

Inter-American Institute for Cooperation on Agriculture

2011 Annual Report



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2011 Annual Report

**Promoting competitive and sustainable
Agriculture in the Americas: IICA Achievements**

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General Assembly of the Organization
of American States (OAS)

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Foreword

The year 2011 proved that agriculture is still facing significant challenges, both globally and hemispherically. There are real and potential threats to the sector due, among other factors, to volatility in the prices of basic food items and some raw materials, to problems caused by the financial crisis, including those that have emerged in the Eurozone, to the recession in the world economy, as well as to the ever-increasing and unforeseeable risks presented by climate change and the recurrence of natural disasters.

Despite these difficult circumstances, in the majority of countries of the Americas, agriculture experienced more success in 2011 than other areas of the economy. The high prices of many agricultural products, as well as increased demand from many of the emerging economies, benefitted various countries within the hemisphere. Unfortunately, for those countries that are net importers of agricultural products that have been experiencing price increases, the effect has been a negative one, and has further aggravated their problems of poverty and food insecurity.

Modifying productive structures, establishing a fair balance between macro-economic and sectoral policies, giving the set of public policies relating to agriculture the character of “State policies”, and elevating the institutions that apply them to a level that is in keeping with their importance, are topics that the countries must consider in order to resolve, in the best possible way, the uncertainties of the current global environment.

From the perspective of an international organization such as IICA that provides technical cooperation to an entire region, the scope of responsibility is very clear: to promote the search for solutions that enable its 34 member countries to take advantage of opportunities and to minimize the risks that are present in the international environment, while at the same time, supporting their efforts to achieve agricultural and rural development.

The most significant event for the Institute in 2011 was the Meeting of Ministers of Agriculture of the Americas 2011, held under the theme “*Sowing innovation to harvest prosperity*”, from October 19-21 in San Jose, Costa Rica.

In an important declaration signed at the Meeting, the ministers of the hemisphere expressed the following: “agricultural innovation is a catalyst for growth and positive change, and further, to foster innovation it is vital to increase and intensify production and productivity, improve incomes, reduce poverty and inequality, decrease the environmental impacts of the agrifood sector, respond to natural disasters, increase access to new technologies, adapt to climate change and, consequently, achieve food security and a better quality of life for all our citizens”.

The preceding quote renews the mandate that IICA has held since 1942, which is to stimulate, promote and support the efforts of its member countries to achieve agricultural development and rural well-being. We are convinced that only through significant efforts and great commitment by way of innovation will we be able to meet the challenges facing agriculture within the hemisphere. We firmly believe that any investment in supporting

national innovation systems will bear fruit that will lead to achieving a more efficient, sustainable, productive and inclusive agriculture. As the ministers of agriculture have affirmed, investment and innovation will allow us to have a more dynamic sector that is capable of converting itself into an engine for development.

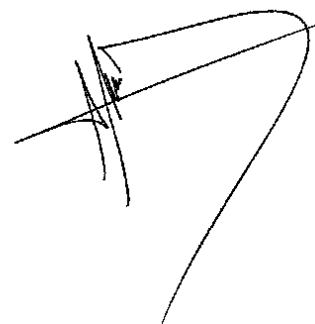
This report presents a overview of the actions carried out by the Institute in 2011 as it endeavored to fulfill its mandate. The efforts displayed by IICA were in keeping with its mission of providing innovative technical cooperation to drive competitive and sustainable development in agriculture within its member countries and, in turn, achieve sustainable development for the peoples of the Americas.

In 2011, we were able to inject significant innovations into our technical cooperation model, including the formulation of the IICA-country strategies, which is a mechanism that has allowed the Institute to respond more efficiently to the demands of the countries of the Americas. Additionally, the six cooperation programs have been carrying out their lines of action in areas that are considered priority for the countries, such as technological innovation, promotion of agribusiness, strengthening of agricultural health, development of rural territories, food security and climate change, which are all areas in which IICA has engaged in important activities on behalf of its member countries.

We were able to implement a range of projects at the national, regional and hemispheric levels. We also put into operation novel schemes to strengthen our cooperation, such as a fund for stimulating the execution of innovative projects, through which 17 multinational activities were funded, several thematic networks that strengthened our technical capacities and a visiting professionals initiative that has enabled us to increase the technical resources at the disposal of the Institute.

I have reached the mid-point of my administration, and this overview of the actions carried out and results obtained in 2011 is evidence of our commitment to accountability and to the fact that the Institute belongs to the countries of the Americas. It is also a testimony to our determination to carry out the tasks with which the countries of the hemisphere have entrusted us.

Thank you very much.

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

Victor M. Villalobos
Director General

Executive summary

The Meeting of Ministers of Agriculture of the Americas 2011 was held in San Jose, Costa Rica, from October 19-21, 2011 under the theme “*Sowing innovation to harvest prosperity*”.

The results of the meeting were significant in determining the current and future direction of the Inter-American Institute for Cooperation on Agriculture (IICA). One of these results was the San Jose Declaration of Ministers of Agriculture of the Americas 2011¹, in which the Ministers expressed the following: “agricultural innovation is a catalyst for growth and positive change, and further, to foster innovation it is vital to increase and intensify production and productivity, improve incomes, reduce poverty and inequality, decrease the environmental impacts of the agrifood sector, respond to natural disasters, increase access to new technologies, adapt to climate change and, consequently, achieve food security and a better quality of life for all our citizens”.

This statement renewed the mandate that IICA has held since 1942, that is, to support the efforts of its member countries to achieve agricultural development and rural well-being. The actions and activities carried out by the Institute in 2011 were consistent with its mission to provide innovative technical cooperation towards the achievement of competitiveness and sustainability and thereby, promote sustainable development for the peoples of the Americas.

Thanks to the re-structuring of the cooperation model, through the formulation of IICA-Country strategies, as well as agendas that address priority topics for the countries of the Americas, a vast portfolio of national, regional and hemispheric projects were implemented. Additionally, novel schemes were introduced to strengthen support activities, such as the creation of a fund for the stimulation and execution of innovative projects, which is currently financing 17 ongoing multinational activities, each one with a duration of approximately 18 months. Other initiatives include the integration of the Institute’s technical personnel in thematic networks and the visiting professionals initiative, which has increased the technical resources available to the Institute.

The year 2011 also saw the publication of the report “Outlook for Agriculture and Rural Development in the Americas: a Perspective on Latin America and the Caribbean 2011-2012”, carried out jointly with the United Nations Food and Agriculture Organization (FAO) and the Economic Commission for Latin America and the Caribbean (ECLAC)). Moreover, via the submission of technical notes to the Ministers of Agriculture for consideration and decision-making, it was possible to critically and objectively examine several topics such as the Group of Twenty (G-20), innovation, trade and food security, among others.

The six IICA cooperation programs continued to carry out their lines of action in areas of high priority to the countries: technological innovation, trade promotion, strengthening of

¹ Included in Annex 2.

agricultural health and food safety, development of rural territories, food security and climate change. The Institute was able to execute a large number of actions in its 34 member countries in all of these areas.

In order to promote technological innovation, the Institute developed diagnostic and institutional development instruments for improving national research systems. Additionally, regional integration mechanisms for research were strengthened, as well as the innovation capabilities of **Bolivia, Costa Rica, Ecuador, Paraguay, Peru and Uruguay**, among other countries.

An intense agenda in the areas of bio-energy, biotechnology, protected agriculture, apiculture, animal rearing, agro-tourism, organic agriculture as well as greenhouse and seed production, among others, was carried out. New mechanisms were put in place at the regional level for exchange of knowledge, the most noteworthy of which was the Management Network for Innovation in the Agri-food Sector (INNOVAGRO Network), which brings together 50 public, private and academic institutions.

In order to strengthen the capacities of the agricultural sectors with respect to agribusiness, IICA developed several instruments of benefit to small and medium-sized producers. Support was provided for consolidating the Market Information Organization of the Americas (MIOA), and IICA collaborated in the formulation of a ministerial declaration that addressed access to information, transparency and market efficiency, which was signed by the 32 member countries of the organization. IICA also participated in strengthening the capability of the business sector in food safety, value chains and costs of production, through the formulation of studies and designs for production infrastructure, mainly in the Caribbean.

In the area of agricultural health and food safety (AHFS), 29 countries in Latin America and the Caribbean were able to increase their capacity to analyze the services they offer in AHFS, strengthen their phytosanitary and zoonosanitary vigilance, carry out risk analyses and study the socio-economic impact of pests and/or diseases.

IICA collaborated in ensuring that the voice of the hemisphere was heard in the *Codex Alimentarius* Committees, thereby contributing to the establishment of international standards in food safety. Support was also provided to the Moscamed and Moscafrut projects in Mexico; action was taken to control swine fever and avian flu in Haiti; consolidate the agricultural health service in **Ecuador** and establish a system for tracking cattle herds in **Costa Rica**.

Conscious that agriculture contributes in a significant way to the development of rural territories, the Institute took steps to enhance this contribution, which is highlighted by the drafting of the report “State of the art in territorial development policies in **Argentina, Brazil, Chile, Paraguay and Uruguay**”, the coordination of the Regional Platform for Technical Support and for the National Commissions within the framework of the Central American Strategy for Rural Territorial Development and the implementation of the Ibero-American Program for Cooperation in Territorial Management.

Thanks to support from IICA, areas such as Loja, El Oro, Pichincha and Chimborazo in **Ecuador**, the Northeastern states of Brazil, Apure in **Venezuela** and Huila in **Colombia**, among others, were able to consolidate the implementation of their development strategies, which constitute the basis for the territorial management models that the Institute provides in the Americas.

Additionally, IICA was involved in the formulation of programs and projects in the area of climate change and agriculture, in order to place this topic on the national agendas and identify more environmentally-friendly forms of production. Among the noteworthy programs are the Intelligent Agriculture Program (**Argentina**), the Inter-governmental Technical Cooperation Program for Territorial Management of Processes for Adapting Agriculture to the Effects of Climate Change (**Mexico**), several irrigation plans in **Colombia and Costa Rica**, and the agro-forestry projects in **Haiti, Ecuador and Peru**. In **St. Kitts and Nevis, Barbados and St. Lucia**, IICA provided cooperation for creating awareness on more rational use of water.

On the topic of food security, and as a direct contribution to the VI Summit of the Americas, a study was done on the contribution of small-scale family agriculture to food security. Also promoted was the use of certified seedlings by small farmers, and a project agenda was drawn up for **Haiti**. Many of these projects are already underway in that country with the assistance of donor agencies and international organizations. At the request of the ministers of agriculture of **Central America**, a balancing system for availability of basic foods was designed for that region and the **Dominican Republic**.

Institutional modernization is another one of the priorities for the countries. In this regard, the Institute responded to several requests in the areas of evaluation of socio-economic challenges, formulation of strategic and investment plans, as well as defining State policies. As a result of this latter action, national and regional projects were formulated and implemented and are now bearing fruit for the countries. Strategic plans were developed for the rural, agri-food and agro-industrial sectors in several countries, such as **Antigua and Barbuda, Argentina, El Salvador, Haiti, Honduras, Panama and St. Kitts and Nevis**.

Finally, working alliances were consolidated with ECLAC, FAO, the Inter-American Development Bank (IDB), the Consultative Group on International Agricultural Research (CGIAR) and the Brazilian Agricultural Research Corporation (EMBRAPA). Added to these are joint activities carried out with the Tropical Agriculture Research and Higher Education Centre (CATIE), the Caribbean Agriculture Research and Development Institute (CARDI), the World Food Program (WFP), the World Trade Organization (WTO), the World Organization for Animal Health (OIE), the International Plant Protection Convention (IPPC) and several divisions of the **United States** Department of Agriculture (USDA) as well Agriculture and Agri-Food Canada.

Also worthy of note is the formalization with the National Council on Science and Technology of **Mexico** (CONACYT), of a scholarship program that will provide professionals in the LAC region with a broad academic offering in specializations and postgraduate studies in agriculture and rural development.

In order to face a complex financial situation and, at the same time, address the growing demand for cooperation services from its member countries, IICA implemented a program of economic austerity and a strategy for continuous improvement. On the administrative side, processes were standardized and levels of control were increased. As a result, 70% of the resources/processes within the institution are now channeled through the Financial Accounting Administration System (SAP). Assignment of resources to direct support for cooperation was optimized, performance appraisal and results management were simplified, electronic communication has increased, there has been greater use of the video-conference system and purchasing processes have been enhanced.

1. Origin, legal basis, structure and purposes

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

Its mission is:

“to provide technical cooperation, innovation and specialized knowledge to contribute to the competitive and sustainable development of agriculture in the Americas and to improve the lives of rural dwellers in the member countries” (IICA 2010-2014 Medium Term Plan).

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

The Institute’s new Convention, which came into force in 1980, established two governing bodies: the Inter-American Board of Agriculture (IABA), comprising all the Member States,² and the Executive Committee (EC), made up of 12 Member States appointed on a rotating basis. The IABA holds regular meetings every two years to consider and adopt measures related to the Institute’s policy and activities. The EC acts on behalf of the IABA when the latter is not in session, as its executive body, and holds regular meetings once a year. The Director General receives support from the Special Advisory Committee on Management Issues (SACMI), a high-level advisory body comprised of nine Member State representatives whose role is to facilitate dialogue with all the Member States.

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

The Director General of IICA is Dr. Victor Villalobos, a citizen of Mexico.

IICA’s executive body is the General Directorate, which has its Headquarters in San Jose, Costa Rica, and which coordinates the institutional operations. IICA has a network of Offices in its 34 Member States and a Permanent Office for Europe, located in Madrid, Spain, that promotes relations and actions with strategic partners in the European Union (EU). In addition, one of the four technical cooperation programs, Agribusiness and Commercialization, is based in Miami, Florida, USA.

² IICA’s Member States are the 34 member countries of the OAS.

