementation of the Rural Territories Observatory, with support from CAF.
- Organization, in association with IDB-INTAL and the WTO, of the Regional Workshop on Agricultural Trade and the WTO Negotiations.

Developing human capital

- Teacher training on topics of agribusiness and international markets and in the use of new distance learning technologies.
- Promotion and improvement of the quality of rural education, through support provided to education-production projects of the Rural Education Program.
- Creation of the National Network of Rectors of Agronomy Faculties, in which the country's main universities participate.

Environmental management

- Support in establishing the Colombian Environmental Chamber, whose objective is to promote conservation and sustainable use of biodiversity.
- Organization of courses on ecological agriculture and livestock breeding, directed at small- and medium-scale farmers.

Institutional modernization

- Support to the institutional strengthening of MADR and to the implementation of programs and projects aimed at

promoting competitiveness and sustainable development in agriculture.

- In association with the IOM and ARD-Colombia, the design and implementation of a model for Provincial Agribusiness Management Centers, through four projects in the south of Nariño, the south of Huila, Alto Patia and Bajo Putumayo.

Costa Rica



Facilitating competitiveness and global trade

- Support to SEPSA in the formulation of the Agro 21 Strategy for Competitiveness, Sustainability and Equity in Agricultural Production Chains.
- Contribution to CHN for the analysis of alternatives to promote vegetable exports to the Caribbean countries.
- Systematization of the experiences of the program "Creating Exporters: Export Platforms."
- Presentation of the document on "the Costa Rican rice sector and access agreements to the CAFTA market."

Promoting food safety and agricultural health

- Implementation of a process to analyze and quantify the performance of national veterinary services, through the

application of the “Performance, Vision and Strategy” (PVS) instrument.

- Contribution to the establishment of an informal follow-up group to the SPS Agreement of the WTO.

Strengthening rural communities

- Implementation of the technical cooperation component of MAG’s Rural Development Program, aimed at promoting sustainable rural development with a territorial approach in areas with high levels of poverty.
- Inter-institutional coordination in pilot territories and development of synergies with organizations that execute transboundary cooperation projects (UICN, UNDP, OPS, PROCUENCA, CABEL).

Developing human capital

- Implementation of a model for the qualitative improvement of agricultural higher education in the Faculty of Agronomy of the University of Costa Rica and in agricultural colleges located in the intervention zone of the MAG-PDR/IICA Project.

Environmental management

- Cooperation with SENARA to design a proposal for an Integrated Water Resource Management Program in Costa Rica, with a view to obtaining funding from CABEL. This experience generated a conceptual, methodological and operational framework that will be very useful in the design of similar projects.

Institutional modernization

- Support to CADEXCO in the formulation of a proposal for Costa Rica’s International Trade Administration System.

Dominica



Facilitating competitiveness and global trade

- Organized and conducted a national consultation under the theme “Strengthening Agriculture for the Sustainable Growth and Development of Dominica.”
- Identified four major growth opportunities in agriculture – fisheries, convenience foods, non-food, health and well-being.
- Approved a national consultation process to develop a national policy and strategy framework for repositioning agriculture.

Promoting food safety and agricultural health

- Established a National Sanitary and Phytosanitary Committee (NSPSC).
- Facilitated the implementation of the national SPS agenda.

- Provided technical and financial assistance as support for the Citrus Tristeza Virus control programme.

Strengthening rural communities

- Approved three externally funded projects for targeted groups of youths: Beekeeping, Plant Propagation of Forest Species and Agro-processing.
- Facilitated the attendance of loan beneficiaries at a workshop on packaging and labeling, organized by the Bureau of Standards in collaboration with CARIRI.

Hemispheric integration

- Promotion of the NAYA, which received a license to operate in the Commonwealth of Dominica.
- Provided support to the Agro-Processors Association of Dominica and the local chapter of CABA.
- Facilitated, along with the CIDA Gender Fund, an evaluative visioning exercise involving the Giraudel Flower Group (GFG).

Developing human capital

- Organized a workshop funded by IICA/CIDA/CPEC to enhance the entrepreneurial skills of organic producers.
- Provided support to key entities (NAYA, APAD, WINFA and NIPPA) in the organization of seminars, courses and workshops designed to improve managerial skills.
- Organized a workshop funded by CRISP/USAID to enhance the business management skills of rural women and youths.

Environmental management

- Promoted technologies for enhancing local production and competitiveness in the areas of organic bananas and passion fruit.

Dominican Republic



Facilitating competitiveness and global trade

- Improving institutional and human capacity to promote exports, identify trade opportunities and strengthen trade negotiations.
 - Strengthening information systems pertaining to the agricultural sector and its leading commodities, such as rice, milk, poultry, fertilizers, legumes, garlic, onions, beef and pork.
 - Implementation of five new studies on the marketing of sensitive agricultural products.
- #### **Promoting food safety and agricultural health**
- In cooperation with JIFSAN, SEA and other institutions, the implementation of four workshops on GAPs, aimed at building capacity in the area of food safety.

- Formulation of draft Regulations on the Registration System for Veterinary Establishments and Medicines.

Strengthening rural communities

- Progress in the preparation of a manual of procedures and in the creation of a monitoring system, as requirements to obtain EU recognition of the Dominican Republic as a “third country.”
- Continuation of the activities of the Milk Bank Foundation project.
- Proposal for a strategy to evaluate the rural milieu on the border with Haiti, with a view to designing a bi-national project to obtain external resources, aimed at generating employment in the area.

Hemispheric integration

- Updating of the document “The Free Trade Area of the Americas (FTAA) and its repercussions on national agriculture.”
- Implementation of the Seminar-workshop on Multilateral, Hemispheric and Bilateral Trade Agreements and their Implications for the Agricultural Sector.

Developing human capital

- Implementation of 28 training events, with the participation of 339 officials, professionals, university professors, entrepreneurs and farmers.

- Training of 25 officials and employees of agricultural institutions in the use of computer programs and the Internet.
- Support for the modernization and organization of the documentation centers of various institutions and organizations, including the OAS.

Ecuador



Facilitating competitiveness and global trade

- Definition and coordination of strategies for the design of State policies for the agricultural sector and rural life.
- Support for an evaluation of the agroindustrial sector, used as an input for the formulation of the National Plan for Agroindustrial Development and Sectoral Policies.
- Publication of the study “Impact of dollarization on the competitiveness of Ecuador’s agricultural sector: use of the real exchange rate,” together with the Regional Program on Trade Policies and Negotiations.
- Publication of technical studies on the competitive advantages of the banana, coffee, cacao, passion fruit, papaya, mango, plantain and broccoli agrifood chains.

- Consolidation of the National Follow-up Committee on the Bioterrorism Law.
- With the Provincial Council of Cotopaxi and the National Roots and Tubers Program of INIAP-FORTIPAPA, coordination of the potato chain and implementation of actions to promote potato consumption.

Promoting food safety and agricultural health

- Consolidation of the phytosanitary inspection service for export-quality bananas and musaceae through the SANIBANANO program.
- In coordination with MAG, coordination of the SIGBANANO program, aimed at establishing a geographic information system for the banana sector.
- Design of an agricultural matrix to diagnose agricultural health problems.

Strengthening rural communities

- Formulation of the Cotopaxi Provincial Support Program (PROCOTOPAXI), expanding its coverage to the provinces of Chimborazo, Sucumbios and Manabi.
- Coordination of the Food Security and Rural Development Committee, which has produced guidelines for a food security policy.
- Implementation of an inventory of products with territorial identity (agricultural and agroindustrial products, traditional crafts, tourism sites, etc.), in the Province of Cotopaxi.

- Support for the participation of 32 micro-enterprises and 14 organizations in the Corporation of Rural Women Entrepreneurs of Ecuador.

Developing human capital

- Implementation of international seminars on agricultural trade negotiations, agricultural health and food safety, jointly with the Regional Program on Trade Policies and Negotiations.
- Training of 30 groups of instructors from five institutions that support women entrepreneurs in the use of teaching methodologies.
- Implementation of the Fifth Meeting of the Andean Regional Forum for Dialogue and the Integration of Agricultural and Rural Education.

El Salvador



Facilitating competitiveness and global trade

- In association with EXPRO and ESEN, implementation of the Third Export Platform, which promoted the participation of 20 national companies in the Food Marketing Institute Fair (FMI Show 2004), held in Chicago.

- Alliance with GTZ and other organizations to support the participation of 12 Central American companies in the BioFach 2004 organic produce fair.
- Support to fruit producers in investing, introducing technological innovations and exporting, and promotion of the establishment of associate enterprises among producers of native crops through the FRUTAL-ES Program (MAG-IICA-FANTEL).
- Organization of the First International Congress on Indigo and Other Natural Colorants, together with JICA, GTZ, CONCULTURA and other organizations.
- Support for the construction of a pilot plant for the extraction of indigo, as part of the Project to Promote Competitiveness in Rural Cashew and Indigo Enterprises in El Salvador (OAS-SEDI/IICA).

