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PROPOSED 2011 PROGRAM BUDGET

Appendices

San Jose, Costa Rica

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APPENDIX 1

***Technical Cooperation Programs:
General Objectives, Lines of Action, Specific Objectives, Expected Results and Indicators
2011***

APPENDIX 1
TECHNICAL COOPERATION PROGRAMS
General Objectives, Lines of Action, Specific Objectives, Expected Results and Indicators

To implement the 2010-2014 MTP, IICA's cooperation efforts will be prioritized under **four Technical Concentration Programs** and **two Areas for Cross-coordination** aligned with the Core Thematic Areas for Cooperation. With different emphases, according to their respective thematic focus, the purpose all of the programs and areas will be to achieve the Strategic Objectives of the MTP. There will also be a **Center for Strategic Analysis**, which will furnish the programs and areas with strategic information about agricultural issues.

The Technical Concentration Programs will be:

- Innovation for Productivity and Competitiveness
- Agricultural Health and Food Safety
- Agribusiness and Marketing
- Agriculture, Territories and Rural Well-being

The Areas for Cross-coordination will be:

- Agriculture, Natural Resources Management and Climate Change
- Agriculture and Food Security

Technical Concentration Program: Innovation for Productivity and Competitiveness

General Objective: To assist the member countries in consolidating agriculture with knowledge, based on the development and incorporation of innovations that help enhance the productivity and competitiveness of agriculture and its contribution to food security, within a framework of socially and environmentally sustainable action

Technical Concentration Program: Innovation for Productivity and Competitiveness

Line of Action	Specific Objective	Expected Results	Indicators
<p align="center">Line 1: National innovation systems</p>	<p>To promote the strengthening of national agricultural innovation systems, by promoting improved management of the system as a whole and of everyone who participates in it, and by promoting the provision of relevant and efficient technological services.</p>	<p>RE 1.1: The countries have conceptual and methodological frameworks for the design, implementation and evaluation of their national agricultural innovation systems.</p>	<p>IRE 1.1.1: Guidelines for analyzing and implementing national technology innovation systems. IRE 1.1.2: A given number of analyses and proposals for developing institutional innovations for research, extension and innovation.</p>
		<p>RE 1.2: The countries have guidelines and other support for improving the management and impact of technology transfer and extension.</p>	<p>IRE 1.2.1: Guidelines for defining policies, for setting up institutional schemes and for implementing “rural extension” programs and mechanisms, as well as innovation in technical advisory services aimed at small- and medium-scale producers. IRE 1.2.2: Documentation and dissemination of successful experiences and good practices in programs/projects for managing technology innovation, technology transfer and/or assistance and/or rural extension.</p>
		<p>RE 1.3: The countries have baseline practices to use as references as they overcome restrictions in the area of financing and management for innovation; and they have support for managing intellectual property.</p>	<p>IRE 1.3.1: Conceptual frameworks and guidelines for designing technology policies on financing for innovation, management of intellectual property, and public/private linkages.</p>

Technical Concentration Program: *Innovation for Productivity and Competitiveness*

Line of Action	Specific Objective	Expected Results	Indicators
		RE 1.4: The Member States of IICA have strategic and forward-looking analyses to underpin and support their decisions and policies for strengthening technology innovation in agriculture.	IRE 1.4.1: Up-to-date reports on the performance of the agricultural sector, from a technological perspective. IRE 1.4.2: A given number of studies on scientific advances and new technologies useful for innovation processes in the Americas. IRE 1.4.3: Report on the state of the art in nano-technology in LAC.
Line 2: Agrobiotechnology and biosafety	To strengthen the development and safe use of agrobiotechnologies as a key tool for improving the productivity and competitiveness of the agricultural sector and the sustainable use of genetic resources for agriculture and food security.	RE 2.1: The member countries have clear, transparent and objective information on the benefits and risks of biotechnology, and civil society is better informed on this technology.	IRE 2.1.1: A given number of annual publications. IRE 2.1.2: A given number of subscribers to the electronic newsletter on biotechnology and biosafety. IRE 2.1.3: A given number of reports on the latest developments in biotechnology and biosafety distributed to the countries on an annual basis. IRE 2.1.4: A given number of participants in the IICA/ISAAA discussion forum on agrobiotechnology. IRE 2.1.5: A given number of news items published on the activities of the Biotechnology and Biosafety Office
		RE 2.2: The governments of the member countries of IICA have received guidance in creating institutional frameworks and formulating policies and strategies for biotechnology and biosafety to support decision making and the	IRE 2.2.1: A given number of countries have a biosafety framework. IRE 2.2.2: A given number of activities to provide decision makers with advisory services on biotechnology and biosafety

Technical Concentration Program: *Innovation for Productivity and Competitiveness*

Line of Action	Specific Objective	Expected Results	Indicators
		responsible use of agrobiotechnologies	
		RE 2.3: Support has been provided for building technical-scientific capacities in the area of biotechnology and biosafety in IICA's member countries, to ensure that they have professionals qualified to make decisions regarding this technology.	IRE 2.3.1: A given number of training activities in biotechnology and biosafety organized or supported by IICA.
		RE 2.4: The member countries of IICA are organized and prepared to participate in international negotiations on biotechnology and biosafety.	IRE 2.4.1: A given number of delegates from the governments of the IICA member countries attending meetings of the Cartagena Protocol, having received preparation by IICA IRE 2.4.2: A given number of delegates from the governments of the IICA member countries attending biotechnology meetings of Codex, having received preparation by IICA. IRE 2.4.3: A given number of training activities for the countries, on topics addressed in the Cartagena Protocol
Line 3: New uses of agriculture	To promote new uses of agricultural products, compatible with food security and environmentally sustainable agriculture.	RE 3.1: The development of organic agriculture in the Americas has been strengthened	IRE 3.1.1: A given number of standards to regulate and control organic agriculture. IRE 3.1.2: Hemispheric web portal on organic agriculture, with important information for stakeholders in the sector. IRE 3.1.3: A given number of training activities centered on the priorities of the organic agricultural sector.

