



Executive Committee

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Expected Results and Performance Indicators for IICA Projects and for the Management of Technical Cooperation 2011

**San Jose, Costa Rica
July 2011**

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

2011

TECHNICAL COOPERATION

Office of the Director of Technical Cooperation

Management of Technical Cooperation

Office of the Director of Technical Cooperation

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

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

- ER.1.** The DTC is developing a general strategy for the period 2011-2014, aimed at contributing to the objectives of the 2010-2014 MTP and articulated with the DMRI and other IICA units.
- IA.1.** The general strategy of the DTC for 2011-2014 discussed and approved.
- IA.2.** The DTC's strategy implemented in 2011.
- ER.2.** The DTC established and implemented its 2011 work plan, aligned with the Institute's priorities and articulated with the DMRI and other IICA units.
- IA.1.** 2011 work plan (AAP 4) approved, amended and implemented.
- ER.3.** Under the leadership of the Director of the DTC, the Committee supervises and ensures the implementation and quality of technical cooperation services, in accordance with the strategic priorities outlined in the MTP.
- IA.1.** Regular (monthly) meetings and special meetings held.
- IA.2.** IICA country strategies and technical cooperation projects analyzed, adjusted and approved by the Committee.
- IA.3.** New methodologies and tools reviewed and approved.
- IA.4.** Emerging issues for technical cooperation analyzed.
- ER.4.** The activities for 2011 included in the projects are articulated and implemented based on the strategy and procedures agreed by the staff of the DTC and with the DMRI.
- IA.1.** Strategy and coordination procedures discussed and adopted by the staff of the DTC, along with the DMRI.
- IA.2.** Implementation of strategy and procedures under way.
- IA.3.** Strategy evaluated periodically and adjustments made.
- ER.5.** The DTC has developed technical cooperation projects designed to achieve the Strategic Objectives and Expected Results (Annex 1) of the 2010-2014 MTP.

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

*Program Budget
2011*

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- IA.1.** Eighteen technical cooperation projects prepared by the programs, pursuant to the guidelines issued by, and under the supervision of, the Director of Technical Cooperation.
- IA.2.** The programs' projects cover the Lines of Action established in the MTP and are geared towards achieving their expected results.
- ER.6.** The DTC has monitored the implementation of the annual activities and components of the strategic technical cooperation projects, evaluated their progress and made the necessary adjustments.
- IA.1.** Regular quarterly monitoring of the progress and status of the project components and activities planned for 2011.
- IA.2.** List of "inconsistencies" identified and the necessary adjustments made.
- ER.7.** IICA's senior management and the competent bodies are well informed about the monitoring, review, and evaluation of the technical cooperation projects that the DTC's programs carry out, for decision-making purposes.
- IA.1.** Monitoring, analysis, and adjustment of the projects under the program.
- IA.2.** Recommendations to improve implementation of the projects.
- IA.3.** Project evaluations carried out and submitted to the appropriate institutional bodies on time.
- ER.8.** IICA's senior management and the competent bodies are well informed and in a position to make decisions about the performance of the heads of the DTC's units, as a result of the Directorate's efforts to monitor, adjust, correct (when necessary) and evaluate their activities.
- IA.1.** Monitoring, adjustment, and correction of the activities of the program managers and unit heads.
- IA.2.** Recommendations made to improve the performance and management of program managers and unit heads, when necessary.
- IA.3.** 2011 evaluations of the DTC's program managers, unit heads and staff assigned the Director's Office carried out and submitted on time to the corresponding bodies.
- ER.9.** The DTC has implemented or participated in the implementation of meetings, forums, workshops, seminars and other events directly related to the Institute's technical cooperation priorities.
- IA.1.** The Director authorizes the participation of specialists from the DTC in external events, provided that they serve IICA's needs and are in line with its priorities.
- IA.2.** Specialists who take part in forums provide briefs and share knowledge and experiences with their peers.
- ER.10.** The DTC has developed, reviewed and adjusted its strategic partnerships and alliances so they contribute effectively to achieving the objectives and expected results outlined in the MTP, by means of joint actions, activities and projects related to IICA areas of expertise.
- IA.1.** The DTC approaches and handles relations with FAO, CATIE, universities, and other partners from a technical perspective.
- IA.2.** The DTC focuses its external relations on the priority partners.
- IA.3.** Strategic partnerships are translated into joint projects and activities that contribute to the objectives of the MTP.
- ER.11.** The DTC has used the operating resources allocated to it for 2011 prudently and efficiently, and in accordance with the Institute's rules.

- IA.1. Resources used prudently and in accordance with the Institute's rules.
- IA.2. Financial reports submitted as and when required.

Innovation for Productivity and Competitiveness Program

Management of Technical Cooperation

Innovation for Productivity and Competitiveness Program Management

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

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

- ER.1.** The members of the team of the Innovation for Productivity and Competitiveness Program have become a cohesive unit and share the same vision for supporting IICA's cooperation activities on aspects relating to innovation.
 - IA.1. Implementation of the plan for regular communication and periodic exchange of know-how is under way.
 - IA.2. At least two face-to-face and online events organized during the year with the participation of the Program's specialists.
 - IA.3. At least two projects submitted to the General Directorate's competitive fund agreed upon by the team of the Program.
 - IA.4. At least two documents or articles prepared jointly by several members of the Program.
- ER.2.** The Program has organized effectively the implementation of the activities scheduled for 2011 under each project.
 - IA.1. Hemispheric projects of the Program financed with regular resources are approved and being implemented as planned for 2011.
 - IA.2. Regional projects relating to the Program under way as planned.
- ER.3.** The Program manages its human resources, and makes prudent and efficient use, in accordance with IICA's rules, of the resources allocated for its operations in 2011.
 - IA.1. Use of resources in accordance with the budget approved and IICA's current rules.
 - IA.2. Efficient management of the Program's personnel: definition of responsibilities, approval of individual plans for 2011, evaluation of performance in 2011.
 - IA.3. Financial reports submitted as and when required.

Hemispheric Projects

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

ER.1. The projects of FONTAGRO have undergone an external evaluation, and the Fund has taken initial steps to consolidate its financial base, with support from the IICA Office in Washington.

IA.1. By December, support will have been provided for the external evaluation of FONTAGRO projects.

ER.2. FONTAGRO has been strengthened technically.

IA.1. By June, support will have been provided to organize and hold the technical meetings of the projects.

IA.2. By October, support will have been provided for the meeting of the Board of Directors.

ER.3. FONTAGRO is increasing its membership and, consequently, financial contributions from the countries are on the rise.

IA.1. By October, support will have been provided for actions aimed at consolidating the financial base of FONTAGRO.

Promotion of Organic Agriculture

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

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

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

*Program Budget
2011*

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- ER.1.** The Dominican Republic has methodologies for formulating proposed strategies and public policies.
IA.1. A methodology developed and adapted to conditions in the Dominican Republic.
- ER.2.** The Dominican Republic has proposed strategies and policies to consider.
IA.1. Proposed strategies and public policies for the development of OA in the Dominican Republic.
- ER.3.** The ICOA has prepared work plans.
IA.1. A work plan for strengthening the ICOA.
- ER.4.** The ICOA has a plan to secure resources with which to support efforts to improve national control systems.
IA.1. Amount of resources secured by the ICOA to strengthen the NCSs.
- ER.5.** The countries have methodologies for harmonizing regulations governing organic agriculture.
IA.1. A document on regional harmonization prepared for the countries of Central America and the DR and adapted for the Andean Region.
- ER.6.** The countries have a proposed set of harmonized regional regulations for organic agriculture.
IA.1. A proposed set of regulations for organic agriculture harmonized between the countries of Central America and the Dominican Republic.
IA.2. Harmonization of regulations governing organic production under way in the Andean Region.
- ER.7.** The countries understand what is involved in implementing a certification system in which the State is involved, and what commitments they must make.
IA.1. Meetings with national authorities and organic growers in five countries to explain the operation of a public certification system.
- ER.8.** Costa Rica is considering the establishing a public or semi-public certification system for organic products, based on the technical-economic proposals prepared.
IA.1. A technical-economic proposal prepared for Costa Rica.
- ER.9.** The countries have access to a hemispheric Web portal focused specifically on organic agriculture.
IA.1. Two new national websites contribute to the hemispheric website.
- ER.10.** The countries have studies on topics related to organic agriculture.
IA.1. Two studies on relevant topics.
- ER.11.** Potential members of the platform have been identified and contacted.
IA.1. A list with potential members of the platform.
IA.2. Meeting with the key stakeholders identified.
- ER.12.** The countries have strategies for seeking and securing resources.

IA.1. Amount of resources secured to strengthen the systems for managing information and knowledge.

ER.13. The IICA Offices in Argentina, Paraguay, Peru, Costa Rica, Dominican Republic, El Salvador, Honduras and Guatemala address topics related to organic agriculture in the IICA Country Strategy, in coordination with the Organic Agriculture Project.

IA.1 Number of activities carried out in support of the IICA Offices in the countries identified.

Knowledge Management, Information and ICTs for Technological Innovation in Agriculture

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

6. Knowledge management and ICT for innovation

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

ER.1. The processes of knowledge management for innovation in IICA's projects have resources for improving their technical cooperation on these issues.

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

IA.2. Number of individuals responsible for knowledge management and ICTs in innovation projects that form part of IICA country and regional strategies who have joined the informal network.

IA.3. Number of short-term actions in support of national and regional organizations implemented on request.

IA.4. Number of instruments available through the institutional network on technological innovation.

IA.5. Module for an online training workshop on knowledge management available for IICA knowledge management specialists.

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

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

IA.8. Extent of INFOTEC's connections with the global research system through the RAIS and EGFAR Program of the GFAR and with the CIARD initiative.

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

- IA.1. Databases updated and 2011 analysis of the performance of agriculture from the technological perspective published.
- IA.2. A center for scientific–technological prospection designed.

Biotechnology and Biosafety

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program
2. *Agro-biotechnology and biosafety*

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

- ER.1. Communicators and decision-makers are knowledgeable about the latest developments in the field of biotechnology and biosafety.
 - IA.1. Number of participants trained in the subject.
 - IA.2. Number of countries participating in the forum.
 - IA.3. Number of news items on the forum published in the local press.
 - IA.4. Number of subscribers to the bulletin over the course of the year.
- ER.2. Relevant authorities in the countries have reliable and up-to-date information about GMO crops and information.
 - IA.1. Number of participants trained in the subject.
 - IA.2. Number of countries participating in the forum.
 - IA.3. Number of subscribers to the bulletin over the course of the year.
- ER.3. The countries have technical documents on topics related to biotechnology.
 - IA.1. Number of copies of these documents distributed in the countries.
- ER.4. Professionals of the competent authorities trained in biosafety topics.
 - IA.1. Guidelines for designing a continuous training program on B&B.
 - IA.2. Number of technical personnel trained in biotechnology and biosafety in activities organized or supported by IICA.

- IA.3.** Number of requests for training in biotechnology and biosafety received from IICA's offices in the countries to which the project responded.
- ER.5.** Decision-makers in the Central Region have a technical reference document on biosafety legislation.
- IA.1.** Document published and disseminated.
- ER.6.** The governments of the countries have economic and technical support with which to begin their national biosafety frameworks.
- IA.1.** Number of activities supported by IICA under the UNEP-GEF projects.
- IA.2.** Number of requests for support for national biosafety frameworks received from IICA's offices in the countries to which the project responded.
- ER.7.** The countries have a hemispheric mechanism for sharing information and supporting activities related to biotechnology and biosafety.
- IA.1.** Number of professionals trained through the Hemispheric Forum on the low-level presence of GMOs in trade.
- IA.2.** Number of institutions participating in the bio-economics network.
- ER.8.** The delegates of the GRULAC countries have technical tools for discussing socioeconomic issues related to the CPB.
- IA.1.** Number of IICA member countries actively participating in the CPB.

Reformation and Repositioning of the Hemispheric and Regional Technology Innovation system

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** FORAGRO strengthened as a mechanism for dialogue and for reaching agreement on hemispheric positions.
- IA.1.** At least one strategic study conducted.
- ER.2.** Latin American Network for the Management of Agrifood Innovation created, in operation and positioned as an important hemispheric player.
- IA.1.** Number of institutions participating in the Latin American Network for the Management of Agrifood Innovation.
- ER.3.** The PROCIs redefined and with increased involvement of actors along the entire chain.
- IA.1.** Number of substantive actions that involve more than one PROCi.

Strengthening Existing and Developing new National Agrifood Technology Innovation Systems

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

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

IA.1. Guidelines for evaluating national innovation systems applied in three countries in different regions.

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

IA.1. Two on-site or on-line training activities on the management of intellectual property rights held in different regions.

ER.3. The countries are more capable of overcoming restrictions related to the management of intellectual property rights.

IA.1. The general proposal on how to design a policy for the management of intellectual property rights is incorporated into at least one NARI.

Regional Projects

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

- ER.1.** PROMECAFE's member countries have the infrastructure, technological information and trained staff needed to carry out prevention and safety control activities for the coffee they produce, to complement the improvement of the overall quality of the product.
- IA.1.** Training of at least 3 members of the technical staff of the coffee institutes in each country in the application of hygiene principles and good practices in the coffee production chain and critical points control, to maintain the level of coffee safety in the region.
 - IA.2.** At least 30 wet processing plants of small and medium-scale coffee producers reconditioned under the Project to Rehabilitate the Coffee Sector in Honduras and Nicaragua. Support from the ICO/CFC. --Phase II of the project under way in Hon. and Nic.
 - IA.3.** In the area of food security, as part of the efforts to protect natural resources and diversify producers' income, the Program is coordinating with the partner institutes assessments of the protection of natural resources and environment; conservation of the forest on coffee farms to protect water sources, soils and biodiversity; and diversification of production, among others.
 - IA.4.** Training workshop held on treatment and management of wastewater in wet coffee processing plants.
- ER.2.** The Program has disseminated in the region and in coffee-producing countries in other parts of the hemisphere information about the initiatives in which PROMECAFE has taken part, and the progress made with efforts to generate knowledge and technological innovation to which the Program contributed. December 30, 2011.
- IA.1.** PROMECAFE's newsletter was produced and distributed among 40 countries and the website is updated continually. Production of information report on regional actions, technical reports, manuals, and methodological guides on the results of regional projects and research.
 - IA.2.** Continuation of efforts to strengthen the technical information network for PROMECAFE's member countries. Support from the IICA/CATIE Orton Library.
 - IA.3.** Knowledge management processes under way in support of the libraries of the coffee institutes of the member countries. Support from IICA and the Orton and ECOSUR libraries.
- ER.3.** PROMECAFE's member organizations have the trained staff, information and technological expertise needed to produce and market coffee in a profitable and sustainable way.
- IA.1.** The Program coordinated regional education and training actions on issues of regional interest with international cooperation organizations. - The regional groups of specialists are acquiring new expertise related to various aspects of coffee growing. - A regional course on coffee growing is held.
 - IA.2.** The Program coordinated territorial rural development actions in coffee-growing areas of countries in the region with IICA-ECADERT. -Coffee growing in the region is being analyzed and activities are implemented to provide information and discuss various topics.- Partnerships are sought that will make it possible to arrive at a common technical criterion that can be used to chart a new course for coffee growing in the region.
- ER.4.** The management and regional coordination of PROMECAFE by the Executive Secretariat, in accordance with the mandate of the Program's Governing Council and the guiding principles of the Directorate of Technology and Innovation of the technical cooperation instruments of IICA, CATIE, CIRAD and others.
- IA.1.** The Executive Secretariat is responsible for oversight of the Program's activities, regional coordination and financial management, in accordance

with the decisions of the Governing Council, IICA's administrative rules and operations, and the guiding principles of IICA's Program for Innovation, Productivity and Competitiveness. It participates in the activities of FORAGRO and maintains a dialogue with the forum.

- IA.2.** The Executive Secretariat liaised with the agencies cooperating with the Program and is negotiating proposals with other similar organizations, such as CIRAD, CFC, ICO, ECOSUR, AECID; IDB/MIF, and the Regulatory Board of Veracruz.
- IA.3.** The Executive Secretariat has participated in the integration actions of the SICTA network, in INFOTEC and in the development of Central American strategies on agricultural biotechnology, working with the management of IICA's Program for Innovation, Productivity and Competitiveness. Actions on intellectual property are being coordinated.
- IA.4.** The Executive Secretariat coordinated technical and financial support for the establishment of projects of regional interest with cooperating agencies: Maintenance of CATIE's coffee collection; and the scientific platform for perennial crops. PCP.

Support to Caribbean Agricultural Research and Development Institute - CARDI

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** File containing management protocols prepared
 - IA.1.** Establishment of the Regional Management Committee and meetings organized.
 - IA.2.** Preparation of the operating guidelines for implementing the project and preparing reports.
- ER.2.** Production and post-harvest technology packages are available, based on research and development of the basic products and select thematic areas (herbs, condiments and beverages, PA, root crops/starches, cereals and grain legumes, and ruminants) of at least 10 projects.
 - IA.1.** On-farm research on priority crops – herbs and condiments, root crops, legumes and ruminants.
 - IA.2.** Development of a PA system for select products in specific countries.
- ER.3.** Technology transfer carried out and capabilities developed.
 - IA.1.** Production of manuals.
 - IA.2.** Implementation of training seminars, among other activities.
- ER.4.** Annual reports to IICA and the Board of CARDI.

IA.1. Management reports on projects implemented and results achieved.

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

ER.1. Preparation, monitoring and evaluation of the 2011 Annual Plan of Operation of the INIAF of Bolivia in the area of institution building.

IA.1. Document – Report on Implementation of 2011 APO.

ER.2. Preparation, monitoring and evaluation of the 2011 Annual Plan of Operation of the INIA of Peru in the area of climate change.

IA.1. Document – Report on Implementation of 2011 APO.

ER.3. Preparation, monitoring and evaluation of the 2011 Annual Plan of Operation of the INIAP of Ecuador in the area of agrobiotechnology.

IA.1. Document – Report on Implementation of 2011 APO.

ER.4. Preparation, monitoring and evaluation of the 2011 Annual Plan of Operation of CORPOICA in Colombia in the area of bioenergy.

IA.1. Document – Report on Implementation of 2011 APO.

ER.5. Preparation, monitoring and evaluation of the 2011 Annual Plan of Operation of the INIA of Venezuela in the area of food security and sovereignty.

IA.1. Document – Report on Implementation of 2011 APO.

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

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

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

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"Cooperative Program for Agrifood and Agroindustrial Technological Development in the Southern Cone -

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** Meetings of the Management Committee to approve the results for 2010 and the PAT for 2011.
 - IA.1.** Meetings held, technical and financial reports approved, 2011 PAT approved. Minutes signed.
- ER.2.** Biennial Plans of the Regional Platforms (RP) updated in accordance with the new strategic lines of the 2011-2014 MTP.
 - IA.1.** Biennial Plans of the RTPs prepared and approved for each country, with objectives, methodology, state of the art, logical framework, budget, indicators for evaluation and persons responsible.
 - IA.2.** The participants in each RP were identified (private, public and academic sectors and territorial organizations).
- ER.3.** PROCISUR provided follow-up to five externally funded regional projects, discharging the responsibilities assigned to it.
 - IA.1.** Reports on results and dissemination of information for the following projects: Babethanol –Irrigation and Climate Change (CC) – Successful Organic Agriculture Systems – Sustainability and CC in new areas of agricultural expansion – Mitigation of greenhouse gases in livestock systems.

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

3. New uses of agriculture

4. Clean energy

6. Knowledge management and ICT for innovation

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

- ER.1.** The Program strengthened the institutional capabilities of the members of the national agricultural research systems, to improve the management of the

system as a whole and successfully meet the challenges of the 21st century.

- IA.1.** Strategic Medium-term Plan Prepared for the Cooperative Program; 2011 Annual Action Plan (AAP) confirmed and implemented in accordance with the priorities identified in 2010; 2012 Annual Action Plan (AAP) prepared in line with the priorities identified.
 - IA.2.** Knowledge and mutual learning about the management of improved T&I systems facilitated among the NARIs; at least 2 institutional exchange events carried out with the participation of more than 3 countries.
 - IA.3.** At least 20 technical news items and bulletins (*Info PROCITROPICOS*, etc.) distributed with content related to institutional development and institution building.
- ER.2.** A shared, prospective vision developed of agricultural, livestock and forestry development in the ecosystems covered by the Program, from the technological perspective.
- IA.1.** 2011 Annual Action Plan (AAP) confirmed and implemented in accordance with the priorities outlined in 2010.
 - IA.2.** 2012 Annual Action Plan (AAP) prepared in accordance with the priorities outlined; updated annually by means of the coordination and planning meetings of the R, D & I networks: information about the situation in the countries shared; progress of actions ascertained, priorities of the R, D & I networks (cacao, coffee, agroenergy, animal production, aquaculture, Tropigen and agricultural, forestry and pasture systems) identified and activities planned through workshops / working groups, R, D & I forums and video conferences.
 - IA.3.** 4 workshops/meetings (cacao, coffee, Tropigen, Jatropha).
 - IA.4.** 4 Video conferences of the networks: aquaculture, A, F & P systems, agroenergy, Tropigen.
 - IA.5.** 4 annual work plans of R, D & I networks (Network AWP).
 - IA.6.** Development and incorporation of technological innovations supported with the implementation of the projects of the R, D & I networks: **Cacao:** Somatic Embryogenesis Project (INIAP Ecuador), Project to Combat Moniliasis, Heavy Metal Pollution Project. **Aquaculture:** Training: Development of the breeding of paiche, gamitana, and/or pacu. **Animal Production:** Project: Mapping state of the art of knowledge about native species in the countries; Introduction of grass and legume species with shade. **Agricultural, Forestry and Pasture Systems:** Technologies for the development of sustainable systems for the integration of agriculture, forestry and pasture in areas of the South American tropics that have been disturbed. **Agroenergy:** Exchange and characterization of germplasm and pre-breeding of Jatropha; Project: whorl rot in oil palm; Regional projects on castor bean and sweet sorghum for agroenergy. **Tropigen:** Ways of reducing genetic erosion in important food crops caused by the effects of climate change.
 - IA.7.** The issue of climate change and the challenges related to the adaptation of production systems are taken into account in half (50%) of the Network AWP.
 - IA.8.** At least 2 meetings and activities related to the promotion of sustainable production systems (Agroenergy Network, LAC Jatropha Network). At least 40 technical news items and bulletins (*Info PROCITROPICOS*, etc.) distributed with content related to the issue of agroenergy.
 - IA.9.** At least 1000 technical news items and 250 technical bulletins (TROPINoticias and InfoPROCITROPICOS) distributed during the year. Thematic communication groups: increase in the number of researchers registered with the networks from 620 (10/2010) to 800 (12/2011). Visits to Web page: > 30,000 clicks in 2011.
- ER.3.** The opportunities and mechanisms for regional and supra-regional cooperation on issues that are a strategic priority for the group of countries were

identified, developed and managed; and efforts were stepped up aimed at securing and mobilizing resources for joint actions by the technological innovation systems to develop the systems covered by the Program.

- IA.1.** Regional and global strategic partnerships promoted: 2011 Annual Action Plan implemented, annual reports, minutes of the meetings of the Management Committee (CD) and the Technical Advisory Council (CTAP).
- IA.2.** Cooperation activities coordinated and carried out involving IICA's hemispheric programs, the cooperative programs and the national entities that make up the NARSSs.
- IA.3.** The integration of PROCITROPICOS with the Amazon Initiative (AI) implemented; Medium-term Common Plan (TCP and AI) and Strategic Plan prepared; new national and international stakeholders participating in the Program (CG-Centers, UNAMAZ, CATIE, universities) incorporated; Number of new partners (in the program as a whole and/or specific actions).
- IA.4.** At least 2 competitive and collaborative research projects prepared and financing being sought.
- IA.5.** The Program's direct and active participation in at least 15 international exchange events (conferences, seminars, symposiums), discussion processes, dialogues, planning offices (e.g., GCARD, FORAGRO, FONTAGRO, ERA-ARD, PROCIs, OTCA, FAO, GTZ, et al.).
- ER.4.** Mechanisms consolidated for the coordination and sharing of capabilities among the national and international public, private, academic and scientific sectors for technological innovation in the development of the ecosystems covered by the Program.
 - IA.1.** The research, development and innovation networks for the operation of the Program consolidated and implemented: number of researchers registered with the R, D & I networks; Number of technical news items distributed.
 - IA.2.** New IT tools researched and applied under the Program (different systems and modern applications for video conferences, information sharing, knowledge management, etc.). Preliminary guide with description and analysis of the technical possibilities; Number of applications.
 - IA.3.** The Web pages of the TCP and AI optimized and harmonized; information of mutual interest is being made available and updated frequently (preferably, on a weekly basis). The discussion forums are set up and being visited - number of documents made available – pdf, number of hits; database of researchers set up; e-bulletins distributed frequently (3/month).
 - IA.4.** Number of articles from the member institutions uploaded to the TCP's Web page. Total number of clicks on the articles.
 - IA.5.** At least 6 training activities organized under the Program and/or the networks, with the participation of most of the member countries and involving at least 120 researchers from the member countries.
 - IA.6.** Video conferencing system established as a tool for work and interaction. At least 6 video conferences held with the participation of an average of at least three countries.

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** Within the framework of PROCINORTE, Canada, Mexico and the United States of America have reached agreement on critical issues and priorities in the areas of innovation and technology that will improve the competitiveness and trade flows between the three countries.
- IA.1.** The PROCINORTE Strategic Plan has been shared with the task forces to arrive at a common vision that will contribute to trilateral cooperation in the area of innovation in technology.
- IA.2.** Topics related to agricultural research of interest to all three countries have been updated/agreed upon in support of trade among the member countries of PROCINORTE.
- IA.3.** Thirteenth Annual Meeting of the Board of Directors of PROCINORTE held, involving authorities from INIFAP, AAFC, ARS/USDA and IICA
- IA.4.** Their strategic plans have been prepared in line with the PROCINORTE Strategic Plan.
- ER.2.** The articulation of PROCINORTE with the PROCIs in ALC has been promoted.
- IA.1.** The Executive Secretariat of PROCINORTE has participated in at least two activities with the Secretaries and Presidents of the PROCIs to encourage inter-PROCI dialogue.
- IA.2.** The Executive Secretariat of PROCINORTE and members of the task forces participate on a regular basis in the Institute's innovation network.

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

- ER.1.** Guidelines have been established for evaluating innovation systems, which will make it possible to determine how effectively they operate and to identify

actions to strengthen them.

IA.1. Guidelines for evaluating systems have been prepared with support from SICTA and IICA.

ER.2. Agenda for cooperation between the SICTA and organizations involved in research and technology innovation, as a complement to the strategic actions taken by SICTA and the SNITTAs.

IA.1. At least two cooperation agreements with members of the CGIAR , or technical cooperation agreements in the area of agricultural research and innovation.

ER.3. A regional platform for information sharing and technological prospection has been designed and established, which will make it possible to develop new regional networks for sharing knowledge in priority areas such as irrigation technology and agrobiotechnology.

IA.1. NARIs of the region have joined the regional platform, leading to the incorporation of topics that are priorities for the countries and of interest to the region.

IA.2. A regional platform for information sharing has been designed and established to manage knowledge related to research and technology innovation in Central America.

IA.3. At least two new regional knowledge management networks, comprising experts from the NARIs and SNITTAs of the region in the areas of irrigation technology and Agrobiotechnology.

ER.4. Three new regional projects are being implemented which enable SICTA and the SNITTAs to meet demands in the areas of technology innovation, previously identified and approved for funding by international cooperation organizations.