Promoting food safety and agricultural health

- Support to establish an agreement with the Center for Phytosanitary Excellence of Colombia and the MAG of El Salvador, to carry out risk analysis of pests and train MAG technicians in this field.
- Application of the “Performance, Vision and Strategy” (PVS) evaluation instrument, designed by IICA, to the national veterinary services.
- Signing of an agreement to host the “Pro Agricultural Health and Food Safety” Program (PROAHFS), enabling FRUTAL-ES to access information on admissibility, technical issues and plant health aspects related to fruit exports.

Strengthening rural communities

- Implementation of community development activities through PAES, financed by the IDB through MAG, with a major impact on people’s livelihoods.
- Systematization of PAES experience, in the context of a hemispheric effort to document best practices in rural development together with PRISMA.
- In association with Austrian Cooperation, assistance to the Project to Strengthen the Marketing Capacity of Producers from the Chalatenango Highlands, through the establishment of agricultural markets and the development of agro-ecotourism.

Hemispheric integration

- Analysis of the advanced profile of the Mesoamerican Innovation Program in Fruit Agribusinesses.
- Coordination of efforts to promote fruit production between Guatemala and El Salvador, through the exchange of experts, field visits and discussions.

Developing human capital

- Training for farmers, artisans and technicians in marketing, export management and the design of business plans for indigo and cashew.
- Training of craft workers, entrepreneurs and artists in dyeing techniques using indigo, in the context of an alliance with JICA.
- Implementation of two technical and professional training events, with participants from Mexico and Central America.

- Organization of 356 promotion and training events in fruit production, with approximately 5,000 participants from different institutions and countries.
- Coordination between FRUTAL-ES and the University of El Salvador to plan and design a diploma program in fruit production.
- Implementation of four participatory consultation workshops on PRODERT and identification of actions to promote personal and community development.
- Support to the Ministers of Agriculture of Central America in establishing a student exchange program between specialized technical colleges in Mesoamerica.

Environmental management

- Implementation of agroforestry systems and establishment of plantation of timber-bearing tree species and live fences through PRODERT.
- Support for the protection of 271 hectares of land and 11 km of riverbeds, and for the planting of 1,200 hectares of fruit trees, in the context of the FRUTAL-ES Program.
- Technical assistance to PAES in the area of fruit processing.

Institutional modernization

- Assessment of the current status of MAG and design of a modernization program.
- Design of a National Strategy for the Sustained Development of Competitiveness in Fruit Production, up to 2014, as a basis

to develop a new institutional framework and strengthen the programs of this sub-sector.

Grenada



Facilitating competitiveness and global trade

- Increased knowledge on the part of trade technicians and agricultural producers regarding the SPS and TBT agreements and their implications for trade liberalization.
- Increased business management capabilities on the part of members of the Grenada Chapter of CANROP and CAFY.

Promoting food safety and agricultural health

- Strengthened agriculture quarantine services with the introduction of a computerized system facilitated by the EU-funded project.
- Increased capability of the Pest Management Unit to identify key elements of SPS measures that meet WTO trade requirements.

Strengthening rural communities

- Increased income-earning potential of local beekeepers through provision of hands-on training in the production of bee by-products.

- Trained rural women in information technology and strategic planning.

Hemispheric integration

- Increased opportunities for sharing agribusiness information and experiences among rural youths and women.

Environmental management

- Design of a methodology for estimating the damage caused by Hurricane Ivan in the agricultural sector, and support in its application.
- Preparation of a plan of action for rehabilitating the agricultural sector, and identification of cooperation and participatory investment programs and projects.

Guatemala



Facilitating competitiveness and global trade

- Completion and publication, by MAGA, of the Agricultural Policy 2004-2007.
- Completion of a technical study for the establishment of a Fund to Promote Private Investment in Agricultural and Rural Enterprises (FIPEAR).

- Approval, by MAGA and CONADEA, of the Project to Support Improved Competitiveness in Priority Agricultural Production Chains and of the plan “Reactivation and strengthening of the private institutional framework for work with agricultural production and marketing chains.”

- Approval, by FECARROZ, of the proposal to design the Plan to Improve the Competitiveness of the Rice Chain in Central America.

- Adjudication, by MAGA-IDB, of the tender to conduct a mid-term evaluation of the component of the Competitive Agricultural Technology Development Fund (AGROCYT), of the Program to Support the Modernization of Production in the Agrifood Sector.

Promoting food safety and agricultural health

- Design of a study to define the priorities of the National AHFS System and of IICA’s cooperation plan.
- Design of the Sanitary and Phytosanitary Measures Information, Notification and Management System and of IICA’s technical cooperation plan.

Strengthening rural communities

- Identification and training of community leaders to promote the marketing of agricultural products in the Trifinio Region.
- Design and implementation, by the Credit Committee (PRODERT-BANRURAL-IICA), of the strategy to provide timely credit to small- and medium-scale farmers in the intervention zone of PRODERT.

- Approval by CABEI of the second phase of the Associative Marketing Project, aimed at strengthening and consolidating six agricultural producers' associations in the Trifinio Region.

Developing human capital

- Completion of the strategic plans and methodological guides for the academic strengthening of five regional centers of the University of San Carlos.
- Completion of the proposal for a Strategic Plan and Plan for the Reorganization of the National Agricultural Education Forum (FONEPA).
- Design and implementation of the Plan for the Reorganization and Strengthening of Representative Rural Women's Organizations.

Environmental management

- Completion and publication of the study "Hydrological aspects of the agroforestry system with coffee in the sub-basin of Rio Guacalate, Guatemala."

Institutional modernization

- Completion of a study coordinated by MAGA to assess the performance and quality of the National Animal Health Service.
- Completion of the modernization plan for ICTA, subsequently approved by its Governing Board.
- Approval, by MAGA-CABEI, of the comprehensive evaluation of PRODERT.

- Design of the "Strategic Planning Model with a Territorial Focus," which was made available to SEGEPLAN.
- Approval, by MAGA, SEGEPLAN and CABEI, of the terms of reference for the implementation of feasibility studies for phase 2 of PRODERT.
- Completion of the draft 2005-2010 Strategic Plan and Plan for Restructuring SEPREM.

Guyana



Facilitating competitiveness and global trade

- Supported efforts aimed at ensuring compliance with WTO/SPS standards, and facilitated market linkages and improvement in value-added production.
- Supported establishment of a Beef Export Committee and informed beef exporters of criteria for exportation. Prepared a draft project proposal on beef exports.
- Provided agribusiness training to women and young producers and supported the production and marketing of organic cocoa and organic pineapple.

- Preparation and implementation of commodity production, processing and wood packaging standards, in collaboration with the Bureau of Standards.
- Provided assistance in the modernization of two industries – aquaculture and sugarcane.

Promoting food safety and agricultural health

- Held meetings to plan a review of the WTO/SPS agreement with personnel of the MFCL and the Food and Drug Department and Veterinary Public Health Division of the Ministry of Health.
- Trained thirty crop farmers in Linden in GAPs and implemented projects on two livestock farms at same location.
- Conducted in-service training for MFCL staff, in plant and animal disease surveillance.

Strengthening rural communities

- Collaborated with the Guyana Dairy Development Programme and Linden Economic Advancement Programme in the characterization of the Moblissa community.
- Participated in the organic certification process with pineapple farmers at Mainstay.
- Initiated testing of the territorial approach at St. Monica's/ Karawab. Completed community consultation and household survey.
- Support for the Rural Women's Network in the training of women in enterprise development in sundry communities.

Hemispheric integration

- Supported Guyana's participation in the process of repositioning agriculture through the Jagdeo Initiative.

Environmental management

- Trained farmers and technicians in proper handling and use of agrochemicals and in pest and disease diagnosis and response.
- Provided training in organic production, use of crop residues and land preparation without burning.
- Support continued for organic production of pineapple and cocoa using agro-forestry intercropping.
- Tested bio-pesticides in the management of Acoushi ants.

Haiti



Facilitating competitiveness and global trade

- Support for the organization of a training session on organic agriculture and the preparation of a document on policies to promote organic farming.

Promoting food safety and agricultural health

- Execution of the Program to Strengthen Agricultural, Animal and Plant Health Services and the Control of Classic Swine Fever (CSF).

- Support to efforts to combat various pests and diseases, such as black sigatoka in bananas, pink hibiscus mealybug and coffee rust, in cooperation with MARNDR.
- Creation of the National Committee on Sanitary and Phytosanitary Measures.
- Cooperation with the Dominican Republic to undertake joint actions in the sphere of animal and plant health notification.

Strengthening rural communities

- Support to the project “Pwojè Teknoloji Oganizasyon Konbit Lacar” (PWOTOKOL) and its three components: credit for rural women (KREDIFANM); development actions in mixed groups and institutional support for the Center for Health and Integral Development (CSDI) of Cerca Cavajal.
- Establishment of an avocado tree plantation in the Grande Anse region, in association with the Organization for Environmental Rehabilitation.
- Distribution of grain and legume seeds (with FAO) and equipment to farmers in Gonaives.

Hemispheric integration

- Logistical and financial support to facilitate participation at all the meetings of the “Alliance” and of President Jagdeo’s Initiative, “Strengthening Agriculture for the Sustainable Growth and Development of the Caribbean Region.”

