

FLAGSHIP PROJECT

Competitiveness and sustainability of agricultural chains
for food security and economic development

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BACKGROUND

The Project Competitiveness and sustainability of agricultural chains for food security and economic development was carried out by IICA from October 2014 to June 2018.

OPPORTUNITIES FOR IMPROVEMENT

For its execution, this flagship project identified a series of opportunities for improvement in advancing the productivity, competitiveness, sustainability and equity of agricultural chains throughout the hemisphere, given the fact that Latin America and the Caribbean (LAC) is a group of countries with different economic interests, developmental models, orientations in public policies, natural resource bases and agroecological conditions, in addition to different levels of development. Among the opportunities for improvement, the following are significant:



Limitations in the creation of policies with intersectoral and long-term vision, as well as in the definition of effective instruments for their implementation, monitoring, and evaluation.



Weaknesses with respect to organization, articulation, coordination, and equity among the stakeholders in the chains.



Limitations in the associative and entrepreneurial capabilities of small- and medium-scale producers.



Limitations in the capacity for management of innovation processes in agricultural chains.



Weaknesses in water management, soil management, and in the use of energy throughout the chains.



Limitations in linkages and market share for small- and medium-scale producers.



OBJECTIVES

Improve the competitive and sustainable performance of agricultural chains as a whole, and of all their links, through policy management, strengthening of institutions and of public-private capabilities, and support for technological, business, institutional and commercial innovation processes.

GENERAL OBJECTIVE

SPECIFIC OBJECTIVES

1

Strengthen the institutional framework and the capacities of the Member States for management of policies and strategies that facilitate the competitiveness and sustainability of agricultural chains.

2

Strengthen the public and private capacities for competitive, inclusive and sustainable management of agricultural chains, as well as the entrepreneurial and associative management capacities of the stakeholders who participate in them.

3

Strengthen capacities in the public and private sectors to implement innovation processes that promote the productivity and comprehensive sustainability of agricultural chains.

4

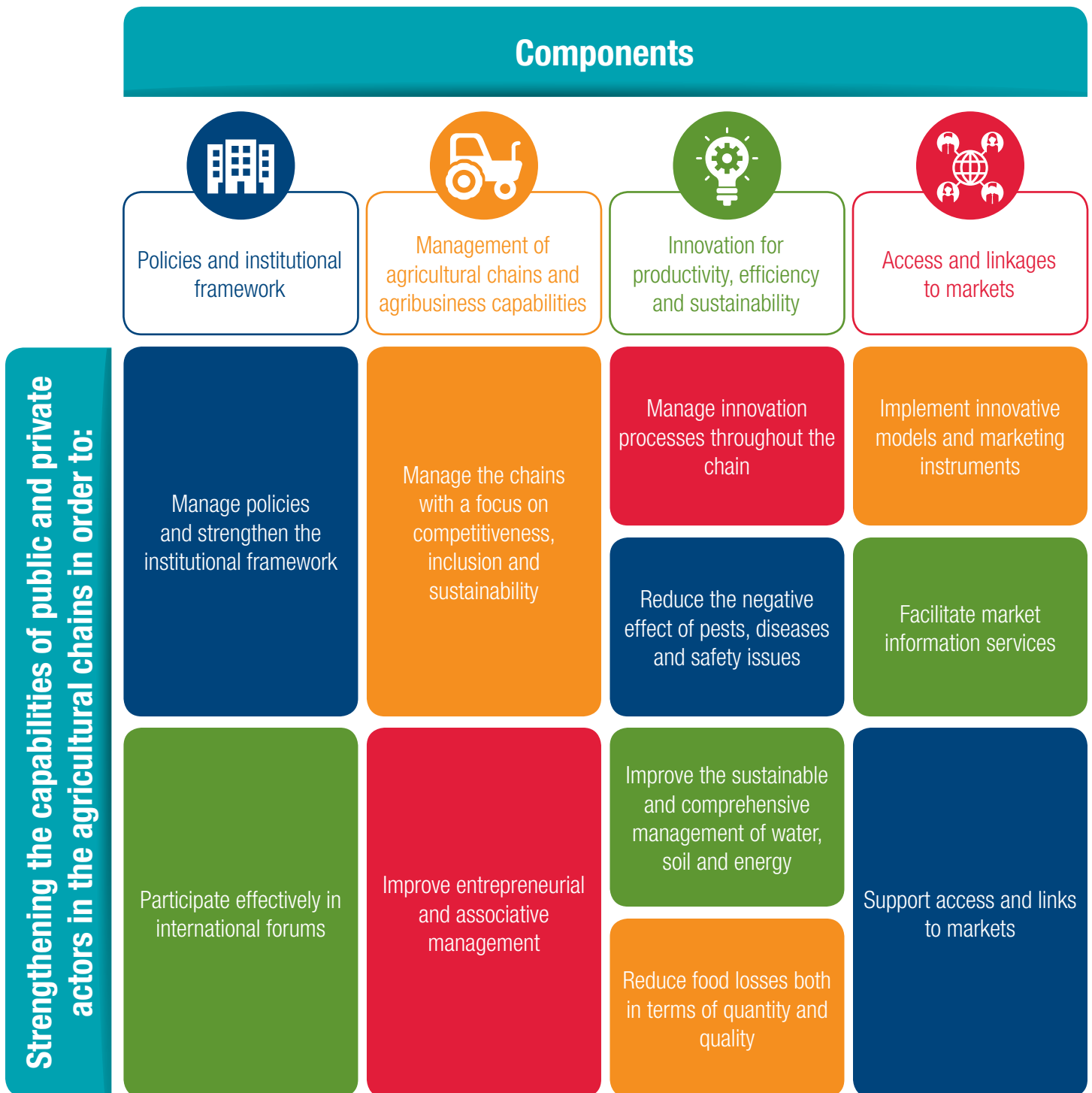
Strengthen the public-private institutional capacities to improve access and linkages of agricultural chains to markets.



EXPECTED RESULTS

The project consists of four components that complement each other to comprehensively improve the competitive and sustainable performance of the agricultural chains, through strengthening of institutional capacities and of the public and private stakeholders.






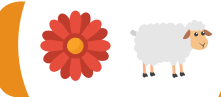




The following diagram shows the expected results of the project for each component:



GEOGRAPHICAL AREA

The project carried out its activities at the hemispheric, multinational, regional and national levels.

The following table shows the countries and chains prioritized at the national level.

COUNTRIES	CHAINS
Argentina	 Horticultural
Costa Rica	 Cacao
El Salvador	 Fruits
Honduras	 Cashew
Panama	 Cacao and coffee
Paraguay	 Flowers and ovine
Peru	 Cacao and coffee
Trinidad and Tobago	 Small ruminants
Venezuela	 Poultry
Uruguay	 Bovine

The project had the participation of Brazil, Canada, Chile, Colombia, the United States and Mexico as partner countries. Partner countries are those that possess lessons learned, a historical trajectory, experience and technical capabilities in the various subject areas of this flagship project, with a focus on agricultural chains.



BENEFICIARIES OF THE PROJECT

In keeping with IICA's responsibilities towards its member countries, the principal beneficiaries and users of the project were:



Public and private institutions

that promote the competitiveness, inclusion, equity, and sustainability of the agricultural chains in the member countries of IICA.



Decision-makers

in the priority agricultural chains.



Producers, leaders, and organizations

of producers and other stakeholders in the agricultural chains.



Technical personnel at IICA,

through a process of internal capacity development in the topic.

IMPLEMENTATION STRATEGY

The strategy of the Project consisted of:

1

Emphasis on technical cooperation in the topics on which IICA has experience, capability, and institutional trajectory.

2

Development of international public goods that make it possible to achieve the objectives of the project.

3

Presence of the activities in 10 priority countries of the Americas and in 14 agricultural chains.

4

Utilization of the knowledge, lessons learned, historical trajectory, experience, and existing technical capabilities in 7 member countries considered as partners in the project (Brazil, Canada, Chile, Colombia, the United States and Mexico) and in the IICA Delegations.

5

Promotion of strategic partnerships with public and private institutions that facilitate achievement of the expected results of the project.

6

Scale up knowledge and experiences acquired to other countries and chains.



GENERAL INDICATORS

The following infogram presents general indicators linked to the number of countries, chains, actors, and institutions that benefited from the Project, as well as the number of cooperation products developed.



10 MOST SIGNIFICANT RESULTS

The following table presents the main achievements by component, using as a reference the expected results of the Project.

1

More than 3,600 stakeholders, 85 institutions and 28 countries in the Americas (primarily Argentina, Bolivia, Brazil, Chile, Costa Rica, Paraguay, Peru and Uruguay) increased their knowledge of good practices, lessons learned and methodologies related to the design, follow-up, monitoring and evaluation of public policies on agriculture, with support from partner institutions in Canada, the United States, Mexico, Colombia, Chile, Brazil and Spain. These knowledge-building efforts focused on the development of policy instruments, institutional modernization for results-based policy management, and public-private interventions geared toward improving funding and financial inclusion in agricultural chains.