Technical Concentration Program: *Innovation for Productivity and Competitiveness*

Line of Action	Specific Objective	Expected Results	Indicators
			IRE 3.1.4: A given number of technical publications and documents on topics of interest to the organic agricultural sector.
		RE 3.2: Information from around the world on potential new uses for agricultural products has been compiled, analyzed and shared.	IRE 3.2.1: A report on the state of the art for new uses of agricultural products.
Line 4: Clean energy	To promote new uses of clean energy compatible with food security and environmentally sustainable agriculture.	RE 4.1: Contributions have been made to consolidating the institutional framework on agroenergy and biofuels among the Member States	IRE 4.1.1: A given number of national or regional workshops held to promote the strengthening of the Member States for managing agroenergy and biofuels.
		RE 4.2: Exchanges have been promoted to share experiences and alternatives for incorporating agroenergy and biofuels into the power grid of the Member States.	IRE 4.2.1: Interaction on best practices and experiences for improving energy efficiency, diversifying energy sources and minimizing environmental impact.
		RE 4.3: Contributions have been made toward consolidating renewable energies in agribusinesses and small rural enterprises by building and strengthening capacities.	IRE 4.3.1: Improved dialogue among the government, agroindustry, rural communities and academia, to help all stakeholders understand, get involved and benefit further from activities in the energy sector. IRE 4.3.2: Support given for diversification of power grids, increasing the contribution of renewable energy sources as appropriate.
Line 5: Regional and international cooperation for technology innovation	To improve the effectiveness and efficiency of agricultural research, extension and innovation based on the system of hemispheric cooperation among countries and its	RE 5.1: FORAGRO is consolidated as a mechanism for fostering dialogue within the regional system of research and innovation and for enabling LAC to participate and	IRE 5.1.1: FORAGRO triennial international meetings held. IRE 5.1.2: FORAGRO plans of action accepted and carried out.

Technical Concentration Program: *Innovation for Productivity and Competitiveness*

Line of Action	Specific Objective	Expected Results	Indicators
	relationship with international institutions of technical and scientific excellence.	position itself in such global entities as GFAR and GCARD.	<p>IRE 5.1.3: Studies on specific items of interest to the region.</p> <p>IRE 5.1.4: Organized participation by LAC in 100% of the meetings of GCARD and GFAR.</p> <p>IRE 5.1.5: Agreement reached on regional research program with international centers headquartered in the region.</p>
		RE 5.2: The regional programs for horizontal cooperation in research have been strengthened and coordinated with one another: the PROCIs, SICTA, PROMECAFE and similar networks.	<p>IRE 5.2.1: Cooperative programs for innovation (the PROCIs, SICTA, PROMECAFE) operating with cooperation agendas that have been agreed to among countries and carried out.</p> <p>IRE 5.2.2: Executive secretaries of the PROCIs and similar mechanisms joined into the institutional network of innovation.</p> <p>IRE 5.2.3: A given number of joint activities among the PROCIs.</p>
		RE 5.3: FONTAGRO, as a regional mechanism for funding research and innovation projects, is receiving technical support from IICA to help it consolidate.	<p>IRE 5.3.1: A given number of publications on the results and impact of regional projects funded by FONTAGRO.</p> <p>IRE 5.3.2: A given number of training activities on items of strategic interest to the regional consortia (such as management of intellectual property, multidimensional impact assessment, etc.).</p>
Line 6: Knowledge management and ICTs for innovation	To promote and strengthen knowledge management, improving and developing processes and capacities for the management, sharing and improvement of access	RE 6.1: National and regional innovation organizations and technical advisory services have the tools to design strategies and are better equipped for managing	<p>IRE 6.1.1: Guidelines for the design of knowledge management strategies in support of innovation.</p> <p>IRE 6.1.2: A given number of training activities on knowledge management for</p>

Technical Concentration Program: *Innovation for Productivity and Competitiveness*

Line of Action	Specific Objective	Expected Results	Indicators
	to information for innovation, emphasizing the use of ICT tools.	technical knowledge and using ICT's.	innovation. IRE 6.1.3: A functioning community of practice within the CIARD-LAC initiative. IRE 6.1.4: Forums to discuss and compile options for making better use of ICT's in technical advisory services.
		RE 6.2: The countries of the region have a system up and running to share scientific and technological information, linked to the global research system.	IRE 6.2.1: INFOTEC system running full-time on the Infoagro.net platform, and regular subscriber newsletters on the latest developments. IRE 6.2.2: INFOTEC system connected to the global research system through the RAIS program of GFAR.
		RE 6.3: IICA specialists and representatives associated with program issues have joined the Institutional Thematic Network for Technical Cooperation in Innovation.	IRE 6.3.1: A given percentage of staff members interested in innovation who have joined the Institutional Thematic Network for Technical Cooperation in Innovation. IRE 6.3.2: Tools for communication and participatory learning are available to members of the Network through its virtual facility.