Developing human capital

- Structuring and strengthening the Haitian Committee of CACHE and support for this Committee’s participation in the Council’s Seventh Annual Meeting.

Environmental management

- Support for ecotourism initiatives and, in particular, for the organization of a bi-national ecotourism and production fair.
- Emergency interventions to assist populations affected by the floods of September 2004 and help them re-establish their production potential.

Institutional modernization

- Participation in the formulation of a cooperation program between the Interim Government and the main donor organizations.

Honduras



Facilitating competitiveness and global trade

- Support to Honduras’ Export Platform and to the participation of 12 agricultural entrepreneurs in the Toronto Fair, two of whom received the Presidential award for “Excellence in Exports 2004.”
- Formulation of a plan of action to follow up on agreements and commitments related to the dairy products chain.

- Establishment of the Committee on Competitiveness for the Vegetable Chain.
- Coordination of efforts between CABEL and IICA in the areas of competitiveness, border area development and information management.

Promoting food safety and agricultural health

- Support for the establishment of a multisectoral group to prepare and execute the national agenda for the application of the SPS agreements of the WTO.
- Meetings with the public and private sectors on the application of the PVS instrument designed by the AHFS Directorate of IICA, in accordance with the mandate of the Ministers of CAC-CORECA.

Strengthening rural communities

- Cooperation in the formulation of a technical cooperation instrument to strengthen PRODERT, with financing from CABEL.
- Support to the Pan American School of Agriculture (Zamorano) in the systematization of experiences of the IICA/Holland/Hillsides Program.

Hemispheric integration

- Support to Honduras' participation in the RED-SICTA regional project.
- Technical support in negotiations to incorporate Honduras as an active member of FONTAGRO.

Developing human capital

- Training officials of the agrifood and rural sectors in the use of the rapid assessment methodology for agrifood chains.
- Support for the participation of the country's agricultural officials in a training course on the real contribution of agriculture to the region's economies.

Institutional modernization

- Technical support to SAG to implement the National Agrifood Program (PRONAGRO).
- Assistance provided to UPEG to establish a follow-up and reporting system to be used by organizations that execute projects of the "Food for Progress" Program, financed by USDA.

Jamaica



Facilitating competitiveness and global trade

- Assisted in increasing the effectiveness of and modernizing the pig industry by participating in the preparation of the industry development plan.
- Promoted agribusiness entrepreneurship and value-added use of local commodities, through two annual IICA Jamaica Agribusiness Awards.

- Participated as a key member of the team that completed the National Agricultural Development Strategy for the next five-year period.

Promoting food safety and agricultural health

- Presented results of GAP activities carried out in the Eastern Caribbean to the National Agricultural Health and Food Safety Coordinating Committee.
- Trained members of the Jamaica Pig Farmers Association in GAPs, under the CIDA-funded CPEC program.

Strengthening rural communities

- Cooperated in the empowerment of rural women through support to the Jamaica Network of Rural Women Producers (JNRWP).
- Implemented two projects funded by the JBI, viz, goat production in Mocho, Clarendon, and the production of hot pepper and spices in Walkerswood, St. Ann.
- Developed a breeding programme and satellite farming system for the goat project, as well as the system of contract farming for the provision of pepper and spices to Walkerswood Caribbean Foods.
- Implemented community projects using the territorial approach in Charles Town, Portland, together with the RADA, the SDC and the USAID.
- Collaborated with the PIOJ in developing the National Sustainable Rural Development Policy.

- Provided hurricane relief funding to the Ministry of Agriculture (MOA) for rehabilitation of the hot pepper seedling capacity at the Bodles Research Station, and the fingerling capacity at the Aquaculture Division.

Developing human capital

- Trained over 150 women farmers, extension officers and small agri-entrepreneurs, along with the CIDA-funded CPEC project “Strengthening the Competitive Advantage of Primary Producers focusing on Rural Women in Agriculture.”

Institutional modernization

- Facilitated the institutional strengthening of the JNRWP and commodity associations, i.e., the Jamaica Pig Farmers Association and the Jamaica Egg Farmers Association.

Hemispheric Integration

- Supported the CPEC Regional Organic Farming Workshop and the SAQs project.
- Hosted a regional technical meeting to develop initiatives to look at the real contribution of agriculture to the Caribbean.
- Organized and implemented a CTA/IICA-funded regional conference “Information Strategies for the Repositioning of Agriculture in the Caribbean.”
- Commissioned a hemispheric team to develop a disaster mitigation plan for the agricultural sector after Hurricane Ivan.

Mexico



Facilitating competitiveness and global trade

- Preparation of the study “Impact of the Farm Security and Rural Investment Act of 2002 of the United States (Farm Bill 2002) on the Mexican Agricultural Sector,” commissioned by SAGARPA.
- Participation in the First Annual Workshop on the Integration of the North American Agrifood Market, organized to promote dialogue between policymakers, producers, agro-industrialists and academics of the NAFTA countries.
- Presentation to SAGARPA of a proposal for a Rural Warehousing Law, an analysis of legislation in this area in Latin America and an assessment of rural storage facilities.
- Preparation of a study “Competitiveness in Agriculture: a Chains-based Approach”.
- Facilitation of the “World Trade Atlas” information system to the SAGARPA unit in charge of agricultural trade negotiations.

Promoting food safety and agricultural health

- External evaluation of the institutional performance of the General Directorates of Plant Health, Animal Health and

Food Safety and of Agrifood, Aquiculture and Fisheries Safety, attached to SENASICA, using the PVS instrument.

- Through SENASICA, support to the implementation of priority activities in plant health, animal health, food safety, animal and plant health inspection and coordination of communications with consumers.
- Support to the Fruit Fly Program and follow-up to efforts to expand production of sterile flies and parasitoids.
- Cooperation in the eradication of Mediterranean fly outbreaks in Chiapas and Baja California, in the context of the Moscamed Program.
- Cooperation in detecting residues in imported meat samples.
- Continuation of the Program to strengthen the Federal Plant Health Inspection System and support to the operations of the National Technical Consultative Council on Animal Health.
- Support for efforts to update staff training on molecular techniques for diagnosing avian influenza and foot and mouth disease.
- Continuation of the Foot and Mouth Disease Prevention Program, in the context of which the inspection of entry points and control of the disease were reinforced.
- Publication of a Manual on Storage and Transportation of Fruits (Melon) and a course for government agricultural health coordinators.

Strengthening rural communities

- Agreement with SAGARPA to design the System for the Monitoring, Follow-up and Evaluation of the Municipal Sustainable Development Plan.

Hemispheric integration

- Establishment of the “Policy and Trade Node: Mexican Focal Point.”
- Support to the Forum of Agronomy Faculties of MERCOSUR and the CAS Secretariat.

Developing human capital

- Agreement with SAGARPA and INCA Rural to design and implement Masters and Diploma courses in Management of Rural Development with a Territorial Approach.

Institutional modernization

- External institutional evaluation of INIFAP and SENASICA.
- Evaluation of CEAR.
- Support to SIAP in the organization of the Third International Conference on Agricultural Statistics ICASIII / MEXSAI.
- Assistance in organizing the Fourth Forum on the Expectations of the Agrifood and Fisheries Sector 2004, in the context of the PSNIDRUS Program.

Nicaragua



Facilitating competitiveness and global trade

- Implementation of a study for MAGFOR and JICA, aimed at boosting the country’s agro-exporting capacity.
- Support to MAGFOR and private-sector organizations in administering trade agreements.
- Strengthening of the EPAD Project, whose member agribusinesses reported sales of more than US\$16 million.
- Contribution for the participation of MAGFOR and MIFIC delegates in the WTO meetings.

Promoting food safety and agricultural health

- Institutional performance assessment of the public and private AHFS services, using the PVS instrument, in coordination with the Agricultural Health Directorate of MAGFOR; design of a modernization plan and the prioritization of areas for action.

Strengthening rural communities

- Support for efforts to repair and maintain rural roads by mobilizing the municipalities, road rehabilitation committees and local communities.

- Promotion of a training module to provide low-income rural women with basic knowledge of agribusiness.

Hemispheric integration

- Support to the technological integration process in the Central American region, through cooperation with SICTA and the RED-SICTA project (IICA-SDC alliance).

Developing human capital

- Support to the dialogue on agricultural and rural education.
- Training in relevant topics for 8,826 farmers and officials of public and private institutions.
- Start of the functional and operational evaluation of INTA's Training and Information Division.
- Support in developing the Masters Program in Rural Development at the Economics Faculty of the Central American University (UCA).

Environmental management

- Evaluation of environmental impact of cattle ranching, in conjunction with Sun Mountain International Consulting.
- Identification of sustainable techniques and practices to reduce the environmental impact caused by the cattle production chain.

- Analysis of the legal and institutional framework that governs cattle farms and agro-industrial plants, and identification of strategies for its dissemination and implementation.

- Analysis of the socioeconomic obstacles to investment in environmental management.
- Proposed incentives to promote the development of the cattle sector.