2

More than 1100 stakeholders and close to 190 institutions or organizations from the agriculture sector and other sectors in Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Paraguay, Peru and Uruguay received support to strengthen management and governance models; the development of strategies, policies, plans, agreements, administrative processes, and national, international or regional regulations; as well as actions geared toward 14 agricultural prioritized chains or other chains that have an impact on the agriculture sector in general. Specific topics addressed included agribusiness facilitation, agro-industrial technological innovation, food safety, biosafety, Codex Alimentarius standards, sanitary and phytosanitary measures, animal health emergency response, good agricultural practices, formalization of and value-adding in agribusinesses, strategic investments, and investments geared toward increasing chain competitiveness.

3

More than 4000 stakeholders and development agents from 200 public institutions and agricultural organizations in IICA's 34 member countries strengthened their negotiation skills as well as their ability to manage international agreements, provide follow-up, fulfill established commitments, and achieve more effective participation in and engagement with international or multinational forums and institutions such as the WTO (specifically the Agriculture Committee), PAHO and CODEX, regarding agricultural health and food safety, FSMA regulations, tariff-rate quotas, statistical trade indicators, international regulations, and the results of agricultural trade negotiations, particularly the WTO Ministerial Conferences.



4

10 agricultural chains in 8 countries (coffee and cocoa in Panama, sheep and floriculture in Paraguay, fruit in El Salvador, dairy goat in Trinidad and Tobago, poultry in Venezuela, horticulture in Argentina, sweet potato in Jamaica and cocoa in Peru) improved their management capabilities based on competitiveness, sustainability and inclusion criteria, through the creation and strengthening of chain committees and collaboration opportunities, as well as the development of strategic and business plans, among other instruments.

5

More than 2870 agents from at least 365 institutions strengthened their capabilities in business, associative, commercial and value-adding management, through various processes and events that fostered capacity-building, knowledge updating and technical exchanges. At least 23 countries and 51 agricultural chains were involved in these processes.

6

Almost 8000 public and private stakeholders and at least 661 institutional bodies strengthened their capabilities in areas related to technological innovation in agricultural chains. Capacity building focused on production management in Trinidad and Tobago's dairy goat chain, to produce quality milk, cheese and yogurt; postharvest technologies for fruit in El Salvador; use of bio-inputs in ornamental plants in Paraguay; sweet potato production in Jamaica; good agricultural practices for the fruit and vegetable, cocoa, floriculture, and poultry chains in Argentina, Costa Rica, Paraguay and Venezuela, respectively; good manufacturing and safety practices in Honduras; pest and disease control (control of lepidopteran pests in cocoa and coffee leaf rust in Peru, sheep health in Trinidad and Tobago, and epidemic control and risk communication in Uruguay); economic evaluations of health programs in South America; antimicrobial resistance in Venezuela, Uruguay and Paraguay; integrated management of the safety of food of animal origin in Uruguay; energy efficiency in agricultural chains in Venezuela, Costa Rica and Honduras; reduction of food losses in Argentina's fruit and vegetable chain; good extension practices in agricultural chains in the Southern Region; and the current situation and management of cadmium in cocoa as well as water and carbon footprints of chains with a hemispheric scope.

7

The FP fostered the implementation of around 30 technological options for driving innovation in the primary production and processing stages of 16 chains in 8 countries: floriculture and sheep in Paraguay; cocoa, coffee and strawberry in Costa Rica; cashew, vegetable, cassava and rice in Honduras; poultry in Venezuela; goat in Trinidad and Tobago; cocoa and coffee in Panama; sweet potato in Jamaica; and cocoa and coffee in Peru.



8

Agricultural chain stakeholders improved their capabilities for managing innovation processes through the use of 6 methodological tools and 11 technical manuals on different chains. The methodological guides cover a number of topics including efficient energy use, reduction of food losses, territorial identification of innovations, economic evaluation of animal health programs, tools for strengthening sanitary programs, and evaluation of innovation capabilities in order to strengthen innovation processes in agricultural chains. The technical manuals address the following topics, chains and countries: production of and forage for dairy goats in Trinidad and Tobago; good practices for sheep rearing and livestock farms, sustainable floriculture production technologies, development and application of bio-inputs and composting in Paraguay; and strawberry production, cocoa farming techniques and good postharvest management practices for cocoa in Costa Rica.

9

Through their participation in national, regional and hemispheric events, more than 1298 stakeholders from over 21 countries strengthened their capabilities in matters related to market access, specifically compliance with requirements related to good agricultural practices, preventive controls under the Food Safety Management Act (FSMA), sanitary and phytosanitary measures, veterinary drug residues, and food safety standards. The capabilities of 18 official agricultural health and food safety services were also strengthened.

10

At least 2040 stakeholders from at least 10 countries strengthened their capacity for establishing market linkages. This was achieved through the organization of training sessions on the establishment of market linkages with the agro-export and agritourism sectors; the promotion of innovative marketing schemes; the strengthening of support services for the development of agro-export capabilities; and the organization of different events to foster dialogue and exchanges among countries regarding the cocoa chain (with the participation of 9 countries), the horticulture chain in Argentina and the floriculture chain in Paraguay. Additionally, linkages between the agriculture and tourism sectors were fostered by means of regional events and a Chefs Alliance in the Cayman Islands and Barbados; the organization of commercial exchange opportunities (fairs) for the coffee and cocoa chains in Panama; the implementation of various methodologies such as the “One People, One Product” initiative in Costa Rica; and the development and implementation of marketing and value-adding strategies for dairy goat products in Trinidad and Tobago and cashew by-products in Honduras.



RESULTS IN THE PRIORITIZED CHAINS

From the following infogram you can access the main results achieved in each of the priority chains. Each sheet presents in the first instance the needs identified jointly with the actors of the chains, including the service providers and the institutional support, to improve competitiveness, sustainability and inclusion, then the prioritized topics for the implementation of the Project are presented, followed by a summary of the results achieved.

TO SEE THE ONLINE TAB:

CLICK HERE

To **see the progress** we have made in the prioritized agricultural chains in the hemisphere

click on each icon



Visit us at

<http://www.iica.int/en/pi/chains>



Actions on behalf of the Cashew Chain in Honduras

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Boost cashew production by improving productivity and increasing the area under cultivation.
- 2 Promote environmentally-friendly mechanisms for adding value.
- 3 Develop a business-oriented organizational management model to boost the positioning of cashew chain products in both the domestic and international markets.
- 4 Strengthen institutional capacities for sustainable management of the chain.

ACHIEVING THE FOLLOWING RESULTS

- 8 We helped draw up the “Strategic Plan and Investment Program for the Competitive and Sustainable Development of the Cashew Chain in Honduras,” which will make it possible to set priorities, establish and coordinate actions, and negotiate and allocate resources.
- 9 We implemented the plan for the production of cashew nectar, in which a second-level producers’ organization with 10 grassroots associations took part. We also carried out market testing for sugar-free cashew juice.
- 10 We implemented a strategy for the marketing of cashew byproducts that included participation in a number of events, such as the National Cashew Festival, the Fruit Fair and the AGROMERCADOS Fair.



THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 5 Designing and implementing a capacity building program focusing on business and associative management, and matters relating to safety and good manufacturing practices.
- 6 Developing a cashew fruit byproduct.
- 7 Devising and implementing a strategy for marketing cashew byproducts.

- 11 We strengthened producers’ capacity to create value added and their marketing and organizational management skills. The various processes carried out involved:
 - The design and registration of a collective brand for a period of 10 years, with its respective logo and labels.
 - Working with the Family Farming Flagship Project, a field visit to El Salvador was organized and implemented to learn more about the process of producing cashew nectar, including the supply chain, quality and safety parameters, and the process flow.
 - A prototype cashew nectar prototype was developed.
 - Consumer acceptance was tested during the AGROMERCADOS Fair and potential clients for the nectar were identified in business matchmaking meetings.
 - We processed and obtained sanitary certificates for three byproducts and helped renew the sanitation license for 4 years.
 - We provided training in leadership, marketing plans, business plans for products with value added, business and associative management, and good manufacturing practices.
- 12 We prepared a profile for a project aimed at giving continuity to the actions carried out.

Actions on behalf of the Fruit Chain in El Salvador

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Create an entity tasked with organizing, interlinking and coordinating the fruit sector; and a committee to represent the sector and facilitate the integration of productive efforts.
- 2 Institute a public policy aimed at providing comprehensive support for the chain.
- 3 Have reliable, healthy and high-quality genetic material available; underpinned by a legal framework and robust institutions.
- 4 Consolidate the production of larger supplies of quality produce to ensure that sufficient quantities are always available in markets.
- 5 Strengthen a collaborative information system that integrates technical and commercial data and content; and facilitate dissemination of the data among producers.
- 6 Invest in the training of technical staff specializing in fruit-growing whose main function is to disseminate innovations designed to increase the competitiveness of the chain.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 7 Creating an entity to interlink and coordinate the sector.
- 8 Promoting the creation of an institutional policy designed to provide comprehensive support for fruit chain.
- 9 Strengthening organizations in order to build technical and commercial capacities.