IA.1. Three new SICTA regional projects being implemented, with coordination and monitoring being provided by the regional networks.

Agricultural Health and Food Safety Program **Management of Technical Cooperation**

Agricultural Health and Food Safety and Quality Program Management

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

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

ER.1. The Program has benefited from financing received from the Greater Caribbean Safeguarding Initiative (GCSI) for projects in the Caribbean (IICA jointly with USDA/APHIS).

IA.1. The two plant health projects in the Caribbean approved, financed, and ready to be implemented.

ER.2. The Program has received financing from the IAEA project entitled Control of the Fruit Fly in the Andean Region (IICA jointly with IAEA).

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

*Program Budget
2011*

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- IA.1.** The project entitled Control of the Fruit Fly in the Andean Region financed and ready to be implemented.
- ER.3.** The Program has managed to establish joint activities with the IDB under an IICA-IDB-USDA/APHIS agreement for Training in Plant Pest Risk Assessment in the hemisphere.
- IA.1.** Training in Plant Pest Risk Assessment Program approved and underway.
- ER.4.** The Program has benefited from financing from the STDF for the project Development by Codex of Maximum Residue Levels for Pesticides for Minor Use Crops (jointly with USDA/FAS and CropLife).
- IA.1.** Approval secured for the project entitled Development by Codex of Maximum Residue Levels for Pesticides for Minor Use Crops.
- ER.5.** The Program and IICA as a whole have benefited from the support and greater scope provided by its strategic partnerships, within the framework of the priorities established in the 2010-2014 MTP.
- IA.1.** Technical cooperation activities (workshops, courses, training, publications) implemented jointly with strategic partners.
- ER.6.** IICA is recognized at the hemispheric and global levels for its work in animal health, plant health, as well as sanitary and phytosanitary standards.
- IA.1.** Active participation in the international and regional forums that are important for technical cooperation, from the perspective of the AHFS Program.
- IA.2.** Reports on participation shared with AHFS staff and other IICA units.
- IA.3.** Advance technical notes shared on emerging global AHFS issues.
- ER.7.** Institutional and external resources allocated to the AHFS Program in 2011 have been executed prudently and efficiently, and in accordance with the rules of the Institute.
- IA.1.** Resources used in accordance with the approved budget and the Institute's rules .
- IA.2.** Financial reports submitted as and when required.
- ER.8.** The Program has benefited from the successful operation of its thematic network, which has permitted greater interaction, exchange of knowledge, and participation in topics relating to AHFS.
- IA.1.** The AHFS thematic network is operating successfully according to the criteria and indicators agreed upon.
- IA.2.** The participants in the network are contributing to the technical cooperation on AHFS at the H, R and N levels.
- ER.9.** The performance of the Program staff has improved as a result of the evaluations carried out and guidance received from management.
- IA.1.** Evaluations of the Program's staff carried out.
- IA.2.** Feedback from the staff evaluated.
- ER.10.** The AHFS projects have been enhanced by means of timely evaluations that have permitted adjustments and improvements to be made (application of lessons learned).
- IA.1.** Follow-up provided to the STDF 108 project.

- IA.2. Necessary adjustments have been implemented.
- IA.3. Evaluation and impact report prepared and available.

Inocuidad de Alimentos

Hemispheric Projects

IICA Technical Cooperation Projects

Technical Office Support Service - Agricultural Health and Food Safety

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*
2. *Modernization of the national sanitary and phytosanitary services*
3. *Food safety*
4. *Emerging issues and emergencies in AHFS*

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

- ER.1. The countries are better prepared to compete thanks to the strengthening of at least three official national AHFS services.
 - IA.1. Support provided in strengthening the SISCAL and in preparing food regulations in Ecuador.
 - IA.2. Support provided in designing and holding a course for inspectors in Colombia.
 - IA.3. Plan of action available for implementation of the tripartite project involving the IICA Office in Costa Rica and the Ministries of the Economy, Health and Agriculture.
- ER.2. IICA Office in Costa Rica supported in preparing the document for the second phase of the traceability project for the STDF.
 - IA.1. Project proposal available.
- ER.3. IICA Office in Nicaragua supported in preparing the proposal for the second phase of the MOTSSA project for the STDF.
 - IA.1. Project proposal available.
- ER.4. IICA Office in El Salvador supported in preparing the project on SPS certification services for the STDF.

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

*Program Budget
2011*

- IA.1. Project proposal available.
- ER.5. Support provided for implementation of the SPS agenda in Panama.
 - IA.1. Two videoconferences held with the SPS Committee of Panama.
- ER.6. Support provided for preparation of the project to strengthen the AHFS institutional structure in the Andean Region.
 - IA.1. Project proposal available.
- ER.7. Support provided for preparation of the project to create the Food Safety Risk Analysis Unit in the Andean Region.
 - IA.1. Project proposal available.
- ER.8. Support provided for preparation of the project to create a unit to assess risks from food of animal origin in the Southern Region.
 - IA.1. Project proposal available.
- ER.9. Support provided for the implementation of the actions plans with the CVP and COSAVE.
 - IA.1. Actions plans with COSAVE and CVP available and implemented.
- ER.10. Support to the SPS sub-group within the framework of the Central American Customs Union.
 - IA.1. Participation in at least three regional SPS initiatives in the Central Region.
- ER.11. Support provided for preparation of the project "Promotion of Food Safety to Improve the Competitiveness of the Rural Territories of Central America".
 - IA.1. Project proposal available.

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

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

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

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

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

*Program Budget
2011*

- IA.1.** Handbook on the management of national SPS committees prepared and validated.
- IA.2.** National SPS and Codex committees operating effectively. Two national Codex committees supported and adopted as pilots and examples.
- IA.3.** Acceso bulletins published
- ER.2.** The countries are playing a more active role in the Codex Alimentarius and SPS processes as a result of the information management system provided.
 - IA.1.** Systems for managing Codex or SPS information adapted by 2 countries
- ER.3.** The countries of the Americas understand the importance of participating in the Codex Alimentarius and are influencing international standards by taking part in the body's activities.
 - IA.1.** Reports available on the project to promote the participation of the countries of the Americas in the Codex Alimentarius.
 - IA.2.** The project supported the participation of countries in at least 8 Codex Alimentarius subcommittees during 2011.
- ER.4.** The countries have improved their capacity to notify the WTO SPS Committee in a timely fashion by strengthening the Notification and Information Points.
 - IA.1.** Methodology for notification audits applied in at least 2 countries.
- ER.5.** Regional institutions strengthened, supported or created that are helping the countries to administer international SPS issues better by providing mechanisms for the discussion of proposed standards and the development of common positions.
 - IA.1.** The project supported the study and discussion of regional and international SPS standards each year (in the case of the IPPC, subject to resources being secured).
 - IA.2.** The project supported the Codex Coordinating Committee for Latin America and the Caribbean (CCLAC).
- ER.6.** The personnel of governments and the private and academic sectors trained in participation in international forums.
 - IA.1.** Courses on SPS standards (Codex, OIE, IPPC) and Good Practices for Participation in SPS Forums held in the first and third years (subject to internal or external resources being available).
- ER.7.** The sharing of successful SPS experiences (technical, political and institutional initiatives) led to the strengthening of national Codex Alimentarius and SPS committees.
 - IA.1.** The countries of the Americas have played an active and effective part in the meetings of Codex committees each year (subject to external resources being secured).
 - IA.2.** Personnel of the governments and the private and academic sectors trained in participation in international forums.
 - IA.3.** Courses on the understanding and implementation of the SPS agreement held in the second and third years.
 - IA.4.** At least two horizontal cooperation actions supported.

Risk Analysis

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

*Program Budget
2011*

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

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

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

IA.1. In the first year, the project supported the application of the PVS tool in two countries.

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

IA.1. Updated PVS tool available for plant health services.

ER.3. The member countries have tools for characterizing the performance of their diagnostic laboratories and national systems for responding to AHFS emergencies.

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

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

IA.1. Four video conference and distance learning courses held on risk assessment related to animal diseases.

Addressing Emerging Issues and Responding to Emergencies

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

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

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

*Program Budget
2011*

- ER.1.** The countries of the Americas are better equipped to compile information about toxicological and field data on pesticide residue limits in minor crops.
 - IA.1.** Project presented to and financed by the STDF.
- ER.2.** The countries of the Andean Region have greater institutional capabilities and tools for the work of controlling and eradicating the fruit fly.
 - IA.1.** Request for project for the Andean Region approved by the IAEA.
 - IA.2.** Technical elements identified that need to be strengthened in the countries taking part in the project.
 - IA.3.** Project document for the Andean Region available and presented to the International Atomic Energy Agency.
- ER.3.** The countries of the region have improved their activities aimed at coordinating the control of fruit flies in the Central Region.
 - IA.1.** National and regional coordination actions identified.
 - IA.2.** Document containing proposed actions for cooperation on the fruit fly for the Central Region presented to and approved by the Working Group on Fruit Flies.
- ER.4.** The member countries have information that is enabling them to strengthen their pilot programs on the control and eradication of bovine tuberculosis and brucellosis.
 - IA.1.** Results available of the survey to compile data on bovine tuberculosis and brucellosis carried out among the countries of the Americas.
 - IA.2.** Document available on pilot project to strengthen the national program for the control of tuberculosis and brucellosis in Costa Rica.
 - IA.3.** Costa Rica has improved technical capabilities for controlling bovine tuberculosis and brucellosis.
 - IA.4.** Request for financing approved and supported by funding or donor agency.
- ER.5.** Government technical personnel, producers and processors of food and other agricultural products, as well as the general public, informed about emerging AHFS issues.
 - IA.1.** Studies available on possible effects of various factors on agricultural health and food safety.
 - IA.2.** Technical forum held on a current AHFS issue
 - IA.3.** Observatory of Emerging Issues, Emergencies, and AGROSALUD Web page operating and updated regularly.

Food Safety

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

3. *Food safety*

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

- ER.1.** The countries of the Americas have increased their technical and leadership capacities in the area of food safety.
- IA.1.** The third and fourth modules of the second series of the Executive Leadership in Food Safety (ELFS) program have been carried out.
- IA.2.** Initial steps have been taken to secure funding for implementing a third series together with other organizations.
- ER.2.** The countries benefit from the updated and standardized textbooks prepared by IICA for training in Good Agricultural Practices and Good Livestock Practices.
- IA.1.** The process of standardizing the training materials in Good Livestock Practices and Good Agricultural Practices has concluded.
- ER.3.** The countries of the Central Region have increased their inspection capacities.
- IA.1.** A request for pre-project funding has been submitted to the STDF.
- IA.2.** Funding has been provided by the STDF and other sources to prepare the project Regional School for Food Inspectors in the Central Region.
- IA.3.** A project document calling for the creation of the first Regional School for Food Inspectors has been presented to the STDF.

Regional Projects

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

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

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

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

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

*Program Budget
2011*

- IA.1.** Five courses and workshops held on topics related to risk analysis and oversight.
- IA.2.** Partnerships with other international institutions for successful implementation of regional projects on specific topics.
- ER.2.** ER2 COSAVE has harmonized procedures for those aspects considered to be of strategic importance.
 - IA.1.** Two manuals and 10 technical data sheets.
 - IA.2.** Study and publication of regional data.
- ER.3.** Knowledge management has been incorporated into the work of technical personnel in the Southern Region.
 - IA.1.** Working groups better able to engage in on-site or on-line consultations and exchanges on different topics.
 - IA.2.** Three formal and informal networks created and strengthened.
- ER.4.** COSAVE has its strategic planning.
 - IA.1.** COSAVE has defined indicators of impact.
 - IA.2.** COSAVE has established procedures for evaluating impacts.

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

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

Programs and Lines of Action

- Agricultural Health and Food Safety and Quality Program*
 - 2. Modernization of the national sanitary and phytosanitary services*
 - 3. Food safety*
 - 1. Sanitary and phytosanitary measures*

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

- ER.1.** The professionals of the GVS who make up the CVP have increased their technical and management capabilities for preventing and controlling animal diseases and safety problems related to animal-based foods and fodder.
 - IA.1.** A symposium on food safety.
 - IA.2.** Two meetings of the CVP's GIDEA Group.
 - IA.3.** Two training activities on avian influenza.

- IA.4. A course on risk analysis in animal health.
- ER.2. The government veterinary services have agreed regional positions on strategic issues.
 - IA.1. A publication on the impact of private standards governing the production and marketing of beef in the region.
 - IA.2. A project profile prepared to strengthen risk management in food safety in the region.
- ER.3. Specialists in the Southern Region have taken knowledge management on board as part of their work.
 - IA.1. Electronic forums held on two animal health and food safety issues.
- ER.4. The work of the CVP has been placed on a firm footing and its value is acknowledged.
 - IA.1. At least four meetings of the CVP and five technical working groups organized and implemented.

Agribusiness and Commercialization Program

Management of Technical Cooperation

Agribusiness and Commercialization Programme Management

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

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

- ER.1. The Program possesses a general strategy for the period 2011-2014, endorsed by the various entities within IICA, and consistent with the guidelines established in the 2010-2014 MTP.
 - IA.1. General strategy of the program agreed upon and disseminated.
 - IA.2. Program strategy implemented.
- ER.2. The DCT established and implemented its 2011 work plan, aligned with the Institute's priorities and coordinated with the DGIR and other IICA units.
 - IA.1. 2011 work plan (AAP 4) approved, modified and implemented.
- ER.3. Under the leadership of the Program Manager, IICA's agribusiness and commercialization network will be implemented as a means to make more efficient use of resources and support the construction of a single IICA.
 - IA.1. Three collaborative processes implemented related to the lines of action, hemispheric projects or IICA country strategies.
 - IA.2. Forum held to discuss IICA's role in strengthening links with the private sector.

- ER.4.** Hemispheric projects developed involving the design of new instruments for technical cooperation within the frameworks established in the 2010-2014 MTP.
- IA.1.** Four project proposals have been prepared.
 - IA.2.** The Program has identified the countries that will be used as reference countries in the implementation of the projects.
 - IA.3.** The existing institutional framework related to agribusiness and commercialization outlined in at least three of the member countries of IICA.
- ER.5.** IICA is carrying out joint activities with the World Food Programme that are strengthening the relationship between the two organizations, in accordance with the guidelines of the General Directorate.
- IA.1.** Agreement reached with the World Food Programme on activities to be implemented in the Central American Region.
 - IA.2.** Support provided to the Offices in the Central American Region for their technical cooperation efforts with the WFP.
- ER.6.** The Agribusiness and Commercialization Program has a description of the key responsibilities of each staff member assigned to it, and evaluates performance pursuant to the terms established by the senior management of IICA.
- IA.1.** Definitions of key responsibilities of all program staff members delivered.
 - IA.2.** Evaluation of all personnel assigned to the program.
- ER.7.** The Program and the IICA Office in Miami use the resources allocated to them in a transparent and rational manner, in accordance with the rules of the Institute.
- IA.1.** Budgets and other documentation required by IICA's senior management delivered in a timely fashion.
 - IA.2.** The Program has not exceeded its budget.
 - IA.3.** The proposed APO for 2012 was prepared in accordance with the guidelines issued by the Institute's senior management.
- ER.8.** The Directorate of Technical Cooperation exercises technical leadership and possesses a strategy and work plans that are in keeping with the Institute's priorities (2010-2014 MTP) and are coordinated with the Directorate of Management and Regional Integration (DGIR) and other IICA units.
- IA.1.** Active participation in the meetings convened by the Directorate of Technical Cooperation.
 - IA.2.** Active participation in the Institute's Technical Management Committee.

Hemispheric Projects

IICA Technical Cooperation Projects

Technical Office Support Service - Agribusiness and Commercialization Program

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

Programs and Lines of Action

Agribusiness and Trade Program

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

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

- ER.1.** The efforts of the Offices in connection with their strategic projects, and the services provided to stakeholders in the sector in the member countries of IICA, strengthened.
- IA.1.** At least two Offices per region receive support in implementing and monitoring their strategic projects.
- ER.2.** The development of a single IICA strengthened by developing and institutional vision of agribusiness and commercialization, improving the use of the Institute's human and financial resources and developing innovative models and instruments for technical cooperation.
- IA.1.** Number of active members of the network.
- IA.2.** Number of external collaborators and experts.
- IA.3.** To collaborate on at least six occasions in connection with the lines of action and hemispheric projects proposed by the Program.
- IA.4.** To prepare a position paper on the private sector in IICA.
- IA.5.** An institutional vision regarding the Agribusiness and Commercialization Program, developed.
- ER.3.** Agreement reached on the hemispheric projects proposed by the Program, and the public and private institutional framework associated with agribusiness, identified.
- IA.1.** Two Offices per region agreed to serve as reference countries and provide support in identifying the public and private institutional framework associated with agribusiness.

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

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

Programs and Lines of Action

Agribusiness and Trade Program

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

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

- ER.1.** Public institutions and private organizations are aware of the needs of producers and operators of agribusinesses vis-à-vis the strengthening of their agribusinesses capacities; and of the technical and operational obstacles they face to meet them.
- IA.1.** In at least three countries, the needs of producers and agribusiness operators identified during the first trimester.
- IA.2.** In at least three countries, instruments and institutional arrangements offered by the public institutions and private organizations identified during the first trimester.
- IA.3.** In at least three countries, successful experiences and lessons learned identified and characterized during the second trimester.
- IA.4.** In at least three countries, capacities of the institutions and organizations to meet the needs of producers and agribusiness operators analyzed during the third trimester.
- IA.5.** Potential partners for implementing the project identified (ongoing activity).
- IA.6.** Information organized and published during the fourth trimester.

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

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

Programs and Lines of Action

Agribusiness and Trade Program

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

Agricultural Health and Food Safety and Quality Program

3. *Food safety*

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** Governmental institutions and civil society organizations have technical information on good institutional practices in formulating and implementing policies, plans, programs and projects intended to encourage the addition of value to products and services and to keep such value in rural territories.
- IA.1.** A document containing the information compiled and organized.
- ER.2.** Institutional arrangements documented.
- IA.1.** Documents containing agreements on institutional arrangements and changes.

Regional Projects

IICA Technical Cooperation Projects

Improving Agribusiness Competitiveness and Market Transparency and in the CARICOM Region

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

Programs and Lines of Action

Agribusiness and Trade Program

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

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

- ER.1.** The business plan for the establishment and operation of a regional Agricultural Market Information system has been approved by CARICOM authorities.
- IA.1.** One document identification the needs and constrains for a Regional AMIS system is presented to CARICOM.
- IA.2.** Oversight committee from CARICOM approves the Project proposal for the establishment of regional AMIS.
- ER.2.** National AMIS have improved their services and provide reliable and timely information.
- IA.1.** At least one proposal for a training workshop to improve capacity of administrators in the Region.
- IA.2.** Constructed synergies between public and private institutions to work together toward the development of the selected agrifood chains.
- IA.3.** Developed plan of actions to promote the development of institutional and policy frameworks conducive to improve the competitiveness of the selected agrifood chains.
- ER.3.** Institutional and policy frameworks to promote the competitiveness of key selected agrifood chains have been strengthen.

- IA.1. IDL 3.1 Constructed synergies between public and private institutions to work together toward the development of the selected agrifood chains.
- IA.2. IDL 3.2 Developed plan of actions to promote the development of institutional and policy frameworks conducive to improve the competitiveness of the selected agrifood chains.

Agriculture, Territories and Rural Well-being Program

Management of Technical Cooperation

Agriculture, Territories and Rural Well-being Program Management

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

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

- ER.1. The PATBR has incorporated into its mode of operation IICA's new technical cooperation model for 2010-2014, implementing its technical cooperation projects and making high-quality technical services available to the countries, in accordance with the established indicators of results and the Institute's rules and procedures.
 - IA.1. Two reports on the attainment of the indicators for the results expected in 2011 with respect to the PATBR's two ongoing technical cooperation projects.
 - IA.2. Specialized technical services provided in response to requests from the countries.
- ER.2. Strategies have been devised and implemented to secure more financial and technical resources for the PATBR, to enable it to significantly increase and improve its supply of technical cooperation.
 - IA.1. At least two partners and funding sources contacted, and agreements in the process of being signed.
 - IA.2. At least one new cooperation agreement signed.
 - IA.3. At least one technical cooperation project approved with funding, to which the PATBR will be making a substantial technical contribution.
- ER.3. The PATBR's team of specialists has consolidated a thematic network that is increasing the impact of the activities and outputs relating to technical cooperation, and of knowledge management on the subject.
 - IA.1. Creation of the hemispheric institutional thematic network on TRD.
 - IA.2. Indicators defined for evaluating network activities.
- ER.4. Validation and implementation of the institutional strategy for incorporating gender equality and equity into all of IICA's technical cooperation programs, projects and instruments formulated.

- IA.1. Validation and approval by the corresponding IICA authorities of the document containing the design of the strategy.
- ER.5. The PATBR has made prudent and efficient use of the resources allocated for its operations in 2011, in accordance with the rules of the Institute.
 - IA.1. Use of resources in accordance with the approved budget and the Institute's rules.
 - IA.2. Financial reports submitted as and when required.
 - IA.3. Reports on the logistical and administrative support provided for the implementation of the projects and technical services.

Hemispheric Projects

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

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

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

- ER.1. Improvements were made to the public policies and institutional guidelines of the member countries related to territorial rural development and family agriculture.
 - IA.1. A number of territorial rural development policies and strategies formulated in the countries.
 - IA.2. A number of reforms and new institutional arrangements in territorial rural development and family agriculture formulated in the countries (public TRD institutions, guidelines, etc.).
- ER.2. Central American countries equipped with practical tools for organizing, in a democratic, decentralized and interdisciplinary way, the intersectoral planning and management of sustainable development in rural territories.
 - IA.1. A number of capacity development programs for territorial rural development designed and being implemented.
- ER.3. A knowledge network was created on the integrated management of rural territories based on systematized relevant experiences and good practices in the field of territorial sustainable rural development, with a view to generating new knowledge, learning and innovative teamwork practices
 - IA.1. A number of experiences and good practices systematized in partner countries.

- ER.4.** IICA's member countries have up-to-date, relevant information for the development and improvement of public policies for rural development and family agriculture.
- IA.1.** A number of documents produced and published dealing with agriculture's contribution to development and rural well-being, as well as to family agriculture.

Strengthening the institutional framework for Family Agriculture (FA)

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

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

- ER.1.** The Member States develop and implement public policies intended to support the strengthening of family agriculture, the development of local markets, the management of territories and the creation of jobs and sources of income.
- IA.1.** Hemispheric study of family agriculture prepared and published.
- ER.2.** The Member States have the capacity to strengthen the public and private institutional framework for family agriculture.
- IA.1.** A number of regional and national seminars, fora and workshops have been held to disseminate up-to-date technical information on and proposals regarding the need for innovation in family agriculture.

Strengthening Public Policies Related to Territorial Management

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

Programs and Lines of Action

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

3. Efficient and integrated management of natural resources

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

- ER.1.** The governing bodies responsible for agriculture and rural well-being and development in the countries implement territorial management models that facilitate institutional development and innovation, coordination of sectoral competencies and capacities, and incorporation of small-scale production systems into sustainable rural development.
- IA.1.** A number of institutional reforms and arrangements have been formulated in the countries in public institutions responsible for TRD, regulations, etc.
- ER.2.** To develop the capacities required by stakeholders in the public and private sectors and provide them with the tools they need to organize, in a democratic, decentralized and interdisciplinary manner, the intersectoral planning and management of sustainable development in rural territories.
- IA.1.** A number of programs to develop capacities in the development of rural territories have been formulated and are in operation.
- IA.2.** A number of people have received training in topics related to TRD and leadership in territorial management.
- IA.3.** Tools for planning and managing rural territories have been made available to institutional stakeholders in the public and private sectors.
- ER.3.** A knowledge network on the comprehensive management of rural territories, based on relevant experiences and good practices, has been created for the purpose of generating new knowledge and practices related to teamwork.
- IA.1.** A number of multidisciplinary technical teams have been created with partner institutions to provide technical support for territorial development in the countries.
- IA.2.** A number of documents have been published on the contribution of agriculture to rural development and well-being.

Agriculture and Food Safety Cross-cutting Coordination Program

Hemispheric Projects

IICA Technical Cooperation Projects

Contribution of Agriculture to Food Security

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

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** Selected countries vulnerable to food insecurity have access to an **evaluation of the capacity of their institutions** to: a) Plan and conduct research and technology innovation processes suited to the needs of SMSA, and provide extension services to meet the specific needs of SMSA; b) Promote the incorporation of SMSA into value chains and improve their access to markets; and c) Design, implement and evaluate strategies, policies and instruments related to food security in general, and for SMSA in particular.
- IA.1.** Processes for conducting analyses and evaluations in selected countries have been designed and implemented.
 - IA.2.** Results of the evaluations of institutional capacities have been systematized and analyzed.
 - IA.3.** Studies have been conducted in selected countries on the potential of SMSA for increasing the availability of food and for becoming part of value chains.
 - IA.4.** Documents on the evaluation of institutional capacities for improving food security in general, and SMSA in particular, have been prepared.
 - IA.5.** Documents have been approved by the Technical Cooperation Management Committee.
 - IA.6.** Documents distributed to key stakeholders of the countries are useful and considered in decision making.
- ER.2.** IICA Offices begin implementation of components of their IICA Country Strategy that are related to food security, thanks to support provided by the Program and other IICA programs.
- IA.1.** The Program provides an effective response to at least six requests for support from the IICA Offices to address issues related to food security included in the IICA Country Strategy, or in the case of an emergency.
- ER.3.** The countries have access to timely information and analyses that enable them to anticipate situations and make decisions regarding food security.
- IA.1.** Information on the status of and outlook for food security is disseminated periodically for use in decision-making.
 - IA.2.** Analytical studies of the current food security situation have been prepared and disseminated.
 - IA.3.** The IICA Offices receive information periodically (periodicity to be defined) on the overall food security situation and that of individual countries, which facilitates their interaction with the respective authorities.
 - IA.4.** IICA's position on key aspects of food security has been established and distributed to the countries and Offices.

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

Management of Technical Cooperation

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

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

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

- ER.1.** The cross-cutting program has a general strategy for the period 2011-2014 agreed with and disseminated among the various bodies of IICA, and consistent with the guidelines established in the 2010-2014 MTP.
 - IA.1.** General strategy of the program agreed upon and disseminated.
 - IA.2.** Program strategy implemented.
- ER.2.** The DCT established and implemented its 2011 work plan, aligned with the Institute's priorities and coordinated with the DGIR and other IICA units.
 - IA.1.** 2011 work plan (AAP 4) approved, modified and implemented.
- ER.3.** Leadership consolidated to support the Technical Concentration Programs with their technical cooperation activities, projects and other work in the countries.
 - IA.1.** Leadership of the program exercised successfully.
- ER.4.** The Technical Concentration Programs are implementing activities that include the cross-cutting approach to NRM&CC.
 - IA.1.** 2011 NR&CC work plan (AAP 4) approved, modified and implemented.
- ER.5.** Under the leadership of the Program Manager, the network on natural resources and climate change is operational and working to achieve the program's objectives and establish the goals of the Institute.
 - IA.1.** At least two of the network's processes carried out successfully, in accordance with the lines of action, hemispheric and/or regional projects, and the IICA country strategy.
- ER.6.** The ANRM&CC Program has made prudent and efficient use of the operating resources allocated to it for 2011, in accordance with the rules of the Institute.
 - IA.1.** Resources used in accordance with the approved budget and the rules of the Institute.
 - IA.2.** Financial reports submitted as and when required.
- ER.7.** The Program supported and assisted the trigger projects of the Andean Regional Programs on SFM and E&E in Peru, Colombia, Ecuador, and Bolivia,

and issued the first call for proposals with competitive funds.