Technical Concentration Program: Agribusiness and Marketing

General Objective: To spearhead and coordinate the Institute’s efforts aimed at achieving the strategic objectives established in the 2010-2014 Medium-term Plan related to the sustainable and inclusive development of agribusinesses, family agriculture and trade

Technical Concentration Program: <u>Agribusiness and Marketing</u>			
Line of Action	Specific Objective	Expected Results	Indicators
Line 1: Linking producers to markets, including small-scale producers	To tap the full potential of agricultural and rural producers and entrepreneurs in the IICA member countries, particularly those at the small and medium scale, enabling them to penetrate local, regional and international markets on a profitable, sustainable and competitive footing, and helping to improve incomes for rural families and food security for the member countries of IICA.	RE 1.1 The countries are developing and implementing policies, strategies and instruments to modernize and upgrade the institutional frameworks they will need if they are to ease the entry of producers into local, regional and international markets.	IRE 1.1.1. A given number of countries that have received support for adopting and adapting institutional arrangements and public policies that facilitate the entry of producers into markets. IRE 1.1.2. Review of policies, public and private interventions and institutional arrangements, identified, documented and disseminated, to facilitate the entry of producers into markets.
		RE 1.2: Agricultural entrepreneurs and producer organizations (especially small-scale) have stronger management skills for developing competitive agribusinesses and penetrating local and international markets.	IRE 1.2.1: Innovative interventions and good practices identified, disseminated and replicated, for linking producers to markets. IRE 1.2.2: Mechanisms for dialogue and action developed and consolidated, enabling producers to join agri-food chains and value chains. IRE 1.2.3: New and innovative public-private partnerships and business models developed, validated and disseminated. IRE 1.2.4: Methodologies and instruments for cooperation designed, validated and disseminated to improve producer penetration of markets. IRE 1.2.5: Policies, strategies and instruments identified and disseminated to facilitate access of companies and producer

Technical Concentration Program: *Agribusiness and Marketing*

Line of Action	Specific Objective	Expected Results	Indicators
			<p>organizations to export markets and agri-food export promotions.</p> <p>IRE 1.2.6: Systems up and running to disseminate successful experiences and tools for competing on international markets: Infoagro/Agronegocios and the publication series Export Handbooks.</p>
<p align="center">Line 2: Adding value to agricultural production and keeping value in production zones</p>	<p>To support the competitive and sustainable development of agriculture and rural territories by adding and retaining value for the products and services of agriculture, particularly in the case of family agriculture, with the intention of improving income, creating jobs and fueling investment.</p>	<p>RE 2.1: The countries are building capacity and have policies, strategies and institutional arrangements that facilitate adding value to agricultural products and services and retaining it locally, particularly for small-scale producers.</p>	<p>IRE 2.1.1: Methodologies and cooperation instruments developed, validated and disseminated to improve the adding of value to products and services of agriculture and to retain value.</p> <p>IRE 2.1.2: Strategies identified, developed and disseminated to facilitate technology innovation in processes for adding value and for product differentiation.</p> <p>IRE 2.1.3: Programs developed, validated and disseminated for training human resources and capacity building.</p> <p>IRE 2.1.4: Successful experiences identified, documented and disseminated for adding value and retaining it locally.</p> <p>IRE 2.1.5: Methodologies and strategies identified, validated and disseminated for setting up institutional arrangements and public-private coordination that encourage adding of value and differentiation of agricultural products and services.</p> <p>IRE 2.1.6: Capacities developed and strengthened to identify, profile and increase the value of rural agriculture-related businesses; promote innovation, adding of</p>

Technical Concentration Program: *Agribusiness and Marketing*

Line of Action	Specific Objective	Expected Results	Indicators
			<p>value, and local retention of value, and redeem cultural wealth and traditional knowledge.</p> <p>IRE 2.1.7: Methodologies and tools developed, validated and disseminated to carry out collective activities in agribusiness groupings.</p>
<p>Line 3: Modernization of markets and marketing systems</p>	<p>To support the development and modernization of agricultural markets and marketing systems that promise efficiency and transparency.</p>	<p>RE 3.1: The member countries have modern institutional frameworks appropriate for developing and strengthening local markets and for effective, transparent marketing systems, that encourage the participation of agricultural producers, especially in the case of small-scale and family farming.</p>	<p>IRE 3.1.1: Methodologies and instruments developed and validated for analysis and evaluation of agricultural markets, providing support for them to be applied.</p> <p>IRE 3.1.2: Technical proposals developed and placed in the hands of the countries to build up and modernize agricultural markets and marketing systems.</p> <p>IRE 3.1.3: Marketing tools identified, validated and disseminated to facilitate the participation of small-scale agriculture in market transactions.</p>
<p>Line 4: Risk management and reduction</p>	<p>To support the member countries of IICA in developing and implementing institutional frameworks, public policies and public-private arrangements for managing and counteracting risks in agriculture and agribusiness.</p>	<p>RE 4.1: The member countries have capacities, policies and institutional frameworks suitable for managing and counteracting risks and that facilitate the sustainability of agriculture, especially family and small-scale agriculture.</p>	<p>IRE 4.1.1: Methodologies and cooperation instruments developed, validated and disseminated to minimize the risks inherent in agricultural production and marketing.</p> <p>IRE 4.1.2: Programs developed and disseminated to build skills for working with risk management and prevention tools in agricultural production and marketing.</p> <p>IRE 4.1.3: Proposals developed and shared with interested countries on creating institutional frameworks and arrangements for agricultural risk management.</p>