ACHIEVING THE FOLLOWING RESULTS

- 10 We devised a development strategy for the fruit sector.
- 11 We initiated the process of establishing the Federation of Fruit Producers of El Salvador (FECOFRUT), whose members now include 9 cooperatives and 386 individual producers.
- 12 We developed a business plan for the cooperatives interested in joining FECOFRUT, as well as a communication plan and promotional materials for the Federation's member organizations.
- 13 We supported the establishment of the "Fraterna" a collective brand, underpinned by quality and safety standards and social and environmental commitments.
- 14 We boosted the capacity to implement Good Agricultural Practices (GAP), including a pre-audit and a short-term plan, for the gradual implementation of GAP until compliance with the Salvadoran Technical Regulations is achieved.
- 15 We enhanced producers' expertise in the management of innovation.
- 16 We improved the technical and business capacities of producers' organizations in order to increase production and promote associative enterprises and position them in the market.
- 17 We trained fruit producers to process the paperwork involved in meeting the plant health and legal requirements for exports, and enhanced their agribusiness skills.
- 18 We promoted the exchange of information and drafted a document on the status and outlook for financing and financial inclusion within the chain, and proposals for improving the situation.
- 19 We supported the preparation of a profile for a project aimed at creating an agroindustrial technological park, as a first step toward the creation of the Zacatecoluca Local Innovation Ecosystem.
- 20 We prepared a profile for a project designed to continue strengthening the group of fruit cooperatives by supporting their further administrative, technical and commercial development once the project ends.



Actions on behalf of the Cocoa Chain in Costa Rica

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Strengthen the capabilities for good governance of the chain by incorporating a larger number of stakeholders, promoting their participation and facilitating the analysis of, and follow-up to, strategic issues with a view to improving the chain's competitiveness.
- 2 Promote the creation of frameworks to guide the chain's operation, both at the national and regional levels.
- 3 Strengthen productive and post-harvest management capabilities in the main growing areas by prioritizing good practices to ensure cocoa quality.
- 4 Generate strategic, up-to-date information for decision-making.
- 5 Foster the creation of value added, more and better market access, and the vertical integration into the chain of the most vulnerable stakeholders.
- 6 Establish the conditions required to match financing to the needs of the chain.
- 7 Develop capacities in grassroots productive groups.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 8 Strengthening chain management and governance.
- 9 Building stakeholder capacity in the areas of value added, marketing, business plans and organizational management.
- 10 Disseminating good production and post-harvest practices to ensure cocoa quality.
- 11 Developing strategic information to support decision-making on matters such as marketing and financing.
- 12 Promote the adding of value, giving priority to the two main production areas.

ACHIEVING THE FOLLOWING RESULTS

- 13 We helped create the Interinstitutional Cocoa Committee, a mechanism for supporting management of the chain.
- 14 We facilitated the development of a proposed "National Cocoa Plan 2017-2027," designed to reactivate cocoa growing in the country, and worked on its consolidation and implementation.
- 15 We incorporated a portfolio of cocoa projects into the framework of a national program aimed at promoting entrepreneurship and innovation with the Development Banking System (DBS).
- 16 We complemented the actions with an externally funded project geared toward generating the first study on the supply and the demand for cocoa produced by smallholders in the Caribbean and Northern regions.
- 17 We conducted a cost analysis and created a tool that enables producers to collect this type of information, to facilitate the appraisal process.
- 18 We developed a guide entitled "Methodological guidelines for identifying business ideas for smallholder organizations."
- 19 We produced a commercial cocoa catalogue of fair trade organizations, to facilitate marketing and differentiation of the supply.
- 20 We implemented two externally funded projects (AECID and Government of Australia) that supported the insertion of small-scale cocoa producers into markets.
- 21 We conducted a study of the supply and demand for financing for the chain.
- 22 We launched and promoted the implementation of the recommendations made in the "Technical Handbook on Cocoa Cultivation: Good Practices for Latin America."
- 23 We implemented a capacity building program for producers' organizations that focused on value added, organizational management and marketing.
- 24 We held the National Cocoa Congress to provide an opportunity for discussions and exchanges on aspects of value added and marketing.
- 25 We collaborated in the implementation of processes related to differentiation by origin, such as the denomination of origin project for Talamanca cocoa.



Actions on behalf of the Cocoa and Coffee Chains in Panama

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Strengthen the institutional framework that supports the chains by promoting methodologies and tools such as information and knowledge systems, to promote competitiveness and sustainability.
- 2 Improve chain management by fostering more active participation by the different stakeholders involved.
- 3 Strengthen the capacity of producers' organizations to work as a group, adopting a business and commercial approach.
- 4 Improve the productivity and efficiency of small and medium-scale producers.
- 5 Improve producers' links with the market via innovative marketing strategies.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 6 Strengthening the public institutional framework of each chain by means of assistance and capacity building in the development of policy and strategy proposals.
- 7 Boosting the business and associative management capacities of producers and other stakeholders, with a focus on inclusion, innovative business management and responsible management of natural resources and the environment.
- 8 Improving the capacity to manage innovation processes geared toward increasing productivity in a sustainable manner.
- 9 Promoting technical and commercial exchanges, in order to foster producers' insertion into markets, particularly into differentiated markets and with value added.

ACHIEVING THE FOLLOWING RESULTS

- 10 We fostered the establishment of coordination mechanisms to improve governance and promote the consistency of the policies adopted to promote the two chains, such as the Cocoa Technical Coordination Group established in 2017. A similar body is expected to be approved for coffee in 2018.
- 11 We set up cocoa and coffee innovation consortia to promote horizontal cooperation and the transfer of information on technological innovations among stakeholders in both chains.
- 12 Working with partners and stakeholders, we developed 6 demonstration farms for coffee and 6 for cocoa, where we applied selected technological innovations and conducted cost-benefit analyses.
- 13 Using the Field Schools methodology, we enhanced the technical expertise of extension workers from the Ministry of Agricultural Development (MIDA) and the Agricultural Research Institute of Panama (IDIAP) in the areas of policy management and business and associative management.
- 14 We designed and implemented a training and extension curriculum aimed at increasing cocoa and coffee productivity.
- 15 We boosted the capacity for innovation on demonstration clonal farms, making it possible to develop and multiply cocoa and coffee plants.
- 16 We prepared a one-hectare clonal garden (showcase farm) with 120 accessions of Panamanian wild cocoa phenotypes, with 10 repetitions of each accession. This garden makes it possible to evaluate the characterization, validation and multiplication of genetic material, and deliver highly accurate information to farmers. IDIAP selected three varieties that offer high productivity on its El Paraíso experimental farm in Almirante.
- 17 We strengthened the productive and commercial capabilities of the Bocas del Toro Multi-Services Cocoa Cooperative (COCABO), Panama's most important cocoa producer organization. MIDA, the Ministry of Commerce and Industry (MICI) and IDIAP supported and participated in these efforts.
- 18 We improved COOCABO's capacity for market insertion by participating in fairs and business matchmaking meetings, enabling it to interact with restaurant entrepreneurs and reach agreements for supplying products.
- 19 We participated in the preparation of the Country Positioning document on fine and aromatic cocoa.



Actions to benefit the dairy goat chain in Trinidad and Tobago

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Strengthen the institutional framework to enhance sector support.
- 2 Establish and strengthen coordination and dialogue mechanisms.
- 3 Strengthen technical capabilities of the different chain actors, including extension officers.
- 4 Define Good Agricultural Practices (GAP), Good Manufacturing Practices (GMP) and Standard Operating Procedures (SOP) for producing high quality milk, with acceptable standards for packaging and labelling for stakeholders in the chain.
- 5 Strengthen the capacity of producers, processors and others along the goat dairy value chain to consistently produce high quality milk and value-added products from goats' milk to effectively access markets.
- 6 Implement a marketing strategy to take advantage of business opportunities beyond the current farm-gate sale.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 7 Establishment and strengthening of the dairy goat chain committee.
- 8 Design and implementation of a capacity building program to promote product and process innovations.
- 9 Facilitate market access for milk and value added products.