2. Progress with the implementation of the 2010-2014 Medium-term Plan

By means of the San Jose Declaration of Ministers of Agriculture 2011, the countries renewed IICA's mandate to encourage, promote and support their efforts to achieve agricultural development and rural well-being, following the guidelines of the Medium-term Plan (MTP) for the period 2010-2014.

The Institute oriented its work by devising IICA country strategies³ and addressing priority issues from Headquarters, which resulted in a broad portfolio of projects⁴ aimed at producing “public goods” in the form of mechanisms, institutional arrangements, knowledge, and tools in the areas of innovation, agribusiness, rural well-being, agricultural health and food safety, climate change, and food security.

All the above was complemented with the creation of thematic networks, implementation of the Visiting Professionals Initiative, and the formalization of strategic partnerships. These mechanisms enabled IICA to enhance the efficiency with which it provides technical cooperation to its member countries.

In addition, IICA implemented the General Directorate's Competitive Fund for Technical Cooperation Projects, which is already funding 17 projects⁵ that are scheduled to last an average of 18 months.

The Institute's main achievements in 2011 are described below, organized under the strategic objectives and priority lines of action established in the 2010-2014 MTP.

2.1 Improve the productivity and competitiveness of the agricultural sector

IICA fostered technological and organizational innovations that helped foster the competitiveness and productivity of agriculture and the smooth operation of agricultural markets in its member countries. To that end, it also promoted the improvement of national capabilities for the innovation of human resources in the agricultural sector.

Regional and international cooperation for technological innovation

At the hemispheric level, bodies such as the Forum for the Americas on Agricultural Research and Technology Development (FORAGRO) and the Regional Fund for Agricultural Technology (FONTAGRO), in which IICA is actively involved, played an

³ The IICA country strategies for the nations of Central America, for whose implementation a budget of US\$4.6 million was allocated in 2011, made it possible to lever US\$56.9 million in external resources, with El Salvador executing US\$38 million and Honduras US\$15 million of the funds in question. A further US\$8.6 million were allocated for regional projects.

⁴ Annex 3 includes a list of ongoing hemispheric projects.

⁵ Annex 4 contains a list of projects financed with resources from the General Directorate's Fund.

important role in linking and implementing the hemispheric research and innovation agenda, and positioning the entire region in the international agricultural research system.

In addition, the Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR) established new platforms, and the Central American Agricultural Technology Integration System (SICTA) set up several networks. SICTA also implemented several projects that led to technological improvements in corn and bean production systems; promoted links among researchers, disseminated results, and facilitated access to the technologies available. The Cooperative Agricultural Research and Technology Transfer Program for the Northern Region (PROCINORTE) helped strengthen national genetic resource systems, and continued to conduct the studies for the evaluation of the physiological maturity of mangos and avocados, and research on invasive pathogenic plants, pesticides, seeds, H1N1 influenza, and other epizootics.

Table 1. Programs and projects on innovation formulated and negotiated by IICA.

Program/project	Status
SARGAPA Program for the Humid Tropics, Mexico	Implementation of a short and medium term action plan, to improve the competitiveness of the chain as a result of missions to the States of Tabasco and Chiapas.
Comparative study on genetically modified soy (Argentina, Brazil, Paraguay and Uruguay)	Prepared terms of reference for the study and conducted negotiations with the Secretary of Agriculture, Livestock and Fisheries (SAGyP) of Argentina, which approved and contributed US\$ 50,000 to initiate the study.
Strengthening of the Sugar Industry Research and Development Institute of Belize	Project profile prepared and financing of 2.06 million Euros approved by the European Union.
National reference center for genetic development of sheep of <i>Instituto de Investigaciones Biotecnológicas-Instituto Tecnológico de Chascomús</i> , Argentina	Design of the project; IICA/PROSAP agreements to prepare the advanced profile; TOR for the consultant who will support the preparation of the advanced profile; advanced profile designed and submitted to PROSAP.

Source: Directorate of Technical Cooperation.

A partnership forged with the **Brazilian** Agricultural Research Corporation (EMBRAPA) enabled IICA to consolidate a number of national, regional, and hemispheric projects, including: the Cooperative Program on Technology Generation and Transfer for the South American Tropics (PROCITROPICOS) and PROCISUR, and to establish links with the AGROFUTURO and EMBRAPA Americas projects.

National innovation systems

IICA developed diagnostic and institution building tools to enhance national agricultural innovation systems (NAIS) and national agricultural research institutes (NARI). The Institute's cooperation activities included support for the National Institute for Agricultural and Forestry Research Innovation (INIAF) of **Bolivia**, to enhance the capabilities of the national innovation system and formulate projects for research on strategic crops; for **Uruguay's** National Agricultural Research Institute (INIA), in evaluating the economic, environmental, and social impact of its research; for **Peru's** National Institute of Agrarian

Innovation (INIA), to identify institutional constraints in the area of technological innovation, in order to solve the problems encountered and prioritize technology needs; for **Ecuador's** National Autonomous Institute for Agricultural Research (INIAP), to promote the renewal and improvement of the laboratory network of the new experimental station in the Amazon region; for **Costa Rica's** National Institute for Agricultural Innovation and Technology Transfer (INTA), to formulate proposals for institutional modernization; and for the **Paraguayan** Agricultural Technology Institute (IPTA), to prepare institutional management strategies and improve the organization's capabilities in the same area.

In addition, the implementation of a number of training workshops on distance communication and learning processes made it possible to improve **Panama's** Integrated Agricultural Extension System (SIDEA).



The object of SIDEA, which is being promoted by Panama's Ministry of Agricultural Development, is to improve the management of knowledge for the promotion of a sustainable and efficient agricultural sector.

Management of knowledge and ICTs for innovation

To meet the need for better knowledge-sharing mechanisms, the Innovation Management Network for the Agrifood Sector (Red INNOVAGRO) was created, with support from **Mexico's** Coordinadora Nacional de las Fundaciones Produce (COFUPRO). The network's goal is to contribute to agrifood development by establishing cooperation mechanisms and strategic partnerships in innovation and innovation management processes. The members include agricultural innovation and research institutes, foundations, funds for agricultural innovation, producers' organizations, universities and other public, private, and academic sector institutions in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Holland, Mexico, Nicaragua, Peru, and Spain.

A workshop organized by IICA, FORAGRO, EMBRAPA, International Center for Tropical Agriculture (CIAT), and FAO in **Brazil** was used to launch the Platform for the Development of Knowledge Management Capabilities for Innovation. The priority topics on which the platform will focus were also defined at the workshop: the formulation of institutional policies and strategies, the improvement of awareness raising efforts, the use of methods and tools, and the harnessing of ICTs, all in relation to knowledge management.

IICA proposed that the CIAT, International Maize and Wheat Improvement Center (CIMMYT), International Potato Center (CIP), and the International Food Policy Research Institute (IFPRI) (the international research centers of the Consultative Group on International Agricultural Research (CGIAR) draw up bilateral agendas to complement the Institute's activities with the centers' research programs, since the latter are continually generating new technologies and knowledge that IICA could deliver more easily to the farmers of its member countries.

The number of institutions specializing in agriculture that are members of the Agricultural Information and Documentation Service of the Americas (SIDALC)⁶ rose to 166. As many as 100 databases were updated and 15 new ones included, increasing the number of references available to over 2.33 million, and the collection of full-text documents text to more than 171,378.



The Service received over 16,000 requests for information from 1,912,047 users who were able to access and share knowledge. IICA formulated a new work plan for the Service, whose principal objective is to re-launch SIDALC in 2012 as an alliance of agricultural information services that will offer new tools for improved knowledge management.

IICA signed an agreement with **Mexico's** National Science and Technology Council (CONACYT) under which 100 annual grants will be awarded for specializations and graduate studies at academic institutions in that country. The first one hundred students will begin their courses in 2012.

Another important action was the modernization of the System for Sharing Scientific and Technological Information in the Agricultural Sector of the Americas (INFOTEC).

New uses of agriculture

With support from IICA and various national and international partners, an intensive training program was carried out in **Suriname** focusing on neo-tropical animal production, agro-tourism, seed production, and organic agriculture, especially the cultivation of hot peppers. A low-cost greenhouse was also established. Used for demonstration purposes, it has facilitated the transfer of technology. In **Saint Kitts and Nevis**, the Institute promoted the use of greenhouses by young producers.

In **Saint Vincent and the Grenadines**, beekeeping production increased after IICA carried out evaluations of the activity, and provided training in innovative beehive management techniques for increased productivity.

The Ministry of Agriculture and Marine Resources of **Bahamas** is implementing a small ruminant program to re-energize sheep and goat production, and IICA contributed to the effort by conducting a study on the nutrition of herds in the Family Islands. In the same country, the Institute supported the implementation of diagnostic studies and training aimed at re-energizing the coconut industry on Andros, Eleuthera, and other islands.

Greenhouses and beekeeping in Jamaica

Collaboration from IICA and financial support from the Canadian International Development Agency (CIDA) made it possible to establish 40 new greenhouses, construct infrastructure for postharvest activities, train 80 farmers and extension workers involved in the use of protected environment technologies, and form societies and organizations of producers. The bee sector benefited from the implementation of training events on beehive improvement, and the inspection of apiaries, the provision of inputs, and the remodeling of the national beekeeping laboratory.

⁶ <http://www.sidalc.net>

Under the Coffee Sector Rehabilitation Project in **Nicaragua**, 279 new facilities for wet coffee processing were built, 19 processing plants were rehabilitated, and more than 5000 coffee growers received training.

With support from IICA, the United States Department of Agriculture (USDA), and the University of Cornell, a System of Rice Intensification (SRI) was introduced in **the Dominican Republic** that will increase the sector's competitiveness. Farmers received training and technical assistance in the use of the system, which was applied on a pilot plot of 0.50 hectares. Production costs were reduced by up to 30%, while yields were around 33% higher than those obtained using traditional systems.

Regulatory frameworks for organic agriculture

IICA developed an instrument called "Evaluation and strategic planning for national organic production control systems," which makes it possible to diagnose the status of such systems and then prepare strategic plans to improve them. This tool was applied successfully in **Ecuador** and **Costa Rica**.

The Institute also assisted the competent authorities of organic agriculture of **Central America** and **the Dominican Republic** with the drafting of the proposed Regional Regulations for Organic Production.

In **Belize**, IICA, the Organic Alliance, the Ministry of Agriculture and Fisheries, and farmers' groups joined forces to develop an organic certification scheme based on the principles of Participatory Guarantee Systems. The Institute also helped the ministry set up the National Organic Council, which will be responsible for issues related to organic agriculture in the country.



Central America and the Dominican Republic will have their own regional regulations governing organic production

In **the Dominican Republic**, a proposal was drawn up on policies for the development of organic agriculture, with financing from Project for Rural Economic Diversification (USAID-NETWORK). In **Dominica**, the Agriculture Division and agribusiness operators approved the draft of a certification proposal prepared by IICA. Finally, in **Grenada**, the creation of the Organic Agriculture Movement was approved, and 30 farmers became members.

Agro-biotechnology and biosafety

In the field of biotechnology, IICA implemented important actions in **Paraguay**, where it helped implement the conference "Biotechnology in Agriculture"; design and secure approval of a master's degree course in the agro-biotechnology sciences, which the National University will be launching in 2012; and worked with the Multi-sectoral Technical Group on Biotechnology and Biosafety of the Ministry of Agriculture and Livestock to promote the use of biotechnologies pursuant to the decrees and legislation that the country has adopted on the subject.

Under IICA's scholarship program, nine students and professionals from **Canada, Mexico, Brazil, and Barbados** undertook research in Canada on the bioactive components of native plants, and the identification of parasite-resistant genes in sheep, among other subjects.



In **Costa Rica, Bolivia, and Chile**, the Institute contributed to the development of capabilities and institutional frameworks in the area of biosafety.

At a training activity promoted by IICA in Chile, the participants learned why it is important to disseminate scientific information, what scientific journalism is, and what journalists need to know about biotechnology.

Clean energies

In **Argentina**, IICA generated and shared information on bio-energy, conducted a study on the costs of lignocellulosic raw materials, disseminated information about the subject, and made progress with the design of a national agro-energy strategy.

Linking producers to markets

The Institute helped design the infrastructure and establish the type of equipment that the agribusiness operators of **Bahamas** require in order to meet the food safety standards for processed fruits and vegetables. In the same country, IICA carried out the second study on the outlook for businesses on the island of Andros. In **Saint Lucia and Saint Kitts and Nevis**, training courses were held on entrepreneurship, marketing, and organizational management that enhanced the capacity to access markets of more than 88 of the islands' producers and processors.

Support from IICA enabled **Costa Rican** producers to become more competitive. The work involved developing business plans for the fisheries and aquaculture sector, formulating policies for organic production, drafting marketing strategies for beans, creating consortia for innovation in corn, beans, cassava and sweet peppers, and implementing the Program to Promote the Competitiveness of the Rice Chain (PRONARROZ). In addition, a joint effort involving the Ministry of Agriculture and Livestock (MAG), the National Production Board (CNP), the Integrated Agricultural Marketing Program (PIMA), and IICA demonstrated that the country has the capacity to implement an innovative ICT project that will allow producers, merchants, and consumers to obtain market prices on their cell phones.



Pineapple producers in Saint Lucia learned about technological innovations related to harvesting, fertilization, and irrigation used in other countries, which will enable them to be more competitive.

In **Mexico**, researchers and academics who are members of the Mexico-Europe Scientific Network on Local Agrifood Systems (REDSIAL)⁷ developed concepts related to the Local Agrifood System (LAS), and promoted the linking of production activities at the local level. Following a workshop held in Puebla as part of the Eighth Congress of the Mexican Association of Rural Studies (AMER), the work focused on the creation of REDSIAL Latin America, the organization of a symposium, and preparations for the SIAL Brazil 2012 Congress.