Technical Concentration Program: *Agribusiness and Marketing*

Line of Action	Specific Objective	Expected Results	Indicators
<p align="center">Line 5: Propection and management of innovation for agribusiness</p>	<p>To foster the development of new business models and help existing agribusinesses become more efficient, sustainable and profitable, by managing innovation and establishing sustainable practices.</p>	<p>RE 5.1: The countries have built capacity to identify needs for innovation in production, trade and management, as well as market opportunities for agribusiness and family agriculture, that make them more competitive and sustainable.</p>	<p>IRE 5.1.1: Mechanisms and processes developed and disseminated to manage knowledge and improve access to information.</p> <p>IRE 5.1.2: Proposals developed, validated and shared with the countries for agricultural entrepreneurs, small-scale producers and family farms to make better use of ICT tools.</p> <p>IRE 5.1.3: Methodologies and tools for cooperation that improve innovation in agribusiness.</p>

Technical Concentration Program: Agricultural Health and Food Safety

General Objective: To create AHFS capabilities in the member countries that will enable them to properly protect human, animal and plant health (at the national and international levels), access to domestic and external markets, food security and the environment, thereby contributing to the agricultural development of the Americas

Technical Concentration Program: <u>Agricultural Health and Food Safety</u>			
Line of action	Specific objective	Expected results	Indicators
Line 1: Sanitary and phytosanitary measures	Promote capacity building for the effective implementation of the WTO-SPS Agreement and the active participation of member countries in international forums on sanitary and phytosanitary measures for their benefit.	E.R. 1.1: The member countries participate actively and effectively in international AHFS meetings and influence the development of national and international AHFS regulations.	IER 1.1.1: National AHFS regulations updated and harmonized regionally and internationally. IER 1.1.2: Member countries participate actively and effectively in international meetings on sanitary and phytosanitary measures and take advantage of these forums. IER. 1.1.3: Delegates of the member countries improve their performance and negotiating capacity in international meetings, presenting their national positions and establishing cooperation links.
		ER 1.2: The countries' official AHFS services have strengthened their capacity in the implementation of the WTO-SPS Agreement.	IER 1.2.1: The countries' public and private sectors have received training on the issues covered by the WTO-SPS Agreement and on international sanitary and phytosanitary regulations. IER 1.2.2: Information management systems on topics related to sanitary/phytosanitary measures (SPS) (for example, Codex Alimentarius, Notifications to the WTO-SPS Committee) adapted and in operation.

Technical Concentration Program: *Agricultural Health and Food Safety*

Line of action	Specific objective	Expected results	Indicators
<p align="center">Line 2: Modernization of the national sanitary and phytosanitary services</p>	<p>Support governments in their efforts to modernize their AHFS services, so that they develop the necessary capacity to respond to market demand, to the needs of consumers, and to the need to adequately protect human, animal and plant health and effectively and efficiently address emerging AHFS issues and emergencies, in accordance with national and international regulations.</p>	<p>ER 2.1: Member countries apply methodologies and tools to evaluate their performance and promote a common vision for the development of the official services.</p>	<p>IER 2.1.1: National AHFS policies and modern legislation and regulations on AHFS are developed and adopted, and are harmonized regionally and internationally. IER 2.1.2: Methodologies for assessing the performance of AHFS services updated. IER 2.1.3: Methodologies for evaluation and technical assessment (diagnostic laboratories, national emergency response systems, risk assessment, inspection systems, etc.) implemented.</p>
		<p>ER 2.2: National agricultural health and food safety (AHFS) services strengthened and modernized.</p>	<p>IER 2.2.1: Support for the assessment of the performance of AHFS services in the countries, through the “Performance, Vision and Strategy” (PVS) tool and other methodologies. IER 2.2.2: Regional and national programs and work plans to support the strengthening of the AHFS services implemented. IER 2.2.3: Official AHFS services trained to carry out appropriate risk analysis (evaluation, management and communication), as the internationally accepted scientific basis for all sanitary and phytosanitary measures. IER 2.2.4: Projects in specific aspects of AHFS (control of fruit fly, modernization of AHFS services, adoption of maximum limits for pesticide residues in crops, control and eradication of bovine tuberculosis and brucellosis, participation in programs for the eradication of foot-and-mouth disease, etc.) developed and under implementation.</p>

Technical Concentration Program: *Agricultural Health and Food Safety*

Line of action	Specific objective	Expected results	Indicators
		ER 2.3: Regional AHFS entities supported in regional processes for the harmonization of methodologies and regulations.	IER 2.3.1: Action plans in AHFS with regional organizations such as CVP, COSAVE, CaribVet, CAHFSA, CAN and OIRSA, agreed and under implementation.
Line 3: Food safety	Support member countries in their efforts to develop technical capacities and leadership in food safety.	ER 3.1: Cooperation offered to member countries in the development of technical-scientific capacity and leadership in food safety.	IER 3.1.1: Number of Leadership in Food Safety publications produced. IER 3.1.2: State policies on AHFS developed and adopted, with particular emphasis on food safety and modern and harmonized regulations in AHFS.
		RE3.2: The concept of farm-to-table food safety is disseminated and promoted.	IER 3.2.1: Training in good agricultural practices, good manufacturing practices and good livestock management practices implemented and harmonized institutionally. IER 3.2.2: Training in good agricultural practices, good manufacturing practices and good livestock management practices implemented. IER 3.2.3: Training in food inspection based on risk promoted and implemented. IER 3.2.4: Educational materials on food safety disseminated in primary schools.