Institutional modernization

- Support for efforts to strengthen SIDALC and its links with the National Agricultural Information and Documentation Network and the Agricultural Information System.
- Progress by the PROVIA Foundation in the design of policies and strategies to promote technology and innovation in specific areas: meat production, goat breeding, agro-forestry, agribusiness, agro-ecotourism and organic farming.
- Support for the establishment of CENILAC, a company specializing in the export of cheeses produced by the leading processing plants.
- Promotion of the dialogue between donors and the Government to design an investment and support program for the development of agriculture and the rural milieu (Rural SWAP).

Panama



Facilitating competitiveness and global trade

- Building national capacity in trade negotiations, in preparation for the FTA negotiations with the United States.
- Implementation of workshops with the Agricultural Commodities Exchange on the use of customs quotas.
- Implementation of a study on competitiveness, in order to define the technical cooperation component in global trade and competitiveness issues.

Promoting food safety and agricultural health

- Application of the “Performance, Vision and Strategy” (PVS) evaluation instrument, developed by IICA, to the national veterinary services.

Strengthening rural communities

- Preparations for IICA’s technical insertion into the Sustainable Rural Development Project in the Provinces of Cocolé, Colon and Panama (“Triple C”).
- Implementation of four workshops and participation in four international meetings on rural micro-credits and gender perspective, which led to the design of a project to facilitate rural micro-credits.

Hemispheric integration

- Facilitation of the participation of agricultural sector representatives in different regional and hemispheric integration bodies such as the Presidential Summits, FORAGRO, FONTAGRO, RED-SICTA and the Regional Organic Agriculture Program.

Developing human capital

- Support to INA in updating its strategic plan, in modernizing its curriculum, and in strengthening its production projects and training program.
- Increased participation by INA and the University of Panama in the Central American System for the Accreditation of the Quality of Education in Agrifood and Natural Resources Sector (Regional Forum and ACEAS) and in regional academic accreditation processes (IICA-CSUCA Agreement).
- Support to the Agronomy Faculty of the University of Panama to improve the design of its research projects.
- Implementation of eight training sessions for mid-level and senior MIDA technicians on aspects of sustainable rural development, agribusiness development, trade policies and international trade negotiations, free trade agreements and the administration of agreements and treaties.
- Implementation of a regional course on organic agriculture.

Environmental management

- Support to ANAM in administering resources of the Mesoamerican Biological Corridor Project.

- Support to “Ciudad del Saber” (City of Knowledge) in establishing the International Sustainable Development Center and designing its national and international projects.

Institutional modernization

- Assistance in the redesign of certain MIDA units, and in introducing innovative project management models.

Paraguay



Facilitating competitiveness and global trade

- Consolidation of the competitiveness agendas for 12 important agrifood chains, and definition of an agenda to improve the competitiveness of the agricultural and agroindustrial sectors.
- Dissemination of timely and up-to-date information on the performance of the agricultural and agroindustrial sectors, through the IICA Observatory.
- Support to CAPECO, through the Project to Improve Competitiveness in the Production and Industrialization of Grains and Oilseeds.

- Cooperation with the National Project Coordination and Administration Office in the implementation of the Smallholders Agricultural Modernization and Diversification Program.

Promoting food safety and agricultural health

- Assistance to the Livestock Sub-secretariat and to SENACSA in the improvement of animal health services and food quality in products of animal origin.
- Support for the execution of the decree to establish the National Traceability System for Beef Cattle and the application of its regulations.
- Creation and implementation of the National SPS Commission.
- Formulation of a draft bill to regulate organic production, in accordance with the provisions of the SPS/WTO Committee, COSAVE and the Codex Alimentarius.

Strengthening rural communities

- Cooperation in the formulation of the Jopoi Mbaretera Project and the Rural Poverty Mitigation Program, with the participation of FECOPROD and MAG.
- Implementation of the system for follow-up and evaluation of the Jopoi Mbaretera Project, directed at 4,000 families in the department of San Pedro.

- Systematization of information on outsourcing technical assistance, in order to design more efficient technical assistance services.
- Implementation of the Support Program for the Cotton Sector, which provides comprehensive assistance services to 80,000 small farmers in a situation of extreme poverty.

Hemispheric integration

- Support for the participation of Paraguay's Minister of Agriculture and Livestock in the CAS meetings.
- Support for the participation of public- and private-sector agricultural technicians, entrepreneurs and farmers in the Nineteenth Pan American Seminar on Seeds.

Developing human capital

- Cooperation with the MAG's Agricultural Training Directorate in training graduate agricultural technicians to meet the current demands of the agricultural and rural sector.
- Support to the "Colonias Unidas" Professional Training Center in the training of agricultural and non-agricultural producers of Itapua.
- Cooperation with the Faculty of Veterinary Sciences of the National University in Asunción in training 170 professionals, farmers and students in the management of pastures and food supplements for beef cattle.
- In association with CAPECO, implementation of an introductory course on agricultural futures and options markets, directed at 100 agents of the agricultural sector.

Institutional modernization

- Preparation of MAG's Restructuring and Human Resources Training Program.
- Execution of PRODESAL, together with DINCAP/MAG.
- Formulation of policies and programs to improve small-scale family agriculture, in conjunction with FAO and IFAD/MERCOSUR.
- Strengthening the Paraguayan Indigenous Institute, with funding from the IDB.

Environmental management

- Introduction to the concepts of river basin and micro-basin management in the bill on Water Resources, and improvement of monitoring processes in environmental management.

Peru



Facilitating competitiveness and global trade

- Preparation and presentation to MINAG of a study on the status and possible impact of a Free Trade Agreement with the United States in nine sensitive agrifood chains.

- Implementation of an international seminar-workshop on “Experiences of Bilateral Agricultural Negotiations with the United States” and publication of the workshop proceedings.
- Review of studies and strategic plans for seven agricultural production chains, in conjunction with GTZ and MINAG.
- Support to the actors involved in the hard yellow corn, aviculture and hog production chains in the formulation of the respective national competitiveness agreements.

Promoting food safety and agricultural health

- Strengthening the technical skills of small-scale farmers from Ica, Junin, Tacna and Lima in the use of instruments to improve food quality and safety.

Strengthening rural communities

- Analysis and recommendations on the National Rural Development Strategy and on mechanisms to implement it at the regional level.
- Presentation and approval of a proposal to create the Local Financing Fund, aimed at financing the project portfolio of the Red de Pueblos Program of Huaura, with resources from FOMRENA and the Red de Pueblos Project (IICA-CAF).
- Completion of the project profiles for the initiatives: “Support to the Development of Organic Fruit and Vegetable Production in the Sacred Valley of the Incas and Surrounding

Areas” and “Sustainable development of South American Camelidae in the Andean High Plateau of Cuzco.”

- With COFIDE, formulation of the conceptual document to promote the implementation of the FUNDER Program (Foundation for Development in Peru).
- Strengthening of the institutional framework and local management of rural communities, with the participation of the municipalities of Huaura, Vegueta, Santa Maria and Paccho.

Hemispheric integration

- Consolidation of the Andean Regional Forum for Dialogue and the Integration of Agricultural and Rural Education (FRADIEAR).

Developing human capital

- Strengthening the technical capacities of 130 MINAG officials in the field of agricultural production chains, through four training events.
- Advisory services on the structuring, organization and execution of the course for “Promoters and Managers of Agricultural Production Chains,” financed by the INCAGRO project.
- Facilitation of events related to community-based management of water resources and the environment (IICA-Dutch Cooperation Program), with the participation of 270 agricultural science professionals.

Environmental management

- Support to INIEA's Directorate of Genetic Resources in the implementation of activities defined in the National Report on Plan Genetic Resources of Peru and in the National Agrobiodiversity Program (FMAM-CONAM-INIEA).

Institutional modernization

- Support to the installation and operation of UITT/ UNJFSC, to follow up on cultural practices implemented by yellow corn producers.
- Formulation and publication of Technological Standards and Best Agricultural Practices (BAPs) for the Huaura Valley, Department of Lima.
- Assistance in the creation of the new Quality Management Councils, responsible for promoting GAPs in the country's different regions.
- Implementation of the Andean Technology Innovation Observatory (OAITA).

Saint Kitts and Nevis



Facilitating competitiveness and global trade

- Cooperated with the Ministry of Agriculture, FAO and the East Caribbean Central Bank in hosting two national consultations.

- Supported, with the FAO/CARICOM Food Security Project, a national level training course "Introduction to Trade Negotiations and Policy Analysis."
- Provided updates on current trade issues to senior public-sector officials, and held diverse meetings of the Inter-Ministerial Committee on Trade Issues.
- Provided technical assistance for the completion of the Fothergills Heritage Village.

Promoting food safety and agricultural health

- Enhanced St. Kitts and Nevis' ability to comply with the SPS Agreement of the WTO.
- Held the European Union/Caribbean Forum (EU/CARIFORUM), which contributed to upgrading national capabilities in AHFS.
- Trained eighty-five people in GAPs, exotic pests of economic importance, quarantine methodologies, pest risk analysis and emergency disease response mechanisms.
- Provided support to the White Fly Project, which is being implemented by the Department of Agriculture.