Adding value to agricultural production

With a view to improving the agribusiness and associative capabilities of small and medium-scale producers, IICA identified and characterized more than 50 institutional arrangements, and created a directory of over 150 professionals involved in the design of public agribusiness policies in Latin America and the Caribbean (LAC). Much of what was achieved was made possible by the development of a methodology and tools for quantifying entrepreneurial weaknesses, analyzing institutional capabilities for supporting small and medium-scale producers, and identifying priority areas in countries that best meet producers' needs.



Dominican agribusiness operators visit the Rungis International Market, France's largest wholesale market.

In the **Dominican Republic**, with financing provided by the Ministry of Agriculture, the Dominican-French Chamber of Commerce, and the USAID-RED Project, IICA carried out the fourth edition of the Agro-export Platforms Program, thanks to which 20 Dominican agribusinesses were able to prepare to export to the French market. Equally important was the training in production costs provided to five service providers, 15 extension workers, and 20 farmers in **Dominica**, and 56 producers in **Saint Kitts and Nevis**.

IICA cooperated with the Ministry of Agriculture, Livestock and Fisheries (MAGyP) and other public institutions in **Argentina** to improve their capabilities. Specifically, the Institute supported the implementation of workshops, seminars, technical tours, and technical assistance under the Argentine Food Quality Program (PROCAL), the National Rural Tourism Project (PRONATUR), the Development of Argentine Organic Agriculture Project (PRODAO), the Technology Generation and Transfer Program of the General Department of Irrigation of Mendoza, and the Project for the Technical-Operational Modernization of the National Wine-growing Institute.

Millennium Fund (FOMILENIO), Chemonics, and IICA are implementing a production development project in **El Salvador** entitled "Increasing the Production and Value of Fruits and Vegetables in the Northern Region of Chalatenango Zona Baja." By November 2011, the number of beneficiaries who had received technical assistance and training under the

⁷ REDSIAL promotes sustainable and inclusive rural development to contribute to the attainment of food security, the eradication of poverty, and the improvement of living conditions in the rural milieu (2011 Annual Report of the IICA Office in Mexico). For more information, visit www.redsial.org.mx.

project had already exceeded the goal set for 2011. More than 700 events were held nationwide under the “*Escuelas de campo*” initiative, transferring knowledge and technologies, and disseminating successful experiences and practices related to the establishment of crops, nutrition, fertilization, good agricultural practices and pest and disease control and management.

Table 2. Agribusiness and marketing programs and projects formulated and negotiated by IICA

Program/project	Status
Investment Program for the Competitive Development of the Fruit Sector in Guatemala	The proposed terms of reference, methodology, content guidelines and work plan for the design and management of the program prepared and agreed with the MAGA and key stakeholders in the priority chains.
Livestock Development Plan for the State of Yaracuy in Venezuela	The plan was devised, and the profile and proposal drafted with the terms of reference and the estimate of the resources required. The proposal was then delivered to the Government of Yaracuy.
Feasibility Study for the Design and Implementation of the Harvest Insurance Compensation Plan for the OECS	Terms of reference drafted to obtain financial support from the Caribbean Development Bank.
Project to Improve Coffee Processing and Marketing in Honduras	The logical framework and investment project profile were drawn up. The aim is to contribute to the implementation of the strategic policies aimed at the competitive development of the coffee value chain.

Source: Directorate of Technical Cooperation

In the Department of Huila, in **Colombia**, IICA consolidated the application of a strategy for territorial competitive development. The Institute provided support to seven production chains; assisted six fruit sector organizations, working with the Federation of Agrarian Cooperatives of Catalonia; and, in partnership with the Italo-Latin American Institute (IILA), formulated a strategy for promoting agro-tourism as a way to link different productive and social sectors.

Risk management and reduction

After a year of negotiations with the organizations *Développement International Desjardins* (DID) and *Financière agricole du Québec Développement International* (FADQDI), in **Canada** IICA signed an agreement to implement the Microfinance and Agricultural Insurance Project in Haiti, financed by the Canadian International Development Agency (CIDA).

The Institute also improved the risk management and control capabilities of the public and private sectors in Chile by providing assistance in the following areas:

- Design of methodologies for risk communication in genetically modified vegetables, with support from the U.S. Embassy.
- Interpretation of animal health risk assessments.
- Monitoring of tariffs and subsidies of strategic products.
- Analysis of variability in climate series.

Modernization of markets and marketing systems

The Institute consolidated the participation of 32 countries in the Market Information Organization of the Americas (MIOA). In its capacity as the Technical Secretariat of the MIOA, IICA contributed to the implementation of the Second Hemispheric Workshop for Administrators of Agricultural Market Information Systems (AMIS) - where 35 senior officials were trained in the techniques and procedures used to collect, analyze, and disseminate market information - and the Tenth Regular Meeting of the MIOA, which took place in Santo Domingo, Dominican Republic.

It should also be emphasized that in the San Jose Declaration of Ministers of Agriculture 2011, signed during the Sixteenth Regular Meeting of the IABA, the ministers pledged to support the work of the MIOA to “promote greater collaboration between the Member States on innovative means to collect, process, analyze, and disseminate information relative to markets and agrifood commodities, fostering greater market transparency and efficiencies.” Furthermore, the USDA, through the Agricultural Marketing Service (AMS) and the Foreign Agricultural Service (FAS), pledged to provide financial support for the organization in the coming years, subject to the availability of resources.

In **Uruguay**, IICA afforded small agribusinesses improved access to information through the use of ICTs, mainly in relation to wholesale markets. Two projects spearheaded by IICA were especially important in this regard: the Project to Democratize Information in Montevideo’s Model Market⁸ and the Project to Democratize Access to Information in Agricultural Markets: Opportunities that Mobile Telephony Provides in the Agricultural Value Chain.⁹ The sharing of successful experiences in the agricultural sector through the distance learning platform “*Uruguay Agroalimentario al Mundo*”¹⁰ also made a big contribution. A large number of conferences and seminars were also held to discuss the situation and outlook for crop and livestock production, including the subject of land ownership.

Food safety

IICA strengthened its relationship with the Association of Producers and Exporters of **Nicaragua** (APEN), with which it is working under the *AI Invest IV* program. This initiative is benefitting some 800 honey and cacao producers who belong to eight organizations, for which quality and safety systems were set up. In the same country, the Institute is working with the project “Strengthening of the Certification System of Accredited Services and Implementation of Sanitary and Phytosanitary Measures, Quality and Safety of Agricultural Products” (MOTSSA). IICA developed a diploma course with the National Agrarian University (UNA), trained 35 senior national officials in this field,

⁸ The project, financed by the Inter-American Development Bank (IDB)/MIF and the International Development Research Center (IDRC), is scheduled to conclude in December 2012.

⁹ The project was financed entirely by the IDRC, at a cost of roughly US\$107,500.

¹⁰ IICA provides methodological and technological support for the development of the different courses taught via the platform, which belongs to a consortium of 11 Uruguayan organizations.

produced manuals on good agricultural practices (GAPs) for the cultivation of okra, peanuts, beans, roots and tubers, and trained more than 2100 farmers in GAPs.

In Miami, USA, the Institute sponsored and held the conference “IICA Food Safety and Trade 2011,” prior to the meeting of the Codex Committee on Food Hygiene. Over 80 professionals took part in the activity, including representatives of countries in the Caribbean, Central America, and the Andean Region (**Peru, Colombia, and Bolivia**). The event was used to analyze the implications of the current requirements for importing agrifood products into the United States, and the expected impact of the new safety requirements established in the Food Safety Modernization Act of the U.S. Food and Drug Administration (FDA).



IICA officials took part in public hearings held in the USA on the FDA’s Food Safety Modernization Act, and promoted the dissemination of information about the legislation in LAC.

A joint seminar held in Barbados by IICA and the Caribbean Community (CARICOM) Secretariat enabled 39 professionals from 12 Caribbean countries to improve their knowledge of value chains, and their ability to promote the establishment of links between agriculture and tourism.

Modernization of national sanitary and phytosanitary services

IICA implemented three courses for 70 highly specialized technical officers with the University of California-Davis (on animal disease risk assessment) and the University of Nebraska-Lincoln (risk communication). The Institute also continued to implement the Executive Leadership in Food Safety Program with the University of Minnesota and the Pan-American Health Organization (PAHO).

The Institute provided technical cooperation to 29 LAC countries through the application of the Performance, Vision, and Strategy (PVS) tools to assess the status of their plant health and food safety services. The work in this field was especially important in **the Dominican Republic, Haiti, and Venezuela**. In Venezuela, IICA also drew up a strategic plan to strengthen surveillance and the control of food quality and safety, in the capital and in the State of Trujillo; and enhanced the capabilities of 600 professionals in the areas of animal health risk assessment and the control of foot-and-mouth disease.

The Institute assisted **Ecuador’s** Agricultural Quality Assurance Agency (AGROCALIDAD) with the standardization of procedures, the improvement of laboratories, and the formulation of pest control projects. The Program to Strengthen the Sanitary Infrastructure drafted 50 manuals of procedures and designed an animal epidemiological surveillance system and the National Program for the Control and Monitoring of the Fruit Fly and Mollusks.

IICA is spearheading the Moscafrut program in **Mexico**. It worked on the establishment of fly-free areas and areas of low prevalence, which calls for the production and release of sterile flies and parasitoids.¹¹ The Moscamed program prevented the Mediterranean fruit fly from entering Mexican territory by eradicating outbreaks of the pest along the border with Guatemala. This contributed to the quarantine restrictions on Mexican exports being lifted, thus making the country's agricultural sector more competitive and generating income for producers in the process.



In Paraguay, IICA assisted the public-private sector partnership involving the MAG, SENACSA, and the ARP with the design and implementation of ICTs as part of the Project to Increase in the Cattle Reproduction Rate.

In **Paraguay**, the alliance of the Deputy Ministry of Livestock, the National Quality and Animal Health Service (SENACSA), and the Rural Association of Paraguay (ARP) detected an outbreak of foot-and-mouth disease. IICA and APHIS provided cooperation for the construction of a control unit in Fuerte Olimpo and the application of sanitary measures to eradicate the disease. These efforts resulted in the reestablishment of **Paraguay's** sanitary status with regard to foot-and-mouth. In **the Dominican Republic**, IICA successfully concluded the implementation of the Project for the Prevention and Control of Avian and Human Influenza, in support of the ministries of Agriculture, Health and Environment, with a donation of one million dollars from the World Bank.

In **Bolivia**, IICA assisted the National Fruit Fly Control and Eradication Program with the design of strategies to enable it to achieve its goals, and the preparation of the National Program for Training in Good Practices for the Management and the Correct Use of Pesticides. In addition, with USDA/APHIS and the National Agricultural Health and Food Safety Service (SENASAG), the Institute implemented the "Surveillance of Foot-and-mouth Disease in the Chaco" and "Integrated Agricultural Health System" projects.

The Institute also collaborated with **Brazil's** Ministry of Agriculture, Livestock and Supply in the implementation of a project to eradicate the Carambola fruit fly, mainly in the northern region of the country. Health authorities in **Brazil, Guyana, and Suriname** entered into a number of agreements with IICA for the same purpose.

The Institute trained inspectors in plant health risk profiles in **Colombia**, strengthened the National *Codex* Committee in **Uruguay** (more than 100 technical personnel took part in three *Codex* management courses), and enhanced the knowledge of the human resources of

¹¹ Each week, a sterile fly plant located in Metapa de Domínguez, in the state of Chiapas, produced an average of 215 million sterile pupae of the fly species *Anastrepha ludens* and *Anastrepha obliqua*, and 25 million pupae of the parasitoid *Diachasmimorpha longicaudata*.

Bolivia's National Agricultural Health and Food Safety System with regard to aspects of international agreements.

Working with USDA/APHIS, St. George's University and the University of the West Indies, IICA trained staff of the Ministry of Agriculture of **Barbados** in pest identification and plant quarantine inspections; while in **Guyana**, in collaboration with the country's School of Agriculture, it carried out training in GAPs and incorporated modules on the subject into the study programs of the Diploma in Agriculture and Certificate in Fisheries.

Agribusiness operators and technical staff of the Ministry of Agriculture, Lands, Fisheries and Forestry of **Saint Lucia** benefitted from the implementation of nine workshops on a number of topics, including crop propagation techniques, animal health, and food safety. IICA also set up three biodigesters on demonstration farms used to breed pigs, to prevent waste being dumped in rivers and streams and to harness the use of biogas.

The Institute spearheaded the efforts to control classical swine fever in **Haiti**. It trained 280 veterinary officials, vaccinated 123,500 pigs, and analyzed 1437 samples in order to determine the incidence of the virus. In the same country, IICA and the Ministry of Agriculture improved the control of bird flu by training over 100 officials from the Ministry of Health in epidemiological surveillance, and purchasing communication equipment, reagents, laboratory equipment, and motorcycles.

In **Dominica**, consumer confidence in agricultural health and food safety increased after policies were instituted in that area and advisory committees set up. In addition, IICA helped the Bureau of Standards evaluate farm inspection and certification systems, and improve farmers' knowledge of GAPs and safety principles.

Thanks to the STDF-116 project implemented with IICA's support, **Costa Rica** now has a cattle traceability system that tracks animals from the farm to the slaughterhouse.

Sanitary and Phytosanitary Measures

The Institute was granted observer status in the meetings of the Standards and Trade Development Facility (STDF), and made its various tools related to sanitary and phytosanitary measures (SPS) available for worldwide dissemination and distribution by the Committee on Sanitary and Phytosanitary Measures (SPS Committee) and the STDF. The promotion of the participation of the countries of the Americas in *Codex Alimentarius* committees, which IICA has undertaken with the USDA, has helped ensure that the hemisphere's voice is heard in the deliberations aimed at the establishment of international food safety standards. The preparation by the Institute of manuals on good practices for participating in Codex and other international SPS forums has facilitated the training of delegates, and earned IICA widespread recognition.