IA.1. Implementation of four trigger projects under way and the process for strategic projects in the four Andean countries begun.

ER.8. The ANRM&CC cross-cutting coordination program provides a description of the key responsibilities of each staff member assigned to it, and evaluates performance based on the terms established by IICA's senior management.

IA.1. Descriptions of the key responsibilities of all program personnel.

IA.2. Evaluation of all personnel assigned to the program.

ER.9. The Directorate of Technical Cooperation exercises technical leadership and possesses a strategy and work plans aligned with the institutional priorities (2010-2014 MTP) and coordinated with the Directorate of Management and Regional Integration (DGIR), as well as other IICA units.

IA.1. Active participation in the meetings convened by the Directorate of Technical Cooperation.

IA.2. Active participation in the Institute's Technical Management Committee.

IA.3. The Program has represented the Directorate of Technical Cooperation and its own Director efficiently and transparently, whenever such tasks are entrusted to it.

Hemispheric Projects

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

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

2. Agricultural production with environmental responsibility

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

ER.1. The institutions of the Member States selected will have, beginning in 2011, information on the state of agriculture and its performance as they apply to climate change, which is used to strengthen the sector by improving local capacities to adapt agriculture to and mitigate the effects of climate change.

IA.1. Data base set up on state of agriculture and its performance as they apply to climate change.

- IA.2.** Report on state of agriculture and its performance as they apply to climate change being prepared.
- IA.3.** Compilation of good agricultural practices (GAPs) being prepared.
- ER.2.** Public and private institutions will have, beginning in 2011, technical information and increased capacities to contribute to efforts to adapt agriculture to climate change.
 - IA.1.** Participatory workshop structured to support the design, alignment and/or adjustment of existing policies, national strategies and/or national plans for adapting agriculture to climate change.
 - IA.2.** PVS applied and support provided for efforts to evaluate and adjust national policies and/or plans for adapting agriculture, in at least two Member States.
- ER.3.** The MoAs have increased capacities to promote the adaptation of agriculture to climate change.
 - IA.1.** Training module designed and at least one regional/national (on-site or on-line) course-workshop held on the topic of early warning systems and/or environmental services and/or sustainable forest management (REDD and PLUS projects).
 - IA.2.** Participatory workshop held in at least two countries on topics and/or processes related to adapting climate change and mitigating its impact.
 - IA.3.** Technical forum held on adapting agriculture to climatic variability.
- ER.4.** Public and private institutions have more opportunities, through IICA's Programs and/or the IICA Country Strategies, to implement actions related to adapting agriculture to climate change.
 - IA.1.** Updated information on results of and progress in the COP17, held in Durban, South Africa, and on the hemispheric/regional event on climate change and agriculture found to be useful.
 - IA.2.** Contacts established with potential donors and relations strengthened with potential strategic partners.
 - IA.3.** Successful cases identified and process of organizing and prioritizing them for dissemination begun.

Promotion of environmentally responsible agriculture

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

Programs and Lines of Action

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

2. Agricultural production with environmental responsibility

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

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

*Program Budget
2011*

- ER.1.** IICA's technical programs and units are familiar with and are internalizing and applying concepts, principles, criteria and objectives for environmentally responsible agriculture
- IA.1.** Document for dissemination on key elements for environmentally responsible agriculture produced and distributed among the IICA professionals who provide technical cooperation.
 - IA.2.** Position paper on IICA's objectives with regard to the issue prepared, revised and disseminated.
 - IA.3.** Key elements for sustainable and environmentally responsible agriculture incorporated into the projects and activities of IICA's technical programs and units.
 - IA.4.** Web page of the ANR&CC Program updated regularly with material about environmentally responsible agriculture.
- ER.2.** Public and private institutions have information about markets that reward or encourage environmentally responsible agriculture and environmentally sustainable practices.
- IA.1.** At least one case study carried out and disseminated.
 - IA.2.** Case study available on the Web page.
- ER.3.** Innovation, extension or transfer institutions in selected countries have information and knowledge about environmentally responsible agricultural innovations and technologies that they can transfer to producers.
- IA.1.** At least one case study carried out and disseminated.
 - IA.2.** Case study available on the Web page.
- ER.4.** Institutions in the countries responsible for agricultural health and food safety are well informed and participating in the process of harmonizing handbooks on GAPs, GLPs and GMPs.
- IA.1.** Process of harmonizing training handbooks on GAPs, GLPs and GMPs defined and under way.
- ER.5.** Institutions in the countries responsible for the management of territories have information and knowledge for promoting territorial management with environmentally responsible agriculture.
- IA.1.** At least one case study carried out and disseminated.
 - IA.2.** The case study is available in the Web page.

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

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

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

*Program Budget
2011*

Programs and Lines of Action

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

3. Efficient and integrated management of natural resources

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

- ER.1.** The efforts of the Offices, in terms of their strategic projects, and the services provided to stakeholders in the member countries of IICA to develop policies and strategies for integrated management of natural resources, through the TC Programs and/or the IICA Country Strategy have been strengthened.
- IA.1.** At least two Offices received support from a cooperation mission.
 - IA.2.** At least one workshop or seminar held on the topic.
 - IA.3.** At least one technical proposal.
 - IA.4.** At least one report on lessons learned, published and delivered.
 - IA.5.** At least one technical report prepared and delivered to the Offices.
- ER.2.** The efforts of the Office have been strengthened to ensure that the institutions of the agricultural sector have the capacities required to design and implement comprehensive management of natural resources processes ,through the TC Programs and/or the IICA Country Strategy.
- IA.1.** At least two Offices supported.
 - IA.2.** A methodological instrument developed, validated and implemented.
 - IA.3.** Elements for the design of policies and strategies developed and disseminated.
 - IA.4.** At least one document and one event to improve capacities for the comprehensive management of natural resources.
- ER.3.** The efforts of the Offices have been strengthened to ensure that the MoAs have the capacities and instruments required to promote the comprehensive management of natural resources and improve the health of agroecosystems and the services they provide in agriculture, through the TC Programs and/or the IICA Country Strategy.
- IA.1.** At least three Offices supported.
 - IA.2.** At least two training modules.
 - IA.3.** At least one training workshop and/or participatory activity with local decision makers (on-site and on-line).
 - IA.4.** Representatives and local technical personnel involved and participating in the natural resources and climate change network.
- ER.4.** The efforts of the Offices have been strengthened to ensure that national institutions have up-to-date and useful information for promoting the comprehensive management of natural resources of agroecosystems and the services they provide in agriculture, through the TC Programs and/or the IICA Country Strategy.
- IA.1.** At least three Offices supported.

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

*Program Budget
2011*

- IA.2.** At least two documents with important and pertinent information on the comprehensive management of natural resources in agriculture.
- IA.3.** Successful cases of comprehensive management of natural resources in agriculture identified.

Center for Strategic Analysis for Agriculture

Hemispheric Projects

IICA Technical Cooperation Projects

Strategic Analysis for Decision Making

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

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

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

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

IA.1. At least 6 technical notes prepared by the CSAFA for the Director General to send to the Ministers of Agriculture.

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

IA.1. At least three research projects per year.

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

IA.1. The annual joint IICA-ECLAC-FAO report "The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean – 2011" prepared and disseminated.

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

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

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

IA.1. The system of production and trade statistics available on the Intranet is updated and circulated among IICA technical personnel.

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

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

- ER.7.** The IICA Website has a section with information, studies and technical events related to the areas of competences of the Center.
- IA.1.** An on-line space for information, studies and technical events related to the areas of competence of the Center developed and operational.
- ER.8.** IICA technical personnel and technical personnel in the Member States have opportunities to analyze, exchange and disseminate knowledge on topics of critical importance for agriculture, which enable them to improve their technical knowledge and capacities.
- IA.1.** Annual cycle of technical forums for engaging in hemispheric dialogue and updating knowledge of critical issues of agriculture and rural well-being permanently established (at least 5 forums per year).

Strengthening of the Capabilities for Promoting Agrifood Trade

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

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

3. International trade regulations and their implications for agriculture

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

- ER.1.** Agricultural stakeholders in the member countries are aware of the latest developments in the WTO negotiations.
- IA.1.** Annual technical documents disseminated in e-bulletins and other media on the progress and implications of the trade negotiations during 2011 and the integration processes.
- IA.2.** Analyses of the evolution of agrifood trade flows carried out and incorporated into the situation and outlook reports for the 2011.
- ER.2.** Implementation of work program ongoing. The countries are receiving assistance in the activities of the WTO Committee on Agriculture. The support provided to the Member States to help them implement the rules of trade adopted in the multilateral, subregional and bilateral agreements has improved the capabilities of the ministries of agriculture and sector organizations to administer the agreements.
- IA.1.** The March, June, September and November meetings of the WTO Committee on Agriculture have been attended; the needs of the countries in terms of improving their capacity to administer agreements have been identified.
- IA.2.** Capacity-building activities have been carried out: providing training in the countries and regions, and facilitating training provided by the WTO in areas such as agricultural notifications, market access, rules of origin, tariff-rate quotas, etc.

Public Policies for Agriculture and Institutional Modernization

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

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

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

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

- ER.1.** The Ministers of Agriculture of the Americas have information on the state of and outlook for agriculture in 2011.
- IA.1.** Chapter III of the Report on Policies for Agriculture and Food Security prepared, containing the analysis of the changes in the agricultural and food security policies adopted by the countries of the region.
- ER.2.** The members of the IABA have a proposal for an Agricultural Observatory.
- IA.1.** Proposal on the creation of an Agricultural Observatory formulated with other agencies, especially the FAO.
- IA.2.** Proposal for the creation of an Agricultural Observatory presented to members of the IABA.
- ER.3.** IICA has developed a module with instruments for the analysis of agricultural policies.
- IA.1.** At least five modules prepared for use in training courses taught in English.
- ER.4.** Selected officials of the Ministries of Agriculture of the Americas have new tools for formulating and analyzing agricultural policies.
- IA.1.** At least 10 public and private officials in four countries of the region trained.
- ER.5.** IICA has methodologies for the institutional modernization of the Ministries of Agriculture.
- IA.1.** PVS methodology formulated and published to evaluate ministries of agriculture.
- IA.2.** Applied in at least one country, and results disseminated.
- ER.6.** The Ministries of Agriculture of the Americas have received technical support from IICA for their institutional modernization.
- IA.1.** Project document formulated to search for external resources.
- IA.2.** At least one ministry of agriculture of the region has an analysis and proposals for its modernization.
- IA.3.** Studies have been prepared to share IICA's experience in the field.

Regional Projects

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

Innovation for Productivity and Competitiveness Program

2. Agro-biotechnology and biosafety

4. Clean energy

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

1. Adapting agriculture to climate change

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

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

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

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

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

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

IA.1. Two case studies conducted and disseminated.

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

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

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

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

and disseminated.

- ER.6.** Public and private institutions in the countries take climate change and its impacts on agriculture into consideration when formulating and implementing agricultural policies and strategies.
- IA.1.** Six countries have incorporated the impacts of climate change on agriculture, and their mitigation, into agricultural policies and the planning of agricultural development.
- IA.2.** A document with relevant, up-to-date information on the production processes most vulnerable to climate change, and possible countermeasures, published and disseminated.
- ER.7.** The member countries have clear and objective information on the benefits and risks of biotechnology, and civil society is better informed regarding such technologies.
- IA.1.** Two reports on the latest in the fields of biotechnology and biosafety distributed to the countries each year.
- ER.8.** The governments of the member countries of IICA have benefited from advisory services on the development of institutional frameworks and the formulation of policies and strategies related to biotechnology and biosafety, as support for making decision and ensuring the responsible use of the agrobiotechnologies.
- IA.1.** Advisory services on biotechnology and biosafety provided on two occasions to decision makers
- ER.9.** Support has been provided to create technical-scientific capabilities in the fields of biotechnology and biosafety in the members states of the CAS, in order to ensure they have professionals qualified to make decisions regarding this technology.
- IA.1.** Two training activities on biotechnology and biosafety organized or supported by the ST CAS/REDPA.
- ER.10.** The member countries of IICA have been prepared to participate in international negotiations on biotechnology and biosafety.
- IA.1.** One training activity on the Cartagena Protocol for the countries.
- ER.11.** Efforts have been made to promote the exchange of experiences and alternative ways of incorporating biofuels into the energy mix of its Member States.
- IA.1.** A national or regional workshop held to enhance capacities in the Member States to manage agroenergy and biofuels.
- ER.12.** Efforts have been made to consolidate the institutional framework associated with agroenergy and biofuels in its Member States.
- IA.1.** A meeting to exchange best practices for and experiences in increasing energy efficiency, diversifying sources of energy and minimizing the environmental impact.

Promotion and Formulation of Projects

Management of Technical Cooperation

Promotion and Formulation of Projects

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

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

- ER.1.** The DTC and its technical Concentration and Cross-cutting Coordination Programs possess and apply the guidelines for formulating IICA projects at the hemispheric and regional levels, financed with regular resources.
- IA.1.** An instrument is available to ensure the uniform design of projects.
- IA.2.** The six Technical Cooperation Programs have applied the guidelines for formulating their respective hemispheric and regional projects.
- ER.2.** The Programs have project proposals that are aligned technically with the directives contained in the guidelines.
- IA.1.** The projects prepared by the six TC Programs have been analyzed in terms of technical alignment, and Managers have received the corresponding recommendations.
- ER.3.** The DMRI and the Offices possess and apply the guidelines for formulating IICA projects at the national level within the framework of the IICA Country Strategy, financed with regular resources.
- IA.1.** An instrument is available to ensure the uniform design of projects.
- IA.2.** The DMRI and the IICA Offices have used the guidelines for formulating IICA projects at the national level within the framework of the IICA Country Strategy.
- ER.4.** The Offices have projects that are aligned technically with the directives contained in the guidelines.
- IA.1.** The project proposals have been analyzed in terms of technical alignment, and the DMRI and Representatives have received the corresponding recommendations.
- ER.5.** The Programs and Offices possess guidelines for formulating externally-funded projects that will enable the Institute to provide additional technical cooperation.
- IA.1.** Guidelines prepared and officially approved.
- ER.6.** The Programs and Offices have and apply guidelines for formulating externally-funded projects.
- IA.1.** Guidelines distributed and available on the IICA intranet.
- ER.7.** The DMRI has incorporated the recommendations of the Projects Unit into the methodology for formulating the IICA Country Strategy.
- IA.1.** The IICA Country Strategy contains the recommendations made by the Projects Unit regarding the design of the methodology.
- ER.8.** Technical support has been provided for the design of the IICA Country Strategy, especially in the creation of the portfolio of strategic projects.
- IA.1.** At least 10 countries have received support in designing the IICA Country Strategy: Guatemala, Honduras, Nicaragua, Panama, Venezuela, Ecuador, Brazil, Trinidad & Tobago, Saint Lucia and the countries of the Eastern Caribbean.

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

*Program Budget
2011*

- ER.9.** IICA has a preliminary version of a strategy for mobilizing resources, ready to be analyzed and discussed, which will serve as an input in the design of the official strategy.
- IA.1.** A preliminary document is available for consideration by IICA authorities.
- ER.10.** IICA staff has been trained in the mobilization of external resources.
- IA.1.** A course was held on the mobilization of resources for the Central Region, in coordination with CECADI.
- ER.11.** The Programs and the Offices receive support from the Projects Unit when identifying and formulating ideas, profiles, and advanced studies of strategic programs and projects.
- IA.1.** At least five strategic programs and projects have received support with respect to their design and formulation. (Initiatives are currently under way in Mexico, Honduras and Argentina).
- ER.12.** The Programs and the Offices apply the project cycle (identification, formulation, evaluation and follow-up), innovative methodologies and instruments as well as good technical cooperation practices.
- IA.1.** At least two documents containing methodologies for projects and programs for investment from a territorial approach have been prepared.
- ER.13.** IICA staff members and those of national institutions know how to develop projects, thanks to on-line and on-site formal and in-service training.
- IA.1.** At least five training events related to projects (problem trees, logical framework, resource mobilization, investment programs, etc.) have been held.
- ER.14.** IICA's project specialists have an operating procedure for projects, to develop and complement the capabilities of specialists at the hemispheric, regional and national levels.
- IA.1.** Operating procedure for project specialists approved by IICA authorities.
- ER.15.** The Units, Programs and Offices have a brochure outlining the services that the Projects Unit provides, and their existing Website and Intranet have been improved and enhanced, including full information on the project documents, methodological materials, training materials, publications, bidding processes and other information on pre-investment and investment, in the form of a "toolbox."
- IA.1.** Information related to the Projects Unit on the Webpage and the Intranet has been updated and upgraded.
- IA.2.** A brochure containing information on the Projects Unit has been prepared and distributed.
- ER.16.** IICA's technical units have access to a Competitive Fund for Technical Cooperation Projects, which has a procedures manual and rules governing calls for projects and the procedures needed to ensure that it operates smoothly and can be properly monitored and evaluated.
- IA.1.** The Projects Unit serves as the Technical Secretariat of the Fund and is responsible for its operation.

Agricultural Leadership Center **Management of Technical Cooperation**

Agricultural Leadership Center

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

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

- ER.1.** IICA in general and the DCT's programs in particular possess a Center for Leadership in Agriculture that supports the development of leadership capabilities in the public and private agricultural institutions of the member countries.
- IA.1.** The CHLA's vision and strategy prepared, reviewed and approved.
 - IA.2.** Implementation of the CHLA's new vision and strategy under way.
 - IA.3.** The strategy was evaluated and adjustments made.
- ER.2.** IICA is enhancing its technical cooperation capabilities by means of contributions from external professionals on secondment at Headquarters or in the Offices, in support of the priority topics established in the MTP.
- IA.1.** Proposed professional enrichment program approved and operational.
 - IA.2.** An operating framework and documents on technical, logistical and administrative matters prepared and approved for the operation of the Program.
 - IA.3.** The CHLA has a database that identifies: a) the technical cooperation needs of the Offices and the technical and cross-cutting coordination programs; and, b) The offers of technical cooperation with universities, research centers, NGOs, embassies, and government entities.
- ER.3.** IICA possesses a program for developing and strengthening leadership in agriculture that is integrated into the needs of the technical and cross-cutting programs, the Offices and other IICA units.
- IA.1.** The list of scientific and academic contacts most closely related to IICA's work is updated every quarter.
 - IA.2.** Two leadership training projects, formulated with the programs, approved and funded.
 - IA.3.** Support provided to four countries with specific leadership activities.
 - IA.4.** Two leadership workshops held to enhance the technical capabilities of IICA staff.
- ER.4.** Countries and IICA units have methodologies, group dynamics, and publications for use in the leadership forums and activities.
- IA.1.** The CHLA's methodology for training leaders in agriculture published in the form of a handbook.
 - IA.2.** At least six successful agricultural leadership experiences published in the banner of the COMUNIICA magazine.
 - IA.3.** The modules for strengthening agricultural leadership are used in the different leadership forums and activities.
- ER.5.** Ministers and high-level decision makers are better informed about the Institute's technical cooperation and response capabilities.

IA.1. At least three ministers of agriculture or groups of decision makers have participated in the forums.

Distance Training and Education Center - CECADI

Management of Technical Cooperation

Distance Training and Education Center - CECADI

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

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

ER.1. CECADI has migrated to MOODLE 2.0 and designed online courses in support of technical cooperation and institutional management.

IA.1. Evaluation report containing technical recommendations.

IA.2. New platform designed.

IA.3. The courses requested by the technical cooperation programs and institutional management units prepared, designed, uploaded to the Internet, and implemented.

ER.2. CECADI has supported the preparation and facilitation of online courses, as requested by the Institute's technical cooperation programs.

IA.1. Five online courses of the technical cooperation programs designed, implemented and evaluated.

ER.3. Online courses on issues of major importance for the Institute prepared, offered and promoted in order to secure external funds.

IA.1. At least one course on an issue of major importance designed and offered, in order to secure external resources.

ER.4. Under CECADI's leadership, the technical cooperation and institutional management personnel are making regular use of the online meeting and video conferencing rooms.

IA.1. Five licenses for Elluminate acquired.

IA.2. CECADI video conferencing room refurbished.

IA.3. CECADI offers IICA personnel training in the effective use of video conferencing media and online meeting rooms.

IA.4. The online meeting and video conferencing rooms are used regularly for meetings, conferences and technical forums.

IA.5. The thematic networks make use of these tools to share experiences and knowledge in real time.

ER.5. The Institute's personnel have improved their ability to manage online learning and video conferencing processes effectively.

- IA.1. At least two participants from each program at Headquarters and three per country have improved their ability to prepare and deliver online courses, and use video conferencing media.
- ER.6. CECADI has evaluated and modified the agreements with strategic partners in accordance with the Institute's objectives.
 - IA.1. Revised agreements or letters of understanding with ADEC, GDLN, CATIE and the OAS.
 - IA.2. Addenda and extensions to the legal documents on which partnerships are based prepared, presented and signed.
 - IA.3. Three courses implemented within the framework of partnerships.
 - IA.4. Two editions of the IICA-OAS Agrotourism Course implemented (two in Spanish and one in English).

Support for Integration Projects

IICA Technical Cooperation Projects

Support to Central American Agricultural Council - CAC

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

Programs and Lines of Action

Support for Integration Process

Support for Integration Process

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

- ER.1. The Council of Ministers and the regional technical bodies of the CAC are operational, adopt regional agreements and have defined their work programs and priorities.
 - IA.1. At least two meetings of the Council of Ministers of the CAC organized and held to the satisfaction of the Council of Ministers of the PTP.
 - IA.2. At least two meetings of the Regional Technical Committee of the CAC organized and held to the satisfaction of the PTP and the RTC.
 - IA.3. Mechanism for dialogue between the CAC and regional organizations of the private agricultural sector approved and in operation.
 - IA.4. Operation of network of communicators of the Ministries of Agriculture who belong to the CAC (RED-COMCAC-RD) coordinated and supported.
 - IA.5. 2011 CAC work program prepared to the satisfaction of the Council of Ministers, and priority activities defined and reviewed every six months by the PTP and the Council of Ministers, and at least 70% implemented.
 - IA.6. Semi-annual progress reports on implementation of the work program presented to RTC, in coordination with the PTP.

- ER.2.** The CAC coordinates, in a timely manner, its actions with other organs and bodies of the SICA.
- IA.1.** Participation in at least two meetings of the Commission of Secretariats of the SICA and one meeting of the Economic Integration Sub-system, and monitoring of the implementation of the agreements of each.
 - IA.2.** The SE-CAC participates in following up on the Multi-year Plan of the SICA and its Plan of Action, as agreed by the Presidents in July 2010, as they apply to the agricultural sector, and reports periodically on compliance with them, as requested by the SG-SICA.
 - IA.3.** One meeting of the Intersectoral Council of Ministers of Agriculture and Ministers of Economic Integration of Central America, co-organized and held.
 - IA.4.** One meeting of the Intersectoral Council of Ministers of Agriculture, Environment and Health of Central America, co-organized and held.
- ER.3.** The CAC has a mechanism for coordinating, implementing and monitoring the regional technical and financial cooperation programs and projects carried out as part of its actions.
- IA.1.** The Council of Ministers and the Technical Committee of the CAC are informed of progress in the implementation of regional international technical cooperation projects, within the framework of the CAC in 2011.
 - IA.2.** Directors of International Cooperation of the Ministries of Agriculture and the RTC participate in the definition of a mechanism for coordinating international cooperation at the regional level, within the framework of the CAC.
 - IA.3.** Plan to support regional strategies in agriculture, rural development and food security are progressing as expected, are well publicized, are closely coordinated with donors and coordinate actions with one another when appropriate.
 - IA.4.** Regional program to promote the competitiveness, integration and sustainable development of agriculture in Central America is progressing as expected, is well publicized, is closely coordinated with donors and coordinates actions with other projects when appropriate.
 - IA.5.** Project to support increased productivity and quality of food products in Central America and the Dominican Republic is progressing as expected, is well publicized, is closely coordinated with donors and coordinates actions with other projects when appropriate.

Support to Alliance for Sustainable Development in the Caribbean

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

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

1. Prospective and strategic analyses for agriculture

2. Public policies for agriculture

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

- ER.1.** Stakeholders will have increased availability of information and documentation related to progress in agricultural repositioning.
- IA.1.** At least two National reports available.
 - IA.2.** At least two IICA Newsletter Articles on Policy, Trade and New Agriculture topics available
- ER.2.** Agriculture stakeholders have comprehensive analysis on the Situation and Outlook for Agriculture and progress the MDGs, Agro Plan and Jagdeo Initiative, especially ECS, Haiti, Jamaica and Trinidad and Tobago.
- IA.1.** At least one regional and national S&O report published, translated as necessary and distributed to stakeholders.
- ER.3.** Programmes, experiences and good practices developed and shared using horizontal linkages and inter- and intra-regional cooperation for improved agricultural health and food safety systems.
- IA.1.** At least three examples of greater inter- and intra-thematic collaboration and exchanges both inter- and intra-regionally documented.
- ER.4.** Institutions' capacity and modernization enhanced through the generation and promotion of actions, tools, laws, strategies and policies for the building of Agricultural Health and Food Safety Systems and the promotion of Agribusiness development within the Region.
- IA.1.** Documented efforts of inter-agency (FAO, PAHO, CABA and CARICOM Secretariat) and inter- thematic collaboration to support the alleviation of the appropriate Key Binding Constraints.
 - IA.2.** Participate in COTED and ALLIANCE meetings and at least two reports available.
 - IA.3.** Documented efforts of inter-agency (FAO, PAHO, CABA and CARICOM Secretariat) and inter- thematic collaboration to support the alleviation of the appropriate Key Binding Constraints.
 - IA.4.** Participate in COTED and ALLIANCE meetings and at least two reports available.
 - IA.5.** Documented efforts of inter-agency (FAO, PAHO, CABA and CARICOM Secretariat) and inter- thematic collaboration to support the alleviation of the appropriate Key Binding Constraints.
 - IA.6.** Participate in COTED and ALLIANCE meetings and at least two reports available.
- ER.5.** The initiation/promotion of inter-agency and inter-institutional cooperation to optimize benefits from scarce inputs accruing to stakeholders.
- IA.1.** Inter-agency cooperation, particularly between PAHO, FAO, CDB, The International Credit Union Movement, ECLAC, CARICOM Secretariat through the development of framework for cooperation documented and made available.
- ER.6.** Key decision makers and major stakeholders in Agriculture and related sectors in the Caribbean Region, acknowledge the importance of agriculture and rural life to the economy, social and environmental stability, and have an opportunity to forge a common vision for the repositioning of agriculture and the enhancement of rural life.
- IA.1.** The 2010 Caribbean Week of Agriculture successfully carried out in Dominica. A report is made available summarizing activities and agreements.