ACHIEVING THE FOLLOWING RESULTS

- 10 A Dairy Goat Stakeholder's Committee was established and a business plan was prepared and partially implemented to increase production; productivity and market access for milk and value added products from members' farms.
- 11 The Committee worked on the mobilization of resources, the production of fodder to reduce costs, the construction of milking rooms for member farms and the launch of products to the market. Additionally, a proposal was made for the establishment of a goats' milk and by-products processing plant.
- 12 Members of the TTGSS and other stakeholders increased their productivity, quality of goat's milk and other value added products in order to increase access to markets through a series of capacity building activities and instruments.
- 13 Capacity building activities were carried out on the following topics: husbandry management practices, including sanitation, feed mixing, breed selection, castration, hoof trimming and dehorning; housing management and construction; public health requirements; animal health and nutrition; labelling regulations; food safety; elaboration of cheese and yogurts; and business management, focused record keeping and entrepreneurship.
- 14 To supplement the training activities, public goods were developed and disseminated among producers:
[The Trinidad & Tobago Dairy Goat Manual: Breeds, Milking, Herd Health, Records](#); forage fact sheets on [clitoria](#), [kudzu](#), [leucaena](#), [moringa](#), [mulberry](#), [tithonia](#), [trichanthera](#) and [gliciridia](#); [Dairy Goat Milking Handbook for Farmers: A step-by-step guide](#); and [The Trinidad and Tobago Dairy Goat Manual Vol II: Comprehensive Guide to Goats' Milk Production and Handling](#).
- 15 A marketing strategy was developed, including information on market segmentation, promotion and branding, market penetration, marketing channels, pricing strategy and new product development. These efforts allowed milk, cheese and yogurt producers to sell their products to local supermarkets chains. In addition, IICA in collaboration with the TTGSS showcased and promoted goats' milk, cheese, and other value added product to the public at a recent exhibition hosted by the University of the West Indies.



Actions on behalf of the Poultry Chain in Venezuela

FIRST, WE IDENTIFIED THE NEED TO:

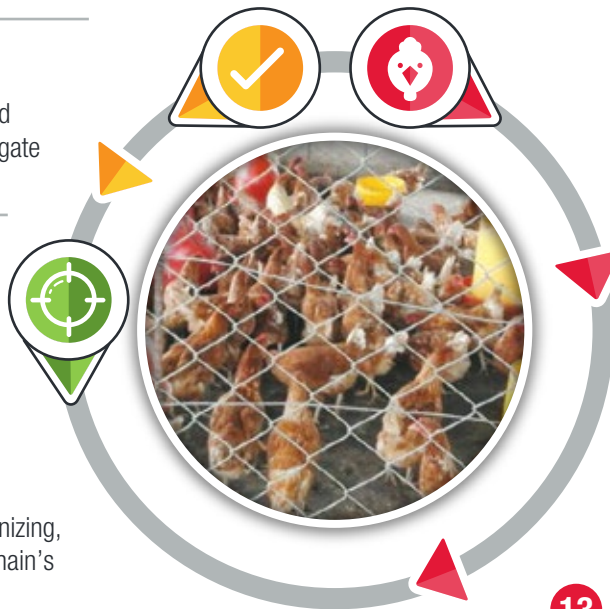
- 1 Promote a consensus-building entity for stakeholders, to ensure the competitive, equitable and sustainable management of the chain.
- 2 Boost stakeholders' capacity to formulate strategies, organize their activities and increase productivity, with the emphasis on smallholders.
- 3 Promote good poultry practices and safety throughout the chain to mitigate the effects of pests and diseases.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 4 Strengthening capabilities for organizing, interlinking and coordinating the chain's stakeholders.
- 5 Designing and implementing a capacity building program on business management and organization.
- 6 Promoting innovations to reduce the negative effects of diseases and food safety problems.
- 7 Fostering horizontal cooperation aimed at sharing successful experiences in improving productivity and efficiency within the chain.

ACHIEVING THE FOLLOWING RESULTS

- 8 We supported the characterization of the poultry chain in Venezuela.
- 9 We promoted the establishment of the public and private sector group tasked with improving the chain's competitiveness.
- 10 We prepared the strategic plan for increasing the competitiveness and building institutions within the poultry chain.
- 11 We disseminated information about the poultry censuses conducted in Ecuador and Costa Rica, and the identification of feed alternatives for poultry production, via horizontal cooperation.
- 12 We developed the baseline for the "Guidelines on Good Poultry Practices in Venezuela."
- 13 We developed and implemented a pilot quality assurance program across the poultry chain.
- 14 We enhanced the expertise of 205 individuals involved in the analysis of the chain's competitiveness, good poultry practices and the control and eradication of avian influenza and Newcastle disease.
- 15 We implemented a diploma course designed to build the capacity to manage small-scale poultry businesses.
- 16 We developed and made progress with the implementation of a process of antimicrobial resistance surveillance in poultry products with high domestic consumption rates.



Actions on behalf of the Coffee and Cocoa Chains in Peru

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Improve the coordination of policies and public and private sector actions.
- 2 Build the capacities of smallholders in the areas of associative business organization and market linkages.
- 3 Facilitate knowledge of technologies, good practices, methodologies and tools for innovation and the sustainable development of high-quality coffee and cocoa.
- 4 Boost institutional capabilities for managing climate change adaptation and mitigation strategies, and pest and disease prevention in the same context.
- 5 Optimize the provision of productive and business innovation services.
- 6 Foster differentiated marketing strategies for developing the domestic market and supporting agricultural exporters, including smallholders.
- 7 Promote the adoption of cross-cutting strategies on gender and generational change in public and private sector actions.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 8 Capacity building in the areas of:
 - Policy management and the strengthening of institutional frameworks, regulations, plans and strategies that facilitate innovation, competitiveness and sustainability.
 - Business and associative enterprise management.
 - Reduction of the negative effects of pest, diseases and food safety problems.
- 9 Promoting market access and linkages.

ACHIEVING THE FOLLOWING RESULTS

- 10 We supported the organization and development of the National Technical Coordination Group for Cocoa and Chocolate and facilitated the process of devising a National Cocoa Plan.
- 11 We contributed to the work of the National Technical Committee responsible for compliance with the Codex Alimentarius standards on contaminants in foods (specifically, heavy metals in cocoa).
- 12 We built capacities for plant health and safety management in cocoa.
- 13 We set in motion a process to enable Peru and Venezuela to share experiences with a view to improving the control of cocoa pod borer.
- 14 We produced a "Guide to plant health and safety management for cocoa plantations," emphasizing the importance of the use of IPM and GAP, as well as the factors involved in the accumulation of cadmium and some mitigation strategies.
- 15 We promoted the sharing of experiences to foster the marketing of cocoa and its byproducts.
- 16 We collaborated in the drafting of the National Coffee Action Plan.
- 17 We provided technical assistance for the formulation of development projects in the coffee sector and the design of plans that meet evaluability criteria.
- 18 We systematized and shared Peru's experience in implementing the National Plan to Combat Coffee Leaf Rust.
- 19 We strengthened the capacities of public and private entities in multilevel agroforestry technologies for the modernization of coffee production and greenhouse gas mitigation.



- 20 We conducted an analysis of the current situation and outlook for financing in the coffee chain.
- 21 We carried out processes designed to build capacity in commercial technical assistance in the coffee and cocoa chains and other important national agricultural chains.
- 22 We documented lessons learned on inclusive and sustainable commercial relationships between smallholders and the purchasers of their production.
- 23 We promoted synergies with other IICA cooperation instruments that made it possible to:
 - Propose elements to be considered for the creation of a Peruvian Coffee Institute.
 - Lay the groundwork for the implementation of an early warning system for the appearance of coffee rust on coffee farms.
 - Generate a reference model for certifying coffee as both sustainable and resilient to the effects of climate change according to Rainforest Alliance standards.
 - Promote the restoration of degraded soils in Andean forests for the development of agroforestry systems for coffee and cocoa.
 - Facilitate the use of renewable thermal energy by installing solar dryers at coffee and cocoa cooperatives.
 - Systematize and share information in order to improve the bilateral coffee trade between Peru and the United States.
 - Strengthen the Oro Verde Cooperative in aspects of quality and safety, associative enterprises, income diversification, and the exploration of new business opportunities in the Canadian market.

Actions on behalf of the Sheep Chain in Paraguay

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Strengthen management of the chain.
- 2 Create mechanisms for training and technical assistance, to improve sanitary conditions and herd management.
- 3 Promote a training program for producers dealing with issues such as management, technology, leadership, sheep production and management, trade and associative enterprises, among others.
- 4 Promote the concept of associative enterprises and the strengthening of smallholder organizations.
- 5 Create incentives and training mechanisms to encourage young people and promote the insertion and consolidation of new producers and leaders who promote and manage quality.
- 6 Foster and support public-private partnerships of producers' organizations, the public sector, meat packing plants, input suppliers, marketers, carriers and others chain stakeholders.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 7 Strengthening:
 - Management of the chain.
 - Agricultural Health and Food Safety (AHFS) issues.
 - Good production and market access practices.
- 8 Promoting technological innovation.