Strengthening rural communities

- Strengthened the Youth Forum, agro-processors, beekeepers and farmers through support that facilitated skills development, entrepreneurship and project identification.

- Trained more than 60 women and youths in making soaps, lotions and candles and in plant propagation.
- Trained members of various associations to develop business plans and manage farm resources.

Hemispheric integration

- Contribution for the participation of the Federation in a regional policy workshop: “Developing Policies and Proposals for Alleviating Key Binding Constraints to Agriculture in the Caribbean.”
- Worked on refining the “Common Agriculture Policy and Strategic Framework for the OECS.”
- Provided technical and financial support for the launching and establishment of business labs in St. Kitts and Nevis.

Developing human capital

- Enhanced capacities of stakeholders as a result of training and educational opportunities related to the various strategic areas.
- Provided information services for farmers, technicians and students through the Information Centre at the IICA Office.

Saint Lucia



Facilitating competitiveness and global trade

- Organized business forums and seminars, examined industry linkages for selected commodities, established a small-industry group and developed a profile for nontraditional crops, in collaboration with the National Chapter of CABA.
 - Held national consultations on the new trading environment, focusing on challenges, requirements and opportunities for agricultural products and their markets.
 - Considered measures to be adopted in order for agribusinesses to benefit from the unique opportunities which will emerge with the creation of the CSME.
 - Improved capacities to expand market shares of value-added goods and services in members of CANROP.
- ### Promoting food safety and agricultural health
- Reviewed and made available an instrument to evaluate the status of the National Agricultural Health and Food Safety (NAHFS) system.

- Prepared a project to strengthen agricultural health and food safety systems in support of the OECS Agricultural Policy Framework and Strategy.
- Strengthened national capabilities and capacities to respond to emerging situations, with focus on the spread and impact of invasive species.
- Finalized and adopted an emergency response action plan for Black Sigatoka.
- Provided support to the Caribbean Group of Pesticides Control Boards in developing a policy and strategy for the management of agro-chemicals.
- Promoted measures for quality assurance, circulating norms related to packaging and conducting a national certification process in GAPs.

Strengthening rural communities

- Strengthened the inter-institutional framework for the establishment of linkages between tourism and agricultural communities.
- Enhanced the capabilities of farmers to meet the demand for fresh food in the growing tourism industry.
- Supported actors and beneficiaries in farming communities in the area of cottage-type industries, in collaboration with the Ministry of Social Transformation.

Hemispheric integration

- Promoted the Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Caribbean (the Alliance), and supported efforts to define its role.
- Paved the way for stronger hemispheric integration of national policies and strategies through the Alliance.
- Forged a strategic linkage between national initiatives and the Jagdeo Initiative and the AGRO 2003-2015 Plan.

Saint Vincent and the Grenadines



Facilitating competitiveness and global trade

- Trained 25 agricultural entrepreneurs in agribusiness management, in collaboration with the Ministry of Agriculture (MA), the Small Enterprise Development Unit, the National Chapter of the CABA and the Caribbean Regional Intern-Scholarship Program.
- Improved the efficiency and competitiveness of 24 hot pepper farmers through training in agribusiness management with the MA, the St. Vincent Marketing Corporation, and the National Development Foundation.

- Provided information on the impact of the implementation of the U.S. Bioterrorism Law, as an input in the formulation of a CARICOM position.

Promoting food safety and agricultural health

- Support to the EC-CARIFORUM in building capacity among agricultural health and food safety personnel, through their participation in regional workshops.
- Coordinated the regional workshop “The Development of Harmonized Procedures for the Registration of Agricultural Pesticides in the Caribbean.”
- Monitored/evaluated the implementation of the Ministry’s Programme to Control/Eradicate the West Indian Fruit Fly.
- Trained personnel in the use of sterile insect technology in the control/eradication of the West Indian Fruit Fly (*Anastropa Obliqua*).
- Completed the Emergency Action Plan for Exotic Agricultural Pests and Diseases, and amended the draft documents: St. Vincent and the Grenadines Pesticides and Toxic Chemicals Control Act, and Pesticide Control Regulations.

Strengthening rural communities

- Facilitated the participation of members of the Forum in training workshops on organizational administration and management, and agribusiness management.

- Supported participation in the CTA Strategic Planning Workshop and the Annual General Meeting of the CNRWP.

Developing human capital

- Facilitated the enhancement of the organizational and management capabilities of different leaders of the St. Vincent and the Grenadines agricultural sector.

Suriname



Facilitating competitiveness and global trade

- Worked together with the public and private sector to produce safer products.
- Cooperation was provided to producers to export their products from the region.
- Promoted organic farming to improve food quality, together with “ECOSYSTEM 2000.”
- Prepared, with EMBRAPA, the terms of reference for the Agro-Ecological Zoning Project.

- Established plots and imported new seeds to be validated.

Promoting food safety and agricultural health

- Supported the Ministry of Agriculture in GAP training.
- Worked with the Ministry of Agriculture in the Carambola Fruit Fly Program.
- Provided training for producers in pesticide management and use.
- Put in place the SPS Committee.

Strengthening rural communities

- Developed small businesses with groups, particularly in the Abenaston village.
- Conducted a study in the Cottica Area on participatory rural appraisal planning.

Developing human capital

- Developed the Virtual Library, with agricultural data from six (6) partners in Suriname, and published the “Partnership” bulletin.
- Worked together with EDICONS and the Ministry of Agriculture in the preparation of a program for primary schools.
- Supported the participation of professionals from the public and private sectors in project preparation.

Trinidad and Tobago



Facilitating competitiveness and global trade

- Organized, with other partners, a series of events such as the National Farmers' Forum and others related to trade expansion within the FTAA.
- Presented a paper to stakeholders on the impact of globalization on the dairy industry.

- Coordinated the development of an agro-biotechnology strategy for the wider Caribbean.

Promoting food safety and agricultural health

- Organized seminars and workshops to sensitize farmers and plant and animal health specialists to new and emerging issues related to AHFS.
- Facilitated studies on the incidence of Lethal Yellowing Disease in coconuts and Black Sigatoga Disease in bananas.
- Trained fifty staff members from the Department of Agriculture in the identification and detection of the Giant African Snail.

- Promoted food safety and agricultural health by collaborating with four agencies to develop a bio-safety policy framework.
- Collaborated with the SAQs project in training 20 persons in accreditation for plant and animal health officials.

Strengthening rural communities

- Collaborated with the MALMR, the Credit Union and the Employer's Consultative Association in training 70 former Caroni 1975 Ltd. workers in business management and agro-processing.
- Trained forty members of the 4-H Club in the identification of investment opportunities in agriculture.
- Exposed 90 farmers and other stakeholders to investment opportunities in hot pepper production, as well as in the preparation of specialty sauces.
- Prepared two studies to facilitate investment opportunities in the sector: A marketing plan and industry enhancement strategy for rabbit meat production, and a pre-feasibility study for the establishment of a dehydrated fruit and vegetable products facility.
- Trained members of the Network of Rural Women Producers in agro-processing techniques, and developed grant proposals and strategic plans for the Tobago branch.

Developing human capital

- Hosted workshops on the management of enquiry points, the identification and detection of invasive species, good

agricultural practices and quality control of fresh produce, microbial risk analysis and the use of GIS and GPS technology in the surveillance and detection of pests and diseases.

Environmental management

- Completed the CPEC/CIDA organic horticulture project through the attendance of participants from the Caribbean at a workshop on GAPs in organic production.

Institutional modernization

- Hosted the Regional CABA Strategic Planning Meeting to explore ways of restructuring the Association. Developed a strategy and implemented it.
- Provided support to the Caribbean Herbal Business Association for development of a business plan and for the procurement of additional resources.

United States of America



Facilitating competitiveness and global trade

- Provided information and analyses of current trends in agriculture as regards agricultural health, food safety, trade and agribusiness, as well as education and rural development.

- Facilitated linkages among U.S. institutional, financial, professional and technical entities of the public and private sector to promote improvement in the capacity for trade in the hemisphere.
- Provided technical assistance and support for a regional conference in Central America on science and technology, sponsored by USDA.
- Supported implementation of the Biosafety Protocol project with USDA, to disseminate information concerning biotechnology and food safety throughout the hemisphere.
- Hosted and coordinated public events with leading speakers on the themes of agricultural trade and food safety, with CCAA, the Inter-American Council and USDA/ARS.

Promoting food safety and agricultural health

- Provided support to the Federal Assistance Program “Participation in WTO/SPS Committee Meetings.”
- Organized and facilitated dialogue for policy makers and technical experts throughout the hemisphere to identify effective mechanisms to control and prevent bovine spongiform encephalopathy.
- Outreach and promotion of the PVS instrument.

Environmental management

- Provided support to the Monterrey Bridge Coalition as a viable partnership for improving policies that link global agricultural and environmental issues more effectively.

- Promoted inter-agency dialogue and initiatives with the OAS and Ministers of the Environment in Nicaragua and Costa Rica for implementing the cross-border project PROCUENCA.