Support to CARICOM

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

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

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

1. Adapting agriculture to climate change

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

- ER.1.** The CARICOM Secretariat and relevant Organs have strengthened technical and coordination support for the implementation of the Jagdeo Initiative.
- IA.1.** Information Platform that was established for monitoring, evaluating and reporting on progress in the implementation of interventions within the framework of the JI operating successfully.
 - IA.2.** Financial resources for the effective and efficient functioning of the Committees mobilized from various sources and available.
 - IA.3.** The Nine (9) Technical Management Advisory Committees (TMAC's), which were established to plan, coordinate and manage the interventions related to the alleviation of Key Bindings, functioning efficiently and effectively under the Terms of Reference agreed upon.
 - IA.4.** Work programs of the TMACs for 2011 developed and activities across the nine Key Binding constraints integrated and in the implementation mode.
 - IA.5.** Updated information on progress in the implementation process for 2011 provided to relevant stakeholders, Lead Minister of each Key Binding Constraints and the Lead Head of Agriculture in the region, through the : i) Timely updating of the information system; and ii) Provision of Semi-annual Reports for Heads of Government and Timely Reports for COTED (Ministers) meetings Bi-monthly Reports for Stakeholders.
 - IA.6.** Feasibility study for the establishment of the Caribbean Agricultural Modernization Fund completed, course of actions agreed upon, and the Facility established and operationalized, including resource capitalization.
- ER.2.** Investment flows to the agricultural and rural sector in Member States of the Caribbean region increased through support provided to the TMAC related to the Constraint "Inadequate Financing and Investment in the sector" and the Lead Agency, the Caribbean Development Bank (CDB) in actions to mobilize resources for the implementation of projects under the JI.
- IA.1.** Feasibility study for the establishment of the Caribbean Agricultural Modernization Fund completed, course of actions agreed upon, and the Facility established and operationalized, including resource capitalization.
 - IA.2.** Operational Manual for Agricultural Credit Officers finalized for Barbados and Guyana.
 - IA.3.** Continued implementation of follow-up activities of the Agricultural Donors Conference (of June 2007) and the Agri-Business Investment Forum (June 2008).

- ER.3.** Capacity of the Caribbean Region agricultural enterprises and industries to successfully compete in all markets enhanced through the implementation of interventions aimed at the alleviation of Key Binding Constraints within the framework of the JI at the national and regional levels.
- IA.1.** Development and implementation of at least one (1) Feasible Business Plan aimed at the provision of adequate, affordable and quality transport facilities for the shipment of agricultural products intra and extra regionally, jointly with the Transport Unit of the CARICOM Secretariat and the TMAC related to “Inadequate Transport System.”
 - IA.2.** Jointly with the Caribbean Agri-business Association (CABA) and the TMAC related to Market and Market Development and its Linkages”, continued development and execution of activities aimed at strengthening the marketing infrastructure with integrated agricultural information and intelligence systems, with support provided through horizontal south – south cooperation.
 - IA.3.** Strengthening and organizing the private sector to take advantage of opportunities for investment in agriculture, including the development of at least one (1) Industry Action Plan for prioritized commodities (herbals, roots and tubers, small ruminants, hot peppers). This is a joint activity with CABA and the TMAC related to the constraint of “Disorganized and Uncoordinated Private Sector,” with support provided through south – south cooperation.
- ER.4.** Trade enhanced through the establishment of modern, efficient and effective Agricultural health and Food Safety Systems and infrastructure in Member States, with respect to Policy Formulation, Institutional Strengthening, Capacity Building, infrastructure Development and Legislation (Harmonization).
- IA.1.** Establishment and operationalization of the Caribbean Agricultural Health and Food Safety Agency (CAHFSA) with full staff compliment, office equipment and budgetary resources, plan of action and annual work programs.
 - IA.2.** Elaboration of a Strategic Plan of Actions and Work Program to address Agricultural Health and Food Safety issues in atleast one (1) selected Member State.
 - IA.3.** Establishment of the National Agricultural Health and Food Safety Agency (NAHFSA) in at least one (1) Member State of the Caribbean, with various stages of development in the other Member States.
 - IA.4.** The Work Program of the CARICOM Ministerial Sub-committee which was established to address the issues of trade facilitation in the intra-regional as they relate to non-tariff barriers (NTBs), supported.
- ER.5.** Member States of the Caribbean Region have their research and development (technological innovation) efforts strengthened, coordinated and integrated.
- IA.1.** Strategic Plan of Action for relevant applied research for production and post harvest and processing technologies for the sector in the Caribbean, jointly with CARDI and the TMAC on “Inadequate Research and Development,” agreed upon and in the implementation mode.
 - IA.2.** Completion of a Plan of Action to satisfy the Human Resource requirements of the agricultural sector of the Region. This is a joint effort of the University of the West Indies (UWI), the TMAC on “Lack of Skilled Human Resources” and the Caribbean Association of Colleges of Higher Education in Agriculture (CACHE).
 - IA.3.** Aggressive resource mobilization efforts for technological innovation continued, including the elaboration and implementation of mechanisms to secure private section participation and investments.
- ER.6.** The Region has management systems implemented as means for having adequate and good quality water supply and enhanced land use.
- IA.1.** Definition and elaboration of a Plan of Action and at least one (1) project aimed at strengthening and enhancing land and water management

systems in the Caribbean region developed and in the implementation phase, jointly with FAO and the TMAC on “Inefficient Land and Water Resources Distribution and Management System.”

- ER.7.** The Caribbean Region strengthened capacity and capability for the Management of the Environment and Natural resources through the enhancement of Disaster Risk Management measures, including the building of capacity for risk preparedness and reduction.
- IA.1.** Continued Implementation of a Comprehensive Disaster Risk Management (DRM) Strategy for the Caribbean, jointly with the TMAC related to the constraint of “Deficient and Uncoordinated Disaster risk Management Measures, including Praedial Larceny” and other relevant partners and stakeholders, with the following actions completed in 2011: i) Finalization of the Comprehensive DRM Strategy; ii) Assessment of the general demand for agricultural insurance within the Caribbean Region by identifying objectives; iii) Initiate the identification of those agricultural commodities and producer composition, infrastructure and perils for which cost effective insurance solutions are attainable with a view to designing and implementing suitable risk transfer products; and iv) Initiate the risk assessment processes to involve risks identification, risk quantification, vulnerability assessments and risk prioritization.
 - IA.2.** Coordination support provided to at least two (2) Member States in the development of national Plans of Action for the prevention and reduction of praedial larceny.
 - IA.3.** South – south horizontal technical cooperation is supported for the introduction of technology – driven traceability systems to combat praedial larceny in the region.
 - IA.4.** Establishment of an Agriculture Committee on Climate Change as a Sub-Committee of the TMAC on related to the constraint of “Deficient and Uncoordinated Disaster risk Management Measures, including Praedial Larceny.”
- ER.8.** Caribbean member States have an enhanced portfolio of investment projects for implementation.
- IA.1.** Elaboration of at least two (2) Regional Bankable investment projects for selected countries.
- ER.9.** Caribbean Member States have improved capacities and capabilities for post disaster management.
- IA.1.** In collaboration with UNECLAC, training is provided to at least one (1) Caribbean country in disaster damage and needs assessment and damage and loss assessment of the agricultural sector utilizing a sustainable livelihood approach.
 - IA.2.** Damage and needs assessment and damage and loss assessment conducted on demand for the agricultural sector in at least one (1) country, but hopefully none and report made available.
 - IA.3.** Rehabilitation / Reconstruction plans developed for at least one (1) countries in the aftermath of disasters.

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

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

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

nutritional security

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

- ER.1.** Increased awareness in the countries of the state of and outlook for food security, which will contribute to the adoption of more effective policies.
- IA.1.** Two analysis of the current state of and outlook for food security published and disseminated. The ministers have promoted the adoption of regional policies on the topics prioritized at the 18th Regular Meeting of the CAS: Animal and plant health; risk management and agricultural insurance; importance of food markets; agricultural technology; biotechnology and biosafety; agroenergy; climate change; sustainable production; sustainability of production systems; family agriculture; and financing.
- ER.2.** Increased capacity in the countries to evaluate the impacts of food security policies.
- IA.1.** Two comparative studies of policies, and analyses of their impacts in several countries.
- ER.3.** The countries have information on successful experiences in the implementation of policies, programs and institutional arrangements intended to address challenges related to food security.
- IA.1.** Two case studies conducted and disseminated.
- IA.2.** Two compilations of good practices and successful experiences in the areas of policies, programs and institutional arrangements aimed at increasing food security.

Support to the Tri-National Council of the Northern Region

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

Programs and Lines of Action

Support for Integration Process
Support for Integration Process

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

- ER.1.** The relations of the Tri-national Council of the Northern Region have been strengthened and its priorities, within the new guidelines of IICA, have been defined.
- IA.1.** At least one meeting of the Tri-national Council of the Northern Region held with the participation of delegates from each member country.
- IA.2.** Report with agreements, priorities for action and recommendations from the Council.

Directorate of Management and Regional Integration

Management of Technical Cooperation

Management and Regional Integration

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

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

- ER.1.** The Offices in the 34 countries have begun implementing the projects and technical cooperation actions scheduled for 2011, in accordance with the IICA country strategies for technical cooperation.
 - IA.1.** Database designed and information uploaded about the technical cooperation needs and opportunities of 32 member countries (does not include Canada and United States).
 - IA.2.** System designed and implemented to make it possible to monitor, provide follow-up, and evaluate the technical cooperation strategies.
- ER.2.** Programs and projects identified and carried out in each region in collaboration with the regional bodies and IICA's five regional coordinators.
 - IA.1.** At least five regional programs and projects implemented in each region with strategic partners.
- ER.3.** The GAPs are assisting the Offices with the study and approval of technical cooperation projects and legal instruments pursuant to IICA's rules.
 - IA.1.** At least 100 technical cooperation projects approved and 100 legal instruments signed.
 - IA.2.** At least 100 sets of minutes and aides-mémoire of GAP meetings on file.
- ER.4.** Processes have been implemented to re-organize the processes and structure of 10 Offices, based on technical support and administrative/budgetary recommendations.
 - IA.1.** Reports on follow-up and the implementation of recommendations in 10 Offices.
- ER.5.** IICA and the regional integration mechanisms are coordinating and implementing regional actions and initiatives based on the mandates of the ministers of agriculture.
 - IA.1.** Partnerships forged with at least four integration mechanisms and bodies.

Secretariat of Planning and Evaluation

Management of Technical Cooperation

Planning and Evaluation

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

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

- ER.1.** IICA has a TC evaluation policy that provides information for making decisions regarding the quality and timeliness of its TC services and products, and the achievement of its strategic objectives.
- IA.1.** The Institute's TC evaluation policy has been formulated and is being implemented.
- ER.2.** IICA has evaluation methodologies and instruments it uses to take preventive measures in the implementation of technical cooperation actions.
- IA.1.** Methodologies for evaluating the implementation of the IICA Country Strategies and TC project were presented to and approved by the DG.
- IA.2.** At the request of the DG and of other units, the methodology for evaluating special projects (e.g., those carried out with organizations under the terms of an agreement) were developed and approved.
- IA.3.** At least two evaluation instruments have been approved, to be applied and validated in the area of methodologies for evaluating TC projects and special projects (if requested).
- ER.3.** Institute personnel have monitoring and evaluation methods that help to instill an institutional culture of results-based accountability.
- IA.1.** The methodologies approved by the DG, which the SEPE will apply in evaluating TC at the different levels, have been distributed to personnel throughout the Institute.
- IA.2.** The SEPE has provided the DMRE with support in drafting Chapter 3 of the Country Strategy, which deals with the process of monitoring and evaluating the TC that the Offices must implement.
- ER.4.** Under the leadership of the Secretary of Planning and Evaluation, the COPEGI ensures that the strategic guidelines contained in the 2010-2014 MTP are effectively implemented through the Institute's instruments, in order to ensure that IICA's technical cooperation projects are of the highest quality and are institutionally aligned.
- IA.1.** The procedure for following up on the decisions reached by the COPEGI has been established.
- IA.2.** The members of the COPEGI have contributed to the smooth operation of the Committee and to achieving its objectives, contributing comments and suggestions in meetings or when their opinion is requested on a specific topic.
- IA.3.** The recommendations and proposals approved by the COPEGI have been implemented.
- ER.5.** Both the Director General and other Institute authorities receive recommendations and suggestions for making management decisions and for continually improving the Institute's management processes.
- IA.1.** The COPEGI has provided the Management Committee/Director General with proposals and recommendations on how to improve management

processes within the Institute.

- ER.6.** The SEPE reports to the COPEGI on the results of and suggestions arising from evaluations of Offices and projects, with a view to enhancing the quality of technical cooperation actions.
- IA.1.** The SEPE has presented to the COPEGI, for approval and follow-up, the results and recommendations of at least two Final Evaluation Reports: one on the Evaluation of the Technical Cooperation and Institutional Performance of an Office; and one on TC projects.
- ER.7.** The SEPE supports and attends the meetings of the IICA Management Committees, in the person of the Secretary.
- IA.1.** The SEPE has participated in and contributed comments and suggestions during the meetings of the IICA Management Committees, with a view to improving management processes within the Institute.
- ER.8.** The different coordination mechanisms currently in place within the Institute receive support from the SEPE on a regular basis.
- IA.1.** The SEPE has offered comments and suggestions on all requests for opinions it has received, and on TC products and services presented in the meetings convened by the Programming Committee, with a view to improving management processes within the Institute.
- IA.2.** The SEPE has offered comments and suggestions on the topics addressed in the meetings convened by the IMS-EP Working Group, with a view to improving management processes within the Institute.
- ER.8.** The Director General and other Institute authorities receive information on the results of actions taken to monitor TC actions, and of evaluation missions sent to the IICA Offices and TC projects.
- IA.1.** At least one TC project has been evaluated, and the corresponding mission report submitted to corresponding authorities.
- IA.2.** Progress report on the implementation of the mega projects has been presented to the DG.
- IA.3.** A special project has been evaluated (if requested), and corresponding mission report submitted to corresponding authorities.
- ER.9.** All institute staff receive information on the most important results, lessons learned and good institutional practices derived from the evaluations conducted.
- IA.1.** Presentation made to the Management Committee on the state of evaluation in the Institute, and on the accomplishments of the SEPE in 2010.
- ER.10.** IICA demonstrated its technical capacity by publishing and disseminating its annual report and at least 100 quality technical documents on the technical areas, all of which are available in electronic format on the Website, and in print in its libraries. In addition, the complete, on-line institutional memory provides easy access to technical information produced by IICA for the benefit of the Member States.
- IA.1.** 2010 Annual Report published.
- IA.2.** Website and digital library updated with at least 100 new IICA publications.
- IA.3.** Information product (USB or CD) with all IICA publications available on line and via other media, ready to be delivered to the 34 ministers of agriculture at the 2011 Meeting of Ministers
- IA.4.** All IICA publications have been assigned an ISBN and their authors or responsible units receive assistance to ensure that they are published in accordance with the new regulations.

- IA.5. Three editions of the COMUNIICA magazine published on line, as support for the DTC, for at least 1,500 readers (printed version) and 4,500 readers (electronic version).
- IA.6. Regulations governing publications updated, and Publications Committee actively involved in all matters related to publication and ensuring the quality of public documents.
- IA.7. Technical publications are evaluated by a technical-scientific editor.
- ER.11. Partnerships have been consolidated through specific actions related to information management, with GOOGLE, AGNIC, PROCINORTE, CORNELL, UNL, FAO, CTA, IAALD and the information networks in Nicaragua, Ecuador, Paraguay, Argentina, Costa Rica, Mexico, Peru, Chile and Bolivia.
 - IA.1. The new SIDALC Website is operational.
 - IA.2. IICA is an ex officio member of IMARK, IAALD and AGNIC.
 - IA.3. VIVO system implemented to link professionals in the field of agricultural information.
 - IA.4. Three IICA Country Strategies supported under the direction of SIDALC.
 - IA.5. Three distance training courses taught: management of electronic documents; digital libraries; and knowledge management.
 - IA.6. Instrument developed to evaluate information services, to be applied in evaluating information systems in the Member States and in IICA itself.
- ER.12. Orton Library and IICA Library have been modernized to better meet the needs of institutional users, in keeping with the guidelines of the MTP and their budgets.
 - IA.1. Strategic plan for the Orton Library and the IICA Library prepared and implemented, including their lines of action, as defined in the new MTP.
 - IA.2. A plan for modernizing the libraries prepared and presented to authorities and donors for funding.
 - IA.3. Two plans for the development of collections implemented, based on the actual number of users.
 - IA.4. Profile of users prepared, as well as a study on the need for information.
 - IA.5. Acquisition of books and journals in the Orton Library and Venezuela Library reviewed in light of technical priorities of IICA, the true needs of professional personnel and new Institute regulations governing the purchase of goods and services.
 - IA.6. A technological tool for collaborative efforts between IICA technical personnel, available and providing access to the information IICA possesses, operational in 2011 (action in support of the DTC).

Secretariat of External Relations

Management of Technical Cooperation

External Relations

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

*Program Budget
2011*

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

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

- ER.1.** The SRE's 2011-2014 External Relations Strategy for Technical Cooperation approved and in place, with its mechanisms operating as expected.
- IA.1.** The SRE's proposed 2011-2014 External Relations Strategy for Technical Cooperation prepared by means of a participatory process and within the framework of the 2010-2014 MTP.
- IA.2.** The Institutional External Relations Strategy for Cooperation approved by the Management Committee and the Director General, and disseminated among the units at Headquarters and the Offices in the countries.
- ER.2.** IICA's capabilities for managing external relations are being strengthened.
- IA.1.** Technical forums and round tables of donors held to secure funding.
- IA.2.** IICA internal and external communication plan approved on opportunities for obtaining resources for technical cooperation.
- IA.3.** Database on the management of cooperation and the securing of external resources.
- IA.4.** 2 newsletters on the Institute's external relations.
- IA.5.** Institutions identified and negotiations promoted with institutions that will contribute professionals for the Visiting Professionals initiative.
- ER.3.** The SRE is improving the capacity to match technical cooperation needs with opportunities for financing from donor countries, international organizations, academia, foundations, research centers, and the private and agricultural sectors, among others.
- IA.1.** A study carried out of possible joint activities involving IICA and donor countries, international organizations, academia, foundations, research centers, and the private and agricultural sectors, among others.
- IA.2.** Follow-up provided to the results obtained through contact with potential cooperation partners, and information channeled continually to the Management Committee and the Representatives.
- IA.3.** Framework agreements signed with Australia's cooperation agency and Germany's cooperation agency (GIZ) to secure financing for the implementation of technical cooperation projects in the rest of the hemisphere in coordination with the DCT, DGIR, and SDG.
- ER.4.** The SRE, in coordination with other units at Headquarters, is providing IICA's Offices with advice and support for the formalization of contribution agreements with the delegations of the European Union for the financing of cooperation projects with resources from the EU and the identification of European donor countries, in order to increase the external resources available for technical cooperation.

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

*Program Budget
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- IA.1.** In accordance with the Institute's guidelines, up-to-date information circulated for the signing of contribution agreements with the European Union, based on the Four Pillar Assessment.
- IA.2.** IICA's Offices in the countries are equipped to prepare projects and present the project portfolio defined by the DGIR and the DCT to the EU and the European donor countries.
- IA.3.** A project portfolio defined by the DGIR and DCT presented at the Headquarters of the European Commission in Brussels and to donor countries in Europe.
- IA.4.** Projects and/or technical cooperation established with AECID and a number of Spain's autonomous communities (Madrid, Catalonia, Andalusia, Asturias, Aragón, Valencia and the Basque Country).
- IA.5.** Technical support provided to the Offices that need it for the presentation of at least 3 projects to the different calls for proposals of Spanish donors (AECID, autonomous governments).
- IA.6.** The Secretariat responded to at least 4 requests for support and technical cooperation (from Spain, for LAC) received from IICA's different Offices and/or technical directorates.
- ER.5.** The SRE has strengthened IICA's positioning as an international organization in its dealings with Spain and other European countries.
 - IA.1.** The Secretariat is making progress with the efforts to secure a Host Country Agreement with the Government of Spain and designing a proposal for an Office with international personnel, in accordance with the Institute's guidelines.
 - IA.2.** A technical event held in collaboration with the MARM to celebrate the tenth anniversary of the opening of IICA's Office in Spain.
 - IA.3.** At least 3 internal and external communication actions carried out in line with the Institute's new mass communication policy (Office for Europe newsletters produced in Spanish, recipients' addresses stored in the database).
- ER.6.** IICA is widening the scope of the joint activities with institutions of key importance for strengthening the technical cooperation it provides to the Member States.
 - IA.1.** Promotion and strengthening of relations with the World Bank, IDB, WFP and IFAD, FAO and ADC, among others, to obtain financing that will make it possible to strengthen IICA's technical cooperation.
 - IA.2.** Prompt, timely follow-up to the implementation of IICA's legal and cooperation instruments with the World Bank, the IDB, WFP and IFAD, FAO and ADC, among others.
 - IA.3.** Joint Action Program with FAO for the period 2011-2014 carried out.
 - IA.4.** A proposal drawn up to secure funds for joint activities (IICA-CATIE and IICA-CARDI).
- ER.7.** High-level Representatives of the Member States adopted important recommendations and decisions for the Institute's senior management and received appropriate technical and secretariat support to facilitate decision-making in their respective areas of responsibility.
 - IA.1.** Top-level officials took part in the 2011 Regular Meeting of the SACMI.
 - IA.2.** Thirty days before the start of their 2011 Regular Meeting, the members of the SACMI had access to the working and information documents they needed to address the items on the agenda, prepared by both the Technical Secretariat and the IICA units responsible for the different

issues.

- IA.3.** The comments of the members of the SACMI and the advisory body's recommendations to the Director General were recorded correctly in both the minutes of the work sessions and in the final report of the meeting.
- IA.4.** Appropriate follow-up being provided to the process of implementing the recommendations of the 2011 Regular Meeting of the SACMI.
- IA.5.** Top-level officials took part in the 2011 Regular Meeting of the Executive Committee.
- IA.6.** Thirty days before the start of the Thirty-first Regular Meeting of the EC, the members had access to the working and information documents they required to analyze, take decisions or make recommendations to the Director General or to the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 regarding the matters included in the agenda of the meeting.
- IA.7.** The comments of the Representatives of the Member States and the resolutions and agreements adopted by the Executive Committee were recorded correctly in the minutes of the work sessions and in the Secretariat's report and the final report of the meeting.
- IA.8.** The draft resolutions submitted to the EC for approval were prepared jointly with the units responsible for the issues involved and the IICA-OAS Legal Adviser; and the comments and decisions of the Representatives of the Member States were incorporated.
- IA.9.** Appropriate follow-up is being provided to the process of implementing the resolutions adopted by the Executive Committee and the SRE is fulfilling its responsibilities; and the status report on the implementation of the resolutions was submitted to the Meeting of Ministers of Agriculture of the Americas, San Jose 2011.
- IA.10.** Top-level officials took part in the Meeting of Ministers of Agriculture of the Americas, San Jose 2011.
- IA.11.** Forty-five days before the start of their meeting, the member countries had access to the working and information documents required to analyze and decide on the points included in the agenda of the meeting.
- IA.12.** The comments of the Representatives of the Member States and the resolutions and agreements adopted by the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 were recorded correctly in both the minutes of the work sessions, the Secretariat's report and the final report of the meeting.
- IA.13.** The draft resolutions submitted for approval to the Meeting of Ministers of Agriculture of the Americas, San José 2011 were prepared jointly with the units responsible for the issues involved and the IICA-OAS Legal Adviser; and the comments and decisions of the Representatives of the Member States were incorporated.
- IA.14.** Appropriate follow-up is being provided to the process of implementing the resolutions adopted, in order to present the status reports to the Member States; and the SRE is fulfilling its responsibilities.
- ER.8.** The Representatives of the Member States who took part in the meetings of the SACMI and the EC and the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 stated that the new procedures introduced for the meetings and the work of the Secretariat and the support services made an important contribution by facilitating their decision-making processes.
 - IA.1.** The Representatives of the Member States who took part in the meetings of the SACMI and the EC and the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 devoted their time and attention to a strategic dialogue based on the analysis of high-level institutional management matters and priority technical cooperation issues, and especially those related to the strengthening of the Institute's technical capabilities.

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

*Program Budget
2011*

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- IA.2.** The documents that needed to be translated for the SACMI and EC meetings and the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 were delivered to the Languages Unit on schedule, to meet the deadlines established in the rules.
- IA.3.** The Technical Secretary provided effective support and advice to the Ex Officio Secretary of the SACMI, the Executive Committee, and the Meeting of Ministers of Agriculture of the Americas, San Jose 2011.
- IA.4.** 95% of the ministers of agriculture of the Americas took part in the Meeting of Ministers of Agriculture of the Americas, San Jose 2011.
- ER.9.** The ministers received the inputs necessary for their strategic dialogue during the Meeting of Ministers of Agriculture of the Americas, San Jose 2011.
- IA.1.** A publication on the results of the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 drafted, edited, translated and laid out (for printing in 2012).
- ER.10.** The SRE facilitated the work of the Minister of Costa Rica and her technical team in the Meeting of Ministers of Agriculture of the Americas, San Jose 2011, during which the Minister chaired the Forum of Ministerial Delegates and co-chaired the Meeting of Ministers itself.
- IA.1.** The Chair (Costa Rica) of the preparatory meeting of delegates and the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 received every possible assistance from the Technical Secretariat for the process of securing consensus on the Declaration of Ministers, San Jose 2011.
- IA.2.** The Chair of the Forum of Ministerial Delegates and Co-chair of the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 sent out on schedule the communications containing the notice of meeting and details of the tasks to be performed by the ministers and delegates.
- IA.3.** The Forum of Delegates and the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 were held satisfactorily with support from the Technical Secretariat (IICA).
- ER.11.** The secretariats of the regional meetings of ministers of agriculture (CAC, CAS and Caribbean Alliance) contributed important regional experiences on innovation for sharing with the other countries of the hemisphere.
- IA.1.** The Technical Secretariat (IICA) received contributions from the secretariats of the regional meetings of ministers with regard to successful regional experiences related to innovation.
- ER.12.** The members of the pertinent IICA bodies were briefed about and acquired a better understanding of the Meeting of Ministers of Agriculture of the Americas, San Jose 2011, and the results expected, and contributed comments.
- IA.1.** Members of the pertinent IICA bodies expressed satisfaction with the information and clarifications provided and contributed comments.
- ER.13.** The Member States had information available on line for the Meeting of Ministers of Agriculture of the Americas, San Jose 2011 and engaged in a strategic dialogue in preparation for the event.
- IA.1.** The "Meetings of Ministers" section of IICA's website available and updated regularly with information from the Secretariat and from the ministers and other key players.
- ER.14.** The Chair of the Summit (Colombia), the ministers of foreign affairs, the national summit coordinators and other members of the national delegations to the SIRG were well informed about aspects of food security, agriculture and rural life.
- IA.1.** The inputs presented by IICA available to the national delegations to the SIRG.

- ER.15.** The OAS Summits Secretariat, the members of the Joint Summit Working Group (JSWG), the institutional partners in the Summits Process and the members of the SIRG have a better grasp of the ministerial process and its articulation with the summits and IICA's contribution to both processes.
- IA.1.** The OAS Summits Secretariat received on schedule: i) the report on IICA's contribution as a member of the Joint Summit Working Group (JSWG) for the publication "Achievements of the Summits of the Americas: Institutional results" to be presented to the Heads of State and Government at the Sixth Summit, and ii) other inputs requested by the Summits Secretariat and the Chair of the SIRG.
- IA.2.** Institutional partners in the Summits Process have a better appreciation of IICA's role as the leading institution in the field of agriculture and rural development in the Americas.

CENTRAL REGION

IICA Office in Belize

IICA Technical Cooperation Projects

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

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*

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

- ER.1.** A portfolio of projects is prepared for each rural area by local actors.
- IA.1.** Implementation strategy for the Belize Rural Area Based Development Strategy (BRADS) completed.
- ER.2.** Area Development Groups established to facilitate implementation of project in their communities
- IA.1.** Training in leadership skills for community leaders in the villages of Jalacte and San Vicente executed.