ACHIEVING THE FOLLOWING RESULTS

- 9 We developed the baseline for the chain.
- 10 We set up the coordination group for the sheep chain, with representatives of the public and private sectors, and devised a plan for the group's future development and strengthening. The work of the group got under way. We have a draft ministerial resolution officially recognizing the body.
- 11 We drew up the 2017-2021 strategic plan aimed at improving the competitiveness of the chain.
- 12 We created a registry of producers and an inventory of animals.
- 13 We implemented a sheep health program working in tandem with the National Quality and Animal Health Service (SENACSA), the Vice Ministry of Livestock (VMG) and the Paraguayan Sheep Breeders Association (APCO).
- 14 We identified the diseases that should be the object of campaigns, and the Sheep Health Team was reactivated.
- 15 We prepared and disseminated the [Manual de Buenas Prácticas para la Producción Bovina](#).
- 16 We carried out capacity building activities for the implementation of good practices in sheep production.
- 17 We identified cooperation actions with other entities in order to continue supporting the development of the chain once the project ends. They include the production of a guide to financing and investments for the sheep chain, remote technical assistance and the registration of all sheep producers with the registry operated by SENACSA. In addition, we reached agreement with the Paraguari Regional Office of the Rural Association of Paraguay (ARP) and the Paraguayan Agricultural Technology Institute (IPTA) to carry out a series of studies intended to support the process of technological improvement in sheep production.
- 18 We supported the preparation of project proposals and their presentation to the Inter-American Development Bank (IDB) and the European Union (EU), to continue supporting the development of this and other chains.



Actions on behalf of the Flower Chain in Paraguay

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Strengthen management of the chain.
- 2 Create mechanisms for training and technical assistance, in order to improve production conditions, post-harvest management and marketing.
- 3 Promote a training program for producers dealing with technological and management issues such as leadership, aspects of production and management, pest control, marketing and associative enterprises, among others.
- 4 Promote the strengthening of organizations of small-scale flower growers.
- 5 Create incentives and training mechanisms to motivate women and foster the insertion and consolidation of new producers and leaders who promote quality.
- 6 Promote, encourage and support public-private partnerships of producers' organizations, the public sector, florists, input suppliers, marketers, carriers and others chain stakeholders.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 7 Strengthening:
 - Management of the chain.
 - Technological and innovation issues in the flower industry.
 - Good production and market access practices.
- 8 Financial education and financing.

ACHIEVING THE FOLLOWING RESULTS

- 9 We established the baseline of flower producers.
- 10 We promoted the institutionalization of the coordination group for the flower chain, incorporating representatives of the public and private sectors, whose legal status was officially recognized in a ministerial resolution.
- 11 We facilitated a public-private agreement to consolidate the coordination group for the flower chain by providing access to services that promote competitiveness and trade.
- 12 We initiated implementation of the plan for the chain's development and strengthening.
- 13 We devised the strategic plan for improving the chain's competitiveness during the period 2017-2021.
- 14 We created a registry of producers and an inventory of flowers.
- 15 We supported the management of financial cooperation by developing a financing and investment guide for the financial sector.
- 16 We conducted a study of the innovation capacities of public, private and academic stakeholders in the chain, focusing on aspects of organization, management, production, value added and markets.
- 17 We implemented a health program for the flower industry via a partnership involving SENAVE, FCA and IICA.
- 18 We carried out a capacity building process on good practices in the production of flowers and bioinputs.
- 19 We produced and applied the Handbook of Good Practices and posters on pest control, as well as the [Manual de Floricultura](#).
- 20 We implemented a capacity building plan focused on production technology, innovation processes and the adoption of technology in key components of the chain.
- 21 We facilitated a trip to participate in the World Flower Summit, which made it possible to identify innovations used in intensive, high-yield production, market-oriented harvest management practices, maintenance of quality and vase life, as well as marketing strategies for cut flowers.
- 22 We strengthened marketing capabilities by developing a product catalogue, promoting the use of the Family Farming seal and consolidating the flower industry chain in watersheds in the departments of Cabañas and Cordillera.



Actions on behalf of the Horticulture Chain of the Corrientes Green Belt, Argentina

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Promote coordination and consensus-building entities at two levels: a) the institutional framework in support of the chain; b) the chain level.
- 2 Strengthen the development of associative enterprises, particularly in the primary link in the chain.
- 3 Undertake capacity building in the areas of extension and agribusiness, associative and commercial management (for both technical personnel and producers).
- 4 Reduce post-harvest losses across the chain.
- 5 Improve sanitary and bromatological management.
- 6 Strengthen the marketing systems that exist within the chain and broaden the range of commercial options.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 7 Raising awareness and supporting the creation of coordination and collaboration mechanisms.
- 8 Implementing capacity building processes for technical teams working in the territory in the areas of:
 - Leadership and extension.
 - Business and commercial management and management of associative enterprises and value added.
 - Management of post-harvest losses.
 - Management of Good Agricultural Practices (GAP).
- 9 Providing technical support for the development and improvement of commercial processes and channels across the chain.

ACHIEVING THE FOLLOWING RESULTS

- 10 We developed the baseline for the chain.
- 11 We laid the groundwork for the creation of the Interinstitutional Coordination Body to Support to the Chain of the Corrientes Green Belt by disseminating tools for establishing coordination entities.
- 12 We conducted assessments and drew up proposals for strengthening the chain's marketing channels, and carried out processes and technical exchange visits with Brazil and Chile to learn about innovative channels, experiences and support tools for the marketing of horticultural products.
- 13 We implemented institutional and technical capacity building processes focusing on subjects such as leadership, extension, value added, associative enterprise management, commercial innovation, chain management, loss appraisal and food waste, among others.
- 14 We designed and implemented a training program on GAP for educators working in agricultural technical schools, working in tandem with the ministries of production and education in the Province of Corrientes.
- 15 We improved the capacity of teachers and students in at least 11 Family Agriculture schools to communicate and implement GAP, under a joint effort with the Ministry of Production of the Province of Corrientes.
- 16 We disseminated the "Methodology for evaluating agrifood chains to identify problems and projects: a first step towards food loss reduction" (MECA) and enhanced the expertise of 25 technicians who will be using it.
- 17 We drafted the document "Integrated approach to food losses in the leafy green vegetables chain of the Green Belt of the city of Corrientes" and oversaw the integration of provincial and national programs on the subject. These efforts were carried out in tandem with the Ministry of Production of the Province of Corrientes.
- 18 We built trade management capacities through the Program for Commercial Facilitators in Northeast Argentina, implemented jointly with the INTA, the ArgenINTA Foundation and the Incluir Foundation. It was targeted at extension workers and development agents in the provinces of Corrientes, Chaco, Formosa and Misiones.
- 19 We enhanced the capacity to facilitate associative processes of technical personnel and facilitators engaged in the promotion and management of associative enterprises among family farmers in the chain, in cooperation with the Ministry of Production of the Province of Corrientes, the Municipality of the City of Corrientes, and the INTA.
- 20 We improved the capacity to use micro-marketing tools for rural economic initiatives. The activity was organized by IICA, INTA and Department of Family Farming, and targeted at technical staff and producers' organizations in the Humedal Norte region of Corrientes.
- 21 We strengthened the socio-organizational capacities of stakeholders in the horticultural chain and the supporting institutional framework.
- 22 We promoted links to ensure the support of institutions on specific critical issues within the chain, including MINAGRO's National Food Loss Program, INTA-PROHUERTA and the ArgenINTA Foundation.
- 23 We prepared a profile for the competitive and sustainable development of the chain to ensure the sustainability of the areas in which progress has been made under the project.



Actions on behalf of the Meat Chain in Uruguay

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Update technical and scientific capacities, given the exacting demands of international markets and the new requirements being introduced.
- 2 Identify new challenges for Uruguay's meat industry and undertake lines of work designed to reduce the impact on the chains.
- 3 Promote research on animal health and the safety of animal foods in order to provide a scientific basis for public policy decision-making.
- 4 Participate in the multilateral forums that establish food safety and quality standards governing international trade.
- 5 Improve market access and insertion for sheep and poultry at the international level and maintain the highest standards in cattle.
- 6 Strengthen the business and associative management capacities of the chain's stakeholders.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 7 Designing and implementing a national capacity building program on key animal health and safety issues related to foods of animal origin.
- 8 Increasing the influence of the country's positions in the international and regional negotiations that are a priority for Uruguay at the Codex Alimentarius.
- 9 Supporting the creation and management of interagency mechanisms for coordinating national policies and strategies that promote competitiveness in the meat chain and generate strategic linkages.

ACHIEVING THE FOLLOWING RESULTS

- 10 We increased the capabilities of the government, private, academic and research sectors in the areas of animal health and food safety by holding events for more than 4500 people.
- 11 We implemented the Performance, Vision and Strategy (PVS) methodology dealing with responsiveness to animal health emergencies.
- 12 We enhanced technical expertise through two visiting professionals and technical visits by leading experts from universities in the USA, Canada and the Netherlands.