For the second consecutive year, IICA organized the Latin American meeting for the discussion of proposed IPPC standards, for which it joined forces with the Plant Health Committee of the Southern Cone (COSAVE) and the International Regional Organization

for Agricultural Health (OIRSA). In addition, under an agreement with the IPPC the Institute updated the IPPC's global online course on plant pest risk analysis.



The Virtual Food Inspection School will be a new international public good for the region.

The Institute helped set up an international advisory group to develop a virtual regional food inspection school in the Central Region. The effort involved universities and government agencies of Argentina, Spain, Mexico, the USA, and the Central American countries. The group completed the project proposal, which, with the endorsement of academic institutions in El Salvador, Nicaragua, Costa Rica, Panama, and the Dominican Republic, will be submitted to the STDF of the World Trade Organization (WTO) for financing. The group also drew up the school's study program.

In the Andean, Central, and Southern regions, IICA trained 60 professionals from veterinary and research services in animal disease risk assessment, while in Central America, Mexico, and the Dominican Republic 68 professionals took part in a virtual training course on plant pest risk analysis developed with the IPPC.

2.2 Enhancing the contribution of agriculture to the development of territories and rural well-being

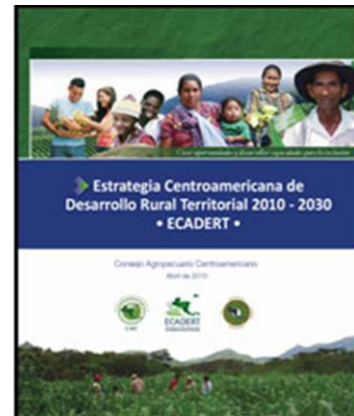
IICA supported several countries of the hemisphere¹² in the design of policies and strategies aimed at contributing to an improved articulation and coordination of the institutions that play a leading role in promoting agricultural development and rural well-being, thereby strengthening the two-way relationship between agriculture and the rural territories.

🌍 Comprehensive and sustainable management of rural territories

In the context of the Ibero-American Cooperation Program in Territorial Management (PROTERRITORIOS), IICA prepared a plan for the implementation of the Ibero-American Observatory on Public Policies; created a university network for territorial management, involving 10 countries and 15 universities; developed a strategy to reward good practices in territorial management; and defined mechanisms for the analysis and systematization of the links between agriculture, territories and rural well-being.

¹² Central America, in the context of ECADERT, Bolivia, Colombia, Ecuador, Peru, Brazil and Mexico, among others.

In the context of the Central American Strategy for Rural Area-based Development 2010-2030 (ECADERT), IICA took charge of coordinating the Regional Technical Support Platform¹³ and provided monitoring and technical assistance to the National Committees,¹⁴ the Regional Committee and to the public institutions responsible for Rural Area-based Development (RAD) in the countries. IICA also promoted the exchange and systematization of experiences and good practices in Rural Area-based Development and provided technical support for the creation and consolidation of the Territorial Action Groups (TAG).



ECADERT was approved by the Central American presidents in June 2010.

For example, in **Belize** the National Rural Development Coordination Committee was established and a conceptual framework was designed to guide the design of a national strategy. Meanwhile, in **Costa Rica**, IICA supported the process to transform the Agrarian Development Institute (IDA) into the Institute of Rural Development (INDER), designing proposals and organizing discussions, meetings and training activities. IICA was also actively involved in the design of the Multi-agency Fund for Rural Territorial Development and supported the formulation of project proposals for 25 territories in 8 countries. These will be submitted to the Fund's first call for proposals.

In the context of the ECADERT Capacity-Building Program, IICA imparted the Central American Course on Management of Rural Area-based Development. It also organized numerous workshops and lectures in all the countries, and implemented an online course on Sustainable Rural Development and comprehensive quality in the territories, with the support of the University of Chapingo.

IICA contributed to efforts to incorporate the area-based approach into the *RuralInvest* courses organized by FAO and the Regional Unit for Technical Assistance (RUTA), with the aim of promoting initiatives to mobilize resources toward the Central American territories.

In the context of the agreement signed with the Andean Community of Nations (CAN) in the Andean Region, IICA designed a training program to develop capabilities in rural area-based development in rural districts in four countries. With technical assistance from IICA, the local governments of Gran Tierra de los LÍpez in **Bolivia**, Southern Tolima in **Colombia**, Nabón in **Ecuador** and the districts of Juli and Pomata in **Peru**, prepared their respective development plans and production projects with an area-based (territorial) approach, and a study on the implementation of a quinoa seed bank.

¹³ In line with a mandate from the Summit of Heads of State and Government of the Central American Integration System (SICA), with financial support from the Spanish Agency for International Cooperation for Development (AECID) and the cooperation of the Executive Secretariat of the Central American Agricultural Council (CAC).

¹⁴ In Belize, Costa Rica, Panama and Honduras.

At the request of the Expanded MERCOSUR, IICA prepared a report entitled “State of the art of territorial development policies in **Argentina, Brazil, Chile, Paraguay** and **Uruguay**: results achieved and challenges for family agriculture,” which was presented at the Sixteenth Specialized Meeting on Family Agriculture (REAF). The report documents the status of these policies in each country and provides an overview of the similarities and differences between the countries in this respect.

Table 3. Programs and projects on rural well-being and territories designed and negotiated by IICA.

Program/project	Status
Knowledge management in Semi-arid Zones of Northeastern Brazil	Negotiations held with IFAD-AECID, resulting in a donation of 3.5 million euros. Implementation of the project, for which IICA provides technical cooperation and is in charge of its management.
Investment Program in El Oro Province, Ecuador	Prepared and presented a methodological proposal and terms of reference for systematizing the design and management of the Program.
Innovative Policies for the Development of Rural Territories in Latin America (PIDERAL)	AECID approved a project for 5.3 million euros, executed under IICA’s responsibility and launched in four countries in 2011: Costa Rica, Dominican Republic, Ecuador and Peru.
SAGARPA Program for the Humid Tropics, Mexico	A short and medium term Action Plan was implemented to improve the competitiveness of the cacao chain in the states of Tabasco and Chiapas.

Source: Directorate of Technical Cooperation.

IICA contributed to a better understanding of the importance of rural development with an area-based approach and promoted the training of leaders in this topic through two international courses on social management of territorial development held in Bahia, Brazil and Montevideo, Uruguay. The courses were attended by over 100 representatives of public institutions, local governments, Non-Governmental Organizations (NGOs) and academic institutions from eight countries.

Through its partnership with several of Brazil’s federal government institutions and various academic centers, IICA implemented the project “The new face of rural poverty in **Brazil**: changes, profiles and challenges for public policies,” which contributed to a better understanding of the different dimensions of poverty, particularly the scope and limitations of social policies in combating poverty in rural areas. Working with the governments of the Northeastern states of Brazil, plus the International Fund for Agricultural Development (IFAD) and AECID, IICA agreed to implement a knowledge management program and to establish information and cooperation networks to promote the region’s rural development. IICA also negotiated six new technical cooperation projects, which were approved by its partner institutions. These projects seek to promote the sustainable development of Brazilian agriculture and reduce inequalities in rural areas.

With the Institute’s support, 27 public investment projects were designed for the Provincial Agricultural Services Program (PROSAP) of **Argentina**, in order to be submitted to financial institutions.

In **Mexico**, experts of the National Agrarian Registry and the Secretariat for Agrarian Reform (SRA), along with IICA specialists, conducted an assessment of agrarian settlements using various methodological tools. The study was undertaken in the context of the technical cooperation agreement signed with the SRA, which seeks to regulate the situation of the country's agrarian settlements. A planning tool, the "Manual on development options and challenges in agrarian settlements" was designed for this purpose.

In **Ecuador**, IICA designed the "Provincial Production Agenda," an innovative tool for the planning and management of production activities in rural territories, which is already bringing benefits to the decentralized governments of Loja, El Oro, Pichincha and Chimborazo.

Contribution of family agriculture to the rural economy

In **Paraguay**, various activities were organized for the purpose of strengthening the links between agriculture and rural territories and increasing the capacity of public and private actors for the development of rural territories. These activities included the National Forum for Young Leaders, the Masters study program and a specialized course in rural area-based development implemented with the National University of Asunción (UNA), and a study on "Rurality and agricultural territories in Paraguay." IICA also provided support to the Ministry of Agriculture Integrated Management System for Agrarian and Rural Development in the organization of a workshop on "Social Participation for Sustainable Territorial Development" and in the training of 150 leaders of rural organizations.

In **Venezuela**, the Institute supported the establishment of the Permanent Forum for the Design and Evaluation of Public Policies on Rural Territorial Development and Family Agriculture. It also worked to build capacity in the design of programs to improve agri-food systems in peasant and indigenous communities of the municipality of Rómulo Gallegos, in the state of Apure.

In **Bolivia**, IICA promoted the establishment of the Agro-environmental Observatory, contemplated in the Community Agricultural and Livestock Productive Revolution Law (No.144).

With IICA's support, a number of producers' groups¹⁵ in **Grenada**, including young people and women, improved their leadership skills and their capabilities in project design and the management of diseases in nutmeg trees.

¹⁵ Grenada Network of Rural Women Producers, Grenada Agricultural Forum for Youth, and Closier Youth Farmers Cooperative.

Promoting women's rights, equity and gender equality

In 2011 IICA promoted the gender approach in different international activities, such as the Forum: *“Women in the Americas: Empowerment and Leadership”*, organized by the Center for Hemispheric Policy of the University of Miami, and the Nineteenth Meeting of specialized bodies and other United Nations organizations on women's advancement in Latin America and the Caribbean, held at the Economic Commission for Latin America and the Caribbean (ECLAC) Headquarters in Santiago, Chile

In **Costa Rica**, the Institute, the United States Embassy, the *INCAE Business School*, the Costa Rican Chamber of Exporters (CADEXCO), the Coca-Cola company, the American -Costa Rican Chamber of Commerce (AMCHAM) and the Association for Leadership and Social Advancement (ALAS) set up an inter-institutional working group to organize the Forum to Promote Women's Leadership in Costa Rica. The event was attended by over 150 women from different sectors of the country and IICA organized the panel on “Gender equity in the Costa Rican agricultural sector.”

As a result of these initiatives, and in collaboration with the aforementioned institutions, IICA provided training to more than 160 representatives of Latin American public and private institutions and civil society, and facilitated the exchange of experiences in relation to women's empowerment and leadership. IICA also disseminated information for decision-making on issues of gender and equity through its interagency partnerships.

In **Guyana**, thanks to cooperation between IICA, the Overseas Volunteer Service and CIDA, the Women Agro Processors Network was established and Caribbean Network of Rural Women Producers (CANROP) was restructured. In addition, the country's Food and Drug Administration made a commitment to certify several agro-industries. In **Trinidad and Tobago**, IICA provided logistical and administrative support for the organization of the Third Annual Mango Festival. The Women Farmers Movement of **Dominica** also received assistance to expand its participation in the Caribbean Agriculture Week, and at least ten onion parcels were established with support from the Canadian Fund for Local Initiatives (CFLI).

In **St. Lucia**, two important United Nations Development Fund for Women (UNIFEM) projects executed by IICA served to strengthen various social and economic networks for women's groups and provided training in social networking.

Finally, though the implementation of the *“Small Holder Poultry Development Initiative,”* financed by the CFLI, members of the Women Producers Network of **St. Vincent and the Grenadines** increased the profitability of their businesses and improved the nutrition of their families.



2.3 Improving the capacity of agriculture to mitigate and adapt to climate change and make better use of natural resources

IICA made significant efforts to position the issue of climate change on the national agendas, striving for a balance between policies aimed at protecting the environment and those aimed at promoting agricultural development, identifying environment-friendly production systems and contributing to the design of policies, strategies and institutional frameworks to prepare the agricultural sector to adapt to climate change.

Adapting agriculture to climate change

At the request of the Socioeconomic Secretariat of the IILA of Italy, the Institute prepared the document “Managing IICA’s technical cooperation for a sustainable and competitive agriculture in LAC to address climate change,” which was included in the sixth volume of the publication *Collana di Studi Latinoamericani – Economia e Società*. Thanks to this publication, which is available on the IILA web site, IICA’s has positioned itself as a referent on the issue of agriculture and climate change.

In this regard, the Institute made progress in the design of instruments to quantify the effectiveness of processes for adapting agriculture to climate change in the national sphere, and assessing institutional commitments to allocate resources to initiatives that contemplate synergies between the environment and agriculture. These instruments were validated at workshops held in **Mexico, Ecuador and Costa Rica**.

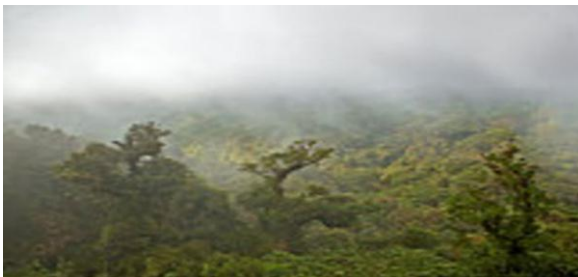
IICA supported the conceptualization and design of the Inter-governmental Technical Cooperation Program for Territorial Management of Processes for Adapting Agriculture to Climate Change (PRICA-ADO), organizing a workshop of experts and identifying local actors in Mesoamerica. Similarly, an international node and ten national nodes were incorporated into the PRICA-ADO Network, thereby completing the first phase of the project.

The Institute also provided assistance to the Environment Commission of the **Mexican** Senate in preparing and reviewing several drafts of Mexico’s General Law on Climate Change, which was submitted to the Congress.

In the context of the project “Intelligent Agriculture, Carbon Footprint and Water Footprint,” implemented in cooperation with the MAGyP, IICA prepared the document “**Argentina** with intelligent agriculture” and began institutional coordination efforts to establish guidelines for a national carbon footprint strategy. The Institute’s cooperation projects with the National Institute of Agricultural Technology (INTA) have resulted in a series of climate data, a report on family agriculture and production systems in three selected territories, and an evaluation of the climate data gathered in Argentina. The IICA Office in Argentina has also added a new section on “Natural Resources and Climate Change” to its web site (www.iica.org.ar), containing presentations and information on these topics from IICA conferences and publications and from those of other organizations.