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

Objective: Innovations to improve the competitiveness and the income of small white maize and black bean producers in Jalacte and San Vicente Villages,

Toledo District, Belize through innovations using the productive chain approach.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** Elevated the level of productivity and quality of white maize and black bean
 - IA.1.** Variety trials for White maize and black beans implemented.
 - IA.2.** Protocols for agronomic handling and fertilization of white maize and beans developed.
- ER.2.** Reduced costs of shelling and cleaning, and risks and losses of postharvest in maize and bean.
 - IA.1.** Baseline data collection of post –harvest technology in San Vicente and Jalacte carried out.
- ER.3.** Three producers organized in one organization that satisfies its expectations.
 - IA.1.** Organizational documents, policies and planning for the San Vicente and Jalacte Farmers developed.

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

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

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

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

- ER.1.** PGS scheme developed and being used by at least three grower groups in three districts of Belize.
 - IA.1.** At least one grower group trained and implementing the certification system developed.
- ER.2.** The Ministry of Agriculture at Central Farm carrying out regular training and capacity building courses in organic production practices and certification.
 - IA.1.** Capacity building program developed and first training course being carried by the Organic Department at Central Farm.

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

IA.1. Se ha concluido un documento de estrategia de comercialización y se ha iniciado la primera fase de la comercialización de productos orgánicos.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

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

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

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

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

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

IICA Office in Costa Rica

IICA Technical Cooperation Projects

Support for the Consolidation of Territorial Rural Development in Costa Rica

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

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** National ECADERT commission has guidelines for implementing and consolidating the ECADERT in the country.
 - IA.1.** Document setting out work plan of the National ECADERT Commission
- ER.2.** The capabilities of national public and private stakeholders to promote the management of rural territories are improving. The capabilities of public stakeholders to promote the management of rural territories are improving. Public and private stakeholders are learning more about the management of territories through the sharing of experiences.
 - IA.1.** At least three Costa Ricans participating each year in Central American course for managers of territories
- ER.3.** Decision makers and middle management of public institutions, local governments and private sector entities are familiar with the ECADERT and TRD and are aware of their importance.
 - IA.1.** Report on annual workshops organized in coordination with GATs for at least 30 people.
 - IA.2.** Report on forum held in coordination with the IDA, with the participation of at least 40 senior staff members.
- ER.4.** National actors have up-to-date information on changes in the institutional framework, policies and projects related to TRD.
 - IA.1.** Video produced
- ER.5.** Members of the GATs in the southern region have more alternatives for developing their territory, having identified opportunities for cooperation with members of the GAT of the Barú region in Panama.
 - IA.1.** At least 50% of PEDERT projects formulated and financing being sought
 - IA.2.** Document on training program
 - IA.3.** Document containing proposal on financing to continue providing support to the management structure
- ER.6.** Social actors of regions selected in the province of Guanacaste are in a better position to promote the development of their territory through the creation of a public-private institutional framework that harmonizes interests and defines orientations through territorial plans

IA.1. Institutional agreements to formalize actions in the territory

ER.7. CEPROMA management teams better equipped to administer their respective centers, having acquired new knowledge and attitudes.

IA.1. Report on at least one workshop on leadership and teams for at least 40 people.

Support for the Generation of Public Goods to Improve Agricultural Competitiveness in Costa Rica

Objective: To help the INTA increase agricultural productivity and availability by strengthening the sector, creating coordination mechanisms and promoting agricultural research.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

ER.1. INTA and stakeholders in selected chains are familiar with the components and activities of regional projects and helping to define and prioritize the activities to be implemented in the country.

IA.1. Executive units of INTA and stakeholders in selected chains are incorporating regional projects into their agendas.

ER.2. The role, strategy and organization of the INTA have been rethought to enable the Institute to make a more effective contribution to technological innovation.

IA.1. INTA Board of Directors endorses proposed strengthening of the institution and the plan of operation.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** Technical and administrative capacity of personnel of the IICA Office in Costa Rica strengthened.
- ER.2.** Technical personnel of the IICA Office in Costa Rica have access to relevant information derived from experiences related to their areas of specialization carried out in other countries.
- ER.3.** Institute rules and procedures properly adhered to.
- ER.4.** Status of the fixed assets of the Institute and the projects are effectively monitored.
- ER.5.** The IICA Office in Costa Rica has prioritized and organized information relating to the progress and results of technical cooperation actions.
- ER.6.** The IICA Office in Costa Rica has the physical space required to carry out its technical cooperation activities.
- ER.7.** Information on technical cooperation actions disseminated.
- ER.8.** The IICA Office in Costa Rica has relevant information on the opinions of different audiences regarding its work

IICA Office in Guatemala

IICA Technical Cooperation Projects

Strengthening Leadership Capacity for the Agricultural and Rural Development of Guatemala

Objective: Contribute to the agricultural and rural development of Guatemala by strengthening the leadership capabilities of agriculture professionals, service providers in rural communities and representatives of historically-excluded rural populations (women, young people and Mayan ethnic).

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** The country has established and put into operation a Leadership Center for Guatemalan agriculture.
 - IA.1.** Two events held to provide trainers with leadership skills
- ER.2.** The Ministry of Agriculture, Livestock and Food (MAGA), its different Departmental offices, Agricultural Technical Schools, and rural areas with excluded population groups, have access to instructions, guidelines and knowledge to strengthen territorial leaders and have financial resources for the implementation of agreements.
 - IA.1.** Two workshops held to develop and/or strengthen leadership

**Strengthening the Capacity of Partners to Improve the Competitive Development of Agribusiness in Priority
Production Chains**

Objective: Strengthen the capabilities of institutions, both public and private, to promote the sustainable and competitive development of commercial agricultural production chains prioritized for their positive externalities with respect to the environment and the use of natural resources, as well as for their positive impact on the well-being of the target population.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

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

- ER.1.** Organizations of small-scale maize and bean farmers who participate in the “Purchase for Progress-P4P” initiative apply good agricultural practices (GAP) in production and post-harvest activities. Organizations of small-scale maize and bean farmers who participate in the “Purchase for Progress-P4P” initiative implement plans to improve the competitive development of maize and bean agribusinesses. The IICA-WFP partnership and other players are informed about the results, lessons learned and impacts of the “Purchase for Progress-P4P” initiative.
- IA.1.** At least three factors that limit the productivity and competitiveness of the maize and bean chains have been identified.
- IA.2.** At least one annual plan and three quarterly plans have been prepared.
- IA.3.** At least 800 producers (men and women) have been visited and provided with technical assistance.
- IA.4.** At least two business plans have been prepared for an equal number of organizations.
- IA.5.** The partners involved in the P4P initiative have made at least 60 entries of data related to the production of maize and beans.
- IA.6.** At least two technologies related to the post-harvest handling of maize and beans have been identified.
- ER.2.** The Ministry of Agriculture (MAGA) and the Committees of prioritized Fruit Production Chains apply a tool for the management of financial resources for the implementation of the National Program for the Development of Fruit Crops (PDF). The MAGA, in partnership with the Committees of the Fruit Production Chain, has begun implementation of the PDF.
- IA.1.** One document of the Program for the Development of Fruit Crops (PDF) prepared and approved
- ER.3.** The Ministry of Agriculture (MAGA) and private stakeholders linked to the milk and beef chains establish a partnership and use the Strategic Plan to promote the competitive and sustainable development of the national livestock sector.
- IA.1.** A strategic plan to promote competitive and sustainable development is available.
- ER.4.** The AGER has strengthened the competitive capacities of the affiliated EARs and has begun implementation of a project to consolidate that process.
- IA.1.** At least 5 EARs implement processes to improve the competitiveness of their agribusinesses.

Information and Knowledge Management for the Sustainable Development of Agriculture and the Rural Milieu

Objective: Support improved decision-making on strategies and public policies to promote a competitive and sustainable agriculture, food security, territorial management and the effective management of natural resources, the environment and climate change, through technological innovation as well as information and knowledge management on these strategic issues.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

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

- ER.1.** Leading players in the public and private sectors have developed a culture of dialogue and consensus that enables them to reach basic agreements on emerging and/or important issues for agricultural and rural development.
- IA.1.** At least 4 emerging and/or important issues per year discussed with the participation of at least 50 relevant players in the country's agriculture and rural life.
- IA.2.** At least 2 agreements reached per year on the issues discussed, endorsed with a project profile.
- ER.2.** Public and private institutions of the agricultural sector have information and knowledge on the competitiveness and performance of the country's agricultural and agroindustrial products.
- IA.1.** At least 100 representatives of public and private institutions of the national agricultural sector have participated in an event for the dissemination of the results.

Modernization and Strengthening of National Public and/or Private Agricultural Institutions

Objective: Contribute to the implementation of a process of recovery and consolidation of the sectoral institutional framework.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** The Association of Agronomists of Guatemala (CIAG) applies a Strategic Plan in benefit of its members and of Guatemalan society.

- IA.1. A strategic plan, and its respective medium-term plan, have been prepared and approved.
- ER.2. ICTA possesses and makes use of information, plans, instruments, methodologies and a strategy for the implementation of regional technological innovation projects.
 - IA.1. ICTA has a National Committee for the implementation of regional projects, and at least one annual work plan.
 - IA.2. At least two regional projects are implemented efficiently by ICTA
- ER.3. Implementers, donors and beneficiaries are informed about the progress and achievements of the regional technological innovation projects.
 - IA.1. At least one bi-annual and one annual report are available
- ER.4. The SNITA units are operating and participate in the management of national and regional projects.
 - IA.1. At least two organizations established to support the operation of SNITA.

Support for the implementation of Rural Development Processes in Guatemala

Objective: Support public and private actors, both at national and local level, including governmental, academic and trade organizations, in the implementation of rural development processes using territorial, local and other similar approaches.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1. The MAGA has made progress in creating and activating the National Committee for the implementation of ECADERT.
 - IA.1. Legal instrument for the creation of the Committee is in force and operations have begun.
- ER.2. A map is available of the actors interested in and committed to the implementation of ECADERT.
 - IA.1. At least 5 institutional actors identified.

Management of Technical Cooperation

Management of Technical Cooperation

Objective: The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to

achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1.** The Office has highly qualified technical personnel who provide effective technical cooperation in the priority areas of the Country Strategy.
- ER.2.** The Office uses its resources more effectively and efficiently and has improved the quantity and quality of its cooperation services.
- ER.3.** The Office has personnel that is more qualified and trained to perform the duties established in their job descriptions.
- ER.4.** The Office operates more efficiently and has been able to balance the budgetary resources allocated to it and the commitments it has assumed to carry out activities.
- ER.5.** The Office has succeeded in ensuring the viability of its cooperation actions, forming partnerships and participating in priority, externally-funded
- ER.6.** All Office personnel have the technological equipment needed to effectively perform their duties (computer, IP phone, and UPS).
- ER.7.** The Office has plans in place, and the necessary hardware and software, to guarantee the security of data and prevent interruptions of the service the technological platform provides.
- ER.8.** The Office has a state-of-the-art technological platform that meets its needs in terms of communication, accounting processes as well as general and specialized tasks, in addition to a system that provides support in the use of informatics in the management of knowledge in the area of agriculture.
- ER.9.** The Office does not pay rent because it owns the building it occupies or holds it in usufruct.
- ER.10.** The image of the Office in the eyes of its partners and those who benefit from the technical cooperation it provides has been improved, and it is now considered a partner of choice.

IICA Office in Honduras

IICA Technical Cooperation Projects

Strengthening the Institutional Framework to Promote Territorial Rural Development in Honduras

Objective: To help strengthen the public and private institutional framework in territories selected by the national ECADERT commission to facilitate the implementation and evaluation of territorial rural development processes in the country.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*

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

- ER.1.** The key officials of the institutions and members of the grassroots and producer organizations have taken on board and are applying TRD concepts and methodologies in the implementation of their projects.
- IA.1.** At least 30 stakeholders are participating in a program to increase awareness of the importance of TRD
 - IA.2.** At least 20 key stakeholders in a selected territory of the ECADERT are participating in a program to develop leaders. IDL
 - IA.3.** At least 15 specialists are participating in a training program on the use and application of the tools of TRD.
- ER.2.** The National Commission for the Implementation of ECADERT is operational.
- IA.1.** A program has been implemented to provide technical cooperation to the Executive Committee of the National ECADERT Commission in defining and beginning implementation of its annual work plan.
- ER.3.** The target territories for the implementation of ECADERT have been defined.
- IA.1.** The National ECADERT Commission has a methodology for prioritizing and selecting target territories.
- ER.4.** The project has strengthened the management capabilities of the organizations and public and private institutions participating in TRD, and the national and territorial consensus-building bodies are working together.
- IA.1.** Bodies responsible for reaching agreement in territories have a methodology for conducting assessments in each territory.
 - IA.2.** At least one such body in one of the target territories has been organized and trained.
 - IA.3.** At least one TRD plan has been prepared, in support of the institution that will facilitate the process in the selected territory.
- ER.5.** Knowledge management has contributed to the implementation of TRD processes, with the full participation of the local stakeholders.
- IA.1.** At least 1 TRD experience systematized by territory.
- ER.6.** Knowledge management has contributed to the implementation of TRD processes, with the full participation of local stakeholders.
- IA.1.** The tools of TRD have been put at the disposal of key stakeholders in at least on selected territory. IDL
 - IA.2.** At least one experience in TRD and good practices recorded and disseminated
 - IA.3.** Webpage www.territorioscentroamericanos.org updated with information from the territories prioritized by Honduras

Access to Markets and Food Security for Small-scale Producers in Honduras

- Objective:** To help improve the generation of income by small-scale producers in order to guarantee their access to food, by enabling them to integrate into the market under favorable conditions.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** Organizations participating in the P4P initiative strengthening their organizational and business management capabilities, in order to develop competitive agribusinesses, improve risk management and integrate into markets under favorable conditions.
 - IA.1.** Management and administrative personnel and partners of at least five associations participate in business management and organizational strengthening programs.
 - IA.2.** The organizational and management capacities of at least five associations have been evaluated.
- ER.2.** Organizations participating in the P4P initiative improving the value added of their production, making their post-harvest and processing practices more efficient and enabling them to sell to the WFP and other buyers.
 - IA.1.** The infrastructure and the production and post-harvest equipment of at least five associations have been evaluated.
- ER.3.** Organized small-scale producers are integrating into the agrifood chains and generating commercial transactions.
 - IA.1.** The bean chain is implementing at least three actions called for in Framework Agreement on Competitiveness
- ER.4.** Small-scale producers supplying public and private institutional markets.
 - IA.1.** At least five associations of small-scale farmers have learned about contract agriculture.
- ER.5.** The country has a strategy that is making its strategic reserve of basic grains more efficient and expeditious.
 - IA.1.** The mechanism for managing the strategic reserve has been reviewed and shared with interested parties.
- ER.6.** DICTA has a control system that promotes transparency in the distribution of inputs under the BSP program, and a follow-up, evaluation and communication system for the BSP.
 - IA.1.** At least two reports from the BSP control and follow-up system have been prepared.
 - IA.2.** Methodology and tools for the follow-up and evaluation of the BSP have been designed, and DICTA technical personnel have been trained in their use.
 - IA.3.** DICTA has a communication strategy for the BSP.
- ER.7.** Chain committees have a mechanism for providing follow-up to their respective action plans.
 - IA.1.** A mechanism for monitoring the plans of action with actors of at least four priority chains has been developed and shared with interested parties.
- ER.8.** Associations of growers of staple grains who are beneficiaries of the P4P are using more efficient production, processing, management and marketing practices.
 - IA.1.** Pilot experience of the P4P has been systematized and its results disseminated.

Modernization of Small and Medium-scale Coffee Growing with the Creation of Value added

Objective: To help strengthen the capabilities of small and medium-scale coffee producers and their associations in order to diversify, add value and improve access to markets for their products and services.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

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

ER.1. The project is helping to strengthen the business management capabilities of coffee producers and their associations.

IA.1. At least one committee responsible for regulating a geographical indication has a methodology and tools needed to prepare its business plan.

IA.2. Small-scale coffee growers located in a selected territory have the tools needed to prepare business plans.

ER.2. The project is helping to ensure that the producers have the equipment and infrastructure they need to improve and maintain the quality of their coffee without polluting the environment.

IA.1. At least four coffee processing plants have been built and equipped and are operating satisfactorily.

ER.3. Studies on the coffee industry and its contribution to development produced and disseminated.

IA.1. At least one case of exportation of coffee to different niche markets (fair trader, organic, denomination of origin, etc.) has been documented.

IA.2. At least one case of the registration, administration and implementation of a geographical indication project documented.

IA.3. Documentation of study on the coffee agroindustrial chain in the zone set aside for IG in western Honduras, including flowcharts and critical control points, to ensure the quality of the coffee produced.

ER.4. Participants in coffee chain learn of successful experiences in businesses that complement coffee growing.

IA.1. At least one initiative aimed at the diversification of production (agrotourism, payment of environmental services, bioenergy, biofertilizers, and other businesses that are linked to and complement coffee growing) shared with stakeholders in the coffee chain.

Modernization of the Institutional Framework of the Agrifood Sector

Objective: To help strengthen the institutional framework of the agrifood sector in order to improve the relevance, timeliness, quality, efficiency and efficacy of

the services provided.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

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

- ER.1.** The country has a strategy to enable it to tap the opportunities created for agriculture by the FTAs.
IA.1. Strategy drafted for tapping the benefits of FTAs for agriculture
- ER.2.** The country has a national SPS policy.
IA.1. National policy formulated and disseminated
- ER.3.** The project has helped strengthen the private institutional framework that supports agro exports.
IA.1. Agricultural exporters have bylaws for setting up an association to represent them.
- ER.4.** Pertinent agricultural public sector entities have participatory mechanisms for managing and monitoring key users, in order to improve their performance.
IA.1. Inventory of agribusiness centers at the national level
IA.2. National SPS and Codex Alimentarius Committees strengthened
IA.3. Systems for managing communications promoted and adopted by the National SPS and Codex Committees
- ER.5.** Agricultural innovation networks on corn and beans operating with the support of government institutions, academia and the private sector.
IA.1. At least two agricultural innovation networks on corn and beans in operation with the capacity to design and carry out projects.
- ER.6.** SENASA has trained human resources, tools and methodologies for meeting the country's sanitary and phytosanitary requirements.
IA.1. Strengths and weaknesses of SENASA identified thanks to application of Performance, Vision and Strategy (PVS) tool
IA.2. SPS and Codex Committees have adopted SPS and Codex information systems created by IICA
IA.3. At least ten specialists trained in risk assessment in animal health
- ER.7.** The capacities of institutions to promote agribusiness have been improved.
IA.1. Personnel from Agribusinesses/SAG and Foreign Trade Promotion/SIC have methodologies for promoting agribusiness and agricultural exports.
- ER.8.** The Agrifood Information System (INFOAGRO) has the basic human and technical resources needed to provide the agrifood sector with up-to-date, accurate and timely information.
IA.1. Proposed plan for the reactivation of INFOAGRO shared with the key stakeholders in this project

- ER.9.** DICTA has a knowledge management system for disseminating information about innovation processes among stakeholders in the productive sector.
- IA.1.** Proposal on knowledge management for the DICTA prepared and disseminated
- ER.10.** Secretariat of Social Development and SAG have trained human resources and tools related to agricultural health and food safety that are improving their activities in the rural milieu.
- IA.1.** SDS personnel, linked to the ECADERT school lunch program trained in food safety.
- IA.2.** Local leaders who will participate in the early warning network in the selected territories have been identified.

Institution Building for the Integrated Management of Water Resources for Agricultural Production Under Irrigation

Objective: To strengthen the public and private institutional framework for the integrated and sustainable management of water resources, in order to meet the needs of agricultural production and increase productivity, improve food security and the quality of life of rural inhabitants by modernizing and expanding irrigation projects.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** The country has a public policy that fosters and stimulates public and private investment for the development of agriculture under irrigation with an IWRM approach.
- IA.1.** Policy guidelines, including incentives, aimed at promoting public-private investment in irrigation, with emphasis on IWRM, identified and disseminated.
- IA.2.** The institutions responsible for promoting irrigated agriculture are aware of the policy guidelines and incentives aimed at promoting the use of irrigation applied in other countries.
- ER.2.** The Secretariat of Agriculture and Livestock Farming (SAG) has access to an assessment of irrigated agriculture in Honduras
- IA.1.** An assessment of irrigated agriculture in Honduras conducted and shared with
- ER.3.** PRONAGRI strengthened. It has the human and technical capabilities required to spearhead the preparation of the National Irrigation Plan.
- IA.1.** At least five PRONAGRI specialists have been trained in the use of tools and methodologies for preparing the National Irrigation Plan
- ER.4.** Key stakeholders have trained in the use of irrigation technology
- IA.1.** At least 8 key public- and private-sector stakeholders participating in training activities on irrigation technology.

ER.5. The Agricultural Training and Development Center (CEDA) and the Department for the Development of Irrigation Technology and Drainage (DDTRD) strengthened to boost the implementation of the training activities in irrigation for technical personnel and producers.

IA.1. Plan for the development of CEDA/DDTRD has been prepared, and sources of funding for its implementation, identified.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

ER.1. Technical personnel capable of satisfactorily implementing the MTP and Country Strategy.

ER.2. The Institute identifies national and international university and technological platforms for updating the knowledge of the staff.

ER.3. The Office has a system for providing new professionals with orientation in their areas of specialization.

ER.4. Specialists participate in technological platforms and IICA thematic networks, exchanging knowledge and experiences.

ER.5. The Office has adopted flexible, up-to-date procedures that facilitate the implementation of the MTP.

ER.6. A system has been implemented to monitor the administrative operations of projects and evaluate them, thanks to the automation of the processes.

ER.7. Parking spaces available for staff and visitors.

ER.8. IICA is a reliable source of information on topics of current interest to the agricultural sector of the country.

ER.9. The Webpage of the Office has been updated and now registers the number of hits; a section for comments and questions has been added.

IICA Office in Nicaragua

IICA Technical Cooperation Projects

Promoting Inclusive Agribusiness Activities

Objective: Improve the incomes and quality of life of small-scale producers, through the promotion and development of inclusive agribusiness activities, in a context of economic, social and environmental sustainability, in order to contribute to poverty reduction.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

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

ER.1. Agribusiness policy and strategy implemented by the public agricultural sector.

IA.1. Number of organizations benefiting from an agribusiness policy.

ER.2. Associations of small-scale producers have improved their negotiating capacity and sell their products in new markets.

IA.1. Three hundred producers have access to new markets.

Promoting Technological Innovation for Agricultural Development

Objective: Contribute to the reduction of poverty among small-scale farmers in Nicaragua through the development and adoption of technological

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*

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

ER.1. Technicians and producers improve their knowledge and apply it in technological innovation processes.

IA.1. National networks in operation and with representation of the key players.

Promoting Production with a focus on Quality and Safety in Priority Chains (MOTSSA)

Objective: Create certified training units in SPS to contribute to capacity building in SPS among technicians and producers in Nicaragua.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*

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

- ER.1.** Problems identified in the implementation of SPS and technical groups created to offer training on Food Quality and Safety.
 - IA.1.** Problems identified in the implementation of SPS.
 - IA.2.** Training process on food quality and safety underway with experts.
- ER.2.** Training plan underway with groups of farmers, based on problems identified in SPS issues.
 - IA.1.** A training plan established with groups of farmers, based on the problems identified with respect to SPS issues

Strengthening Technical and Professional Capabilities for the Development of the Agricultural Sector

Objective: Strengthen the capabilities of the human capital of the agricultural sector to contribute to poverty reduction.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** Leaders of agricultural sector institutions and organizations agree on a project to meet the demand for capacity-building in the agricultural sector.
 - IA.1.** Project document prepared and approved.
- ER.2.** The training center provides support to enable public and private institutions to accomplish their strategic objectives and contribute technical and financial resources to achieve this.
 - IA.1.** At least three public institutions, three trade associations and four organizations use the training center to accomplish their strategic objectives and contribute technical and financial resources to achieve this.
- ER.3.** The training tools and methodologies guarantee a better appropriation and use of the knowledge acquired.
 - IA.1.** The Center's beneficiary institutions positively evaluate the specific methods and tools used for each event.

- ER.4.** Technicians, professionals and producers of the agricultural sector have developed new technical capabilities, which they apply in their professional and productive work.
- IA.1.** Technicians, professionals and leaders multiply the knowledge acquired and use more advanced management tools.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The technical personnel have increased their technical capacity to address the priorities of the Country Strategy.
- ER.2.** The procedures given priority by the Office have been improved continually based on the identification of bottlenecks, innovative alternative solutions and lessons learned.
- ER.3.** The Office has information, prioritized and organized, on progress and results of technical cooperation actions.
- ER.4.** The IICA Office in Nicaragua has the space required to carry out its technical cooperation activities.
- ER.5.** Key public- and private-sector stakeholders in the national agricultural and rural sectors recognize IICA's technical capacity and its ability to respond to the demands prioritized in the Country Strategy.

IICA Office in Panama

IICA Technical Cooperation Projects

Strengthening the Integrated Agricultural Extension System (SIDEA) of Panama

Objective: To support the MIDA with the rollout of the SIDEA nationwide.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

- ER.1.** Extension workers implementing technical assistance with appropriate technologies.
 - IA.1.** Agrifood chains strengthened at the production level through the use of new technologies.
- ER.2.** Use of production systems with technological innovations nationwide.
 - IA.1.** Extension workers making use of the Technological Information Platform.

Institution Building for the Implementation of the ECADERT

Objective: To support institution building in territorial rural development in Panama in order to contribute to the reduction of poverty, social inclusion and the improvement of the quality of life of rural populations.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** Relevant TRD institutions are equipped to implement territorial rural development processes.
 - IA.1.** Number of technical personnel trained in Territorial Rural Development (TRD).
- ER.2.** Public and private institutions related to the ECADERT have an institutional framework that makes it possible to carry out the actions proposed in the Strategy.
 - IA.1.** At least one concept paper/methodological document applied on aspects of territorial rural development.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The Office has the qualified technical personnel required to monitor activities within the framework of the Country Strategy, as well as the necessary equipment and technological support.
- ER.2.** The Offices applies the Institute's rules and procedures effectively.
- ER.3.** The Office has software that generates supporting documentation for checks, and a database with information on national consultants.
- ER.4.** The Office has the space required for its technical cooperation activities.
- ER.5.** Information on technical cooperation actions carried out has been disseminated.
- ER.6.** The Office has relevant information on the opinions of different audiences regarding its work.

IICA Office in El Salvador

IICA Technical Cooperation Projects

Strengthening of Capacities to make Agricultural Production Chains more Competitive

Objective: To contribute to making selected agricultural production chains more competitive and promote the creation of more sources of employment and income in the rural areas of the country.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 3. New uses of agriculture*
- 5. Regional and international cooperation for technology innovation*
- 6. Knowledge management and ICT for innovation*

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

- ER.1.** Public extension services use methodologies that promote the broad participation of producers.
 - IA.1.** Four training workshops for facilitators
 - IA.2.** Eight plans of action prepared for the trained facilitators to conduct ECAS
- ER.2.** High-quality public agribusiness management services are available to farmers.
 - IA.1.** Four training workshops in agribusiness management aimed at technical and professional personnel in the sector, organized and supported by IICA
- ER.3.** Organizations of small-scale farmers play a role in the formulation of proposals and public policies aimed at improving living conditions in the sector.