Technical Concentration Program: *Agricultural Health and Food Safety*

Line of action	Specific objective	Expected results	Indicators
<p>Line 4: Emerging issues and emergencies in AHFS</p>	<p>Support effective actions to address emerging AHFS issues and emergencies.</p>	<p>ER 4.1: Official technical personnel, producers and processors of food and other agricultural products trained in the application of modern animal/plant health and food safety techniques.</p>	<p>IER 4.1.1: Studies carried out on the possible impacts of various factors (climate change, private standards, certification of origin, costs of food-borne diseases– FBDs, etc.) on agricultural health and food safety in the member countries. IER 4.1.2: Technical forums organized on AHFS issues (for example, the impact of climate change on AHFS). IER 4.1.3: Observatory implemented to monitor emerging issues and emergencies.</p>
		<p>ER 4.2: Specific AHFS emergencies appropriately addressed in the member countries, with the support of IICA.</p>	<p>IER 4.2.1: Specific actions implemented to strengthen capacities in the prevention, control and eradication of emerging and re-emerging pests and diseases of biological and economic importance. IER 4.2.2: The concept of early warning and response to emergencies promoted at community level. IER 4.2.3: The concept of “One world: one health” promoted.</p>

Technical Concentration Program: Agriculture, territories and rural well-being

General Objective: To expand, strengthen or incorporate innovations into the public and private institutional capabilities of the member countries for devising and implementing policies, strategies and investments in agriculture and sustainable rural development in territories, with emphasis on territories where agricultural economies and cultures that perform multifunctional roles predominate.

Technical Concentration Program: <u>Agriculture, territories and rural well-being</u>			
Line of action	Specific objective	Expected results	Indicators
Line 1: Integrated and sustainable management of rural territories	Expand, strengthen or innovate the institutional capacity of public and private organizations in the member countries for formulate and execute policies, strategies and investments in agriculture and sustainable rural development in the territories.	ER 1.1: Organizations responsible for agricultural development, rural well-being and rural development in the countries implement territorial management models that facilitate institutional development and innovation, the articulation of sectoral competencies and capacities and the inclusion of small-scale agricultural production systems in sustainable territorial development.	IER 1.1.1: Number of rural territorial development policies or strategies formulated in the countries. IER 1.1.2: Number of rural territorial development plans in execution in selected territories of national interest.
		ER 1.2: Public and private institutions equipped with practical tools to organize, in a democratic, decentralized and interdisciplinary manner, the processes of inter-sectoral planning and management of sustainable development in rural territories, particularly in areas where small-scale family agriculture predominates.	IER 1.2.1: Number of capacity building programs for rural territorial development formulated and under execution. IER 1.2.2: Toolbox for comprehensive planning and management in rural territories made available to public and private institutional actors.

Technical Concentration Program: *Agriculture, territories and rural well-being*

Line of action	Specific objective	Expected results	Indicators
		ER 1.3: Creation of an IICA knowledge network for integrated management of rural territories, based on relevant experiences and systematized good practices in sustainable territorial rural development, with the aim of generating new knowledge, learning and innovative practices based on teamwork.	IER 1.3.1: Multidisciplinary technical teams established with partner institutions to provide technical support for territorial development processes in the countries. IER 1.3.2: Number of experiences and good practices systematized in partner countries.
Line 2: Contribution of family agriculture to the rural economy	Strengthen the institutional and innovation capacity of public and private entities linked to agriculture and food security, at national and local levels, placing emphasis on territories where multi-functional family-based agricultural economies and cultures predominate.	ER 2.1: Member States design and implement public policies to strengthen family agriculture, develop local markets, support the management of territories and create jobs and sources of income.	IER 2.1.1: Strategies established for inter-sectoral cooperation in support of family agriculture in the member countries. IER 2.1.2: Number of programs/projects established or consolidated in the member countries, aimed at promoting family-based agriculture and/or the competitive and sustainable management of rural territories.
		ER 2.2: Member States have access to up-to-date knowledge and information, systematized experiences and differentiated tools that revalue and contribute to the strengthening of family agriculture and social management in the territories.	IER 2.2.1: Number of regional and national forums organized, with up-to-date technical information that proactively responds to the need for innovation in family agriculture. IER 2.2.2: Number of experiences and good practices systematized in partner countries.

Area for Cross-coordination: Agriculture and Food Security

General Objective: To support the institutional transformation and capacity building processes of the member countries aimed at increasing the availability of food produced by small-scale farmers and the income they receive for their efforts, to guarantee safe, stable access to food for this segment of the rural population

Area for Cross-coordination: <u>Agriculture and Food Security</u>			
Line of action	Specific objective	Expected results¹	Indicators
Line 1: Institutional innovation for a new paradigm of technological change for food production and diversification	Increase the availability of food produced by small-scale agriculture, in order to contribute to food security.	ER 1.1: Member States adopt institutional innovations to strengthen the national research, innovation and extension/transfer systems, in order to improve productivity and diversify the production of small-scale agriculture.	<p>IER 1.1.1: Guide for the assessment of national technology innovation systems validated.</p> <p>IER 1.1.2: Methodological framework for the design and implementation of national technological innovation systems implemented.</p> <p>IER 1.1.3: Number of successful experiences of programs or projects in technology transfer / assistance /extension documented and disseminated.</p> <p>IER 1.1.4: Hemispheric dialogue facilitated among public and private actors on the situation and outlook for agricultural transfer / assistance / extension efforts in the Americas and cooperation strategies among countries.</p> <p>IER 1.1.5: Guidelines developed for the definition of policies, institutional arrangements and mechanisms for the organization and implementation of transfer / assistance / extension programs and projects, in support of small and medium-scale farmers.</p> <p>IER 1.1.6: Hemispheric technical cooperation project implemented to</p>

¹ In coordination with the Technical Programs of the Directorate of Technical Cooperation of IICA.