Agriculture with environmental responsibility

In the Andean Region, IICA disseminated information on innovations and institutional arrangements for resolving conflicts between agriculture and mining, social management of water, area-based (territorial) management models, reducing the environmental impact of mining activities and regulations and arrangements between local governments, mining companies and rural communities.



Two new programs: "Sustainable Forest Management in the Andean Region" and "Partnership in Energy and Environment in the Andean Region" will benefit the Andean Region. The funding totals 10 million euros, provided entirely by the Ministry of Foreign Relations of Finland.

IICA issued a call for proposals in the context of the Sustainable Forest Management Program, aimed at promoting innovative forestry projects, and of the program Energy and Environment Partnership in the Andean Region, which seeks to finance innovative projects in the areas of renewable energies and energy efficiency. Both programs receive USD 15 million in funding from the Government of Finland.

Efficient and integrated natural resource management

The Institute provided technical cooperation services to **Ecuador's** Vice-ministry of Agriculture for the design of the National Irrigation Plan. It also assisted the MAG of **Costa Rica** in the preparation of a baseline document for the project "Water for Guanacaste, Costa Rica." Both documents incorporate concepts such as eco-systemic approaches, watershed management and integrated management of water resources.

Using water more efficiently

In **Barbados**, IICA organized technical demonstrations to promote the efficient use of ferrocement water tanks for collecting and storing water, as a more practical and economic alternative for agricultural communities. In **St. Kitts and Nevis**, the Department of Agriculture implemented the Water Management Action Plan designed with IICA's support, which led to the incorporation of natural resource management in the country's development strategies. In **St. Lucia**, the Institute supported the introduction of water collection systems in schools, in order to promote a more rational use of water resources in agriculture and provide a teaching tool for natural science programs in schools.

In **Honduras**, IICA helped establish the National Node for Adapting Agriculture to Climate Change, while in **Haiti** it supported the design of the Integrated Agroforestry Program. In **Ecuador**, a course on risk management and early warning systems was imparted in the province of Pichincha.

In **Colombia**, the demonstration phase of the Agro-production Plan was implemented in the Tolima Triangle Irrigation Area. Field irrigation systems were built on 66 hectares of land selected for this purpose and farmed by small producers, and 14 crops were planted to assess their agronomic and economic performance.

The Institute was involved in several forestry development initiatives in **Ecuador** and facilitated discussions and consensus-building on sustainable forest management, alternative energies and energy efficiency with the participation of 60 institutions linked to forestry development in Quito and Tena. In San Martin and Lima, **Peru**, IICA organized similar initiatives aimed at identifying the forestry sector’s limitations and potential, with the participation of regional and local government officials and representatives of the private sector and academia. In **Venezuela**, in coordination with the Cooperative Agricultural Research and Technology Transfer Program for the Andean Region (PROCIANDINO), IICA helped to identify the country’s needs in the areas of adaptation to climate change, health risk management and food safety.

Table 4. Programs and projects on natural resources formulated and negotiated by IICA.

Program/project	State
Disaster Recovery Plan for St. Lucia	Plan formulated with ECLAC based on an assessment of the damage caused by Hurricane Thomas.
Program “Water for Guanacaste, Costa Rica”	Program designed and submitted to the Presidency of the Republic, in compliance with the agreement signed.
Program to promote Pilot Projects for the Payment of Ecosystem Services (PES) in Argentina	Proposal designed and submitted to the Secretary of SAGyP in Argentina.

Source: Directorate of Technical Cooperation.

2.4 Improving the contribution of agriculture to food security

Institutional framework and services to support small-scale farmers

With the aim of improving the contribution of family farms and small-scale agriculture to food security (FS) in its member countries, the Institute promoted a better use of certified seed by small farmers and the updating of studies on the current FS situation in the region.

In order to increase producers’ access to certified quality seed, IICA, the Iowa State University and the CIAT designed a proposal for a hemispheric program to create seed companies operated by producers’ associations. Authorities of the province of Loja in **Ecuador** made a commitment to establish a company of this nature in 2012, as a pilot project. A similar proposal was evaluated in **Peru, Ecuador and Colombia**.

Following an agreement with the **Haitian** Government, IICA and the Brazilian Cooperation Agency (ABC) provided training for 100 families on water hygiene and trained a group of builders in the construction of water storage tanks. With funds provided by the Australian Agency for International Development (AusAID), 70 tanks of this type were built in homes and schools. A new agreement was signed directly with AusAID for the construction of another 175 tanks in four communities in the municipality of Ganthier.



The Pro-Huerta Project has benefited over 11,700 families in Haiti.

Thanks to the Pro-Huerta Project in **Haiti**, executed through IICA, 11,758 families have benefited from the production of vegetables grown in market gardens. In addition, 700 families participated in poultry production and over 2,300 promoters (30% of them women) received training in setting up market gardens, biological pest control, soil fertility, seed production and other topics. Other projects executed by IICA with partners such as IFAD have improved food security in the towns of Leogane and Petit Goave. More than 1,000 fruit farmers and producers of forest species have received training in strategies to modernize these production chains.

In cooperation with the University of Chile's Institute of Nutrition and Food Technologies, (INTA) IICA supported the technical committee of the National Food and Nutrition Council (CT-CONAN) of **Bolivia** and the Municipality of Caripuyo in implementing the activities of the Complementary Food Project of the Municipality of Caripuyo. IICA also assisted in monitoring the implementation of INTA's recommendations for Bolivia's multisectoral Zero Malnutrition Program.

In **Barbados**, the Institute helped organize several courses on how to establish kitchen gardens, enabling the participating farmers to increase their production of fresh fruits and vegetables.

Analysis and monitoring of the situation of food security and nutrition

As a contribution to the Sixth Summit of the Americas, IICA prepared a document on "Food security and small and medium-scale agriculture in LAC," which summarizes the current food security situation in LAC, the status of agricultural production in the region and the most important developments that have taken place in the global agricultural markets. The study urges countries that do not yet have a food security strategy to prepare one, and also mentions some aspects to be taken into consideration in the design and implementation of an FS strategy. IICA also submitted a proposal to the USDA for the design of strategies, programs and plans to promote food security, which could be implemented in LAC.

In response to a request by the Ministers of Agriculture of Central America, IICA designed and submitted a proposal for system to assess the availability of basic commodities in the region and in the Dominican Republic.

Finally, IICA prepared the document "The Marrakech Decision and Food Security: Contribution of the Inter-American Institute," which contains a summary of IICA's main efforts in relation to food security during 2011. This document, which is available on the institutional web site, means that IICA has complied with the WTO mandate requiring its observer organizations to present an annual report to the less developed countries describing the FS actions executed during the year.

2.5 Strategic analysis for agriculture

The Institute fulfilled its role of conducting strategic analyses of agricultural issues and of public policies that impact the sector, in order to provide the ministries of agriculture with timely information that will allow them to anticipate events and develop long-term State visions.

Public policies for agriculture

Five training modules for the development of analysis tools for agriculture were implemented in **Ecuador, Peru, Costa Rica, Dominican Republic and Paraguay**. IICA also contributed to the design of strategies and public policies for agriculture and food security in the Caribbean, and to the formulation of strategic plans for agriculture in **Costa Rica, Peru and Panama**. In this last country, as part of the program to strengthen the Ministry of Agricultural Development (MIDA) contemplated in the 2010-2014 Strategic Action Plan for the Panamanian Agricultural Sector, IICA established committees for nine agricultural chains, presented an organizational restructuring plan for MIDA and trained 32 public officials in agricultural informatics and projects.

In **Argentina**, IICA supported the MAGyP in the formulation of the 2010-2016 Federal Participatory Strategic Agrifood and Agroindustrial Plan and also worked with the Sub-secretariat for Family Agriculture on a study of agricultural cooperatives and other forms of association. The MAGyP and IICA organized a joint workshop to design a training program for rural youth leaders, which provided the National Directorate for Rural Youth with systematized information and a methodology for planning different training programs.

In **El Salvador**, MOUs were signed with the Ministry of Agriculture enabling IICA to provide support to the Family Agriculture Plan (PAF), implement the Production Chains Program, which benefits over 65,000 farming families,¹⁶ and cooperate in the purchase of inputs, thereby contributing to the country's food security. The Institute also provided assistance during the national emergency caused by tropical depression 12-E. Along with FAO and various national institutions, IICA inventoried the damage and losses sustained and provided technical assistance to counteract them. In addition, an agreement was signed with El Salvador's Multisectoral Investment Bank for the implementation of policies and procedures to support coffee producers.



The President of El Salvador, Mauricio Funes, unveiled the country's Family Agriculture Plan, for which IICA will provide technical support to the Production Chains Program.

¹⁶ Technical committees have already been established for the following production chains: basic grains, dairy products, fruits, vegetables, honey, cacao, coffee and aquaculture. More than 1,000 farmers have completed the registration process to benefit from the PAF. In addition, 511 initiatives were identified that could receive support from the PAF; of these, 195 have high potential.

In **Guatemala**, the Institute provided technical support to the Ministry of Agriculture, Livestock and Food (MAGA) in the design of the 2011-2015 Sectoral Agricultural Policy and an action plan for the execution of investments in the fruit sector. It also provided assistance to the Association of Agronomists in the design of a strategic plan and contributed to the consolidation of the National Sub-system for Agricultural Research, Transfer and Innovation (SNITA).

In **Honduras**, IICA supported efforts to strengthen the Office for the Promotion of Foreign Trade and Investment of the Secretariat of Industry and Trade, through a training program in strategic planning, the organization of international promotional events, market intelligence and export studies.

In **Antigua and Barbuda**, the Institute worked with various departments of the Ministry of Agriculture to formalize business plans for 2012. It also completed its assessment of that Ministry, begun in 2010, which was submitted to the Cabinet of Ministers for approval.

After an extensive study in **Grenada**, IICA issued a set of recommendations to enable government-operated farms to effectively address the serious economic, social and political challenges that have emerged. The Institute also provided assistance to the Ministry of Agriculture of **St. Kitts and Nevis** in the design of a plan to guide the sector's development in the medium term.

In **Haiti**, with funding from the European Union and Canada, IICA supported efforts to rehabilitate the departmental offices of the Ministry of Agriculture in order to improve the country's food security and the planning and control of public spending.

In **Guyana**, the Institute reviewed the study programs of the two leading agricultural training institutions: the Faculty of Agronomy and Forestry of the University of Guyana and the Guyana School of Agriculture, to ensure that these programs are consistent with public policies for the modernization of the agricultural sector.

Prospective and strategic analyses for agriculture



In October, in San Jose Costa Rica, ECLAC, FAO and IICA presented the report "The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean 2011-2012".

In conjunction with FAO and ECLAC, IICA prepared and published a report on "The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean 2011-2012." The report served to consolidate the Institute's partnership with FAO and ECLAC and also contributed to the analysis of critical and short-term agricultural issues, through technical reports sent to the Ministers of Agriculture and to various meetings and conferences organized with different national and international organizations on topics such as climate change, the G-20 and innovation.

Several studies carried out by IICA provided the Government authorities of **Jamaica** with very useful information on markets, agriculture and rural development, particularly the following: a) “*Commodity Glut Management Strategy*”, b) “*The Impact of Farm Roads on Agriculture and Rural Development*”, and c) “*Policy Instruments to Support Agricultural Development in Jamaica*”.

With support from IICA, the Ministry of Agriculture and Livestock of **Peru** consolidated the Analysis Group for Sensitive Crops. The Institute facilitated models and methodologies for calculating production levels and net income, as well as policy recommendations to support the analysis of problems and the design of proposals.

In order to support the **modernization of agriculture in its member countries**, IICA followed up on the WTO agricultural negotiations, promoted training on issues related to the WTO Agreement on Agriculture and designed a methodology for the evaluation of performance, vision and strategies (PVS) of ICT in public agricultural institutions, which was applied in **Uruguay, Costa Rica and Paraguay**.

3. Institutional modernization and strategies

3.1 Monitoring the Summits of the Americas Process

IICA actively contributed to the implementation of the Summits of the Americas mandates and the agreements of the Meetings of Ministers of Agriculture of the Americas. In this regard, as noted in the preceding section, IICA provided technical cooperation of excellence in priority areas and topics for the member countries, promoting discussion and analysis of the emerging challenges and opportunities for the hemisphere's agricultural sector.

The Institute has also played a key role in providing support to the Ministers of Agriculture at the hemispheric meetings on agriculture, in its capacity as Technical Secretariat. It followed up on the Summits of the Americas Process and provided information to the Summit Implementation Review Group (SIRG) regarding the progress achieved at the ministerial meetings and the Institute's contributions to the fulfillment of the mandates and the drafting of the Summit declaration. Similarly, IICA coordinated a number of actions with other international organizations linked to the development of agriculture in the Americas.

It is important to emphasize that, in relation to the decision by the Heads of State to “...*strengthen ministerial participation and continuity with the Summits of the Americas Process (and) improve the implementation of our decisions at this Fifth Summit...*” (Paragraph 90 of the Declaration of Commitment of Port of Spain), IICA, in its role as Technical Secretariat of the Meeting of Ministers of Agriculture of the Americas San Jose 2011, facilitated dialogue and supported efforts to reach a consensus in the process of drafting the Declaration of Ministers of Agriculture of the Americas, San Jose 2011, which establishes:

“...commitments in order to advance toward achieving food security, rural well-being and the development of a competitive, sustainable and inclusive agrifood sector, and in harmony with the challenges and thematic areas indicated for the Sixth Summit of the Americas, “Connecting the Americas: Partners for Prosperity’ Colombia 2012.”