IA.1. One hundred professional and technical personnel trained in leadership and successful models for the development of associations

ER.4. Institutions are strengthened and provide support to the agricultural sector, on the basis of relevant and timely information, the application of good practices and the replication of successful ICT models

IA.1. Formulation of four plans to organize and record successful experiences or good practices

Strengthening of the System for Certifying Accredited Services and Implementation of SPS, Agricultural Product Quality and Safety

Objective: To contribute to the design and implementation of a replicable and sustainable model for the certification of trainers in specific areas of the Agreement on Sanitary and Phytosanitary Measures for the value chains of coffee, honey, fruit and vegetables, all of which are products of great importance for trade and rural development in El Salvador.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures
3. Food safety

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

ER.1. A team of national specialists in the implementation of and compliance with sanitary and phytosanitary measures has been identified and set up.

IA.1. Interministerial agreement (MAG/MINEC) to establish the Committee.

ER.2. Identification of producers for the export and import markets; detection of phytosanitary problems; and analysis of the degree of application of good practices in the control of the phytosanitary problems.

IA.1. Four chains described in detail.

ER.3. Training needs identified.

IA.1. Document identifying needs prepared.

ER.4. Target population defined by value chain, including size of sample.

IA.1. Document containing geo-referenced information.

ER.5. Participatory selection of the plots and farmers for the pilot plots.

IA.1. Document containing geo-referenced information

ER.6. Review of goals in reducing the incidence of sanitary and phytosanitary problems.

- IA.1. Technical document prepared containing the review of goals
- ER.7. Training curricula for producers and trainers.
 - IA.1. Document formulated containing the training curricula.
- ER.8. Technical capacities of public officials strengthened in the application of SPS.
 - IA.1. A protocol for training, by value chain (4), with emphasis on pests of economic importance.
 - IA.2. Sixty technical personnel trained in the application of SPS.
- ER.9. The technical-legal framework for the accreditation of institutions and the certification of trainers will be completed and agreed upon by the MEIC and the MAG.
 - IA.1. Legal framework for the process approved by the MEIC and the MAG.
- ER.10. Instruments and work methods for the activities will be agreed upon by the Committee.
 - IA.1. Record of the agreements of the Committee and technical and regulatory documents.

To Promote Territorial Rural Development in El Salvador within the framework of ECADERT

Objective: To promote territorial rural development (TRD) in coordination with other entities, applying methodologies and tools of the ECADERT.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

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

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

- ER.1. Relevant institutions in the field of TRD have adopted and are applying methodologies and tools developed to implement the ECADERT.
 - IA.1. Three workshops held on the design and implementation of the course to develop capacities in territories, supported by IICA.
 - IA.2. Three training courses held on territorial management, supported by IICA.
- ER.2. Selected territories have an investment Project and work is underway to identify and secure financial resources for its application.
 - IA.1. One territorial rural development plan prepared and selected as a matter of national interest, supported by IICA.

Increase in the Production and Quality of Fruits and Vegetables in the Northern Region of the Department of Chalatenango

Objective: To increase the productivity and availability of fruits with the quality, seasonal availability and safety the markets demands; thus contributing to the creation of better living conditions for the residents of Chalatenango.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*
5. *Prospection and management of innovation for agribusiness*

Agricultural Health and Food Safety and Quality Program

3. *Food safety*
4. *Emerging issues and emergencies in AHFS*

Agriculture, Territories and Rural Well-being Program

2. *Contribution of family agriculture to the rural economy*

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
3. *New uses of agriculture*

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

ER.1. Creation of permanent jobs in the area of coverage of the project

IA.1. 1,319 jobs created by planting and cultivating fruit and vegetable fields

ER.2. New areas planted in fruits and vegetables, which are being sold in formal markets

IA.1. 1,399 men and women attached to the Project receive technical assistance and training and increase their incomes by 17%

IA.2. The hectares planted in fruits and vegetables on a permanent basis in lower Chalatenango grew to 1,693

IA.3. A total of 15,201 (MT) of fruits and vegetables harvested on the farms of the beneficiaries

IA.4. 6,749 (MT) of fruits and vegetables harvested on the farms of the beneficiaries marketed

ER.3. Higher levels of production per area of land cultivated

IA.1. Average yields of the crops equal to at least 80% of international standards

IA.2. Design of at least 12 curricula in which producers learn of the factors that are decisive in making crops more productive

ER.4. Business management capacities of producer organizations strengthened

IA.1. Advice on the creation of seven producer organizations

IA.2. Incorporation of at least seven producer organizations into the Multiservicios El Salvador Produce company

ER.5. Development of technical capacities that will benefit the fruit-vegetable production sector

IA.1. 23 agronomists trained over 18 months using the Farmer Field Schools approach

Project on Technological Innovation in the Cultivation of Corn COSUDE-IICA Red SICTA-CAMAGRO

Objective: To contribute to improving the living conditions of the members of the FESACORA, ACOPAI, AGROSAL, FORO AGROPECUARIO, ADISA, ASPAU, CNC, FENATRACC, FECASAL, ACOGEBR, UPREX, ANCA, CEGAS and ACCAM corn grower cooperative, raising the productivity, production and quality of the White corn produced by the beneficiaries.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

3. Modernization of markets and marketing systems

Innovation for Productivity and Competitiveness Program

1. National innovation systems

6. Knowledge management and ICT for innovation

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

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

ER.1. The organizations of growers of White corn that make up the partnership (beneficiaries) have relevant technical information that will enable them to grow corn more efficiently and to conclude more beneficial business negotiations (improvement)

IA.1. Soil for the cultivation of corn analyzed (20)

IA.2. 60 entries updated regarding the cost structure of White corn production

IA.3. Technical guide for cultivating White corn

IA.4. 350 producers informed of their production costs and are more knowledgeable regarding the market

ER.2. The organizations associated with the Project (beneficiaries) are adopting technologies aimed at meeting the needs of their members and the requirements in place for selling their products on local and external markets (improvement)

IA.1. 30 representatives of the organizations associated with the Project have learned about and encouraged their members to adopt post-harvest handling techniques, which has helped them to lose less of their production.

IA.2. 30 representatives of the organizations associated with the Project have been trained in basic aspects of how to market their products and manage their businesses more effectively.

IA.3. A document systematizing the lessons learned and helping to make the White corn chain more competitive.

Plan to make Family Agriculture Competitive through Production Linkages

Objective: To increase the net incomes of rural families by making rural enterprises more competitive and developing sustainable production linkages.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*
5. *Prospection and management of innovation for agribusiness*

Agricultural Health and Food Safety and Quality Program

3. *Food safety*
4. *Emerging issues and emergencies in AHFS*

Agriculture, Territories and Rural Well-being Program

2. *Contribution of family agriculture to the rural economy*

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
2. *Agro-biotechnology and biosafety*

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

ER.1. Centers for the development of production established and operational.

IA.1. 698 centers established.

ER.2. Producers benefit from incentives adapted to the needs of each chain

IA.1. 17,318 producers have received incentives (including inputs) for technology transfer

ER.3. Specialists in coffee quality certified.

IA.1. At least 30 specialists have been certified in coffee quality.

ER.4. Coffee processing plants have increased production capacity.

IA.1. 21 small coffee processing plants have increased production capacity.

ER.5. Producers in priority chains receive technical assistance on producing safe products of high quality.

IA.1. At least 17,000 producers have received technical assistance on producing safe products of high quality.

ER.6. Collection and services center established.

IA.1. 180 collection and services center established.

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

*Program Budget
2011*

- ER.7.** Advice provided on sales contracts.
 - IA.1.** Advice provided on 35 sales contracts.
- ER.8.** Advice provided on business plans.
 - IA.1.** 8 business plans.
- ER.9.** Human resources specializing in business management and marketing trained.
 - IA.1.** At least 917 producers trained in business management and marketing.
- ER.10.** Producers participating in marketing events.
 - IA.1.** 917 producers participating in marketing events.
- ER.11.** Participating producers negotiating inputs at competitive prices.
 - IA.1.** At least 17,317 participating producers negotiating the purchase of inputs.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** Consolidation of the Center for Leadership and Training as follows: a) Forty national IICA technical personnel participated in a program to update their knowledge based on activities carried out within the framework of Horizontal Cooperation and by IICA hemispheric specialists; and b) National specialists in the areas of Competitiveness, Rural Development, Communication and Knowledge Management further developed their technical
- ER.2.** The Office uses a greater variety of communication tools.
- ER.3.** To design the purchasing and hiring processes, and consolidate the National Purchasing Committee.
- ER.4.** To install, initially, the basic SAP system, and the full system in 2013.
- ER.5.** To establish the procedure and tools required for the project cycle.
- ER.6.** To strengthen the capacities required to monitor and follow up on cooperation projects and actions.
- ER.7.** To obtain certification with respect to the application of good management practices.

- ER.8.** To modernize and expand the technological platform and expand the use of ITCs to technical cooperation actions.
- ER.9.** To increase videoconferencing capabilities and upgrade the Web page.
- ER.10.** To apply, periodically, tools to gauge the opinions of clients and the work environment of the Office.

CARIBBEAN REGION

IICA Office in Barbados

IICA Technical Cooperation Projects

Promote the Commercial Production of Fruits and Vegetables with the Use of Protected Agriculture Technology

Objective: To enhance food and nutrition security.

Programs and Lines of Action

Agribusiness and Trade Program

5. Prospection and management of innovation for agribusiness

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** El Ministerio de Agricultura, Alimentación, Pesca e Industria (MAFFI) ha actualizado instrumentos de políticas y un análisis de la situación de la difusión, el uso y el impacto de la agricultura protegida en Barbados para brindar apoyo a los agricultores y los operarios del sector privado.
- IA.1.** En diciembre de 2011 se dispone de información sobre la situación de la agricultura protegida en Barbados, a fin de utilizarla en la continuación de la implementación del proyecto.

Enhance the Ability of Barbados to Meet Local and International Food Safety and Quality Demands for some Agricultural Products

Objective: To promote and strengthen public and private sector partnerships for developing standards and certificate programmes for fish, poultry, dairy and fruit and vegetables in order to facilitate export of these products internationally.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

2. Modernization of the national sanitary and phytosanitary services
3. Food safety

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

ER.1. Los sectores pertinentes cuentan con directrices claras para llevar a cabo la producción y las operaciones.

IA.1. En diciembre de 2011 se ha producido y adaptado un manual sobre buenas prácticas agrícolas (BPA), buenas prácticas de manufactura (BPM) y procedimientos operacionales estándar (SOP) dirigido al sector de las frutas y las hortalizas.

Improving the Competitiveness and Sustainability of the Black Belly Sheep in Barbados

Objective: To increase the production of BBS in Barbados to a level that meets the market demand for lamb, while ensuring full transparency and participation among the different stakeholders along value chain.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

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

ER.1. El MAFFI y los actores de la industria están mejor informados y preparados para invertir en la industria.

IA.1. En diciembre de 2011 se ha desarrollado un plan de acción para llevar a cabo el análisis de la cadena de valor de la oveja de barriga negra.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

ER.1. The knowledge, technical and technological capacities of the Staff in Barbados has been enhanced to meet the changing demands of our internal and

external stakeholders, advances in institutional rules and procedures and effective implementation of the Country Strategy.

- ER.2.** Administrative management and support services respond satisfactorily to the needs arising from the implementation of the IICA-Country Strategy implementation and to institutional rules and procedures.
- ER.3.** The technological platforms of the offices are modernized and the safety, security and efficiency in outputs from the Office have improved.
- ER.4.** The use of knowledge management tools and institutional networks among professional staff are strengthened.
- ER.5.** IICA Office in Barbados has adequate physical space to carry out technical cooperation operations.
- ER.6.** IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.

IICA Office in ECS

IICA Technical Cooperation Projects

St. Kitts and Nevis: To Enhance the Institutional Framework and Technical Capability for Agricultural Development

Objective: To develop the Medium Term Plan for the sector and to enhance the institutional and technical capacity of the producers/ processors and extension officers.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

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

- ER.1.** Ministry of Agriculture has draft plan.
 - IA.1.** Draft operational plan developed as a result of participatory methodology.
- ER.2.** Ministry of Agriculture has final Medium Term Plan.
 - IA.1.** Medium Term Plan developed.
- ER.3.** The farmers and extension officers have manuals to assist in strengthening capacity.
 - IA.1.** Produce manuals to enhance institutional management and technical capacity of farmers/producers and extension officers.
- ER.4.** Food security enhanced with the making of cassava and breadfruit flour; farmers have reduced post-harvest loss; and water for crop production has

increased.

IA.1. At least 2 projects profiles developed. Post harvest issues would be addressed with the purchasing walk-in chiller. Water issues would involve procurement of geo-membrane liner for dam and hammer mill and grater would be procured for making flour from root crops.

ER.5. Capacity of agro-processors to produce items which are safe, properly labeled and are of high quality standard enhanced.

IA.1. Two persons participated in Natural Juice Making Workshop in Jamaica.

IA.2. Manual on Juice Making available.

IA.3. Manual on cassava and breadfruit flour making developed.

ER.6. Farmers would be able to record performance measurement and identify weaknesses and work together as a group.

IA.1. Training in completion of Farm record book. Training in drip irrigation management. Training in protected/shade house agriculture.

ER.7. Strengthening of agro-tourism relationship through the improvement in joint marketing of produce at hotels and restaurants.

IA.1. Workshop held to review marketing arrangement with Marriott Resort. Documentation of a case study of successful market led operation.

Saint Lucia: Enhancing Production, Productivity and Efficiency of Agribusinesses

Objective: The overall objective of the project is to contribute towards the improvement in the standard of living of rural households engaged in commercial agricultural enterprises.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

1. Linking producers to markets, including small-scale producers

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

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

ER.1. Increased use of appropriate modern technology in the agricultural sector.

IA.1. At least 20 individual producers, schools and producer organizations receiving support to their agricultural enterprises.

- IA.2. At least 10 individual agro-processors and agro-processing groups receiving support.
- ER.2. Agribusinesses strengthened through training towards increased capacity and improved operating systems.
 - IA.1. At least 4 management/organizational development training courses conducted for individual producers and producers groups engaged in primary production and value added.
 - IA.2. At least 15% of targeted rural organizations participating in training courses.
- ER.3. Leadership and participation of youth and women in rural organizations strengthened and increased.
 - IA.1. At least one event targeted at youth and women participation in organizations.

St. Vincent and The Grenadines: Developing Small-holder Enterprises and Producer Organizations

Objective: To facilitate the development of competitive agribusiness enterprises through a systematic approach addressing the challenges and constraints affecting the development of targeted commodity chains.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*
3. *Modernization of markets and marketing systems*

Agriculture, Territories and Rural Well-being Program

2. *Contribution of family agriculture to the rural economy*

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

- ER.1. Knowledge and technical competences of stakeholders in two non-traditional industries have been strengthened and stakeholders have adopted a systematic approach to value chain development.
 - IA.1. Reports on outcome of fora and follow-up actions of stakeholders.
 - IA.2. Report and evaluation of leadership and business capacity enhancing workshop conducted for stakeholders available.
- ER.2. The knowledge and technical capacities of members of the SVGNRWP has been strengthened and members have adopted new technologies and approaches to the development of their individual enterprises and the group.
 - IA.1. Twenty members of the SVGNRWP have been trained in the principles and practice of farm plan development and at least 25% of them have developed plans for their holdings.
 - IA.2. Completed two project proposals developed by the IICA office and presented to the group.

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

*Program Budget
2011*

- IA.3.** One medium term plan completed for SVGNRWP and the group has accepted the document and is utilizing it as a guide for the development of its annual work plans.
- ER.3.** The knowledge and capabilities of members of SVGAFY have been enhanced and internal structure strengthened and the groups has adopted an expanded role in agricultural development and has elaborated a national agenda for the engagement of youth in agriculture.
- IA.1.** Fifteen members of SVGAFY have received training in farm plan development and at least five have adapted the principles taught.
- IA.2.** One capacity building project proposal has been completed for the SVGAFY and is accepted by the group as the instrument for the delivery of capacity building support from donor agencies.

Dominica: Enhancement of the Competitiveness of Agribusiness Through Improved Quality and Food Safety Systems

Objective: To facilitate increase market access and the competitiveness of Dominica's agricultural commodities, through support for the National Export Strategy.

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems

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

- ER.1.** Coordinating mechanisms for Food Safety are operational in Dominica.
 - IA.1.** At least five (5) food safety audits undertaken for each identified commodity by end of year 1.
 - IA.2.** One report documenting gaps and non compliance to national GAP protocols by end of year 1.
- ER.2.** Entrepreneurs engaged in Organic agriculture have reached consensus on an Organic Certification system for Dominica.
 - IA.1.** A proposed organic certification scheme presented to DOAM for adoption by year 1.

Grenada: Assistance to Prepare a Strategic Development Plan for Government Estates, and to Improve National Capabilities in the Area of Banana Production and Post-harvest Technology

Objective: To support government's efforts towards improving the overall efficiencies in Grenada's agriculture sector.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

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

- ER.1.** The operational efficiencies of Government estates are enhanced, through implementation of Strategic Development Plan.
- IA.1.** Guide on Strategic Planning available by end of year 1.
- IA.2.** Strategic Plan for government estates is available by the end of year 1.
- ER.2.** A core of technicians and farmers with technological know-how relevant to the development of Grenada's banana industry.
- IA.1.** Trained farmers and technicians.

Grenada: Supporting the Establishment and Institutional Strengthening of Rural Groups

Objective: To reduce the level of poverty in rural areas, through the creation of enterprises which promote sustainable livelihoods.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

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

- ER.1.** Rural groups' ability to identify innovative and potentially successful project ideas is enhanced, through the availability of relevant information; and the capability of members of two rural groups to identify and develop project ideas is enhanced.
- IA.1.** Survey report
- ER.2.** Enhanced inter-personal relationships within groups; and improved public image of the respective groups; and enhanced project management and entrepreneurial skills of members of two community-based groups and the national chapters of three of the Alliance constituents.
- IA.1.** 10% increase in group membership
- ER.3.** Increased farmers' awareness of the economic and environmental benefits of organic agriculture; increased farmers' awareness of the economic and environmental benefits of organic agriculture; Grenada Organic Agriculture Movement (GOAM) officially registered; increased consumer confidence in organically produced commodities, locally; and potential for increased production of organically produced commodities enhanced.
- IA.1.** Report on farmers' forum and group membership register.

Grenada: Support to Improve the Institutional Capacity of Grenada's National Agricultural Health and Food Safety System, and Support Government's Efforts Toward the Identification and Control of the Causal Organism of the nutmeg disease

Objective: To assist the Government of Grenada (GOG) to strengthen the country's agricultural health and food safety system, and to solve a major plant disease problem affecting Grenada's agriculture sector.

Programs and Lines of Action

- Agricultural Health and Food Safety and Quality Program*
- 2. Modernization of the national sanitary and phytosanitary services*
- 4. Emerging issues and emergencies in AHFS*

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

- ER.1.** AHFS entity institutionalized, Local traders in agricultural commodities are provided with a more efficient service, at reduced cost; and enhanced national capability to respond to emerging and emergency issues related to agricultural health and food safety.
 - IA.1.** Preliminary report on the AHFS System
- ER.2.** The ability of local plant health technicians to identify soil-borne plant diseases is enhanced; and local crop disease research capability enhanced.
 - IA.1.** Consultant's report on disease identification activities

Antigua and Barbuda: Institutional Support to Enhance Production and Agri-business Development in Antigua and Barbuda

Objective: To strengthen the institutional capability to support increased food production in Antigua and Barbuda.

Programs and Lines of Action

- Agribusiness and Trade Program*
- 4. Risk management and reduction*
- 2. Adding value to agricultural production and keeping value in production zones*
- Center for Strategic Analysis for Agriculture (CSAFA)*
- 2. Public policies for agriculture*
- Program for Cross-cutting Coordination: Natural Resources, Climate Change and Environment*
- 1. Adapting agriculture to climate change*

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

- ER.1.** The ministry of agriculture now has a draft agriculture policy to improve support to production and agriculture development.

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

*Program Budget
2011*

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- IA.1.** At least six (6) consultations and training workshops held for staff of the Ministry of Agriculture by the end of project.
 - IA.2.** At least one draft agriculture policy prepared and endorsed by stakeholders by end of project.
 - ER.2.** The ministry of agriculture now has a draft strategic plan to improve support to production and agriculture development.
 - IA.1.** At least three (3) consultations held for stakeholders of the agriculture sector by the end of project.
 - IA.2.** At least one draft strategic plan endorsed by stakeholders by end of project.
 - ER.3.** The capacity of the ministry's staff to monitor and evaluate their work programme is enhanced.
 - IA.1.** At least 75% of staff of the Ministry of Agriculture trained in results based management, and data management by end of project.
 - IA.2.** At least 200 hundred producers trained in results based management, and data management by end of project.
 - ER.4.** Agriculture sector stakeholders are knowledgeable on the actions to improve disaster risk management.
 - IA.1.** At list one report on recommendations for the way forward for disaster risk management in the agriculture sector.
 - ER.5.** Agro-processors have enhanced their capacity to assess how to increase incomes from value added products.
 - IA.1.** Visit to at least four agro-processing facilities by end 2011.
 - IA.2.** At least three seminar/workshops conducted by end 2014.
 - IA.3.** One report of technical, managerial and operational assistance required, endorsed by agro-processors by 2012.
 - IA.4.** Project proposal developed for external funding by end 2013.
 - ER.6.** Members of the Association have increased their knowledge of suppliers and service providers in agro-industry.
 - IA.1.** At least two (2) workshops held to train stakeholders in the procedures for creating a directory of products and services for agro-industry by end of project.
 - IA.2.** At least one terms of reference prepared and endorsed for a consultancy to guide the creation of the Directory by end of project.
 - ER.7.** Stakeholders in the sector have increased understanding of protected agriculture systems.
 - IA.1.** At least 20 public and private sector persons attended the seminar.
 - IA.2.** One report of the assessment available.
 - ER.8.** Increased knowledge of students to agriculture practices.
 - IA.1.** Report of activity each year.
 - IA.2.** All schools that offer agriculture science participating by 2014.
 - ER.9.** Increased number of students engaged in agriculture related activities.
 - IA.1.** At least 10 secondary schools participating in an agricultural summer programme by end of project.
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IA.2. At least three (3) Ministry of Agriculture, agricultural stations providing technical support to the students at summer camp by end of project.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1. The knowledge, technical and technological capacities of the Staff in the ECS has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional norms and procedures and effective implementation of the Country Strategies.
- ER.2. The technological platforms of the offices are modernized and the safety, security and efficiency in outputs from the Offices have improved.
- ER.3. The use of knowledge management tools and institutional networks among professional staff are strengthened.
- ER.4. IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.
- ER.5. IICA Offices in the ECS have adequate physical space to carry out technical cooperation operations.

IICA Office in Guyana

IICA Technical Cooperation Projects

Capacity Building for Improving Market Access for Small Producers and Agro-Processors

Objective: To build the capacity of the producers, entrepreneurs, and SMEs to enable them to penetrate local, regional and international markets through improved post harvest practices and compliance with international standards.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

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

- ER.1. Enhanced collaboration among producers, processors, suppliers of packaging materials, NGMC and the quarantine officials.

- IA.1.** At least 4 working group meetings with operators in the value chain held by December, 2011.
- ER.2.** Operators in the VC are better positioned to collectively negotiate the sourcing of appropriate packaging material and other critical inputs including labels.
 - IA.1.** Availability of packaging materials that comply with export specifications.
- ER.3.** Operators in the value chain better positioned for certification in Global GAP, GMPs.
 - IA.1.** At least five producer groups and agro-processors certified in Global GAPs and GMPs.
- ER.4.** MoA, NGMC and selected groups of producers better equipped to manage and utilize market information.
 - IA.1.** The NGMC has enhanced its networking with at least 3 selected producers' groups and the MIOA.
- ER.5.** Enhanced awareness among producers and exporters of requirements for accessing specific markets.
 - IA.1.** At least 500 information guides published and distributed among at least 3 clusters.
- ER.6.** Potential importers of Guyanese products have more information for decision-making.
 - IA.1.** At least 500 printed and 50 CDs produced and distributed among targeted buyers in North America.

Capacity Building for Rural Tourism

Objective: To support a programme of responsible integrated management of the local environment.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

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

- ER.1.** Improved food safety practices at the farmer level and at eco-lodge.
 - IA.1.** At least 10 producers and 3 eco-lodge food handlers trained by December, 2011.
- ER.2.** Heightened environmental awareness and improved waste management practices.
 - IA.1.** At least two community town hall meetings, three school visits and field exercises by December, 2011.
- ER.3.** Strengthened administrative skills displayed by the Local Council.
 - IA.1.** Improved record keeping practices, reporting procedures and communication.

Modernizing Tertiary Agricultural Education in Guyana

Objective: The UG and GSA will have at their disposal a programme for implementation of New and/or improved modules.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*

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

ER.1. The UG and GSA will have at their disposal a programme for implementation.

IA.1. New and/or improved modules have been adopted by both UG and GSA to the tune of at least 20% of course material offered by these institutions over the period 2011-2013.

ER.2. Staff of the UG and GSA have been exposed to training in emerging areas in agriculture and entrepreneurship in agriculture.

IA.1. At least two lecturers each from the UG and the GSA have received training for the delivery of lectures in the areas of new and emerging themes in agriculture as well as entrepreneurship in agriculture.

Promoting Alternative Income Generation in Hinterland Communities

Objective: To build capacity in organic production for improving quality and standards, towards providing alternative income generating capacities particularly in hinterland communities.

Programs and Lines of Action

Agribusiness and Trade Program

- 2. Adding value to agricultural production and keeping value in production zones*

Agriculture, Territories and Rural Well-being Program

- 2. Contribution of family agriculture to the rural economy*

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

ER.1. Beekeeping sector has at its disposal appropriate reference information for undertaking beekeeping.

IA.1. At least one hundred cds and one hundred printed copies of the manual delivered to the National Authority and producers.

- ER.2.** MoA technical staff and producers better equipped with basic beekeeping knowledge.
IA.1. At least twenty technicians and at least sixty producers from at least three rural communities trained by December, 2012.
- ER.3.** Beekeeping sector has at its disposal appropriate reference information for preparedness for organic certification.
IA.1. At least one hundred cds and one hundred printed copies of the manual delivered to the National Authority.
- ER.4.** Strengthened skills in production of value-added products.
IA.1. At least 4 new value-added products developed.
- ER.5.** The MoA technical staff better equipped to train and promote organic beekeeping locally.
IA.1. At least twenty technicians trained in areas of GAPs and GMPs for organic production.
IA.2. At least sixty farmers from three rural communities trained by trained technicians.

Promoting Agricultural Risk Insurance in Guyana

Objective: To promote at a national level the concept and benefits of agricultural insurance.

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

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

1. Adapting agriculture to climate change

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

- ER.1.** Significantly improved appreciation of agricultural insurance in the context of Guyana's established agricultural insurance programme.
IA.1. At least 1 seminar conducted in at least 10 major rice-producing areas.
IA.2. The main stakeholders are in receipt of educational and promotional material for dissemination.