- 13 We implemented a series of capacity building processes focused on the integrated management of animal food safety; epidemiology in animal health; control of ticks and bovine babesiosis; foot-and-mouth disease; porcine reproductive and respiratory syndrome; and effective evidence-based risk communication.
- 14 We carried out processes to strengthen associative capabilities in livestock cooperatives.
- 15 We prepared a first draft of the "National Antimicrobial Resistance Plan of Uruguay."

- 16 We supported the new governance of the Coordinating Committee for Animal Health Research, and the creation of the Coordinating Committee for Food Safety Research and the Advisory Committee of the Program for the competitive development of collective agricultural and agroindustrial organizations in Uruguay.
- 17 We promoted the participation of 16 national delegates in regional and international Codex Alimentarius meetings and organized a Regional Colloquium in Uruguay.
- 18 We supported the design of the Plan for the control of *Salmonella enteritidis* and *S. typhimurum* on poultry farms.
- 19 We produced and shared the publication: "[Hacia una nueva gobernanza: co-creación de iniciativas innovadoras para un desarrollo agrícola sostenible.](#)"
- 20 We published and shared the document: "[El diseño y la implementación de los Planes Nacionales de Resistencia Antimicrobiana a partir de la comunicación de riesgos de la teoría a la acción.](#)"
- 21 We prepared a document on the status and outlook for financing and financial inclusion within the chain, and proposals for improving the situation.

MAIN PUBLICATIONS

During the implementation of the project, a series of publications and work documents were developed, which can be accessed from the following list:

To see the list online:
CLICK HERE

AT HEMISPHERIC LEVEL

Policies and institutional strengthening

Good practices and lessons learned in monitoring and evaluation of policies for agriculture (spanish only)



Trends and Policy Innovations for Agriculture in Light of the 2030 Sustainable Development Agenda

Guide for the formulation of public policies for agriculture with evaluability criteria (spanish only)



Guide for the preparation and design of evaluations of public policies for agriculture (spanish only)

Innovation for productivity, efficiency and sustainability



Commodity Systems Assessment Methodology for Value Chain Problem and Project Identification: A first step in food loss reduction



Efficient Energy Use in Agrifood Chains Systematization of indicators and case studies



Exchange of good rural extension practices in the southern region (spanish and portuguese only)



Guide for the preparation of animal health programs with emphasis on the design of intervention strategies (spanish only)



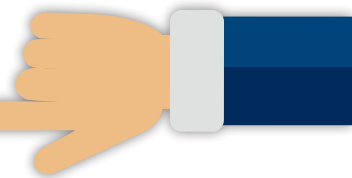
Economic evaluation of animal health programs (spanish only)



Design and implementation of National Antimicrobial Resistance Plans based on risk communication: from theory to action (spanish only)



Effective participation in international forums



- The World Trade Organization's (WTO) dispute settlement system and some cases related to agricultural goods 
- Work on international agricultural trade carried out by the international agencies during the period 2012-2017: The cases of the WTO and the ITC 
- Eighty-Sixth Regular Meeting of the Committee on Agriculture of the World Trade Organization 
- Eighty-fifth Regular Meeting of the Committee on Agriculture of the World Trade Organization 
- Eighty-Fourth Regular Meeting of the Committee on Agriculture of the World Trade Organization 
- Eighty-Third Regular Meeting of the Committee on Agriculture of the World Trade Organization 
- Eighty-second Regular Meeting of the Committee on Agriculture of the World Trade Organization 
- Eighty-first Ordinary Session of the WTO Committee on Agriculture 
- Eightieth Regular Meeting of the Agriculture Committee of the World Trade Organization 
- Seventy-ninth Meeting of the Agriculture Committee of the World Trade Organization 
- The agricultural and sanitary and phytosanitary issues that will be discussed at the Eleventh Ministerial Conference of the World Trade Organization 
- Tenth Ministerial Conference of the WTO: main agricultural outcomes and possible implications for the Americas 
- IICA in the WTO Committee on Agriculture Work Plan VIII: January to December 2018 
- Rules of origin in the agrifood trade 
- The Marrakesh Decision and food security contribution of the Inter-American Institute for Cooperation on Agriculture [2017] 
- The Marrakesh Decision and food security: contribution of the Inter-American Institute For Cooperation On Agriculture (IICA) [2016] 
- The Marrakesh Decision and food security contribution of the Inter-American Institute for Cooperation on Agriculture (IICA) [2015] 





Management and associative capabilities

-  **Manual 1:** Training program on agribusiness and associative management (spanish only)
-  **Manual 2:** Facilitation of agribusiness and associative strengthening processes (spanish only)
-  **Manual 3:** Internal and external analysis (spanish only)
-  **Manual 4:** Formulation, execution and evaluation of the strategy (spanish only)
-  **Manual 5:** The market and commercialization (spanish only)
-  **Manual 6:** The business plan and operational management (spanish only)
-  **Manual 7:** Associativism, possible models and relationship challenges (spanish only)
-  **Manual 8:** Bases of the associative organization (spanish only)
-  **Manual 9:** Socio organizational strengthening and services development (spanish only)
-  Basic elements of marketing: manual for fair trade producer organizations (spanish only)
-  Associativity in Latin America and the Caribbean: an analysis in selected countries (spanish only)



Market access

- Commercialization strategies that facilitate market access for agricultural producers 
- Commercialization strategies that favor the linking of cocoa producers with the market (spanish only) 
- Challenges, opportunities and outlook for trade agreements with the United States the case of three chains and countries in Latin America and the Caribbean 
- Trade opportunities and challenges for the cassava chain in the Dominican Republic, within the framework of the trade agreement with the United States 
- Trade opportunities and challenges for the plantain production chain in El Salvador within the framework of the trade agreement with the United States 
- Trade opportunities and challenges for the coffee chain in Peru within the framework of the Trade Promotion Agreement with the United States 



AT NATIONAL LEVEL

Argentina

Baseline study for the fruit and vegetable chain in the Green Belt of the city of Corrientes (spanish only)



Do we get together?: Facilitating associative processes based on family farming experiences (spanish only)



Institutional innovations in agricultural cooperatives in Argentina (spanish only)



Costa Rica



Current status on cocoa production and trade in the Americas (spanish only)



Situation and trends of coffee production in Latin America and the Caribbean (spanish only)



Guide to methodological elements for the identification of business ideas in small producer organizations (spanish only)



Manual of good agricultural and production practices for strawberry cultivation (spanish only)



Technical manual for the production of cocoa: Latin American practices (spanish only)

Development Strategy of the Fruit Sector of El Salvador (spanish only)



El Salvador

Honduras



Strategic plan and investment program for competitive and sustainable development of the cashew value chain in Honduras (spanish only)



Strategic plan and investment program for the competitive and sustainable development of the rice value chain in Honduras (spanish only)



Design of agrotourism projects. Training manual (spanish only)



Panama

Methodology for the territorial identification of technological innovations to improve the competitiveness and sustainability of agribusinesses (spanish only)

Peru

How to successfully participate in International Trade Shows - second edition (spanish only; the first edition is available in English at this link)



Phytosanitary and food safety management guide in the cacao farm (spanish only)

Paraguay

Sheep production: Handbook on good practices (spanish only)

Technical Guide for the dissemination of technologies for sustainable flower production (spanish only)



Practical guide for livestock farms (spanish only)

Protocols for formulation and application of bio-input: Beauveria bassiana, entomopathogenic fungus for the biological control of cutting ants (in partnership with Family Agriculture FP) (spanish only)



Protocols for formulating and applying bio-inputs: Trichoderma spp. for the biological control of diseases (in partnership with Family Agriculture FP) (spanish only)

Manual: solid and liquid organic fertilizers (compost and biol) – Bio-inputs to improve physical and chemical properties of soils (in partnership with Family Agriculture FP) (spanish only)



Manual to increase the bovine reproduction rate (spanish only)

Floriculture Manual: phytosanitary production and management (spanish only)



Flowers value chain: investor financing guide (spanish only)





Trinidad and Tobago

-  A business plan and marketing strategy for the development of the dairy goat industry in Trinidad and Tobago
 -  The Trinidad & Tobago Dairy Goat Manual: Breeds, Milking, Herd Health, Records
-  Eight forage fact sheets for feeding dairy goats in Trinidad and Tobago
 -  Dairy goat milking : handbook for farmers: a step by step guide

Towards a new governance: Co-creation of innovative initiatives for sustainable agricultural development (spanish only)



Uruguay



Management of the Project

-  Flagship Project Brochure
 -  Progress in priority chains
-  Instruments and tools to support agricultural chains
 -  Flagship Project Competitiveness and sustainability of agricultural chains: progress 2017
-  Flagship Project Competitiveness and sustainability of agricultural chains: progress 2016
 -  Flagship Project Competitiveness and sustainability of agricultural chains: progress 2015

FP Chains working documents



Don't forget to check



INSTRUMENTS AND TOOLS

To achieve the expected results, the project designed at the hemispheric level a series of instruments and tools to support agricultural chains. From the following infogram, it is possible to access information related to the objective, target population, content and support materials of the main instruments ordered by category.