Following the ministerial meeting, IICA complied with the mandate to “*provide a comprehensive report to the Summit Implementation Review Group (SIRG)... on the actions and progress achieved at all the inter-American ministerial meetings, aimed at supporting the objectives of the Summits*” (Paragraph 91 of the Declaration of Commitment of Port of Spain).

At the same time, as the institutional partner of the Summits of the Americas Process, IICA continued to participate in all meetings of the SIRG and of the Joint Summit Working Group (JSWG). It also continued to provide technical support to countries in the process of preparing the draft Declaration of the Sixth Summit. Specifically, IICA placed emphasis on the contribution of agriculture to reducing poverty and inequality in rural territories, on

reducing the environmental impact of the agrifood sector, on responding to natural disasters and on improving food security and the quality of life through increased investment in innovation, as a fundamental element for the consolidation of a competitive, sustainable and inclusive agrifood sector.

3.2 Governance

In 2011 meetings took place of IICA's two governing bodies: the Executive Committee (EC)¹⁷ and the Inter-American Board of Agriculture (IABA)¹⁸.

Executive Committee

The following decisions were adopted in the context of the Thirty-first Regular Meeting of the Executive Committee (EC)¹⁹:

- **Institutional Policy and Technical Cooperation Services:** the EC discussed and approved the progress report on IICA's 2010-2014 Medium Term Plan (MTP), which describes the activities carried out by the Institute in 2010 for the purpose of implementing IICA's cooperation agendas at the national, regional and hemispheric levels.
- **Budgetary and Financial Matters:** the EC reviewed the Institute's 2010 Financial Statements and the Report of the External Auditors, which attests to the sound management of the Institute's financial resources during the 2010 accounting period and confirms that the administration of IICA has acted in conformity with the Institute's regulations. The EC also approved the Seventeenth Report of the Audit Review Committee (ARC) and elected Mrs. Magela E. Kinkead C., Representative of Panama, as a member of the ARC for the 2012-2017 period. The EC also appointed the firm of Ernst & Young as the external auditors of IICA and the Tropical Agriculture Research and Higher Education Center (CATIE) for the 2012-2013 biennium. In addition, the EC approved the contracting of external consultants to carry out a study for the full recovery of incremental costs incurred in administering externally funded projects.
- **Matters pertaining to the Governing Bodies of IICA:** among other points, the EC discussed the responsibilities of the Representative of the IABA to the Higher Council of CATIE, the Report of the 2011 Regular Meeting of the Special

¹⁷ The EC is composed of 12 Member States elected for a two-year period, according to the criteria of partial rotation and of equitable geographic distribution. The EC took decisions to facilitate implementation of the institutional mission to support IICA's 34 Member States in the quest for the sustainable development of agriculture, food security and the prosperity of rural communities.

¹⁸ As IICA's highest governing body, the IABA is made up of the Institute's 34 Member States and meets on a regular basis every two years.

¹⁹ The meeting took place at IICA Headquarters in San Jose, Costa Rica, on July 12-14, 2011, with the participation of the following member countries of the Committee: Bahamas, Belize, Bolivia, Brazil, Canada, Costa Rica, Haiti, Panama, Paraguay, St. Kitts and Nevis and Uruguay. The meeting was chaired by Mrs. Gloria Abraham Peralta, Minister of Agriculture and Livestock of Costa Rica.

Advisory Committee on Management Issues (SACMI), the status of the Resolutions of the Fifteenth Regular Meeting of the IABA (2009) and of the Thirtieth Regular Meeting of the EC (2010), the agenda for the Meeting of Ministers of Agriculture of the Americas 2011 and the date and site for the Thirty-second Regular Meeting of the EC.

- Partnerships with International Organizations: the EC pledged to support efforts by the Director General of IICA to strengthen partnerships with national and international organizations and institutions, such as CATIE, the Caribbean Agricultural Research and Development Institute (CARDI) and CGIAR. In addition, the EC discussed and reviewed the CATIE Report for the 2010-2011 biennium and the Joint Action Programs between IICA/CATIE and IICA/CARDI.

Meeting of Ministers of Agriculture of the Americas 2011 and Inter-American Board of Agriculture



The President of Costa Rica, Laura Chinchilla, stressed the importance of innovation in agriculture in order to expand the agricultural frontier in the hemisphere.

The Meeting of Ministers of Agriculture of the Americas 2011, whose motto was “*Sowing innovation to harvest prosperity*,”²⁰ provided a framework for the Sixteenth Regular Meeting of the IABA. During the meeting, ministers discussed matters of strategic importance for IICA and its member countries and adopted a number of crucial decisions for the Institute, mainly related to the implementation of the 2010-2014 Medium Term Plan, the new initiatives to be considered by IICA and the 2012-2013 Program Budget.

Representatives of the Member States adopted and signed the Declaration of Ministers of Agriculture of the Americas, San Jose 2011, expressing the conviction that innovation is fundamental to achieve a competitive, sustainable and inclusive agriculture.²¹

Another important event organized during the Meeting was the forum on “*Innovation for sustainable, competitive and inclusive agriculture*,” in which institutions such as ECLAC, IDB, CGIAR and EMBRAPA participated. The forum provided an opportunity for ministers and other representatives of the Member States to hold an enriching discussion on

²⁰ The meeting took place on October 19-21, 2011 in San Jose, Costa Rica, with the participation of delegations from Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, United States of America, Grenada, Guatemala, Guyana, Haiti, Honduras, Mexico, Panama, Paraguay, Peru, Dominican Republic, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Surinam, Trinidad and Tobago and Uruguay. Spain attended as an Associate Country, along with 17 delegations of international organizations, representatives of educational institutions and special guests.

²¹ The full text of the Declaration may be found in Annex 2 of this Report.

the important role played by innovation in the development of a sustainable, competitive and inclusive agriculture.

The Director General elect of FAO, Dr. José Graziano da Silva, gave a presentation on his organization's work objectives for the hemisphere. A representative of the "Bill & Melinda Gates Foundation" also participated in this event.

3.3 Strategic Partnerships

IICA, the United States and Canada

IICA signed agreements with the World Food Programme (WFP) to systematize the experiences of the "Purchase for Progress" (P4P) initiative with the aim of improving market access and promoting the use of technological packages and revolving funds. In addition, efforts were made to strengthen the organizational and business management capabilities of 20 associations of small-scale basic grain producers in **Honduras**. In **Guatemala**, 100 organizations of small producers and more than 6,000 maize and bean farmers benefited from programs to develop leadership skills and capabilities in primary production and post-harvest management. The Central American Initiative for the Linking of Small-Scale Agricultural Producers to Markets has now been incorporated as a WFP partner, forming part of the consortium along with IICA, the CAC and RUTA. The Institute also participated in an international meeting held in **El Salvador** to review the P4P initiative.

At the same time, IICA has worked to expand its relations with senior officials of the US State Department, the US Congress and the **United States Department of Agriculture** (USDA), in an effort to promote institutional action and continued investment in sustainable agriculture. A donation of USD 4.6 million was obtained from the USDA's Food for Progress Programme to strengthen quarantine systems in **Haiti** and the **Dominican Republic**.

For its part, the Ministry of Agriculture and Food of **Canada** reiterated its commitment to support IICA in the design of projects. In this regard, eight projects related to Agricultural Health and Food Safety (AHFS), risk analysis and genetically modified organisms (GMOs) were coordinated and prepared for consideration by that country's Ministry.

IICA and Europe

With funding from the Swiss Agency for Development and Cooperation (SDC), the Red-SICTA Project organized the National Innovation Fair in 2011 and established a national innovation network for bean and maize production in **Nicaragua**. It also identified projects for the dissemination of innovations in **Honduras** and **Guatemala**.

With the participation of producers' organizations and national and local institutions, the Regional Program for Research and Innovation in Agricultural Value Chains for Food

Security (PRIICA), with IICA's support and **European Union (EU)** resources, identified local innovation consortia in six Central American countries for the four priority production chains, namely: tomato, avocado, potato and yucca.



The PRIICA Program, funded by the European Union in the amount of 5 million euros, will strengthen the technological levels of the tomato, avocado, potato and cassava chains in Central America.

IICA also provided technical assistance in the context of the Program to Support Production of Basic Grain Seeds for Food Security in **Nicaragua** (PAPSSAN), implemented with funding from the **European Union**, through the Nicaraguan government's National Seed Plan led by the Nicaraguan Agricultural Technology Institute (INTA).

With the aim of preparing an agenda for research on climate change, food security, trade and ICT, IICA formed a partnership with the Ibero-American General Secretariat/ Spanish Agency for International Cooperation for Development (SEGIB-AECID), the Latin American Trade Policy Network (LATN Network), various Spanish universities and the regional councils of Extremadura and Andalucía to design external investment projects.

IICA and CATIE

The Directors General of IICA and CATIE signed a Bilateral General Agreement for Inter-institutional Cooperation for the purpose of establishing a regulatory framework to enhance and complement collaborative efforts by both institutions, with an emphasis on knowledge management, technological innovation and natural resource management.

IICA and CATIE jointly administer the Orton Memorial Library, one of the main access points to knowledge and information on agriculture, natural resources and rural life in LAC.

CATIE currently participates in networks and collaborative mechanisms that are under the responsibility of IICA's technical secretariat. One example is the Regional Cooperative Program for the Technological Development and Modernization of Coffee Production (PROMECAFE), in the context of which joint initiatives were carried out for the genetic improvement of coffee and the development of "F" coffee hybrids. Both institutions also supported the CAC in the implementation of the Central American Regional Strategy for Rural Area-based Development (ECADERT) through initiatives in specific territories, training and consolidation of national and regional networks of Territorial Action Groups, and of the Central American Regional Agro-environmental and Health Strategy (ERAS).

With the aim of promoting the development of an eco-systemic approach to be applied by farming families in LAC and strengthen their capacity to guarantee their own food security,

IICA and CATIE provided support for the following publications: i) Quinoa: an alternative for the food security and livelihoods of small farming families. Considerations for development policies in **Colombia**; ii) Livelihoods and capital: families of quinoa producers, their capital and food security in the central province of Boyacá, **Colombia**; and iii) Community-based capital, livelihoods and social vulnerability to hurricanes in the Yucatán coast of **Mexico**.

The online courses “Introduction to Agroforestry Systems” and “Agroforestry with Annual and Perennial Crops” were updated on IICA’s e-ViDA platform in order to familiarize participants with the concepts of developing agroforestry systems and their application in LAC during 2012.

The incorporation of IICA into CATIE’s National Advisory Committees (CAN) in **Guatemala, Belize, Honduras, Nicaragua, El Salvador, Panama** and **Costa Rica**, allowed the Institute to make important policy contributions thanks to its technical expertise in those countries. Among other results, the joint work between both institutions enabled private and public actors in **Guatemala** to identify the main factors limiting the competitiveness of meat and milk products and to define the strategies and policies required for the competitive and sustainable development of both production chains.

IICA and CARDI

The Executive Committee of IICA approved the IICA-CARDI 2011-2014 Program for Joint Action, aimed at facilitating the design and complementation of technical cooperation projects, strengthening the links between CARDI, IICA and other research institutions in Latin America and establishing science, technology and innovation networks.



IICA’s technical cooperation in the Caribbean comprises at least 47 projects that involve important strategic partners, both national and international.

In **Belize**, CARDI and IICA, with support from Help for Progress, the Ministry of Agriculture and Fisheries, the United States Embassy in Belize and other organizations, coordinated efforts to increase bean and maize production and reduce post-harvest losses of those crops, thereby improving the incomes of at least 70 families in the border communities of Jalacte and San Vicente.

In **Jamaica**, CARDI and IICA designed projects for the cultivation of medicinal plants, the production of small ruminants and the characterization of yucca. In the **Bahamas** and **Grenada** joint actions were undertaken to promote the production of forage crops and appropriate management of herds, while research projects focusing on roots and tubers

were implemented in several Caribbean countries²². In **Trinidad and Tobago**, a competition was organized for the Second Annual IICA/CARDI Award for Excellence in Agricultural Journalism, which served to improve relations with the media and promote coverage of agricultural issues.

Other strategic partners

In **Peru**, IICA and FAO drafted “Strategic guidelines for the development of micro, small and medium-scale agro-industries,” which were submitted to the consideration of the country’s Ministry of Agriculture. In **Guyana**, IICA supported training on apiculture for young people in the community of Alikí, located on the banks of river Essequibo, and provided assistance in establishing a poultry production business. IICA also worked with the Ministry of Food Production, Land and Marine Affairs of **Trinidad and Tobago** on the design of a strategic framework for action and on improving the agribusiness management capabilities of its extension workers.

Finally, IICA strengthened its relations with the WTO Committee on Sanitary and Phytosanitary Measures, the World Organization for Animal Health (OIE), *Codex Alimentarius*, the IPPC and various organs of the United States Department of Agriculture responsible for AHFS.

3.4 Corporate services

At the beginning of 2011, the Administration of IICA faced two major challenges: a complex financial situation and the need to respond effectively to the growing demand for technical cooperation services in its member countries. Furthermore, in order to guarantee the Institute’s financial and operational viability in the coming years, it was essential to find solutions to the problem of covering an internal deficit of more than USD700 000 for that year.

The Director General duly informed SACMI and the Executive Committee of this situation and proposed adjusting the country quotas for the 2012-2013 biennium, given that these have remained frozen since 1995, resulting in a loss of approximately 30% in the real value of the Regular Fund during the last year.

To address these challenges, in 2011 the Institute implemented a program of austerity, rationalization and equity in institutional spending. This program was a complete success, since it enabled IICA to cover the deficit, increase financing for technical cooperation, allocate resources for technical cooperation projects and make improvements in different areas and regions of the Institute.

The Administration remains committed to promoting continuous improvement with a global vision, collaborative work leading to the achievement of IICA’s strategic objectives

²² Antigua and Barbuda, Barbados, Grenada, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines.

and the rational, equitable and transparent use of institutional resources, which will assure the Institute’s financial and operational viability in the coming years.