Area for Cross-coordination: Agriculture and Food Security

Line of action	Specific objective	Expected results ¹	Indicators
			<p>strengthen extension services in the countries.</p> <p>IER 1.2.7: Technologies and technical assistance services documented and made available to small-scale producers.</p>
		<p>ER 1.2: Member countries have facilities to access and exchange information on technological innovations for food production and diversification.</p>	<p>IER 1.2.1: Implementation of an information system to provide up-to-date and pertinent information on technological innovation for food production.</p> <p>IER 1.2.2: Participatory capacity building efforts and mechanisms for sharing relevant information and knowledge on science and technology to improve the availability of foodstuffs and ensure regular access to these products.</p>
<p align="center">Line 2: Institutional framework and services to support market access for small-scale producers</p>	<p>Improve the incomes of small-scale farmers so that they have regular access to food, in accordance with their culture, and in sufficient quantity and quality to lead a healthy and productive life.</p>	<p>ER 2.1: Improved the productive and business management capacities of small and medium-scale farmers of basic grains or traditional products in marginal and very poor territories within IICA's member countries.</p>	<p>IER 2.1.1: Number of training programs in business administration designed, validated and implemented.</p> <p>IER 2.1.2: Improved cooperative/organizational practices developed and promoted among small-scale producers.</p> <p>IER 2.1.3: Marketing tools developed to add value to local production and to promote rural agroindustry.</p> <p>IER 2.1.4: Methodological proposal designed to support small and medium-scale producers and agricultural businesses in implementing GAP and GMP.</p> <p>IER 2.1.5: Number of successful experiences of linking small and medium-scale producers to agrifood chains documented and disseminated.</p>

Area for Cross-coordination: Agriculture and Food Security

Line of action	Specific objective	Expected results ¹	Indicators
		<p>ER 2.2: The public and private institutional framework has been improved, creating a favorable environment for the inclusion of small and medium-sized producers in agrifood chains.</p>	<p>IER 2.2.1: Number of countries with strategies, policies and proposals for improving the public and private institutional framework, which create a favorable context for the market insertion of small and medium-scale producers.</p> <p>IER 2.2.2: Programs and proposals to improve negotiating and consensus-building capacities among the actors of the agrifood chains, which favor the market insertion of small and medium-scale producers.</p>
		<p>ER 2.3: Improved operation of agricultural markets and marketing systems in the member countries, in order to encourage the market insertion of small and medium-scale producers, raise their incomes and improve the supply of basic foodstuffs.</p>	<p>IER 2.3.1: Number of successful experiences and instruments for reducing risks and improving market access documented and disseminated.</p> <p>IER 2.3.2: Number of proposals formulated for the modernization of agricultural marketing systems in selected countries.</p> <p>IER 2.3.3: Number of agreed mechanisms to enable small and medium-scale producers to take advantage of the governmental supply mechanisms established in IICA's member countries.</p>
<p>Line 3: Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security</p>	<p>Provide the countries with timely, pertinent and comprehensive analysis and information on the situation and outlook for food security, both in the hemisphere and in the world, which will serve as input for decision-making.</p>	<p>ER 3.1: The member countries' knowledge of the situation and outlook for food security is improved, thereby contributing to a better adoption of policies.</p>	<p>IER 3.1.1: Implementation of an observatory on the status of food security and related policies.</p> <p>IER 3.1.2: Number of prospective analyses of the situation of food security prepared and disseminated.</p>
		<p>ER 3.2: The countries have improved their capacity to evaluate the impacts of food security policies.</p>	<p>IER 3.2.1: Methodologies designed to analyze the impacts and implications of policies related to food security.</p> <p>IER 3.2.1: Number of comparative studies of policies and analysis of their impacts in</p>

Area for Cross-coordination: Agriculture and Food Security

Line of action	Specific objective	Expected results ¹	Indicators
		<p data-bbox="991 391 1396 545">ER 3.3: The countries have access to information on successful experiences, policies, programs and institutional arrangements to meet the challenges of food security.</p>	<p data-bbox="1413 331 1667 355">various LAC countries.</p> <hr/> <p data-bbox="1413 396 1885 607">IER 3.3.1: Number of case studies implemented and disseminated. IER 3.3.2: Number of compilations of good practices and successful experiences, policies, programs and institutional arrangements aimed at improving food security.</p>

Area for Cross-coordination: Agriculture, Natural Resources Management and Climate Change

General Objective: To support the institutional transformation processes of the member countries, in order to strike an adequate balance in environmental management policies and strategies targeted at agricultural activities and natural resources; and the incorporation of climate change into planning for sustainable agriculture development