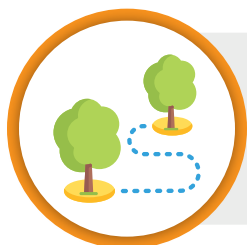
To see the online tab:
CLICK HERE



Instruments and tools to support agricultural chains



Associative capabilities and business management



Agro-ecotourism: Foundation for designing an innovative tourism project



Category

Associative capabilities and business management



Type of cooperation product

Capacity-building processes



Objective

To provide participants with a theoretical and practical foundation for planning, coordinating and implementing agro-ecotourism projects, as well as with the technical criteria for developing and providing advice on agro-ecotourism initiatives.



Description of the instrument

This 10-week virtual course, which includes academic supervision by specialized tutors, enables participants to strengthen their technical understanding of agro-tourism concepts and terms as well as their capabilities for design and implementation of projects that take into account the social, economic, technological and environmental factors of the business context.



Target audience

Owners of farms and/or agribusinesses, staff members, technical personnel, educators and consultants interested in updating their knowledge and/or establishing an agro-ecotourism company as an alternative source of income on a personal, family or business level.

The course was designed in 2008 within the framework of an agreement between IICA and the Educational Portal of the Americas of the Organization of American States (OAS). To date, the course has been offered 17 times and has provided training for 695 people from 25 different countries.

The cost of the course is USD 470. Scholarships of USD 200 are granted to participants who meet certain requirements.



Contact person

Marvin Blanco
marvin.blanco@iica.int



Reference materials

<http://portal.portaleducoas.org/es/cursos/agro-ecoturismo-bases-para-dise-o-proyecto-turismo-innovador>

Instruments and tools to support agricultural chains



Associative capabilities and business management



Creation of business plans to develop value-added agricultural products



Category

Associative capabilities and business management.



Type of cooperation product

Capacity-building processes.



Objective

To improve the capabilities of public and private stakeholders for creating business plans to develop value-added agricultural products.



Description of the instrument

This capacity-building process is based on a constructivist and innovative methodology for the development of business plans for value-added products.

Teaching materials and trained academic staff are available to support the process, which may be carried out online or in person.

Upon completion, participants will possess a business plan for the development of a value-added agricultural product or service.



Target audience

Public officers from ministries of agriculture and affiliated programs; technical personnel from civil society, international cooperation, and public and private organizations; consultants; and educators and researchers who provide advisory services and/or cooperation to agricultural entities.



Reference materials

Course description:

<http://www.infoagro.net/es/documentos/curso-formulacion-de-planes-de-negocio-para-el-desarrollo-de-productos-agropecuarios-0>

Entrance to the course:

<http://campus2.iica.int/course/view.php?id=25>



Contact person

Marvin Blanco
marvin.blanco@iica.int



Instruments and tools to support agricultural chains



Associative capabilities and business management



Hemispheric Program for the Strengthening of Agribusiness and Associative Capabilities



Category

Associative capabilities and business management.



Type of cooperation product

Capacity-building processes.



Objective

To strengthen the capabilities of public and private institutions for improving the associative and agribusiness management of small and medium-scale agriculture, and, in turn, contributing to the competitiveness and sustainability of agricultural chains in the Americas.



Description of the instrument

The program comprises nine modules that provide training materials through virtual or in-person courses, workshops and seminars, based on the needs of the beneficiary institutions.

The main topics covered include the facilitation of processes aimed at strengthening business and associative undertakings; strategic business management; markets and marketing; business plans and operational management; associativity; foundations for associative organization; socio-organizational strengthening; and the development of services.

Capacity-building efforts aimed at improving associative and agribusiness management will likely contribute to increasing the competitiveness and sustainability of agricultural chains.



Target audience

Technical personnel and staff members from government, academic, nongovernmental and private institutions, as well as producers' organizations that drive associativity and competitiveness of agricultural chains in the Americas.



Contact person

Marvin Blanco
marvin.blanco@iica.int



Reference materials

[http://www.infoagro.net/es/documentos/manual-1-el-programa-a-de-capacitacion-sobre-gestion-agroempresarial-y-asociativa](http://www.infoagro.net/es/documentos/manual-1-el-programa-de-capacitacion-sobre-gestion-agroempresarial-y-asociativa)



Instruments and tools to support agricultural chains



Chain management

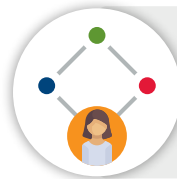


Guidelines for the financing and management of investments in agricultural chains in Latin America and the Caribbean



Category

Chain management.



Type of cooperation product

Specialized methodologies and instruments.



Objective

To provide agricultural chain stakeholders, potential investors, financial entities, and service providers with qualified information that fosters financing and investment flows to stimulate the development of agricultural chains in Latin America and the Caribbean.



Description of the instrument

Entities that develop financial products and instruments get qualified information included in the guide to assist them in adapting to long, medium and short-term capital requirements; production and investment cycles; as well as potential risks associated with businesses in agricultural chains.

The process starts with an assessment of the status and outlook for chain businesses as well as funding opportunities at the internal and external levels, and concludes with a series of proposals for financial products adapted to the production and marketing needs and characteristics of the chain.

The will and consensus of the public sector, chain stakeholders and financial entities are necessary to guarantee successful results.



Target audience

Financial entities, chain organizations, agricultural organizations, government entities.



Contact person

Joaquín Arias
joaquin.arias@iica.int



Instruments and tools to support agricultural chains



Chain management



Carbon footprint and its application in agricultural chains



Category

Chain management.



Type of cooperation product

Capacity-building processes.



Objective

To teach participants how to calculate the carbon footprint of agricultural chains based on the EX-ACT methodology, as a tool for driving environmental sustainability.



Description of the instrument

This short course, based on the EX-ACT methodology, presents key concepts of the carbon footprint and real examples of carbon footprint calculations for various crops in the region. The program's four modules address various topics, including:

- Introduction to climate change.
- Definition of “carbon footprint”.
- Different tools and methodologies for calculating the carbon footprint.
- Carbon emissions in the agriculture sector.
- Potential for reducing emissions: sustainable agriculture adapted to climate.
- Specific tools for calculating the carbon footprint in the agriculture sector.
- Carbon emissions in the coffee, cocoa and fruit value chains.
- Example of a carbon footprint calculation for the coffee, cocoa and fruit agricultural chains.
- Carbon emissions in the livestock and rice value chains.



Target audience

Agricultural specialists and personnel involved in the sustainable management of agricultural chains.



Reference materials

http://infoagro.net/sites/default/files/2018-03/ES_PPTM1Huelladecarbono.pdf

http://infoagro.net/sites/default/files/2018-03/ES_Modulo2%20HC.pdf

http://infoagro.net/sites/default/files/2018-03/ES_Modulo3Cadenas.pdf

<http://infoagro.net/sites/default/files/2018-03/modulo4ganadoarroz.pdf>



Contact person

Kathya Fajardo • kattia.fajardo@iica.int



Instruments and tools to support agricultural chains



Chain management

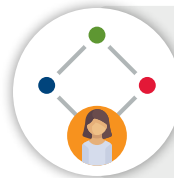


Performance monitoring for agricultural chains



Category

Chain management.



Type of cooperation product

Specialized methodologies and instruments.



Objective

To expand knowledge of the conceptual and methodological framework for developing indicators to characterize and monitor the performance of agricultural chains, in support of policy-making processes and public-private actions.



Description of the instrument

The successful management (design, implementation, monitoring and evaluation) of public policies depends on the availability of adequate information regarding the performance of agricultural chains. This information, in turn, contributes to improving decision-making processes, fostering the involvement of citizens in public decisions, determining the effectiveness of interventions, and strengthening public management based on results and impacts. In light of this need, IICA offers a methodology for the development of indicators that streamlines and integrates available information. This, in turn, facilitates the monitoring and evaluation of policies, with the aim of systematizing lessons learned and taking corrective actions.



Target audience

Technical personnel and policymakers who support the development of chains or participate in agricultural chain organizations.



Contact person

Joaquin Arias
joaquin.arias@iica.int

The proposal includes a conceptual and methodological framework for the development of compound indicators/indexes that allow for characterizing production chains and monitoring their performance, using a systemic and sustainable development approach.

The participation of a large number of public and private stakeholders is necessary in order to consolidate the application of this methodology.



Instruments and tools to support agricultural chains



Chain management



Commodity Systems Assessment Methodology (CSAM) for the reduction of food losses



Category

Chain management.



Type of cooperation product

Capacity-building processes.



Objective

To identify problems throughout the agro-food chains that lead to losses of food or raw materials (postharvest losses), as well as to develop possible solutions to these problems through project proposals.



Description of the instrument

The capacity-building processes is carried out in a self-guided manner on IICA's virtual platform, or in person with support from Institute specialists in that area.