The most important results include:

Financial information

The Institute’s new management model, which enhances and closely accompanies the delivery of its technical cooperation services, has contributed to the effective, timely and comprehensive implementation of the institution’s regulatory guidelines, based on the principles of equity, rationality, transparency and accountability in the management of IICA’s financial resources.

This model has also served to promote a strategy of continuous improvement, an essential element of which was the implementation of the Administration and Financial Accounting System (SAP). This has enabled IICA to standardize its processes, improve the administration of resources and increase the levels of control. The SAP has been installed at IICA Headquarters and in 21 IICA Offices in the member countries, which means that 70% of the institutional processes/resources are currently managed through this system.

During 2011, the Institute managed to maintain its financial situation stable, allowing it to meet its commitments, despite the limited budget available. IICA’s Regular Fund budget is made up of “quotas and miscellaneous” resources, which are used to finance basic personnel and operating costs as well as technical cooperation services to the Member States.

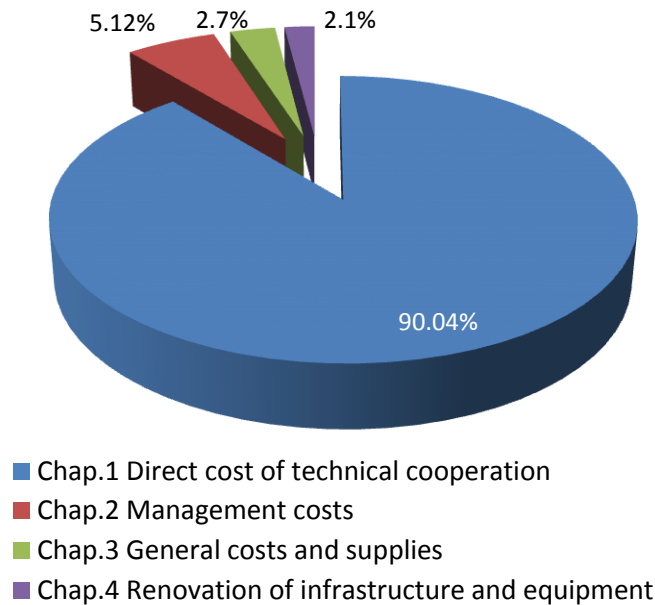
The Institute also administers externally funded projects and to this end it signs agreements with organizations, governments and partners. Through these projects, IICA implements activities aimed at addressing the specific needs of its member countries, enabling it to increase its contributions in areas of interest to those countries. Administering these projects is essential for the provision of IICA’s technical services, since resources generated through the Institutional Net Rate (INR) help to cover the incremental costs of their administration.

Table 5. Execution of IICA’s Regular Fund by Chapter in 2011 (in millions of USD*).

Chapters	Execution	
	Amount	%
Chapter 1: Direct technical cooperation services	28.84	90.04%
Chapter 2: Management costs	1.64	5.12%
Chapter 3: General costs and provisions	0.87	2.72%
Chapter 4: Renewal of infrastructure and equipment	0.68	2.12%
Total	32.03	100.00%

Source: Financial Management Division.

Graphic 1. Allocation of Regular Fund resources executed in 2011, by Chapter.



Source: Financial Management Division

Information on human capital

One of the objectives of the Management of Human Talent Division in 2011 was to begin restructuring and redesigning certain processes and procedures, in order to optimize the allocation of resources, improve the provision of technical cooperation services and achieve economies of scale.

IICA made special efforts to fine-tune and simplify the Individual Performance Evaluation System, which produced significant savings in personnel/hours used in the process of planning and individual evaluation, making a more efficient use of time. This system promotes a philosophy of continuous improvement and is effectively integrated as a component to support technical cooperation in the member countries.

As a result of the Institute's financial constraints, the composition of the professional personnel has changed. During the last three years the number of international professionals has decreased by 1.49%, while the number of local professionals has been reduced by 7.33%, with respect to the total staff of IICA.

Table 6. Distribution of IICA's human resources by category in 2009, 2010 and 2011.

Categories	Years		
	2009	2010	2011
International professional personnel	89	83	77
Local professional personnel	336	290	276
General services personnel	437	442	519
TOTAL	862	815	872

Source: Management of Human Talent Division.

It is important to note that the number of general services personnel increased as a result of the increase in activities related to the management of externally funded projects, reaching 185 people in 2011.

Table 7. Distribution of IICA's human resources by category and source of financing in 2011.

Category	Source of financing				Total	%
	Regular funds		External funds			
	Number	%	Number	%		
IPP	74	8.49	3	0.34	77	8.83
LPP	218	25.00	58	6.65	276	31.65
GSP	334	38.30	185	21.22	519	59.52
TOTAL	626	71.79	246	28.21	872	100.00

Source: Management of Human Talent Division.

With respect to programmatic-budgetary aspects, the Institute's strategy has produced significant economies of scale and has enabled it to better fulfill its commitments in terms of technical cooperation services, management and the renewal of infrastructure and equipment, thereby guaranteeing the implementation of the programs contemplated in the 2010-2014 Medium Term Plan. Mechanisms were established for making consolidated purchases, for reviewing service contracts and for monitoring the execution of expenditures, which increased efficiency in the execution and allocation of resources. This in turn led to greater equity and discipline in budget management, based on the principles of transparency and accountability.

At the same time, progress was made in improving the instruments for negotiating and executing projects financed with external sources, thereby adding greater value to the Institute's participation in those projects.

With regard to ICT tools, 100% of the IICA Offices in the member countries were equipped with videoconferencing systems, through support to cooperation projects. This made it possible to improve communications and reduce spending on travel, along with other items on which IICA obtained financial savings. It should be emphasized that many technological upgrades were achieved at low cost or at zero cost.

To summarize, the results achieved by IICA in 2011 surpassed the envisaged goals. The Institute successfully addressed the challenges that emerged during the year and laid the strategic foundations to meet new challenges, based on a more solid, reliable and integrated organization, operating as “a single IICA”. However, it is important to recognize that there are still financial difficulties to be overcome and several tasks pending. The main task ahead is to strengthen IICA’s operations, so that it may deliver comprehensive technical cooperation services to its member countries, with greater value added in terms of knowledge and innovation and with solid financial backing.

3.5 Accountability

The Institute laid the groundwork for an evaluation system based on a management-by-results approach, the monitoring of technical cooperation actions and coordination mechanisms between the different work units.

The new culture of self-evaluation and accountability has made it possible to identify improvement processes and obtain up-to-date information regarding the provision of services and products and the fulfillment of IICA’s strategic objectives. Examples of these processes include the evaluations carried out in the IICA Office in **Colombia**, the Hemispheric Center for Leadership in Agriculture, the Hemispheric Organic Agriculture Program and the Agricultural Health and Food Safety Program, which resulted in successful experiences, lessons learned and methodologies and tools for evaluating the hemispheric programs and the IICA-country strategies.

In the specific case of the projects financed by the General Directorate’s Competitive Fund, planning, evaluation and monitoring processes were defined, including the systematization of lessons learned from the 2011 call for proposals.

Annex 1: Main meetings organized by IICA in 2011

Official Meetings

Official name	Date	Site	Place and date of publication of the report or account of the event
2011 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI)	May 4	IICA, San Jose, Costa Rica	San Jose, Costa Rica, May: http://www.iica.int/Esp/infostitucional/oRGANOS/cceag/Paginas/Reports.aspx
Thirty-first Regular Meeting of the Executive Committee	July 12-14	IICA, San Jose, Costa Rica	San Jose, Costa Rica, October: http://www.iica.int/Esp/infostitucional/oRGANOS/CE/Paginas/Reports.aspx
Meeting of Ministers of Agriculture of the Americas and Sixteenth Regular Meeting of the IABA	October 19-21	IICA, San Jose, Costa Rica	San Jose, Costa Rica, January 2012 http://www.iica.int/Esp/infostitucional/oRGANOS/jia/Paginas/Reports.aspx

Other meetings

Official name	Date	Site	Place and date of publication of the report or account of the event
Second Annual Symposium for Facilitating the Development of Agricultural Insurance in the Americas	February	OAS, Sala <i>Padilha Vidal</i> , Washington, D.C., EE.UU.	Press releases, Washington, D.C., USA, February
International Seminar: Agriculture, Mining and Rural Territories – an Indispensable Synergy	March	College of Agronomists, Lima, Peru	Lima, Peru, March 12
Regional Seminar “Forests, Bio-energy and Environment: Innovations and Experiences in Finland”	March	Hotel Novotel, Lima, Peru	Lima, Peru, March 12
Planning and Development Seminar, INTA	April	IICA, San Jose, Costa Rica	San Jose, Costa Rica, June
Seminar : Agricultural, Veterinary, Forestry and Fisheries Libraries	April	Rural Exhibition Center, Buenos Aires, Argentina	www.agro-bibliotecas.org.ar
Seminars - Agriculture in Focus	April-August	Rio Negro, Durazno, Tacuarembó and Soriano, Uruguay	Montevideo, Uruguay, November
Latin American Seminar: Managing Innovation in the Agri-food Sector	May	Hotel Presidente Intercontinental, Guadalajara, Mexico	Pending
Seminar “Situation and Challenges facing Agriculture: International and National Context of Food Production and Trade”	June	La Paz, Bolivia	La Paz, Bolivia
Thematic Discussions: Public Policies for Territorial Development in Brazil	June and September	Brasilia, Federal District, Brazil	http://www.iicaforumdrs.org.br/IICA2010/adm/adm/imagens/arquivos/Volume%2014%20Serie%20DRS.pdf http://www.iicaforumdrs.org.br/IICA2010/Index.asp?Pagina=Noticias_Mostar&Menu=Principal&ID_NOTICIA=19009
Annual Mango Festival	July	Campo experimental UWI, Mt. Hope, Trinidad and Tobago	Trinidad and Tobago
National Awards for the Agricultural-Rural Sector of Paraguay and Presentation of a Study on Rurality and Agricultural Territories in Paraguay	July	International Livestock, Industry, Trade and Services Fair, Mariano Roque Alonso, Paraguay	Asunción, Paraguay, July

Workshops: “The Synergy between Scientific and Local Knowledge: Dialogue between Agricultural Technicians and Producers to Improve Extension and Research in Guatemala”	August	Retalhuleu, Ixcan, Ipala and Sololá, Guatemala	Guatemala City, August
Discussion: “Constraints and Opportunities in the Use of Non-Conventional Energy Sources and Energy Efficiency in Colombia”	August	Bogotá, Colombia	Newsletter of the IICA Office in Colombia, www.iica.int/colombia
Launch of the Provincial Production Agenda of Loja	August	Loja, Ecuador	Quito, Ecuador
Online Forum: Climate Change and Risk Management in Agriculture	August	La Paz, Bolivia	Pending
Seminar on Rural Poverty, Development and Public Policies	August	Brasília, Federal District, Brazil	Pending
7 th Lecture Series: “State Policies: Agriculture in the Coming Times– Strategy for an Intelligent Agriculture”	August-October	Meeting Room, Edificio MERCOSUR, Montevideo, Uruguay	Montevideo, Uruguay, October
Forum: “Adapting Agriculture to Climate Change”	September	Marriot Hotel, Tegucigalpa, Honduras	Tegucigalpa, Honduras, September
Fifth Seminar on Agri-food Policies “Innovation to Achieve a Competitive, Sustainable and Inclusive Agriculture”	September	Salon Pedro Mir. Autonomous University of Santo Domingo, Dominican Republic	Santo Domingo, Dominican Republic, September
Seminar- International Workshop on Good Agricultural Practices in MERCOSUR	September	Puerto Iguazú, Misiones, Argentina	Pending
Workshop “Institutional Strengthening of the Caribbean Network of Rural Women Producers (CANROP) in Corporate Governance, Entrepreneurship and Organizational Leadership and Use of Social Media and Web 2.0 Tools”	September	Hotel Bay Gardens, Rodney Bay, St. Lucia	IICA Office in St. Lucia
Agro-tourism Workshop	September	Hilton Hotel, Barbados	October
Regional Workshop and Launch of the Project: Social and Productive Coordination through Agro-tourism in Rural Territories of the Andean Region	September	Machala, Ecuador	Lima, Peru, September 15
Regional Workshops: Identification of Plant Pests and Quarantine	September / October	St. George’s University, Granada / UWI, St. Augustine, Trinidad and Tobago	September and October
Forum Bilateral Argentina-Paraguay: Value Added in Agricultural Production	October	Formosa, Argentina	Asunción, Paraguay, November
Forum “The Brazilian Experience in Public Policies for Rural Territorial Development: Advances and Challenges”	October	IICA Office, Caracas, Venezuela	Caracas, Venezuela, October 24
Workshop “Strategies for Value Appraisal and Articulation of Tourism in Valle Alto, Cochabamba, Bolivia”	November	Punata, Cochabamba, Bolivia	November
National Organic Forum	November	George Price Centre for Peace and Development, Belmopan, Belize	Belmopan, Belize, November
Sixth IICA Day: The Impact of Youth and Innovation on Agriculture in LAC	November	Americas Room, OAS, Washington, D.C., USA.	Press releases, Washington, D.C., USA, November
National Maize and Bean Technology Fair	December	Parque Sebaco, Matagalpa, Nicaragua	Newsletter – Red SICTA, December

Annex 2:

MEETING OF MINISTERS OF AGRICULTURE OF THE AMERICAS 2011 ***“Sowing innovation to harvest prosperity”***

SAN JOSE DECLARATION OF MINISTERS OF AGRICULTURE 2011

1. We, the Ministers and Secretaries of Agriculture of the Americas, gathered together in San Jose, Costa Rica, October 19-21, 2011, with the objective of engaging in dialogue and undertaking commitments in order to advance towards achieving food security, rural well-being and the development of a competitive, sustainable and inclusive agrifood sector, and in harmony with the challenges and thematic areas indicated for the Sixth Summit of the Americas, *“Connecting the Americas: Partners for Prosperity”*, Colombia 2012.
2. Agreeing that agricultural innovation is a catalyst for growth and positive change, and further, to foster innovation it is vital to increase and intensify production and productivity, improve incomes, reduce poverty and inequality, decrease the environmental impacts of the agrifood sector, respond to natural disasters, increase access to new technologies, adapt to climate change and, consequently, achieve food security and a better quality of life for all our citizens.
3. Recognizing that innovation in the agrifood sector should include: better practices and new technologies, wholesome and safe products, better infrastructure to support production and marketing, technology transfer, sharing knowledge and building relationships through value chains, training and extension services, access to credit, and a science-based legal and policy framework.
4. Being aware that to meet today’s challenges and preparing for the future, requires the promotion of innovation in the agrifood sector throughout our hemisphere, in order to achieve food security and sustainability of natural resources, taking into account the rising demand, climate change, high input costs, and resource constraint.