Area for Cross-coordination: <u>Agriculture, Natural resources management and climate change</u>			
Line of action	Specific objective	Expected results	Indicators
Line 1: Adapting agriculture to climate change	Prepare countries' institutional framework to adapt agriculture to climate change and mitigate its effects.	ER 1.1: The countries' public and private institutional framework contemplates and incorporates climate change and its impacts on agriculture in the formulation and implementation of agricultural policies and strategies.	IER 1.1.1: Number of countries that address climate change in agriculture, with efforts to mitigate its impacts, in their agricultural policies and planning processes for agricultural development. IER 1.1.2: Number of countries that have adapted or developed specific institutions to address climate change and its effects on agriculture. IER 1.1.3: Methodologies and tools for analysis / evaluation of the impact of climate change on agriculture, developed, validated and disseminated. IER 1.1.4: Up-to-date, pertinent information on the production processes most vulnerable to climate change and possible countermeasures prepared and disseminated in a timely manner.
Line 2: Agricultural production with environmental responsibility	Support countries in their efforts to develop a type of agriculture that reduces or eliminates the negative impacts of its activities on the environment.	ER 2.1: The member countries' have designed and implemented strategies, policies and actions aimed at mitigating or eliminating the negative impacts of agriculture on the environment.	IER 2.1.1: Number of public and private institutions in the countries that have incorporated efforts to mitigate or eliminate the negative impacts of agriculture on the environment (including ecological footprint) in their strategies, policies and planning processes for national development. IER 2.1.2: Tools and instruments aimed at reducing the impact of agriculture on the environment identified, implemented and disseminated. IER 2.1.3: Number of new technologies capable of reducing the negative impact of agriculture identified, systematized and disseminated. IER 2.1.4: Institutional framework for promoting the identification of new market opportunities related to

Area for Cross-coordination: *Agriculture, Natural resources management and climate change*

Line of action	Specific objective	Expected results	Indicators
			reducing the negative impacts of agriculture on the environment identified, systematized and disseminated. IER 2.1.5: Up-to-date and pertinent information on advances in environmentally-responsible production processes generated and disseminated in timely fashion.
<p align="center">Line 3: Efficient and integrated management of natural resources</p>	Support countries in their efforts to improve the management of natural resources (water, soil and biodiversity), in order to ensure their availability for present and future generations.	ER 3.1: Member countries incorporate natural resource management into their development strategies, public policies and institutional arrangements.	IER 3.1.1: Number of Member States with leadership capacity, instruments and information to incorporate natural resource management into their national and regional development initiatives. IER 3.1.2: Number of countries with mechanisms and tools for the design and implementation of integrated management processes for water and soil resources. IER 3.1.3: Number of countries that have incorporated management of biodiversity and phylogenetic resources into their strategic policies and projects for sustainable agricultural development. IER 3.1.4: Manuals, guides and other tools to enable farmers to improve the environmentally sustainable management of their production processes (including good environmental practices) designed, validated and applied. IER 3.1.5: Up-to-date and pertinent information on advances and experiences in natural resource management generated and disseminated in timely fashion.

Center for Strategic Analysis for Agriculture (CSAFA)

General Objective: To generate, process, validate and make available to the Institute and its Member States information and strategic and prospective analyses on critical issues and the performance and outlook for agriculture, to provide input for decisions and policies for agriculture. To promote and support recommendations for adapting the current agricultural institutional framework to meet the commitments assumed under international agreements on agriculture and changes in the context

Center for Strategic Analysis for Agriculture (CSAFA)			
Line of action	Specific objective	Expected results	Indicators
Line 1: Prospective and strategic analyses for agriculture	Provide information and knowledge to support decision-making by the public and private stakeholders of agriculture and rural life in the Americas.	<p>ER 1.1: Member States have access to prospective analyses on agricultural issues and public policies that have the greatest impact on activities in the sector.</p> <p>ER 1.2: The General Directorate of IICA, its highest governing bodies, its staff and its Member States have access to data and analyses of data, information and knowledge on agriculture in the world and in the Americas.</p> <p>ER 1.3: Technicians of IICA and of its Member States have spaces for analysis, discussion and dissemination of knowledge on critical issues for agriculture, which improve their technical knowledge and skills.</p> <p>ER 1.4: IICA’s technical units have a mechanism for cooperation and coordination in the performance of their tasks.</p>	<p>IER 1.1.1: Studies on critical issues with a prospective vision prepared and disseminated, in line with the annual plan approved by the Technical Committee of IICA.</p> <p>IER 1.1.2: Joint annual reports (IICA-ECLAC-FAO) “The Outlook for Agriculture and Rural Development in the Americas: a Perspective on LAC” prepared and disseminated.</p> <p>IER 1.1.3: The Institute’s system of statistics and indicators on agriculture, food safety and rural well-being is continuously updated and disseminated.</p> <ul style="list-style-type: none"> • www.agriruralc.org • Production-trade statistics of the institutional Intranet <p>IER 1.1.4: The annual cycle of technical meetings to promote hemispheric dialogue and update knowledge on topics critical for agriculture and rural well-being is institutionalized.</p> <p>IER 1.1.5: Virtual space with technical information, studies and events on issues of interest to CAESPA.</p>
Line 2: Public policies for agriculture	Promote and support the design and implementation of public policies for agriculture, taking into account the different	ER 2.1: IICA’s Member States have access to methodologies and tools for timely analysis of policies and their impacts, of agriculture’s contribution	IER 2.1.1: Creation and launch of the prototype of the Observatory on Policies for Agriculture and Rural Development, to provide continuous monitoring of public policies for agriculture and rural well-being in

Center for Strategic Analysis for Agriculture (CSAFA)