Strengthening rural communities

- Promoted the development of a partnership with the National Finance Corporation of Peru to develop a new approach to stimulate investments and financing of rural development and agricultural projects in Peru.
- Development of job creation programs and emergency response projects in Haiti, with USAID.
- Promotion of strategic alliance to support the implementation of agricultural programs funded by the MCC in Honduras.
- Development of a technical assistance project funded by AECI for rural development programs in Mexico.

Developing human capital

- Provided support and outreach to promote the GDLNA and develop an inter-institutional network.
- Hosted and coordinated workshops and training programs for Latin American experts and policymakers, with support from the Government of Spain.

Uruguay



Facilitating competitiveness and global trade

- Implementation of the lecture series on “State Policies: Agriculture in the Coming Years,” based on the experience of countries in the region.
- Implementation of the prospective exercise “Uruguay’s Agriculture 2020,” which identified medium-term scenarios, obstacles and opportunities for the agricultural sector.
- Establishment of a fund to finance micro-projects, aimed at improving the competitiveness of the production, processing and marketing processes of small-scale cheesemakers.
- Establishment of the Mesa de Alimentos Artesanales, a political-institutional mechanism made up of public- and private-sector representatives.
- Formulation of a proposal to create an Agricultural and Agroindustrial Observatory, which would be integrated into the Regional Information System on Agricultural Policies.
- Productive-commercial organization of the farm sector, through workshops to analyze the national situation and a regional seminar on successful experiences.

Promoting food safety and agricultural health

- With IDB funds, implementation of a series of seminars and workshops, in coordination with the MGAP’s Directorate of Livestock Services and the Agricultural Service Program.
- Implementation of a survey on the institutional performance of Uruguay’s National Agricultural Health and Food Safety System.

Strengthening rural communities

- Strengthening the Development Agency of the Economic and Social Council of the Department of Paysandu, which received support in obtaining funds.
- Creation and implementation of the Uruguayan Rural Development Network (ReDes).
- Design of a regional tourism plan, through the identification of important agro-tourism circuits.
- Training for technicians of the Uruguay Rural Program to develop negotiating capacities.

Developing human capital

- Consolidation of the Executive Committee of the Permanent National Human Resources Training Forum.
- Execution of the project “Supporting Dissemination of the Strategic Importance of Uruguayan Agriculture:

Planting Awareness,” aimed at children in urban schools of Montevideo.

Environmental management

- With INIA, formulation of a study to evaluate the impact of technologies generated during the period 1985-2002.

Hemispheric integration

- Formalization of an agreement with the MERCOSUR Meat Forum and with the Federation of Rural Associations of MERCOSUR (FARM).
- Strengthening and expansion of the Uruguayan Network of Agricultural Libraries, which was linked up to SIDALC and in which 18 agricultural libraries participate.

Venezuela



Facilitating competitiveness and global trade

- Promotion of proposal for technical cooperation livestock traceability, information systems to support agrifood chains, and semi-government funds.

- Organization of the tenth course on economic analysis of agrifood chains, in coordination with the Polar Foundation.
- In association with the Yacambu-Quibor Water System (SHYQ), culmination of the third phase of an effort to establish financial mechanisms, through a training and education process with producers and community leaders.
- Facilitation of a course on the economic analysis of agrifood chains and territorial competitiveness (Yacambu-Quibor Project) and of a seminar on prospects for the coffee business.
- Design of a training plan for cassava producers in Monagas.
- Design of the Quibor Valley’s agricultural trade system.
- Alliance with the IDB for the execution of the Agricultural Technology Program.

Promoting food safety and agricultural health

- Organization of courses, workshops, technical missions and studies on the Codex Alimentarius, GAPs and food safety, jointly with PAHO and FAO.
- Design of a Comprehensive Food Monitoring System.

- Support to the SASA programs executed in the states of Lara and Monagas and training of program officers in toxicological evaluation and registration of pesticides.
- Support to the Foot and Mouth Program and the diagnostic laboratory.

Strengthening rural communities

- With SHYQ, the development of a “new institutional framework” to design an intervention strategy with a territorial approach in Yacambu and Quibor.
- Cooperation with CAF in the design of an Integrated Water Resources Management and Hydro-agricultural Development Project in the Yacambu-Quibor region.
- Support to the Monagas State Rural Development Program in organizing producers and establishing local agricultural development offices.

Hemispheric integration

- Exchange of experiences among Venezuela, Brazil and the EU to enhance inter-thematic work in the zone of influence of the Yacambu Quibor Project.
- Promotion of an agreement between INIA and EMBRAPA for exchanges and cooperation in the area of technological negotiations.

Developing human capital

- Implementation of events to discuss rural education experiences in the Andean Region, alternatives for rural education and cooperativism in rural schools.
- Management courses for teachers and technicians in rural schools, with the Rural Education Program of the Ministry of Education and Sports.
- Implementation of methodological workshops to design INIA’s strategic plan and promote rural and territorial development with small-scale and medium-scale producers.
- Inclusion of crop and livestock indicators in information services provided by Infoagro Yacambu-Quibor and Infoagro Zulia.

Institutional modernization

- Support to INIA’s Agricultural Technology Program, to consolidate its institutional reforms and strengthen its capacity for response.
- Cooperation with FUNDAGRI in the structuring of organizational processes.
- Institutional strengthening of SASA, SHYQ and the bodies that make up the National Food Quality Monitoring System.





*Relations with
Strategic Partners*

4. Relations with Strategic Partners

The role of the Directorate of Strategic Partnerships (DSP) is to strengthen relations with public and private sector agencies in the hemisphere that can help the Institute carry out its mission of promoting rural prosperity, food security and sustainable development.

During 2004, IICA continued to reposition itself within the international development community. It participated with USAID in several initiatives aimed at reducing poverty and making agriculture and rural communities more competitive in the countries of the region. The Institute was also involved in the development of the Millennium Challenges Corporation (MCC).

Furthermore, IICA continued to lend support to the Monterrey Bridge initiative, an important contact group focused on the attainment of the Millennium Development Goals.

Particular emphasis was placed on strengthening relations with sister institutions of the Inter-American System. With regard to the Summit of the Americas Process, a series of policy actions was implemented to improve food safety and agricultural health in the hemisphere, in tandem with PAHO and ECLAC.

IICA is a partner in, and an active member of, the Executive Committee of FONTAGRO, together with the IDB. Through this fund, a hemispheric initiative is being developed aimed at enhancing the management and use of agricultural technology that is considered a regional and global public resource.

Another key aspect of IICA's efforts in this area is support for the development of partnerships and the promotion of investment. New programs implemented to improve trade, reduce poverty and develop markets in Haiti, Peru, Colombia, Bolivia, Ecuador, Brazil, Uruguay and Mexico helped consolidate joint efforts and expand existing projects.

The IICA Office in Spain, as IICA's bridge between Europe and Latin America and the Caribbean, helped prepare and negotiate several programs related to the development of small businesses, education and training, rural poverty reduction and projects to increase the use of science and technology in agriculture. New partnerships were forged with the European Union in Brussels and bilateral agencies of the European governments.

IICA has made a special point of establishing close relations with the World Bank and the IDB in Washington. Relations with the private sector also continued to be strengthened, specifically with business organizations, to leverage investments for agriculture and rural life in the hemisphere.





*Financial Information
and Human Resources*

5. Financial Information

The Institute carries out operations financed with four types of resources: Regular (Quotas), External, Institutional Net Rate (INR), and Miscellaneous Income.

The control and monitoring mechanisms put in place by the Institute's Administration ensured that resources were efficiently administered in accordance with the goals and work plans established for 2004, for the benefit of the Institute's Member States, clients and external partners.

Quota contributions collected from Member States in 2004 totaled US\$28.5 million, an important increase over the amount received during 2003, of US\$ 23.2 million.

The Institute continued to promote, with the endorsement of its governing bodies, actions aimed at collecting quota arrearages, with positive results leading to an increase in the number of Member States complying with their commitments. This

strengthening of IICA's financial situation positions it to more effectively carry out its technical cooperation programs in aid of the Member States.

The six tables below contain information on the financial resources executed by IICA.

Table 1. Execution of quota and external resources in 2002, 2003 and 2004 (in millions of US\$).

Resources	Year		
	2002	2003	2004*
Quota	26.6	26.0	26.5
External	127.2	103.4	100.8

* Estimated data.

Table 2. Execution of quota resources by chapter in 2004 (in millions of US\$).*

Chapter	Budget	Execution	
		Amount	%
Chap. 1: Direct technical cooperation services	24.4	23.3	90
Chap. 2: Management costs	1.7	1.7	7
Chap. 3: General costs and provisions	1.0	1.0	3
Total	27.1	26.5	100

* Estimated data.

Table 3. Quota resources budgeted and executed, by Chapter and Strategic Area in 2004(in millions of US\$).*

Chapter and strategic area	Budget	Execution
Chap. 1: Direct technical cooperation services	24.4	23.8
Trade and agribusiness development	6.0	5.8
Technology and innovation	4.4	4.3
Agricultural health and food safety	4.4	4.3
Sustainable rural development	4.4	4.4
Information and communication	2.4	2.2
Education and training	2.8	2.8
Chap. 2: Management costs	1.7	1.7
Chap. 3: General costs and provisions	1.0	1.0
Total	27.1	26.5

* Estimated data.