Target audience

Professionals, staff members and technical personnel of various agricultural and rural services; representatives of different institutions such as ministries and NGOs; and, in general, all individuals interested in this topic.

Guidelines for both modalities are in the publication entitled "Commodity Systems Assessment Methodology (CSAM) for Value Chain Problem and Project Identification: A first step in food loss reduction." The CSAM methodology seeks to identify weaknesses throughout agricultural value chains that lead to food losses and, at the same time, identify solutions and prepare proposals for improving their efficiency. The use of this methodology represents the first step toward reducing food losses in agro-food chains.

This self-guided course lasts four weeks and is divided into the following four modules:

- 1) The agro-food chain as well as food losses and waste;
- 2) Main components of the CSAM methodology (main module of the course);
- 3) Instruments applied by the methodology; and
- 4) Ideas for preparing a project proposal.



Reference materials

Publication: "Commodity Systems Assessment Methodology for Value Chain Problem and Project Identification: A first step in food loss reduction," available at <http://opackoha.iica.int/cgi-bin/koha/opac-detail.pl?biblionumber=34662>

Online self-directed course: <http://www.iica.int/es/cursos/metodolog%C3%ADa-de-evaluaci%C3%B3n-de-cadenas-agroalimentarias-meca-2da-edici%C3%B3n>



Contact person

Karol Alpizar • karol.alpizar@iica.int



Instruments and tools to support agricultural chains



Policy management and institutional strengthening



WTO Reference Center at IICA



Category

Policy management and institutional strengthening.



IICA Products

Capacity-building processes.



Objective

To strengthen knowledge and technical capabilities in the public, private and academic sectors on the subject of international agricultural trade.



Description of instrument

The Center, which was established in June 2012, with the World Trade Organization (WTO) as the primary partner, provides technical advisory services and information on agricultural trade in the Americas.

Its complimentary services include the provision of technical advice in response to queries, capacity-building by way of lectures, workshops and tutorials and the dissemination of information on the WTO, international trade and agriculture.

These services seek to enhance the knowledge and technical capacities of users, assisting them in dealing with trade policy matters, in gaining improved access to the multilateral trade system, in exercising their rights as members of the WTO and in participating fully in multilateral trade negotiations.



Target audience

Representatives from the public, academic and private sectors, as well as members of the general public who have an interest in the international agricultural trade.



Reference material

WTO-IICA Reference Center:
<http://www.iica.int/es/tags/cereomc>

WTO-IICA Reference Center on Facebook (in Spanish):
<https://www.facebook.com/Centro-omc-ica-1939680496045534/>



Contact person

Adriana Campos Azofoifa • adriana.campos@iica.int

Instruments and tools to support agricultural chains



Policy management and institutional strengthening



Design and guidelines for agricultural policy evaluations



Category

Policy management and institutional strengthening.



Type of cooperation product

Specialized methodologies and instruments.



Objective

To provide users with methodological guidelines in the process of designing evaluations of agricultural policies.



Description of instrument

It begins with the development of the terms of reference for the process of evaluating a selected policy. A nine-step guideline is applied, allowing participants to answer the following questions:

How do I identify and prioritize the policy to be evaluated?

Once it has been identified, how do I select the type of evaluation that is required (needs evaluation, theoretical consistency, processes, impact or efficiency)?

How do I identify and develop the questions that the evaluation should answer?

What should be the scope of the evaluation?

How do I develop the terms of reference?

Once the evaluation process has been designed, IICA provides support through its specialists.



Target audience

Technical personnel from public-private institutions engaged in formulating, implementing and evaluating agricultural interventions.



Contact person

Hugo Chavarría
hugo.chavarria@ica.int



Instruments and tools to support agricultural chains



Policy management and institutional strengthening



Development plans, programs or projects of agro-food chains that satisfy evaluation criteria



Category

Policy management and institutional strengthening.



Type of cooperation product

Specialized methodologies and instruments.



Objectives

- To ensure that policy interventions in agro-food chain have a demonstrated causal link and to identify primary assumptions and risks involved.
- To formulate indicators for management, results and impacts of the interventions, which will provide the basis for a follow-up, monitoring and evaluation system.



Description of instrument

This methodology is applied in five steps:

- 1) Defining the problem and its causes,
- 2) Defining the purpose of the intervention,
- 3) Constructing the causal chain of the intervention,
- 4) Identifying its assumptions and risks and
- 5) Formulating monitoring and evaluation indicators.

The methodology was developed based on a review of successful best practices and experiences throughout the world. In order to devise a unique and cohesive methodology that would address the demands of countries, elements were taken from methodologies used by JPAL, USDA, HIVOS, CONEVAL (Mexico) and Sinergia (Colombia), inter alia. These experiences were further enhanced by the course developers' own methodological contributions, until arriving at a series of steps that provides users with a practical guide, illustrated by concrete examples.



Target audience

Technical staff from public-private institutions engaged in formulating, implementing and evaluating agricultural interventions.



Contact person

Hugo Chavarría
hugo.chavarria@iica.int



Instruments and tools to support agricultural chains



Market Access



Fair Trade



Category

Market access.



Type of cooperation product

Capacity-building processes.



Objective

To introduce to a wide audience the concepts, values, organizational structure and requirements of the fair trade marketing model.



Description of the instrument

This self-directed course was developed within the framework of a cooperation agreement between IICA and the Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC).

On completing the course, participants will understand the route to becoming involved in the fair trade system as producers, consumers and/or volunteers.

Given its structure, it could also be presented as a public lecture in a secondary or tertiary institution. It is the first course on free trade offered in Latin America.



Target audience

Government and public sector employees, students, academics, researchers, businessmen and producers interested in understanding and participating in this trade system.



Contact person

Marvin Blanco
marvin.blanco@iica.int



Reference material

Project report
<http://repositorio.iica.int/bitstream/11324/6330/1/BVE18019629e.pdf>



Instruments and tools to support agricultural chains



Market Access



Commercialization strategies that facilitate market access for producers



Category

Market access.



Type of cooperation product

Capacity-building processes.



Objective

To develop the capacity to analyze commercialization strategies aimed at facilitating market access by small and medium agricultural producers, including family farmers.



Description of instrument

Self-directed virtual course broken down into five modules:

- 1) Introduction to commercialization strategies,
- 2) Short supply chains,
- 3) Production linkages,
- 4) Commercial linkages for differentiated products and
- 5) Guide for self-evaluation of potential and for identifying what needs to be done to implement the proposed strategies.

This is a four-week course (four hours per week). At the end of each module, the student is assessed through activities that demonstrate what they have read.



Target audience

Employees and technical personnel from public and private entities, consultants and producers who are interested in market access-related topics.



Reference material

Commercialization strategies that facilitate market access for agricultural producers:

<https://bit.ly/2MpQ9ky>

Esquemas de comercialización que favorecen la vinculación de productores de cacao con el mercado (Commercialization strategies that facilitate market access for cocoa producers) in Spanish only:

<http://opackoha.iica.int/cgi-bin/koha/opac-det ail.pl?biblionumber=34886>



Contact person

Daniel Rodríguez Sáenz • daniel.rodriguez@iica.int



Instruments and tools to support agricultural chains



Market Access



Planning of Agro-ecotourism initiatives



Category

Market access.



Type of cooperation product

Capacity-building processes.



Objective

To establish frameworks for planning agro-ecotourism initiatives at the local and regional levels.



Description of the instrument

Five-week self-directed course in English, developed by IICA in collaboration with SAGARPA.

The course covers the following topics: introduction to agro-ecotourism, development of agro-ecotourism projects, policies and rules, commercialization, business planning, sustainable agro-ecotourism and Caribbean case studies.

At the end of the course, participants will be equipped to develop and manage actual projects and, in some cases, to design projects that are feasible in their own countries.



Target audience

Representatives from the public, academic and private sectors and members of the general public who are interested in promoting and developing agro-tourism initiatives.



Contact person

Manuel Messina
manuel.messina@iica.int



COORDINATING TEAM



Daniel Rodríguez
Project Leader

International Specialist in Agribusiness and Marketing
daniel.rodriguez@iica.int



James French
Principal Officer

Specialist in Competitiveness and Sustainability
of Agricultural Chains



Joaquín Arias
Coordinator of Component 1 Policies and
Institution Framework

International specialist in policies and sectoral analysis
joaquin.arias@iica.int



Federico Ganduglia
Coordinator of Component 2 Management of
Chains and Agribusiness Capacities

Specialist in Policies and Agribusinesses
federico.ganduglia@iica.int



Viviana Palmieri
Coordinator of Component 3 Innovation for
Productivity, Efficiency and Sustainability

Specialist in technological innovation
viviana.palmieri@iica.int



Manuel Messina
Coordinator of Component 4 Access and
Linkages to Markets

Specialist in Agribusinesses and Marketing
manuel.messina@iica.int

Phone: (202) 458-6959 • Web: <http://www.iica.int/en/pi/chains>