Do hereby declare that:

5. The agrifood sector and rural development play a fundamental role in the overall development of all the countries of this hemisphere to achieve the economic and social growth of the inhabitants of the Americas.
6. Effective access to innovation and technology transfer is a key element to achieve a sustainable, competitive and inclusive agrifood sector.
7. Innovation will assist the agrifood sector to address economic and environmental challenges and offer tools for converting the sector into an axis for economic and social development.
8. Adoption of public policies and transparent regulatory systems to promote and support innovation in the agrifood sector is fundamental to achieving the development and use of innovative agricultural technologies and practices and the objectives of competitiveness and economic growth, with social integration, in each of our countries.

9. The use of science-based technical regulations and sanitary and phytosanitary measures, while not unduly restricting national and international trade, is key to enabling countries to benefit from innovative agricultural technologies.
10. The regional, hemispheric and global initiatives with respect to innovation are an excellent complement to the efforts that each of our countries is deploying and will therefore be the priority areas for joint action.
11. The support of regional and international bodies for technical cooperation and agrifood development funding is essential to achieve the common objectives that the countries have established for strengthening national innovation systems, built on different types of cooperation.
12. The Inter-American Institute for Cooperation on Agriculture (IICA) serves a leadership role in supporting innovation for the competitive and sustainable development of the agrifood sector in the Americas and for improving rural life through the provision of technical cooperation, the dissemination and leveraging of its specialized knowledge and its networks of experts, implementing projects, and working with its Member States.

For these reasons, we urge:

13. The Member States, the international funding and cooperation agencies, and public and private sector organizations, to strengthen the institutional frameworks and increase investment and financing of agrifood innovation systems in a sustainable and predictable manner, with measurable results.
14. The international organizations which operate within the hemisphere, the national agencies for international cooperation, the national governments, the research centres and regional agrifood research and innovation mechanisms, to cooperate mutually on behalf of the countries and to develop a regional strategy to promote innovation, transfer and access to these technologies.

We commit to:

15. Promoting, with the assistance of the public and private sector, a greater role for research and the development and transfer of knowledge for the agrifood sector in national innovation systems, as well as the access to technology and capacity building for small scale producers.
16. Adopting public innovation policies in the agrifood sector, strengthening the creation and improvement of public and private organizations with responsibility in this area and encouraging their effective and committed participation.
17. Developing national strategies for the development, dissemination and use of innovation, including agrobiotechnology, nanotechnology and information and communication technologies, in accordance with the policies of each country, that support and guide all efforts geared at improving competitiveness of the agrifood sector value chain, preserving natural resources and promoting social integration, value added at country of origin and the full development of its productive capacity.
18. Promoting innovations by strengthening science-based risk assessments, sanitary and phytosanitary measures, and technical regulations as key elements for allowing countries to benefit from better access to markets of agri-food products.
19. Establishing favorable conditions and mechanisms for promoting a culture of innovation based on strategic alliances for collaborative work among public and private organizations, at both national and

international levels, in order to develop, transfer and implement innovative practices and technologies, oriented towards agricultural productivity and sustainability of the agrifood sector.

20. Strengthening the monitoring and early-warning systems on food security and improve the availability of timely and reliable market information to foster market transparency and identify commercial opportunities for agrifood products.
21. Supporting the work of the Market Information Organization of the Americas (MIOA) to promote greater collaboration between the Member States on innovative means to collect, process, analyse and disseminate information relative to markets and agrifood commodities fostering greater market transparency and efficiencies.
22. Promoting sustainable direct investment in the generation of new knowledge and the strengthening of extension systems to ensure its transmission through innovative methodologies.
23. Supporting technological and institutional innovations that: (i) facilitate greater integration of the agrifood sector – including small scale producers–in the value chains, (ii) strengthen the links between the traditional agrifood sectors with the “intensive knowledge” sectors, (iii) strengthen the technological base to undertake competitive activities, and (iv) facilitate rural social integration.
24. Fostering innovation, including land and water management technologies, biotechnology and all other factors that contribute to the resilience of agrifood production systems in the face of adverse climate events.
25. Stimulating innovation in different types of agroenergy that contribute to the diversification of the energy matrix and the reduction of negative environmental impacts.
26. Promoting innovation in climate risk management and fostering national, regional and hemispheric initiatives as well as facilitating the identification and dissemination of best practices that reduce the vulnerability of the agrifood sector and of the rural milieu.
27. Investing in the improvement of appropriate capacities and skills of our human resources to foster research and innovation as well as promote agrifood entrepreneurship.
28. Continuing support of IICA in its capacity of working jointly with member countries, to help foster innovation in the agrifood sector consistent with this Declaration.

Signed in the City of San Jose, Costa Rica, on the twenty-first day of October, two thousand and eleven.

Annex 3: Hemispheric projects led by the IICA programs at Headquarters

Innovation for Productivity and Competitiveness Program

- Biotechnology and biosafety
- Strengthening and development of national agrifood technology innovation systems in LAC
- Knowledge management, information and ICT for innovation in agricultural technology
- Promotion of organic agriculture
- Reforming and repositioning the hemispheric and regional technological innovation systems

Agribusiness and Commercialization Program

- Promoting policy instruments and good practices to add value to agricultural production and keep value in rural territories
- Improving the competitiveness of agribusiness and market transparency in the CARICOM Region
- Strengthening the institutional framework and developing agribusiness and organizational capabilities in the Americas

Agricultural Health and Food Safety Program

- Risk analysis
- Addressing emerging issues and emergencies
- Food safety
- Strengthening national capabilities for effective implementation of the WTO-SPS Agreement
- Agricultural health and food safety in support of the IICA Offices in the member countries

Agriculture, Territories and Rural Well-being Program

- Strengthening public policies in territorial management
- Strengthening institutional management for family agriculture (FA)
- Agriculture, territories and rural well-being in support of the IICA Offices in member countries

Agriculture and Food Security Program

- Contribution of agriculture to food security

Agriculture, Natural Resource Management and Climate Change Program

- Modernization of the institutional framework and capacity building in the agricultural sector to improve adaptation to climate change in agriculture
- Developing environmentally-responsible agriculture
- Agriculture, natural resource management and climate change in support of the IICA Offices in the member countries

Annex 4: Multinational technical cooperation projects executed with resources of the General Directorate's Competitive Fund

Innovation for Productivity and Competitiveness Program

- Increasing value added in the processing of roots and tubers in the Caribbean, through the transfer of appropriate technologies
- Strengthening the institutional framework of IPTA in Paraguay and INIAF in Bolivia
- Establishing technical and institutional bases to promote the development of a high quality seed industry for small farmers, preparatory phase (Colombia, Ecuador, Peru and Headquarters)
- Building a strategy to enhance access, use and impact of ICT in public sector agricultural institutions of Paraguay, Peru and Brazil

Agribusiness and Commercialization Program

- Improving countries' capacity to take full advantage of trade agreements and increase the competitiveness of the agricultural sector (Costa Rica, Guatemala, Honduras, Nicaragua and Headquarters)
- Institutional strengthening for the design and implementation of agricultural insurance and other risk management tools (Brazil, United States and Uruguay)
- Improving the competitiveness of the small ruminants sub-sector, through the application of measurement standards and better market intelligence. (Barbados, Jamaica and Trinidad and Tobago)
- Development and validation of tools to support training initiatives and accompaniment of producers and agro-entrepreneurs to help them comply with the new entry requirements for the US market. (El Salvador, IICA Office in Miami, Peru and Dominican Republic)

Agricultural Health and Food Safety Program

- Program to support the control and eradication of the carambola fruit fly (Brazil, Guyana, Surinam and PROCITROPICOS)

Agriculture, Territories and Rural Well-being Program

- Social management of rural territories – horizontal cooperation between IICA representations in Brazil and Uruguay, including support to the IICA Offices in Ecuador and Paraguay, in the context of the Permanent Forum on Sustainable Rural Development
- Rural area-based development applying the Localized Agri-food System approach (SIAL) (Argentina, Costa Rica, Ecuador and Mexico)

Agriculture and Food Security Program

- Estimating the contribution of animal production to the incomes and food security of small-scale producers in LAC countries (Haiti, Mexico, Miami Office, Dominican Republic and Uruguay)

- Tools for developing synergies between agriculture and mining in rural territories of the Andean Region countries
- Extension strategies: family farmers and their adaptation to climate change in selected territories of the Southern Cone (Argentina, Chile and Uruguay)
- Evaluation of climatic risks and adaptation to climate change in the agriculture of MERCOSUR
- Adapting coffee to climate change in the PROMECAFE Region
- Public goods and developing synergies in agriculture-environment to strengthen public and private institutions and contribute to the implementation of national processes to adapt agriculture to climate change (Costa Rica, Ecuador, Mexico, Dominican Republic, Headquarters and Uruguay)

Acronyms

AECID	Spanish Agency for International Cooperation for Development
AHFS	Agricultural Health and Food Safety
APHIS	Animal and Plant Health Inspection Service (USDA)
ARC	Audit Review Committee (IICA)
ARP	Rural Association of Paraguay
AusAID	Australian Agency for International Development
CAC	Central American Agricultural Council
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CATIE	Tropical Agriculture Research and Higher Education Center
CFLI	Canadian Funds for Local Initiatives
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
CIDA	Canadian International Development Agency
CONACYT	National Science and Technology Council (Mexico)
EC	Executive Committee (IICA)
ECADERT	Central American Strategy of Development Rural Territorial
ECLAC	Economic Commission for Latin America and the Caribbean
EMBRAPA	Brazilian Agricultural Research Corporation
ERAS	Central American Regional Agro-environmental and Health Strategy
EU	European Union
FAO	United Nations Food and Agriculture Organization
FDA	U.S. Food and Drug Administration
FORAGRO	Regional Forum for Agricultural Research and Technological Development
FS	Food security
GAP	Good Agricultural Practices
IABA	Inter-American Board of Agriculture
ICT	Information and Communications Technologies
IDRC	International Development Research Center
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IICA	Inter-American Institute for Cooperation on Agriculture
IILA	Italo-Latin American Institute
INFOTEC	Information and Documentation Fund for Industry (Mexico)
INIA	National Institute for Agricultural Research (Uruguay)
INIA	National Institute of Agrarian Innovation (Peru)
INIAF	National Institute for Agricultural and Forestry Research Innovation(Bolivia)
INIAP	National Autonomous Institute for Agricultural Research (Ecuador)
INNOVAGRO	Network for Managing Innovation in the Agri-food Sector
INR	Institutional Net Rate
INTA	Institute of Nutrition and Food Technology (Chile)
INTA	National Institute for Agricultural Innovation and Technology Transfer (Costa Rica)
INTA	Nicaraguan Agricultural Technology Institute
IPPC	International Plant Protection Convention
IPTA	Paraguayan Agricultural Technology Institute
JSWG	Joint Summit Working Group
KM	Knowledge management
LAC	Latin America and the Caribbean

MAG	Ministry of Agriculture and Livestock (Costa Rica, Paraguay)
MAGA	Ministry of Agriculture, Livestock and Food (Guatemala)
MAGyP	Ministry of Agriculture, Livestock and Fisheries (Argentina)
MIDA	Ministry of Agricultural Development (Panama)
MIOA	Market Information Organization of the Americas
MTP	Medium Term Plan (IICA)
NAIS	National Agricultural Innovation Systems
NETWORKSIAL	Scientific Network on Localized Agri-food Systems
NGOs	Non-Governmental Organizations
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OIE	World Organization for Animal Health
PAF	Family Agriculture Plan (El Salvador)
PROCAL	Argentine Food Quality Program
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Region
PROCINORTE	Cooperative Program in Agricultural Research and Technology for the Northern Region
PROCISUR	Cooperative Program for Agri-food and Agro-industrial Technological Development of the Southern Cone
PROCITROPICOS	Cooperative Program on Technology Generation and Transfer for the South American Tropics
PROMECAFE	Regional Cooperative Program for the Technological Development and Modernization of Coffee Production
PROSAP	Provincial Agricultural Services Program (Argentina)
RUTA	Regional Unit for Technical Assistance
SACMI	Special Advisory Committee on Management Issues (IICA)
SAGARPA	Secretariat for Agriculture, Livestock, Rural Development, Fisheries and Food (Mexico)
SAP	Financial- Accounting Administration System (IICA)
SAGyP	Secretary of Agriculture, Livestock and Fisheries
SIAL	Localized Agri-food Systems
SICTA	Central American Agricultural Technology Integration System
SIDALC	Agricultural Information and Documentation System for the Americas
SIRG	Summit Implementation Review Group
SNITA	National Subsystem for Agricultural Research, Transfer and Innovation (Guatemala)
SPS Committee	Committee on Sanitary and Phytosanitary Measures (WTO)
SPS	Sanitary and phytosanitary measures
SRA	Secretariat for Agrarian Reform (Mexico)
STDF	Standards and Trade Development Facility
TAG	Territorial Action Groups
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
USAID-NETWORK	Project for Rural Economic Diversification
USDA	United States Department of Agriculture
WFP	World Food Programme (UN)
WTO	World Trade Organization



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