Table 4. Budget execution by funding source in 2004
(in millions of US\$).*

Type of resource	Execution	
	Amount	%
External	100.8	75
Quota	26.5	19
INR	5.5	4
Miscellaneous	2.8	2
Total	135.6	100

* Estimated data.

Table 5. Execution of external resources in the regions and
Headquarters in 2004 (in millions of US\$).*

Region	Executed amount
Central	15.8
Southern	35.4
Northern	26.9
Andean	19.5
Caribbean	2.4
Headquarters	0.8
Total	100.8

* Estimated data.

Table 6. Sources of external funds in 2004 (in millions of US\$).*

Source	Amount
Governmental institutions of the Member States	82.7
Other institutions and governments	18.1
Total	100.8

* Estimated data.

6. Human Resources

In 2004, major changes took place within the human resources management framework of the Institute. A new Individual Performance Evaluation System was introduced early in the new year. The System has two major objectives: individual accountability for results contributing to the achievement of the mandate of the Institute, and the personal development of employees of the organization. Linked to this system, a new financial incentive program was also initiated.

In July 2004, a proposal to change the Staff Rules was submitted to the Executive Committee. The proposal aimed at simplifying mechanisms of consultation on Human Resources issues, creating the foundation of the new Appraisal System and introducing the possibility of renewing the classification and compensation system for all categories of personnel.

The following tables provide information on the distribution of the Institute's human resources for the last three years:

Table 1. Distribution of human resources by category in 2002-2004.

Category	2002	2003	2004
International Professional	100	97	91
Local Professional	237	217	198
General Services	501	385	366
Total	838	699	655

Source: Directorate of Human Resources.

Table 2. Distribution of human resources by category and funding source in 2004.

Category	Funding source				Total	Percentage
	Regular funds		External funds			
	Number	%	Number	%		
IPP	85	13.0	6	0.9	91	13.9
LPP	147	22.5	51	7.8	198	30.2
GSP	297	45.3	69	10.5	366	55.9
Total	529	80.8	126	19.2	655	100.0

Source: Directorate of Human Resources.

Table 3. Distribution of human resources by duty station and source of funding in 2004.

Duty station	International Professional		Local Professional		General Services		Total	
	Regular funds	External funds	Regular funds	External funds	Regular funds	External funds	Regular funds	External funds
Headquarters	31	2	61	3	102	0	194	5
Andean Region	10	0	15	0	43	0	68	0
Caribbean Region	13	1	18	1	46	8	77	10
Central Region	12	1	20	0	45	6	77	7
Northern Region	11	1	4	0	18	0	33	1
Southern Region	8	1	29	47	43	55	80	103
Total	85	6	147	51	297	69	529	126

Source: Directorate of Human Resources.

Acronyms

AAFC	Agriculture and Agri-Food Canada	CACHE	Caribbean Council of Higher Education in Agriculture
ACCI	Colombian Agency for International Cooperation	CADEXCO	Costa Rican Chamber of Exporters
ACEAS	Central American Association of Higher Agricultural Education	CADIAC	Agri-food chains and dialogue for action
ADEC	American Distance Education Consortium	CAF	Andean Development Corporation
ADIZAL	Integral Development Association of the Chalatenango Highlands (El Salvador)	CAFTA	United States and Central America Free Trade Agreement
AECI	Spanish International Cooperation Agency	CAFY	Caribbean Agricultural Forum for Youth
AGEXPRONT	Association of Exporters of Non-Traditional Goods (Guatemala)	CAN	Andean Community
AHFS	Agricultural health and Food Safety	CAPECO	Paraguayan Chamber of Grain and Oilseed Exporters
AID	United States Agency for International Development	CARDI	Caribbean Agricultural Research and Development Institute
ALADI	Latin American Integration Association	CARICOM	Caribbean Community
ANAM	National Environmental Authority (Panama)	CARIFORUM	Caribbean Forum
APBP	Pan American Association of Agricultural Commodity Exchanges	CARIRI	Caribbean Industrial Research Institute
APC	Association for Progressive Communications	CAS	Southern Agricultural Council
APHIS	Animal and Plant Health Protection and Inspection Service (USDA)	CATIE	Tropical Agriculture Research and Higher Education Center
ARC	Audit Review Committee (IICA)	CCAA	Canadian Consulting Agrologists Association
ARS	Agricultural Research Service (USDA)	CCAA	Caribbean-Central American Action
BANRRURAL	Rural Development Bank (Guatemala)	CCAD	Central American Commission for Environment and Development
BSE	Bovine Spongiform Encephalopathy	CCI	Corporación Colombia Internacional
CABA	Caribbean Agribusiness Association	CDB	Caribbean Development Bank
CABEI	Central American Bank for Economic Integration	CEAR	Center for Training and Assistance in Irrigation (Mexico)
CAC	Central American Agricultural Council	CEHI	Caribbean Environmental Health Institute
		CENILAC	Nicaraguan Dairy Export Authority
		CFNI	Caribbean Food and Nutrition Institute
		CGPC	Coordinating Group of Pesticide Control Boards of the Caribbean

CHN	National Horticulture Corporation (Costa Rica)	CRNM	Caribbean Regional Negotiating Machinery
CIDA	Canadian International Development Agency	CSME	Caribbean Single Market and Economy
CIDAB	Agricultural Information and Documentation Center of Bolivia	CSUCA	Central American Higher University Council
CIIA	Inter-sectoral Food Safety Commission	CTA	Technical Centre for Agricultural and Rural Cooperation
CIRAD	International Center for Cooperation in Agricultural Research for Development (France)	CVP	Standing Veterinary Council (CAS)
CNRWP	Caribbean Network of Rural Women Producers	DANIDA	Danish International Development Agency
CODESSER	Rural Social Development Corporation (Chile)	DINCAP	National Office for Project Coordination and Administration (Paraguay)
COFIDE	Financial Corporation for Development (Peru)	DNP	National Planning Department (Colombia)
COMSA	Agricultural Insurance Committee (Chile)	EC	Executive Committee (IICA)
CONADEA	National Council for Agricultural Development (Guatemala)	ECLAC	Economic Commission for Latin America and the Caribbean
CONAM	National Environmental Council (Peru)	EDUCONS	Education and Communication Network of Suriname
CONASEM	National Seed Commission (Nicaragua)	EMBRAPA	Brazilian Institute of Agricultural Research
CONCULTURA	National Council for Culture and Art (El Salvador)	ESEN	School for Advanced Studies in Economics and Business (El Salvador)
CONIF	National Corporation for Forestry Research and Development (Colombia)	EU	European Union
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico, Panama, and Dominican Republic	EXPRO	Export Promotion Program for Micro-, Small- and Medium-scale Enterprises (El Salvador)
CORPOICA	Colombian Agricultural Research Corporation	FANS	Faculty of Agricultural and Natural Sciences (UWI)
COSAVE	Plant Protection Committee for the Southern Area	FAO	Food and Agriculture Organization (United Nations)
CPEC	Caribbean Regional Human Resource Development Program for Economic Competitiveness (CIDA)	FAVA/CA	Florida Association of Voluntary Agencies for Caribbean Action (United States)
CREP	Caribbean Region Environmental Program	FECARROZ	Central American Rice Federation
CRISP	Caribbean Regional Intern-Scholarship Programme (USAID)	FECOPROD	Federation of Production Cooperatives (Paraguay)
		FEDEGAN	Livestock Breeders Federation (Colombia)
		FEPALE	Pan American Dairy Federation

FOMRENA	Regional Fund for Appropriate Technologies for the Conservation and Sustainable Management of Natural Resources (Andean Region)	GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
FONTAGRO	Regional Fund for Agricultural Technology	HACCP	Hazard Analysis and Critical Control Points
FORAGRO	Regional Forum on Agricultural Research and Technology Development	IABA	Inter-American Board of Agriculture
FORTIPAPA	Project to Support Research on and Production of Potatoes in Ecuador	IAI	Inter-American Institute for Global Change Research
FRADIEAR	Andean Forum on Dialogue and the Integration of Agricultural and Rural Education	ICA	Colombian Agricultural Institute
FRUTAL-ES	National Fruit Program of El Salvador	ICT	Information and Communication Technologies
FTA	Free Trade Agreement	ICTA	Agricultural Science and Technology Institute
FTAA	Free Trade Area of the Americas	IDB	Inter-American Development Bank
FUNDAGRI	Foundation for the Development of Agricultural Science and Technology (Venezuela)	IDIAP	Agricultural Research Institute of Panama
GAP	Good Agricultural Practices	IEC	International Electrotechnical Commission
GARDC	Gilbert Agricultural and Rural Development Center	IFAD	International Fund for Agricultural Development
GDLN	Global Development Learning Network (World Bank)	IHDP	International Human Dimensions Programme on Global Environmental Change
GDLNA	Global Development Learning Network for Agricultural Development in the Americas	IICA	Inter-American Institute for Cooperation on Agriculture
GECAFS	Global Environmental Change and Food Systems	IISD	International Institute for Sustainable Development (Canada)
GEF	Global Environment Facility	ILO	International Labour Organization
GFAR	Global Forum on Agricultural Research	INA	National Agriculture Institute (Panama)
GINA	Informal Group of Agricultural Negotiators	INCA	Rural National Institute for the Development of Capabilities in the Rural Sector (Mexico)
GIS	Geographic Information System	INCAGRO	Agricultural Innovation and Competitiveness Project (Peru)
GMP	Good Manufacturing Practices	INCCA	National Small-farmer Training Institute (Ecuador)
GPPA	Guyana Poultry Producers Association	INCODER	Colombian Institute of Rural Development
GPS	Global positioning system	INDAP	Agricultural Development Institute (Chile)
GRICA	Group for the Implementation and Coordination of the Agreements on Agriculture and Rural Life of the Summits Process	INFOAGRO	Agricultural Information System (Costa Rica, Venezuela)