Management of Technical Cooperation

Management of Technical Cooperation

Objective: The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural

sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1.** The Office in Guyana is equipped with qualified human talent which permits it to respond in a timely and efficient manner to the needs of the Country Strategy.
- ER.2.** The Office has benefitted from continuous improvement of its operational procedures and systems through the identification of impediments and application of innovative solutions.
- ER.3.** The Information Systems in the IICA Office in Guyana are organized with respect to the status and results of technical cooperation actions
- ER.4.** The IICA Office in Guyana has adequate, safe, secure and conducive physical space for the efficient delivery of its technical cooperation

IICA Office in Haiti

IICA Technical Cooperation Projects

Relaunch of Agricultural Production and Food Security in Haiti Through Technical Support to Different Projects Implemented by the Office

Objective: To contribute to the improvement in the incomes of disadvantaged populations through an increase in agricultural production, both in terms of yield and acreage planted and consequently, to assist with food security for these persons.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

3. New uses of agriculture

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

- ER.1.** Families within the areas in question have access to quality products from their gardens to improve their diet
 - IA.1.** At least 18,000 families in five geographical departments have access to fresh vegetables.
- ER.2.** Families have access on a continuous basis to water for various uses in Pays Pourri, Mare Roseau, Dubois, Malafy and Maingritte.
 - IA.1.** Approximately 800 families have access to water via 170 cisterns.
- ER.3.** Increase in the revenue of small farmers through sustainable increase in agricultural production

IA.1. At least 2 parcels of land created on the Fond des Nègres.

ER.4. Farmers are in a position to offer and sell their products on a constant basis

IA.1. At least 25% of small farmers are on the government's purchasing list.

ER.5. New technologies are adopted and acquired by the farmers who are able to increase their production and sell at a good price.

IA.1. More than 50 farmers trained and 2 demonstration sites established.

Strengthening of Animal Health at the National Level through Technical Support for the Project Control of Classic Swine Fever and the Project Control of Avian Influenza

Objective: Support for the Strengthening of the National Health System to facilitate control and monitoring of certain diseases and pests within the agricultural sector.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

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

ER.1. The agricultural sector has improved its capacity to deal with AHI and other zoonoses (Prevention and Control).

IA.1. At least 25 communities submit a weekly monitoring report.

IA.2. A two-month vaccination campaign carried out in each department.

IA.3. 800,000 pigs vaccinated each.

ER.2. Cooperation with the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), the private sector and other international organizations and infrastructures reinforced.

IA.1. At least two (2) NGOs participate in the development of activities each year.

IA.2. At least 2 quarantine stations rehabilitated.

IA.3. 18 community radio stations broadcast advertisements on the PPC.

IA.4. 35,000 information leaflets and 5,000 posters distributed.

- IA.5. 2 training sessions with 10 experts organized.
- IA.6. Material available for vaccinating more than 600,000 animals.

Institutional Strengthening of the Sector through Technical Support for the Project Strengthening Human Capacity and Training of Leaders

Objective: Collaborate in the training of professionals in the agricultural sector in order to ensure close and effective support to producers to achieve increased production and food productivity and contribute to the strengthening of the National Coordination for Food Security (CNSA).

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program
3. *New uses of agriculture*

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

- ER.1. Senior staff of the Ministry of Agriculture trained in good agricultural practices
 - IA.1. List of themes defined
 - IA.2. At least 8 training seminars organized.
- ER.2. Training program established and Haitian professionals and other NGOs trained.
 - IA.1. At least 5 conferences held before the end of 2011.
 - IA.2. At least 5 universities selected contacted.
- ER.3. Newly-acquired capacities used effectively with small producers.
 - IA.1. At least 2 site visits to do follow-up on training.
 - IA.2. At least 5 meetings organized with the persons trained.
- ER.4. The presentation of current decision-making tools put in place in the area of food security is improved.
 - IA.1. A team created within the CNSA capable of ensuring continuity, on a decentralized basis, of the collaborative activities at the end of the Project.
- ER.5. Information is published on a regular basis.

- IA.1. A least 4 quarterly bulletins produced and published with quantifiable information on the profile of the groups that are vulnerable to food insecurity.
- IA.2. Distribution each month of information on food security.
- ER.6. Mechanisms for collaboration between the stakeholders in the implementation of the food security programs are strengthened for better coordination of activities.
 - IA.1. Establishment of a network for collaboration.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1. The knowledge, technical and technological capacities of the Staff in Haiti has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional norms and procedures and effective implementation of the Country Strategy.
- ER.2. Proceedings prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and permanent collection of lessons learned.
- ER.3. IICA in Haiti have systematized information on the progress and results of the technical cooperation activities undertaken.
- ER.4. IICA Haiti has adequate physical space to carry out technical cooperation operations.
- ER.5. IICA remains the partner of choice for technical cooperation, collaboration and information on agriculture and rural development.

IICA Office in Jamaica

IICA Technical Cooperation Projects

Promote the use of Protected Agriculture for the Increased Production of Vegetables and Herbs and Provide Support for Capacity Building in the Promotion of Protected Agriculture

Objective: To contribute to increased utilization of greenhouse technology

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

*Program Budget
2011*

Programs and Lines of Action

Agribusiness and Trade Program

- 1. Linking producers to markets, including small-scale producers*
- 2. Adding value to agricultural production and keeping value in production zones*
- 4. Risk management and reduction*

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

- ER.1.** Effective execution of the CIDA funded IJAP project and the operations of the greenhouse and marine fisheries sub-sectors have been enhanced.
- IA.1.** 80% of deliverables under the IJAP project have been achieved by December 2011
- ER.2.** The capacities of the executive and the general membership of JGGA are strengthened by the consul and technical assistance provided by the Agribusiness Specialist. JGGA is operating and functioning as a cohesive body with proper governance structures.
- IA.1.** Training in greenhouse production provided for at least 30 growers by December 2011
- ER.3.** The members of the JGGA have been exposed to the management practices of greenhouse operations in the Dominican Republic, and established linkages with growers in the DR.
- IA.1.** Arrangements underway for fact finding mission to the DR by December 2011.
- ER.4.** The capacities of the executive and general membership of the JGGA have been strengthened from training and technical assistance received in the areas of needs identified.
- IA.1.** At least 20 members of the JGGA have received at least 2 sets of training in identify areas of need by December 2011.
- ER.5.** Members of the Jamaica Greenhouse Association and the public have increased their knowledge and levels of interaction as a result of having access to a dedicated website focusing on various aspects of protected agriculture.
- IA.1.** Website architecture re-defined based on consultation with stakeholders by December 2011.

Assist with the Institutional Strengthening of Public and Private Sectors, including Commodity Groups (PMOs, goat, pig, apiculture, herbs & spices, JAS, JGGA, Public AHFS Agencies), Youths, JNRWP and AHFS Agencies

Objective: To strengthen public and private capacities for enhanced agribusiness development.

Programs and Lines of Action

Agribusiness and Trade Program

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

Agricultural Health and Food Safety and Quality Program

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

Agriculture, Territories and Rural Well-being Program

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

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

- ER.1.** Increased competence of the Ministry of Agriculture's marketing division to undertake local and international market intelligence. Ministry of Agriculture and Fisheries personnel as well other stakeholders in the Agricultural sector are better able to plan and make projections and there is consistency in the supply of produce in the domestic market.
- IA.1.** Assistance provided to MOA&F to initiate market research in selected crops by December 2011.
- ER.2.** Increased competence of the Ministry of Agriculture's personnel and key stakeholder groups in group dynamics.
- IA.1.** The executive of at least one producer organisation trained in group dynamics by December 2011.
- ER.3.** Increased competence of the Ministry of Agriculture's marketing division to conduct food value-chain analysis.
- IA.1.** Value-chain analysis is started for at least 2 selected crops by December 2011.
- ER.4.** Increased competence of the selected stakeholder groups in entrepreneurship, business development and management.
- IA.1.** Members of at least 2 producer organisations have benefited from training in business development and management by December 2011.
- ER.5.** Increased competence of the Ministry of Agriculture and Fisheries personnel in food safety standards compliance mechanisms.
- IA.1.** Facilitate the participation of at least three government officials at international SPS for a.
- ER.6.** Information on the work of the Institute is promoted.
- IA.1.** The office has participated in one major agricultural exposition by December 2011.

Assist with the Development of a Sustainable Apiculture Sub-sector Through Capacity Building for the Producer Organizations, Management of Disease, and Agribusiness Development

Objective: To assist with the development of a sustainable apiculture sub sector.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers
2. Adding value to agricultural production and keeping value in production zones

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

*Program Budget
2011*

Agricultural Health and Food Safety and Quality Program

3. Food safety

4. Emerging issues and emergencies in AHFS

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

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

- ER.1.** There is a reduction in the incidence of the American Foulbrood disease in the island. Increased competence of members of the two bee keeping associations in disease inspection and management. Selected members of the two bee keeping associations have increased capabilities in managing their enterprises.
- IA.1.** At least 90% of infested apiaries discovered are destroyed by December 2011.
- IA.2.** At least 60 members of the producer associations trained by December 2011.
- ER.2.** Stakeholders in the apiculture sector have access to a protocol for the proper management and control of the American Foulbrood disease.
- IA.1.** Document proposing disease management regime completed by March 2012.
- ER.3.** Members of the producer groups have participated in improved capacities to enable them to manage projects.
- IA.1.** At least one workshop on project management organized for the producer organizations by December 2011.
- ER.4.** Improved skills and capabilities of bee keepers in commercial production of value-added products.
- IA.1.** At least 60 bee keepers are introduced to various value-added product options by December 2011

Promote Community based Agrotourism for Identified Communities and Participating Agencies

Objective: To promote stronger linkages between the agriculture sector, rural communities and the tourism industry.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

2. Contribution of family agriculture to the rural economy

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

- ER.1.** Increased competence of rural stakeholders in developing and managing tourism sites and attractions.
- IA.1.** At least 2 rural community groups trained in attraction tour presentation by December 2011

- ER.2.** Rural community groups are able to establish formal arrangements with hotels, tour agencies and buyers of agricultural produce.
IA.1. Discussions initiated with stakeholders along the value-chain by December 2011
- ER.3.** Increased competence of rural community groups in business planning and sourcing of funding to assist in enterprise development.
IA.1. Technical assistance provided to at least 3 rural community groups in business development and management by December 2011
- ER.4.** Stakeholders in the sector are exposed to information on best practices in agro tourism and are establishing linkages in the sector.
IA.1. Ongoing participation in national inter-agency meetings regarding the development of agro/rural tourism.

Review and Strengthen the Research Process Through Increased Collaboration with CARDI for Validation and Demonstration of Efficient Production Systems

Objective: To contribute funding toward agricultural research, foster greater collaboration among the research entities and support the dissemination of research results to the agri-food sector.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*
- 5. Regional and international cooperation for technology innovation*

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

- ER.1.** There is increased collaboration between IICA, CARDI and relevant stakeholders in the local research field through a restructured and re-focused research programme under the technical cooperation agreement (IICA/CARDI).
IA.1. At least quarterly meetings of Project Management committee with reports submitted quarterly.
- ER.2.** Stakeholders and the farming community have increased access to research findings on root crops, vegetables, herbs and spices, protected agriculture and small ruminant production.
IA.1. Information packages to be disseminated to the farming community identified by December 2011.
- ER.3.** Research entities have greater knowledge of each other's' current research activities.
IA.1. List of relevant public and private entities compiled by December 2011 for follow-up on improving linkages and networking.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** Strengthened technical and administrative capacities of the IICA Jamaica office to ensure that the office is able to deliver the Country Strategy requirements
- ER.2.** Processes prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and permanent collection of lessons learnt.
- ER.3.** IICA Jamaica has optimal information systems and computerization of applicable processes in the offices.
- ER.4.** IICA Office in Jamaica has adequate physical space, infrastructure and equipment to support the technical operations.
- ER.5.** Public institutions, the private sector and other stakeholders in the agriculture sector recognize the quality, experience and the relevance of IICA to meet national needs and demands identified in the IICA Country Strategy.

IICA Office in Bahamas

IICA Technical Cooperation Projects

Support the MAMR's/BAIC Technical Capacity in Good Production Practices for Greenhouses and for Commercial Production Supporting the Organization of the Value Chain for Each Commodity

Objective: To enhance productivity through the strengthening of public and private capacities to access new technology and provide improved services to producers for increasing their production and competitiveness.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

1. National innovation systems

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

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

*Program Budget
2011*

- ER.1.** The Bahamas Agricultural Industrial Corporation has a draft agriculture sector strategic plan to improve support to producers and Family Island agriculture development.
 - IA.1.** Consultation with producers/stakeholders on 7 Family Islands completed.
- ER.2.** Agriculture sector stakeholders are knowledgeable and make use of market platform & information.
 - IA.1.** 2 capacity building workshops done on market data requirements (output quantity/grades/standards/other quality factors) for locally produced commodities. System for collection and publishing established.
- ER.3.** Greenhouse association have increased their capacity and understanding of protected agriculture and how to increase output and incomes from improved management.
 - IA.1.** One assessment report on the performance of model greenhouse, cost of production and capacity needs of operators.
- ER.4.** Increased knowledge of students about diverse crops/livestock, food security, and improved nutrition & agricultural practices.
 - IA.1.** Three Family Island schools (Bimini, Grand Bahama, Abaco, Cat Island) participate in the initiative for year-round supply of nutritious vegetables.
- ER.5.** Members of the associations and extension service have increased their knowledge of herd management, and producers adopt improved feeding practice. Sweet potato producers increase production and adopt good agricultural practices.
 - IA.1.** Small ruminants and root crops producers form clusters and the root crops group scale up operation of sweet potato to commercial level to supply local distributors. One capacity building workshop on good management for large scale production.
- ER.6.** Producers improve knowledge of agricultural health regulations for export.
 - IA.1.** One training session by way of video conferencing on SPS and CODEX issues for technicians.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The knowledge, technical and technological capacities of the Staff in Bahamas office has been enhanced to meet the changing demands of our internal and external stakeholders, advances in institutional norms and procedures and effective implementation of the Country Strategy.

- ER.2.** Proceedings prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and permanent collection of lessons learned.
- ER.3.** IICA Bahamas have systematized information on the progress and results of the technical cooperation activities undertaken and use of knowledge management tools improved.
- ER.4.** IICA Bahamas has adequate physical space to carry out technical cooperation operations.

IICA Office in Dominican Republic

IICA Technical Cooperation Projects

Project to Support the Development and Consolidation of Policies, the Implementation of Strategies and Plans, Dialogue and Public-private Partnerships in the Agricultural Sector of the Dominican Republic

Objective: Support the development and consolidation of policies, the implementation of strategies and plans, dialogue and public-private partnerships that contribute to the creation of social capital and take advantage of synergies.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

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

- ER.1.** . The Ministry of Agriculture has a project to modernize and improve the institutional efficiency of the agricultural sector in the Dominican Republic.
 - IA.1.** At least two legislative initiatives and/or policy proposals prepared and presented to the authorities.
- ER.2.** With IICA's support, the livestock sector of the Dominican Republic has implemented projects that enable it to develop its public and private institutional framework.
 - IA.1.** At least three projects supported in the design phase and at least one in the implementation phase.
- ER.3.** Producer organizations and groups have improved their agribusiness capabilities.
 - IA.1.** At least two producer organizations and groups supported with agribusiness management projects.
- ER.4.** Local public policies have been strengthened to benefit the national agricultural sector, through proposals emanating from the seminars.

IA.1. At least two seminars held on agrifood policies and their conclusions presented to the authorities.

ER.5. International organizations have established a mechanism to discuss and coordinate joint actions around a common work agenda.

IA.1. At least three initiatives coordinated or agreed within the mechanism.

Project to Support the Sustainable Development of Rural Territories in the Dominican Republic

Objective: Support the implementation of strategies and investments for the sustainable development of rural territories, seeking better living conditions for the rural populations of the Dominican Republic, and especially for small-scale producers.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

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

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

ER.1. Familias en los territorios cuentan con mayores oportunidades e ingresos y con mejores condiciones de vida.

IA.1. Al menos 5 proyectos en funcionamiento.

IA.2. Cinco documentos de proyectos disponibles.

IA.3. 150 familias beneficiadas con los proyectos.

Project to Support the Development of Organic Agriculture in the Dominican Republic

Objective: Promote the expansion of profitable crops with market potential, including organic production, through the strengthening of the institutional framework and through research, development and investment initiatives.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 3. New uses of agriculture*

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

ER.1. The Ministry of Agriculture of the Dominican Republic has the necessary policy instruments to promote the development of agriculture.

- IA.1. 70 producers have been consulted through workshops.
- IA.2. Publication of a context study on local organic production.
- IA.3. Census prepared with information on organic production in the country.
- IA.4. Policy document disseminated among the main players involved in the national agricultural sector.
- IA.5. Policy document on organic agriculture (OA) prepared and published.
- ER.2. The country has developed organic production models that will offer opportunities to improve the competitiveness of those products.
 - IA.1. Status report on rice and analysis of possible organic production published.
 - IA.2. Document prepared for inclusion in the technology package on organic rice production.

Project to Support Research, Extension Services and Education in Agriculture for the Dominican Republic

Objective: Support research, technology development, extension services and education to improve the processes of production, processing and marketing of agricultural and forest products.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

- ER.1. The IDIAF has validated agricultural innovations in maize and bean crops to improve the competitiveness, productivity and sustainability of local producers.
 - IA.1. At least two REDSICTA projects under implementation.
- ER.2. With IICA's support, public universities offering agricultural courses in the DR have developed modern study programs, appropriate to the current needs of the agricultural labor market.
 - IA.1. At least two universities involved in the modernization of the curriculum.
- ER.3. The Dominican Republic's agricultural sector uses a communications tool with producers from other countries, enabling it to improve its competitiveness and improve the transfer of knowledge and experiences.
 - IA.1. At least two producers' videoconferences organized between DR producers and two LAC countries.

Project to Support the Management of Sustainable Agricultural Production in the Dominican Republic

Objective: Support the Dominican Republic in adopting practices for the sustainable management of natural resources, promoting agricultural, livestock and forestry technologies that facilitate adaptation to climate change and the conservation of biodiversity.

Programs and Lines of Action

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

3. Efficient and integrated management of natural resources

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

- ER.1.** The Ministry of Agriculture applies innovative tools and techniques to improve the competitiveness of different producers in the DR.
- IA.1.** At least one project on sustainable production systems in operation.
 - IA.2.** At least 150 officials, technicians and decision-makers of the agricultural sector aware of and trained in the importance of these techniques.
- ER.2.** The trained producers have increased their productivity and reduced their operating costs through the application of the techniques promoted.
- IA.1.** At least 300 producers have received information on the benefits of these production techniques.
- ER.3.** The Ministry of the Environment and Natural Resources has prepared a project proposal for the conservation of protected areas, with a view to obtaining funding.
- IA.1.** At least one project for the protection of protected areas under implementation.

Project to Support the Improvement of Agricultural Health and Food Safety Systems in the Dominican Republic

Objective: Support the implementation of a comprehensive, modern and efficient agricultural health and food safety (AHFS) system that involves all the players in the production chain.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

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

- ER.1.** The Ministries of Agriculture, Public Health and Environment and Natural Resources have a coordinated Plan to respond to outbreaks of disease in birds, and to diseases that can be transmitted from birds to humans.
- IA.1.** 300 technicians and producers have been trained through the project's different training programs.

- IA.2. An animal health monitoring system has been established.
- ER.2. The Dominican Republic has a system for monitoring the movement of birds, enabling the country to prevent or control the propagation of avian diseases.
 - IA.1. A monitoring and surveillance system has been established for migratory birds.
- ER.3. The Ministry of Agriculture keeps an effective register of poultry producers in the country, facilitating support services for disease control.
 - IA.1. A national registration system for poultry producers has been established.
 - IA.2. A monitoring system to track the movement of birds has been established.
- ER.4. Haiti and the Dominican Republic have harmonized their policies, strategies and technical criteria for the control of avian diseases.
 - IA.1. An agreement on avian and human flu has been signed between the Haitian and DR health authorities.

Project to Promote the Agricultural Exports of the Dominican Republic

Objective: Promote agricultural exports on the basis of continuous exploration and competitive insertion in the international markets.

Programs and Lines of Action

Agribusiness and Trade Program

1. *Linking producers to markets, including small-scale producers*

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

- ER.1. The participants have up-to-date information on the target market.
 - IA.1. Market study document prepared and disseminated.
- ER.2. The participants have the necessary capacity to access the target market.
 - IA.1. At least 2 reports on the activities implemented.
- ER.3. The participants have defined a clear strategy for exporting to the target market.
 - IA.1. At least 18 business plans prepared and distributed.
- ER.4. The participants have approached potential buyers.

IA.1. At least one report on the results of the trade mission.

Project to Strengthen Market Information and Intelligence Systems for Agricultural and Forest Products of the Dominican Republic

Objective: Strengthen market information and intelligence systems for agricultural and forest products, through the use of Information and Communications Technologies.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

ER.1. National institutions associated with the trade and promotion of products have access to up-to-date tools and techniques for securing and using information on external markets.

IA.1. Proposal prepared and distributed.

ER.2. The Ministry of Agriculture has strengthened the capacity of the OTCA to gather market intelligence.

IA.1. At least three training modules taught.

ER.3. The Ministry of Agriculture has a proposal for improving the national agricultural information system.

IA.1. Document on proposal.

ER.4. The Ministry of Agriculture has a proposal for improving the system for monitoring agricultural products at the local level.

IA.1. Document on proposal.

Project for the Promotion and Development of Agro-tourism in the Dominican Republic

Objective: Promote agro-tourism to diversify the income and support the development of rural communities.

Programs and Lines of Action

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

*Program Budget
2011*

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

1. Linking producers to markets, including small-scale producers

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

ER.1. Strengthened capacity to generate wealth in rural communities of Samaná.

IA.1. Project document.

ER.2. Strengthened capacity to generate wealth in rural communities of Miches.

IA.1. Project document.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

ER.1. The Office is better equipped to meet the needs of the livestock subsector and has trained backup staff.

ER.2. IICA is better equipped to assist the country with international trade issues.

ER.3. IICA began to provide support to the country with greenhouse technology, which is booming and gaining in popularity within the country and throughout the hemisphere.

ER.4. The Office has an enhanced capacity to implement activities in support of local organic agriculture.

ER.5. IICA has the capacity to replicate models of silvo-pastoral systems at the local level.

ER.6. The staff of the Office is much better equipped to communicate with the other offices in the Caribbean and non-Spanish speaking strategic

ER.7. The members of the Office staff are familiar with all the software tools at their disposal (Word, Excel, PowerPoint, Access, etc.), and are using them in their respective positions.

ER.8. The Office has a systematized tool that facilitates the management of the entire technical and administrative process of the Office.

- ER.9.** The Office has a tool that facilitates the attainment of the technical cooperation goals set for the period in question.
- ER.10.** There is greater public awareness of the activities, actions, and projects that IICA implements at the local, regional and hemispheric levels.
- ER.11.** The Office has provided the country, the region and the hemisphere with a source of up-to-date information about the national agricultural sector and IICA.
- ER.12.** There is greater public awareness of the projects that IICA implements at the local, regional and hemispheric levels.
- ER.13.** The Office facilitated the documentation of field experiences and generated a multimedia database of IICA's activities in the country.

IICA Office in Suriname

IICA Technical Cooperation Projects

Strengthening the Agriculture Technology and Innovation Systems

Objective: To promote and support the establishment of appropriate technology and innovation systems in Suriname.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. *National innovation systems*
2. *Agro-biotechnology and biosafety*

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

- ER.1.** The national systems have been strengthened in collecting and disseminating information on research and development.
- IA.1.** Thirty (30) pamphlets on the Cartagena protocol have been published and distributed to private and public sector stakeholders.
- ER.2.** The national systems have been strengthened in collecting and disseminating information on research and development.
- IA.1.** Three (3) Partnership newsletters have been published and distributed to private and public sector stakeholders.
- ER.3.** The national systems have been strengthened in collecting and disseminating information on research and development.
- IA.1.** Two (2) pilot low-cost hydroponics sites have been developed at local orphanages.
- IA.2.** Five (5) training sessions on the use of protected agriculture have been carried out and ten (10) stakeholders have been trained.
- ER.4.** The national systems have been strengthened in collecting and disseminating information on research and development.
- IA.1.** IICA's Annual Report 2010 prepared and presented at the Annual Accountability Seminar.
- ER.5.** National technology and innovation systems strengthen relationships with regional and international stations.

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

*Program Budget
2011*

- IA.1.** One (1) stakeholder has participated at meetings of Procitopicos and information has been disseminated to agricultural community through three (3) informational workshops.
- IA.2.** At least thirty (30) private and public sector stakeholders have been sensitized to new information and developments in CARDI through distribution of pamphlets and one informational workshops.
- ER.6.** National technology and innovation systems strengthen relationships with regional and international stations.
- IA.1.** At least two public sector stakeholders have participated in regional and international agricultural research fora and disseminated research information to the agricultural community through one (1) informational workshop.

Support the Strengthening and Modernization of Suriname's Agricultural Health and Food Safety Service

Objective: To support Suriname in strengthening and modernizing its agricultural health and food safety systems and to improve conditions for fostering international trade.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

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

- ER.1.** Suriname has participated in SPS and other fora.
 - IA.1.** Information has been disseminated by meeting participants and private and public sector stakeholders have been informed as to new SPS developments.
- ER.2.** Enhanced national capabilities in food safety.
 - IA.1.** Private and public sector stakeholders (25) have been sensitized to GAPS and GMPs and the incentives for their adoption.
- ER.3.** Enhanced national capabilities in food safety.
 - IA.1.** Public sector stakeholders have been presented a report on the status of quarantine services and have been provided recommendations on enhancement.

Support the Strengthening of the Agribusiness Sector in Suriname

Objective: To develop competitive and inclusive agribusinesses in Suriname by enhancing entrepreneurial and organizational capabilities and thereby improving producers management skills.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

1. Linking producers to markets, including small-scale producers

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

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

- ER.1.** Government has developed and implemented appropriate agribusiness policies and strategies.
- IA.1.** Fifty (50) private and public sector stakeholders have been sensitized to an agricultural policy document and its implications through two (2) workshops.
- ER.2.** Government has developed and implemented appropriate agribusiness policies and strategies.
- IA.1.** Fifty (50) private and public sector stakeholders have been made aware of the importance of agricultural risk management and its potential for implementation in Suriname through two (2) seminars.
- ER.3.** Agribusiness subsectors have awareness of their status and enhance their competitiveness.
- IA.1.** Twenty-five (25) private and public sector stakeholders have increased their capacity for organizational management through three (3) training activities.
- ER.4.** Agribusiness subsectors have awareness of their status and enhance their competitiveness.
- IA.1.** Private and public sector stakeholders twenty-five (25) have attended two (2) training activities to become sensitized to the value chain approach.
- ER.5.** Agribusiness subsectors have awareness of their status and enhance their competitiveness.
- IA.1.** Thirty (30) Stakeholders in three (3) different subsectors have attended two (2) sessions to present a detailed analysis of their commodity and opportunities for value chain improvement.
- ER.6.** Agribusiness entrepreneurs have increased their market share in domestic, regional and international markets.
- IA.1.** Private and public sector stakeholders have increased knowledge of a specific market and increased capacity to access that market.

Enhancing Livelihoods in Selected Rural Territories in Suriname

Objective: To improve the capability of selected rural communities to increase the availability of food, improve their income earning capacity and effectively manage their natural resources.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

2. Contribution of family agriculture to the rural economy

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

3. Efficient and integrated management of natural resources

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

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

ER.1. Selected rural communities in Suriname strengthening their food security with the introduction of appropriate technology.

IA.1. Twenty (20) family farms have been trained in improved vegetable production techniques through a series of five (5) training workshops.

ER.2. Food security in rural communities strengthened by the diversification of staples.

IA.1. Ten (10) family farms are producing an improved upland rice variety as a result of three (3) training sessions.

ER.3. Natural resource management incorporated into Suriname's hinterland agricultural and rural development activities.

IA.1. Design of permaculture systems has been developed and twenty (20) hinterland producers have attended two (2) training workshops in permaculture systems.