Line of action	Specific objective	Expected results	Indicators
	scenarios and adaptation to international standards.	to development and of trends in the sector.	<p>the hemisphere.</p> <p>IER 2.1.2: Various methodologies for assessing the impacts of policies on agriculture and its real contribution to development developed and/or adapted.</p> <ul style="list-style-type: none"> • Modules for analyzing the impact of policies on agriculture (indicators, methodologies, GAMS, GTAP, etc.). • Methodology for estimating the agrifood system's real contribution to economic development. <p>IER 2.1.3: Technicians of IICA and its member countries with capacity to apply methodologies for assessing the impacts of policies on agriculture and agriculture's real contribution to development.</p>
Line 3: International trade regulations and their implications for agriculture	Support efforts by countries to take advantage of the benefits and address the challenges of trade negotiations related to agriculture and the resulting agreements.	<p>ER 3.1: Member States have access to analysis on the status and progress of negotiations related to agriculture and the resulting agreements.</p> <p>ER 3.2: Member States improve their knowledge of international trade regulations stemming from the agricultural trade agreements.</p>	<p>IER 3.1.1: Work plan designed and implemented to accompany countries in activities of the WTO Agriculture Committee and to assist Member States in complying with trade regulations stemming from the multilateral, sub-regional and bilateral agreements.</p> <p>IER 3.1.2: Technical documents on the progress and implications of the trade negotiations, the integration processes and analyses of the development of agrifood trade flows, produced and disseminated.</p> <p>IER 3.1.3: Electronic newsletters (Infoagro/trade etc.) periodically produced and disseminated containing the most important information on these issues.</p>
Line 4: Institutional framework for agriculture and investment in its modernization	Promote and support processes of institutional modernization in agriculture and draft recommendations for investment in these processes.	ER 4.1: Member States have access to diagnostic tools for drafting recommendations for investment in the institutional modernization of agriculture.	IER 4.1.1: A prototype of a methodology for assessing and generating recommendations for reform (PVS) and investment for the institutional modernization of agriculture designed, validated and disseminated.

APPENDIX 2

***Composition of the Regular Fund allocated by Program
2011***

***Allocation of the Regular Fund
by Program (US\$)***

Program: Innovation for Productivity and Competitiveness	2011 Program Budget		
	Personnel	Operating Costs	Total
Hemispheric Level	1,238,228	429,295	1,667,523
Regional Level	1,175,650	349,286	1,524,936
National Level	2,820,567	1,268,727	4,089,294
Technical Support Actions	183,137	52,704	235,842
Institutional Funds and Line Items	-	214,735	214,735
CATIE	-	1,000,000	1,000,000
<i>Summary:</i>	5,417,582	3,314,748	8,732,330

***Allocation of the Regular Fund
by Program (US\$)***

Program: Agricultural Health and Food Safety	2011 Program Budget		
	Personnel	Operating Costs	Total
Hemispheric Level	985,787	414,355	1,400,142
Regional Level	924,137	273,139	1,197,276
National Level	2,227,856	1,130,975	3,358,831
Technical Support Actions	488,366	140,545	628,911
Institutional Funds and Line Items	-	536,838	536,838
Summary:	4,626,146	2,495,852	7,121,998

**Allocation of the Regular Fund
by Program (US\$)**

Program: Agribusiness and Marketing	2011 Program Budget		
	Personnel	Operating Costs	Total
Hemispheric Level	1,360,075	477,125	1,837,200
Regional Level	660,377	155,098	815,475
National Level	2,612,781	1,281,801	3,894,582
Technical Support Actions	270,663	74,158	344,821
Institutional Funds and Line Items	-	161,051	161,051
Summary:	4,903,897	2,149,233	7,053,130

**Allocation of the Regular Fund
by Program (US\$)**

Program: Agriculture, Territories and Rural Well-being	2011 Program Budget		
	Personnel	Operating Costs	Total
Hemispheric Level	664,535	231,825	896,360
Regional Level	669,080	154,857	823,937
National Level	3,054,666	1,458,438	4,513,104
Technical Support Actions	278,748	83,956	362,704
Institutional Funds and Line Items	-	161,051	161,051
Summary:	4,667,030	2,090,127	6,757,157

APPENDIX 3

***Projection of External Resources and INR by Unit
2011***

Projection of External Resources and INR by Unit (US\$)

Unit	External Resources 2011	INR to be Generated 2011
Innovation for Productivity and Competitiveness Program	2,549,698	65,032
Agricultural Health and Food Safety Program	948,047	31,953
Agribusiness and Marketing Program	280,000	22,400
Support for Integration Projects	2,455,000	114,000
IICA Office in Belize	35,250	15,750
IICA Office in Costa Rica	6,130,515	364,381
IICA Office in Guatemala	2,071,315	165,659
IICA Office in Honduras	12,600,899	630,045
IICA Office in Nicaragua	2,094,439	190,555
IICA Office in Panama	1,272,600	76,356
IICA Office in El Salvador	670,889	80,507
IICA Office in Haiti	5,703,511	325,831
IICA Office in Jamaica	865,255	48,452
IICA Office in Dominican Republic	241,697	16,999
IICA Office in Bolivia	694,444	55,556
IICA Office in Colombia	7,951,489	438,458
IICA Office in Ecuador	4,978,541	289,183
IICA Office in Peru	4,378,630	314,279
IICA Office in Venezuela	287,500	17,850
IICA Office in Argentina	11,395,000	683,700
IICA Office in Brazil	38,681,830	1,931,092
IICA Office in Chile	627,445	52,681
IICA Office in Paraguay	6,610,000	474,900
IICA Office in Uruguay	4,736,175	337,667
IICA Office in Mexico	36,321,867	2,905,749
Summary:	154,582,036	9,649,035