INIA	National Agricultural Research Institute (Venezuela, Uruguay)	MAG	Ministry of Agriculture and Livestock (Costa Rica, Ecuador, El Salvador, Paraguay)
INIAP	Autonomous National Agricultural Research Institute (Ecuador)	MAGA	Ministry of Agriculture, Livestock and Food (Guatemala)
INIBAP	International Network for the Improvement of Banana and Plantain	MAGFOR	Ministry of Agricultural and Forest Resources (Nicaragua)
INIDEP	National Institute for Fisheries Research and Development (Argentina)	MALMR	Ministry of Agriculture, Land and Marine Resources (Trinidad and Tobago)
INIEA	National Institute for Agrarian Research and Extension (Peru)	MAPA	Ministry of Agriculture, Livestock and Supply (Brazil), Ministry of Agriculture, Fisheries and Food (Spain)
INIFAP	National Institute for Forestry, Agricultural and Livestock Research (Mexico)	MARD	Ministry of Agriculture and Rural Development (Barbados)
INR	Institutional Net Rate (IICA)	MARNDR	Ministry of Agriculture, Natural Resources and Rural Development (Haiti)
INRA	National Agrarian Reform Institute (Bolivia)	MASHAV	Center for International Development (Israel)
INTA	National Agricultural Technology Institute (Argentina), Nicaraguan Agricultural Technology Institute	MCC	Millennium Challenge Corporation
INTAL	Institute for the Integration of Latin America and the Caribbean	MERCOSUR	Southern Common Market
IOM	International Organization for Migration	MFCL	Ministry of Fisheries, Crops and Livestock (Guyana)
IPPC	International Plant Protection Convention	MGAP	Ministry of Livestock, Agriculture and Fisheries (Uruguay)
IRDC	International Development Research Centre (Canada)	MIDA	Ministry of Agricultural Development (Panama)
ISNAR	International Service for National Agricultural Research	MIFIC	Ministry of Development, Industry and Commerce (Nicaragua)
ISO	International Organization for Standardization	MINAG	Ministry of Agriculture (Peru)
JBI	Jamaica Bauxite Institute	MINAGRI	Ministry of Agriculture (Chile)
JICA	Japan International Cooperation Agency	MINEDUC	Ministry of Education (Chile)
JNRWP	Jamaica Network of Rural Women Producers	MIOA	Market Information Organization of the Americas
LAC	Latin America and the Caribbean	MTP	Medium-term Plan (IICA)
LMO	Living Modified Organism	MUCECH	Movimiento Unitario Campesino y de Etnias de Chile
MACA	Ministry of Small-farm and Agricultural Affairs (Bolivia)	NABI	North American Biotechnology Initiative
MADR	Ministry of Agriculture and Rural Development (Colombia)	NAFTA	North American Free Trade Agreement
MAFLG	Ministry of Agriculture, Fishing and Local Government (Bahamas)	NAHFSC	National Agricultural Health and Food Safety Committee (Saint Vincent and the Grenadines)

NAPPO	North American Plant Protection Organization	PRODERT	Project for Sustainable Rural Development in Ecologically Fragile Areas of the Trifinio Region (El Salvador, Guatemala and Honduras)
NAYA	National Association of Youth in Agriculture (Dominica)	PRODESAL	Small-scale Cotton Farm Development and Diversification Program (Paraguay)
NFU	National Farmers Union (Canada)	PROFORPYMES	Strengthening of Agribusiness Management for Market Access and Internationalization of Small- and Medium-scale Enterprises in Central America
OAITA	Andean Observatory of Technological Innovation	PROMECAFE	Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation
OAS	Organization of American States	PROMSA	Project for the Modernization of Agricultural Services (Ecuador)
ODEPA	Office of Agricultural Studies and Policies (Chile)	PROSAP	Provincial Agricultural Services Program (SAGPYA, Argentina)
OECS	Organization of Eastern Caribbean States	RADA	Rural Agricultural Development Agency (Jamaica)
OIE	World Organization for Animal Health	RDC	Rural Development Commission (Barbados)
OIRSA	International Regional Organization for Plant and Animal Health	REDPA	Coordination Network for Agricultural Policies in the Southern Region
PADEMER	Rural Microenterprise Development Project (Colombia)	REMERFI	Mesoamerican Network for Plant Genetic Resources
PAES	Environmental Program of El Salvador	RENAMUR	Mexican Network of Rural Women
PAHO	Pan American Health Organization	RENDRUS	National Network of Sustainable Rural Development (Mexico)
PIOJ	Planning Institute of Jamaica	RIDAB	Agricultural Information and Documentation Center of Bolivia
PRISMA	Salvadoran Program for Research on the Environment and Development	SACMI	Special Advisory Commission on Management Issues (IICA)
PROCI	Cooperative Agricultural Research and Technology Transfer Program	SAG	Agricultural and Livestock Service (Chile), Secretariat of Agriculture and Livestock (Honduras)
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion	SAGARPA	Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (Mexico)
PROCICARIBE	Caribbean Agricultural Science and Technology Network System	SAGPYA	Secretariat of Agriculture, Livestock, Fisheries and Food (Argentina)
PROCINORTE	Cooperative Agricultural Research and Technology Transfer Program for the Northern Region	SANIBANANO	Plant Health Program for Export-quality Bananas and Musaceae (Ecuador)
PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Cone		
PROCITROPICOS	Cooperative Program on Research and Technology Transfer for the South American Tropics		
PROCOMER	Foreign Trade Promotion Office (Costa Rica)		
PRODAR	Rural Agroindustry Development Program for Latin America and the Caribbean		

SAQS	Project for Strengthening Agricultural Quarantine Services in the Caribbean	SICTA	Central American System for Agricultural Technology Integration
SASA	Autonomous Agricultural Health Service (Venezuela)	SIDALC	Agricultural Information and Documentation System for the Americas
SDC	Social Development Commission (Jamaica)	SIHCA	Hemispheric Training System for Agricultural Development
SDC	Swiss Cooperation Agency for Development	SIRENARE	Superintendency of the Renewable Natural Resources Regulation System (Bolivia)
SEA	Secretariat of State for Agriculture (Dominican Republic)	SIRG	Summit Implementation Review Group
SEDI	Executive Secretariat for Integral Development (OAS)	SPS Agreement	Agreement on Sanitary and Phytosanitary Measures (WTO)
SEGEPLAN	Planning and Programming Secretariat (Guatemala)	SPS Committee	Sanitary and Phytosanitary Measures Committee (WTO)
SELA	Latin American Economic System (Venezuela)	SPS measures	Sanitary and phytosanitary measures
SENACSA	National Animal Health and Quality Service (Paraguay)	SRD	Sustainable Rural Development
SENARA	National Groundwater, Irrigation, and Drainage Service (Costa Rica)	SVGNRWP	Saint Vincent and the Grenadines Network of Rural Women Producers
SENASA	National Agrifood Health and Quality Service (Argentina), National Agricultural Health Service (Honduras)	TBT	Technical Barriers to Trade
SENASICA	National Service for Agri-food Health, Safety and Quality (Mexico)	TCGA	Toledo Cacao Growers Association (Belize)
SEPREM	Presidential Office for Women's Affairs (Guatemala)	TROPIGEN	Amazonian Network of Plant Genetic Resources
SEPSA	Executive Secretariat for Agricultural Sectoral Planning (Costa Rica)	UICN	World Conservation Union
SERNAM	National Office for Women's Affairs (Chile)	UNAM	National Autonomous University of Mexico
SESA	Ecuadoran Agricultural Health Service	UNDP	United Nations Development Program
SG-CAN	General Secretariat of the Andean Community	UNESCO	United Nations Educational, Scientific and Cultural Organization
SHYQ	Yacambu Quibor Water System (Venezuela)	UNJFSC	Jose Faustino Sanchez Carrion National University (Peru)
SIAP	Agrifood and Fisheries Information and Statistics Service (Mexico)	UPEG	Management Planning and Evaluation Unit (SAG/Honduras)
SIBIICA	IICA Library System	USAID	United States Agency for International Development
SIBTA	Bolivian Agricultural Technology System	USDA	United States Department of Agriculture
		UWI	University of the West Indies
		WB	World Bank
		WHO	World Health Organization
		WINFA	Windward Islands Farmers Association
		WTO	World Trade Organization