ER.4. Suriname has adapted raising of neotropical animal species into its agriculture and rural development programme.

IA.1. Design of neotropical species systems is developed and hinterland producers are trained in rearing neotropical species.

ER.5. Tour operators and rural communities have improved their efficiency in managing agro-eco-tourism enterprises.

IA.1. Agro-eco-tourism best practices have been developed and disseminated to ten tour operators and rural communities through two (2) training seminars.

ER.6. Milieu informed about activities and issues learnt during project implementation.

IA.1. One (1) final project report prepared and distributed.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1. Professional personnel have improved their delivery of technical cooperation.
- ER.2. Professional personnel have improved their technical capacities through areas of training in Project Formulation and implementation and Managing protected agriculture systems.
- ER.3. New technical personnel with appropriate skills and knowledge recruited.
- ER.4. Agriculture milieu in Suriname has improved their technical knowledge base through the dissemination of information.
- ER.5. Professional personnel have enhanced their technical expertise in protected agriculture and pineapple production.
- ER.6. National travel and per diem scales are brought in line with current realities
- ER.7. Office increased its operation of externally funded Technical Cooperation Projects.
- ER.8. Office has improved its delivery of Technical Cooperation Projects through increasing the number of monitoring and follow up visits; enhanced collaboration with the Directorate of Performance Management and Evaluation (DPME).
- ER.9. Office has improved its information and communication technological infrastructure.
- ER.10. Office has improved its management of information through participation in internal and external training sessions.
- ER.11. Office makes more effective use of available space.
- ER.12. Milieu made more aware of Offices Technical Cooperation activities and technical information generally.

IICA Office in Trinidad and Tobago

IICA Technical Cooperation Projects

Enhancing Capacity and Processes for Agricultural Policy and Planning in Trinidad and Tobago

Objective: To provide assistance in the development of a coherent policy and planning framework that facilitates and promotes the sustained growth and development of the agri-food sector.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. *Prospective and strategic analyses for agriculture*

2. Public policies for agriculture

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

- ER.1.** Enhanced capacity in MFPLMA/THA and other state agencies in agriculture to formulate, implement, monitor and evaluate policies, programmes, plans and projects.
IA.1. At least two (2) training workshops delivered.
- ER.2.** Enhanced capacity in Planning division to undertake analysis, planning and programming.
IA.1. Oversight provided to Planning division in at least two policy related assignments.
- ER.3.** More informed decision making, planning and policy formulation based on increased availability and reliability of data/information.
IA.1. At least one analytical study conducted.
- ER.4.** The adoption of a relevant and responsive policy regime with associated plans and strategies.
IA.1. Policy framework and sector plan completed.
- ER.5.** Improved policy and planning processes and enhanced monitoring and evaluation of programs, projects, etc.
IA.1. Improved system for planning, monitoring and evaluation developed
- ER.6.** Improved planning and implementation of selected agricultural development projects and programmes.
IA.1. Evaluation of the National Agribusiness Development Programme

Enhancing the Competitiveness of Selected Commodity Systems through Integrated and Coordinated Technical

Objective: To facilitate the sustained development and increased competitiveness of selected commodities by mobilizing technical cooperation in an integrated and coordinated manner to address key constraints.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

- ER.1.** Enhanced capacity among stakeholders to undertake commodity assessments and value chain analysis and prepare plans and strategies for commodity development.
- IA.1.** At least one training programme conducted on VCA, preparation of commodity plans, etc
- ER.2.** More informed decision making in both public and private sectors as this relates to support for and participation in competitive commodity value chains.
- IA.1.** Assistance provided in the conduct of at least one commodity assessment or preparation of one feasibility study or business plan.
- ER.3.** More effective and efficient delivery of technical cooperation for the development of selected commodities.
- IA.1.** At least one stakeholder consultation facilitated with focus on commodity development.
- ER.4.** Enhanced cooperation among stakeholders along the value chain and within clusters leading to improved coordination and effectiveness in addressing commodity development.
- IA.1.** Support provided to at least one commodity cluster.
- ER.5.** Greater efficiency and effectiveness in the mobilization of technical cooperation from IICA targeted at specific commodities.
- IA.1.** At least one horizontal technical cooperation activity facilitated and the services of at least two technical specialists secured in support of commodity development.

Strengthening and Integrating Agricultural Health and Food Safety Systems and Services for Enhanced Food Security and Increased Market Access

Objective: To promote and facilitate the development of a strengthened and more integrated agricultural health and food safety system which facilitates national food security and increased market access for SMEs in particular.

Programs and Lines of Action

- Agricultural Health and Food Safety and Quality Program*
2. *Modernization of the national sanitary and phytosanitary services*
 3. *Food safety*

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

- ER.1.** Enhanced capacity in public and private sectors to utilize and apply AHFS principles and practices leading to better management of pest and diseases, increased adoption of practices and food safety standards and increased access to markets.
- IA.1.** At least one training programme delivered on AHFS.
- ER.2.** General public, public sector and private sector including SMEs are better informed to act and make decisions relating to the AHFS system.

- IA.1. Improved availability of information on AHFS issues in public domain.
- ER.3. Increased efficiency and effectiveness in programme and project design as it relates to strengthening the AHFS system.
 - IA.1. Update assessments using various PVS tools
- ER.4. Increased levels of cooperation and integration in the design and execution of projects and programmes relating to AHFS.
 - IA.1. At least one stakeholder meeting convened to discuss AHFS issues.
- ER.5. Private sector and SMEs in particular are empowered with information and skills to adopt standards required for accessing markets.
 - IA.1. At least one GAP Protocol developed and support provided to adoption of various standards.

Institutional Strengthening and Support to Organizations (including Producer groups and SMEs) in the Agri-Food

Objective: To provide assistance in the strengthening of institutions and organizations operating along the value chain with emphasis on commodity and producer organizations involving SMEs.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1. Enhanced capacity within institutions and organizations for developing and managing sustainable and effective organizations.
 - IA.1. At least one (1) training programmes and 20 persons trained annually.
- ER.2. Increased technical and financial support delivered to producer and commodity organizations.
 - IA.1. At least one project proposal or plan prepared for producer groups.
- ER.3. Improvements in the delivery of marketing, products, services and level of networking of participating organizations.
 - IA.1. At least two organizations receive support in organizing and participating in events.

Management of Technical Cooperation

Management of Technical Cooperation

Objective: The objective is to ensure that the Offices provide technical cooperation as effectively and efficiently as possible, so that they can contribute to

achieving the priorities and objectives identified in the IICA Country Strategy, in keeping with the priorities and needs of the national agricultural sector, and with the objectives, programs and lines of action of the 2010-2014 MTP.

Expected Results (ER)

- ER.1.** The IICA Trinidad and Tobago office will benefit from timely delivery of internal and external expertise in improving the execution of technical cooperation programmes.
- ER.2.** The application of knowledge management tools is strengthened among professional staff in improving the office efficiency.
- ER.3.** IICA Trinidad and Tobago continues to be a strong collaborative organization committed to technical cooperation on agriculture, sustainable rural development and institutional strengthening with our stakeholders.

ANDEAN REGION

IICA Office in Bolivia

IICA Technical Cooperation Projects

Strengthening of Bolivia's National Agriculture and Forestry Innovation System

Objective: To promote the strengthening of the National Agriculture and Forestry Innovation System, promoting better management of the system as a whole, and each of its members, in research, extension and technological innovation, in order to achieve sustainable agriculture that contributes to food security and poverty reduction.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*
- 3. New uses of agriculture*
- 6. Knowledge management and ICT for innovation*
- 5. Regional and international cooperation for technology innovation*

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

- ER.1.** The INIAF and the VCyT are implementing and promoting research projects on priority agricultural activities in partnership with public and private research centers in the different regions of the country.
 - IA.1.** The INIAF has a work plan for guiding and conducting research on stock raising and forage crops.
- ER.2.** Within the framework of the Bolivian Innovation System, The INIAF and the VCyT are spearheading and promoting technological innovation processes

using ICTs, mechanisms for consensus building and dialogue, and the training and strengthening of human resources.

IA.1. The SNIA's human resources are better equipped to formulate projects and research methodologies.

IA.2. The universities and the INIAF have a virtual library containing research and undergraduate theses related to the agricultural and forestry sciences.

IA.3. Work plan for the Innovation in Cocoa Platform.

ER.3. The National Biosafety Committee was reactivated and began its work.

IA.1. Minutes of meetings of the National Biosafety Committee.

ER.4. The INIAF is coordinating extension and technical assistance models in accordance with the characteristics of the regions and priority agricultural activities, in partnership with the institutions and productive sector involved in the Departmental Innovation Councils.

IA.1. Methodology for systematizing institutional arrangements for technical assistance and agricultural extension.

Strengthening of the National Agricultural Health and Food Safety (AHFS) System

Objective: To support the efforts of Bolivia's agricultural sector to strengthen the National Agricultural Health and Food Safety System.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

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

ER.1. The National AHFS System has been strengthened by training technical staff of the SENASAG and related institutions in the application of the Agreement on Sanitary and Phytosanitary Measures; pesticides; good agricultural practices, good manufacturing and hygiene practices; and HACCP.

IA.1. Training in the five provincial capitals Cobija, Tarija, Oruro, Potosí and Trinidad), in coordination with the SENASAG and APIA, on SPS, pesticides and GAPS.

IA.2. Support for the National Codex Alimentarius Committee (CNCA) and the technical committees on: a) inspection and certification systems for food import and exports; b) fresh fruits and vegetables; c) quinoa; and, d) pesticide residues.

IA.3. The project is assisting the SENASAG and the Ministry of Foreign Affairs with the establishment of the Committee on Sanitary and Phytosanitary Measures (CMSF)

- IA.4. The project provided training in GAPs, GMPs and GHPs in the municipalities that were prioritized, in coordination with the WFP.
- ER.2. The project supported the strengthening of the Agricultural Health and Food Safety System, to meet the needs of the population and national producers.
 - IA.1. Foot-and-mouth disease surveillance in the Chaco region.
 - IA.2. Support for Bolivia's National Program for the Eradication of Foot-and-mouth Disease (PRONEFA).
 - IA.3. Strengthening of the National Fruit Fly Control and Eradication Program (PROMOSCA)
 - IA.4. Regional Project on Avian Influenza and Other Transboundary Diseases. IICA, CAS, WB.
- ER.3. SENASAG has begun to modernize its organizational and operating structure to meet the needs of its users and international standards.
 - IA.1. Methodological course on the application of the Performance, Vision and Strategy (PVS) tool.

Strengthening of the Management of, and Capabilities for, Territorial Rural Development

Objective: To support the articulation of intersectoral policies and the capabilities of the players in rural territories with a territorial rural development approach, to increase productive opportunities in family agriculture.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

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

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

- ER.1. The players in rural territories are equipped to design and carry out policies, programs and projects with a territorial approach.
 - IA.1. The technical teams of the municipalities of Uyuni, Porco, Colcha K and San Pedro de Quemes are using planning tools that adopt a territorial rural development approach.
- ER.2. The economic players in rural territories have the productive capabilities required to foster sustainable access to domestic markets.
 - IA.1. The municipalities of Porco and Uyuni have revised projects for enhancing the productive capabilities of the production clusters that were prioritized.
- ER.3. Technical staff of the MDRyT and the LDC-0 know how to analyze the state of sustainable development in the priority territories and are doing so.
 - IA.1. The municipalities of Porco and Uyuni are familiar with the BIOGRAMA and are adopting it as an instrument for providing follow-up to and evaluating the programs and projects in the territories that were prioritized.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The technical personnel have increased their knowledge in their areas of professional competence.
- ER.2.** Two professionals in the areas of Forestry Management and Energy and Environment hired.
- ER.3.** The personnel of the Office have increased their knowledge of the Institute's rules as a result of their participation in on-site events and Videoconferences.
- ER.4.** The personnel of the Office have enhanced their capacity to manage projects, with emphasis on the execution of external resources.
- ER.5.** The Office has the technological infrastructure and information systems required to provide services efficiently and on a timely basis.
- ER.6.** The area of the Office occupied by the technical personnel has been remodeled and reorganized to enable them to perform their duties more efficiently and effectively.
- ER.7.** National authorities, international cooperation organizations and stakeholders in the private sector attend the Accountability Seminar, held to present the Annual Report, recognizing the importance of the technical cooperation provided by IICA; and informational material is distributed to the press.

IICA Office in Colombia

IICA Technical Cooperation Projects

Creation and Improvement of Capabilities Among Population Groups and Institutional Players Linked to Situations of Poverty, Vulnerability and/or Small and Medium-scale Production

Objective: To contribute to the design, operation and/or evaluation of programs, instruments and/or processes aimed at creating social, economic, physical, environmental and institutional capabilities among both poor and/or socially vulnerable population groups and small and medium-scale rural producers, as well as institutional players working with those groups.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

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

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

- ER.1.** Capabilities created related to micro-finances (savings, micro-credits and micro-insurance) and productive enterprises.
- IA.1.** Approximately three thousand (3000) women have designed, set up and/or strengthened individual production units, with their respective business plans, and/or are using formal financial services.
- ER.2.** Organizational capabilities created related to production, associative enterprises and micro-finances (savings, micro-credits and micro-insurance)
- IA.1.** Approximately five hundred (500) women have designed, set up and/or strengthened associative productive enterprises and/or are using formal financial services.
- ER.3.** An operational model is being implemented that is making the project's contracting, operating and administrative processes more efficient.
- IA.1.** A document containing the methodology for reconstructing and/or strengthening social capital and the social fabric in rural areas affected by forced displacement; and a technical report on the processes involved and the results achieved in applying the methodology in various places where populations that suffered forced displacement have been resettled.
- ER.4.** Productive assets to be rehabilitated selected.
- IA.1.** At least thirty (30) assets selected for rehabilitation.
- ER.5.** The actions to be carried out to rehabilitate and ensure the sustainable use of assets were designed.
- IA.1.** At least thirty (30) designs of actions approved.
- ER.6.** The assets were rehabilitated and handed over to the beneficiaries.
- IA.1.** At least thirty (30) assets rehabilitated and handed over to the respective beneficiary communities.
- ER.7.** The project is helping to foster, support and sustain production, in order to contribute to the consolidation of rural resettlements of displaced populations.
- IA.1.** ACCIÓN SOCIAL approved a technical assistance protocol for helping groups of people displaced from rural areas returning to their places of origin. The protocol deals with consensus building and the design, approval of co-financing and implementation of productive projects.
- ER.8.** A portfolio of productive projects has been created to underpin the return of populations to their places of origin in rural areas.
- IA.1.** At least thirty (30) productive projects formulated, with co-financing approved by ACCIÓN SOCIAL.
- ER.9.** The project is consolidating the return and resettlement of rural populations, based on the launch of productive projects.
- IA.1.** At least thirty (30) productive projects are being implemented.
- ER.10.** FONADE, INCODER and the beneficiaries of the DRTT have conclusions and recommendations for installing and operating intra-farm irrigation in the final phase of the DRTT.
- IA.1.** Sixty-four (64) hectares of the DRTT have intra-farm irrigation.

- ER.11.** FONADE, INCODER, and the beneficiaries of the DRTT have recommendations for implementing and operating the agricultural production plan in the final phase of the DRTT.
- IA.1.** Sixty-four (64) hectares of the DRTT under cultivation.
- ER.12.** UTRITOL is equipped to serve as a qualified counterpart, on behalf of the beneficiaries of the DRTT, for the implementation of the final phase of the project.
- IA.1.** UTRITOL, which is the second-level organization that groups together the 20,000 beneficiary families of the DRTT, is better equipped to manage the rural development plan of the sub-territory of the Tolima Triangle.
- ER.13.** The minimum information is available that is needed to plan training processes in rural development with a territorial approach (RDTA) and technical assistance for the institutional entities mentioned.
- IA.1.** A document containing an assessment of the training and technical assistance in RDTA needed for the institutional entities mentioned.
- ER.14.** A tool is available for the institutional entities mentioned to use in managing RDTA training and technical assistance processes.
- IA.1.** A document containing the work plan to be implemented by the institutional entities mentioned for training and technical assistance in RDTA.
- ER.15.** Local actors in the south of Tolima are improving their ability to manage RDTA.
- IA.1.** At least thirty (30) institutional actors in the south of Tolima have increased their capacity to manage territorial development.
- ER.16.** The ACCIÓN SOCIAL and INCODER entities already mentioned are consolidating their management of RDTA.
- IA.1.** At least fifty (50) Institutional actors from the institutional entities of ACCIÓN SOCIAL and INCODER already mentioned are equipped to design and implement rural development projects and processes with a territorial approach.
- ER.17.** Monitoring, follow-up and evaluation elements are available for analyzing the processes and results of the operation of the projects in the department of Tolima.
- IA.1.** Four (4) documents containing the baselines, ongoing evaluations and the systematization of experiences stemming from the operation of the four projects in question: Mujeres Ahorradoras en Acción, Recuperación de Activos Improductivos, Retorno de Poblaciones Desplazadas a sus Territorios Rurales de Origen, and Fase Demostrativa del Plan Productivo y de Desarrollo Rural del DRTT.
- ER.18.** Analytical elements are available to help adjust and/or reformulate rural development tools in the rural territories of Colombia.
- IA.1.** One (1) publication that, based on the information and analysis available, proposes guidelines and recommendations for the design and application of RDTA instruments in Colombia.
- ER.19.** Finalization of agreements and related contracts, with the required supporting documentation.
- IA.1.** Technical reports of the agreements and related contracts approved by the corresponding person.
- ER.20.** Accounts of agreements and related contracts settled.
- IA.1.** Settlement statements of related contracts signed by the parties; and draft statements of agreements, with all available supporting documentation.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The professionals within the Office enhanced their technical expertise in the following areas: technology and innovation, agribusiness, food safety and territorial development.
- ER.2.** An integrated information system was developed that makes it possible to systematize and provide follow-up to the technical cooperation actions carried out, and disseminate them in a timely fashion.
- ER.3.** The Office promoted mechanisms for disseminating results and sharing experiences, thereby creating synergies among the projects and the different areas of the Office.
- ER.4.** The units within the Office responsible for analyzing and negotiating cooperation projects were strengthened, in accordance with the procedures established by the Institute.
- ER.5.** The process of approving externally-funded projects was simplified.
- ER.6.** An integrated information system was developed that makes it possible to systematize and provide follow-up to the technical cooperation actions carried out, and disseminate them in a timely fashion.
- ER.7.** The Office's administrative management and support services are contributing satisfactorily to the implementation of the Country Strategy and observing the Institute's rules and procedures.
- ER.8.** The Office developed and implemented a strategy for repositioning IICA in Colombia as a technical cooperation agency, in the short and medium.
- ER.9.** The Office promoted a policy of transparency and accountability as an element of the institutional culture.
- ER.10.** The Office forged partnerships with other cooperation agencies and academia in order to create complementary technical networks at the local and international levels.

IICA Office in Ecuador

IICA Technical Cooperation Projects

Productivity and Competitiveness for the Rural Agricultural Sector

Objective: To support the national capabilities for identifying innovative technological alternatives that strengthen the implementation of agricultural production initiatives at the central, section and association level, to increase production and productivity throughout the agrifood chain as factors that contribute to the dynamics of Ecuador's agricultural production matrix.

Programs and Lines of Action

Agribusiness and Trade Program

- 2. Adding value to agricultural production and keeping value in production zones*

Agricultural Health and Food Safety and Quality Program

- 3. Food safety*

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*

- 6. Knowledge management and ICT for innovation*

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

- 2. Agricultural production with environmental responsibility*

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*

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

ER.1. The GADs are strengthening their agricultural extension, transfer and training programs.

IA.1. Design of proposals on the creation of capacities in the territories regarding methodologies for the transfer and dissemination of agricultural technologies.

ER.2. The national agricultural sector is benefiting from INIAP's services in support of production and public goods.

IA.1. INIAP operates effective network for research, provision of services and agricultural public goods.

ER.3. The territorial production agendas prepared by the GADs incorporate development initiatives based on agricultural technology innovation processes.

IA.1. Technological and/or biotechnological innovation projects as part of the sectoral strategies for territorial development.

ER.4. The national government, the GADs and players in priority chains have instruments for consolidating partnerships aimed at raising productivity and generating value added.

IA.1. Technological and/or biotechnological innovation projects as part of the sectoral strategies for territorial development.

ER.5. The national institution specializing in agricultural research and technology transfer (INIAP) has a methodology for constructing agricultural technology surveillance systems.

IA.1. Proposed methodology for establishing agricultural technology surveillance systems.

ER.6. The MAGAP and INIAP have a reference guide on lessons learned and successful experiences in the field of extension and technology transfer. INIAP strengthens its National Technology Transfer and Dissemination System. Agricultural technicians from the GADs have methodologies for technical assistance and the transfer and dissemination of agricultural technologies.

IA.1. Proposed guidelines and methodologies for implementing in the territories strategic partnerships for extension, technology transfer and agricultural training.

Territories and Rural Well-being within the Framework of the Decentralized Autonomous Governments (GADs)

Objective: To strengthen the capabilities of the GADs by means of instruments and methodologies they can use to plan and carry out their responsibilities with regard to production, agriculture and irrigation in a decentralized way, in keeping with national and territorial planning.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

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

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

- ER.1.** The decentralized autonomous governments have common planning methodologies and instruments for carrying out their responsibilities related to production and agriculture in keeping with the processes defined by the national, regional and/or provincial institution.
- IA.1.** Design, analysis and evaluation of public policies and strategies, and creation and development of capacities.
- ER.2.** The countries' provinces, through their respective GADs, have irrigation management models. The GADS have instruments for spurring the development of production systems under irrigation.
- IA.1.** Design, analysis and evaluation of public policies and strategies, and creation and development of capacities.
- ER.3.** Associations such as CONCOPE and CONAJUPARE have systematized and validated documents on methodologies and instruments for the decentralized management of production, agriculture and irrigation.
- IA.1.** Knowledge management for agriculture and rural well-being.
- ER.4.** The GADS have a strategy implemented from the territories for the generation of employment and income for young people in rural areas in keeping with the business projects carried out in the territories.
- IA.1.** Design, analysis and evaluation of public policies and strategies and creation and development of capacities.
- ER.5.** The province of El Oro and Pichincha have a strategy for promoting and managing food security at the territorial level.
- IA.1.** Design, analysis and evaluation of public policies and strategies.
- ER.6.** The environmental management, planning and production units of the GADs that are IICA's counterparts have projects involving integrated natural resource management.
- IA.1.** Design, analysis and evaluation of public policies and strategies.
- ER.7.** The GADs that are IICA's counterparts are implementing specific instruments for the promotion of associative enterprises and the management of chains, circuits and clusters in accordance with the potential and priorities at the provincial level.

IA.1. Design, analysis and evaluation of public policies and strategies, and creation and development of capacities.

Integration of Small-scale Producers Into the Market

Objective: To strengthen public and/or private institutional capabilities at the national and territorial levels as a means of improving the access of small-scale producers to markets.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

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

ER.1. Partner institutions have a critical mass of organizations of small-scale farmers with which to start the program.

IA.1. Description of existing organizations of farmers.

IA.2. Database of the businesses selected to participate in the program.

ER.2. Partner institutions have a database of local, regional and national organizations of small-scale producers.

IA.1. Establishment of criteria for selecting the farmers who will participate in the program

IA.2. Database of organizations of small-scale producers of different types.

ER.3. Partner institutions have tools for training organizations of small-scale producers.

IA.1. Training guidelines adapted to the needs of the organizations selected and the training methodology chosen.

ER.4. Partner institutions have a mechanism for providing follow-up to the producers' organizations, to ensure that they implement the different aspects of the Agribusiness Plan successfully.

IA.1. Program to monitor the implementation of the tasks to be assigned in the training stage, which include preparation of the business plan, follow-up methodology and technical assistance.

ER.5. Partner institutions have tools for helping the organizations of small-scale producers to establish links with the markets.

IA.1. A trade strategy for each organization and for the group. Database of potential marketers (distributors). Methodology for providing support to trade.

Support for Regional-Hemispheric Integration and Horizontal Cooperation on Agricultural Issues

Objective: To establish a mechanism that will permit Ecuador to take effective advantage of the different opportunities and supplies of technical cooperation available in the hemisphere, at both the regional and national levels (horizontal cooperation); and facilitate the participation of Ecuadorean bodies in regional and hemispheric integration processes and mechanisms specializing in agricultural issues.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

4. Emerging issues and emergencies in AHFS

Center for Strategic Analysis for Agriculture (CSAFA)

2. Public policies for agriculture

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

2. Agro-biotechnology and biosafety

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

ER.1. INIAP–Ecuador is effectively heading up the work on a strategic issue (biotechnology) within PROCIANDINO.

IA.1. The PROCIANDINO annual action plan for Ecuador is being implemented.

IA.2. The INIAP (Ecuador) participates in the meetings of the Steering Committee of PROCIANDINO .

ER.2. INIAP-Ecuador is playing an active role in the thematic networks established by PROCITROPICOS.

IA.1. The PROCIANDINO annual action plan for Ecuador is being implemented through its different thematic networks.

IA.2. The INIAP (Ecuador) participates in the meetings of the Steering Committee of PROCITROPICOS.

ER.3. Ecuadorean technical personnel and/or delegates are participating in hemispheric meetings or forums linked to AHFS, Codex and international trade at least 3 times per year; and at least 5 national specialists are being trained in the issues addressed each year.

IA.1. A bi-annual program of hemispheric actions in AHFS has been drawn up, and calls for: training in emerging sanitary issues for national technical personnel, as well as the participation of officials and delegates in forums on agricultural health and international trade.

ER.4. The delegates hold preparatory meetings with the national institutions involved in the issues that will be addressed.

IA.1. A bi-annual plan for on-line training courses in topics related to AHFS has been prepared.

ER.5. Meetings are held to disseminate the results of the issues addressed at the international meetings, forums, or training activities in which Ecuador has taken part.

IA.1. An annual program of hemispheric and regional actions in organic agriculture has been developed, which includes: training for national technical personnel and the participation of officials and delegates in related forums.

ER.6. Ecuadorean technical personnel and/or delegates are participating in hemispheric meetings or forums linked to biotechnology and biosafety.

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

*Program Budget
2011*

- IA.1.** A bi-annual plan for hemispheric actions in biotechnology and biosafety has been developed, which includes: training for national technical personnel and the participation of officials and delegates in related international forums and meetings.
- ER.7.** The delegates hold preparatory meetings with the national institutions involved in the issues that will be addressed.
- IA.1.** A bi-annual plan for hemispheric, regional and national actions has been developed, which includes: training for national technical personnel and the participation of officials and delegates in related international forums and meetings, coordinated by the Center for the Strategic Analysis of Agriculture (CSAFA).
- ER.8.** Ecuadorean representatives are participating in hemispheric meetings or forums linked to the Leadership Center and at least 10 national specialists are trained each year in different aspects of leadership.
- IA.1.** The Hemispheric Center for Leadership in Agriculture has prepared an annual plan for hemispheric exchange activities. A bi-annual plan for on-line training in topics related to leadership has been prepared.
- ER.9.** Ecuador is involved in regional or hemispheric initiatives through national coordination mechanisms, with SETECI in charge of the work.
- IA.1.** Ecuador, through its ministries and specialized institutions participates actively in regional (Andean) or hemispheric programs, projects and funds.
- IA.2.** Ecuador, through the MAGAP and the MAE participates in the Andean Program for the Sustainable Management of Forests.
- ER.10.** Establishment of a formal body for coordination between SETECI and IICA in order to provide follow-up to the participation of Ecuadorean institutions and organizations in regional (Andean) and hemispheric bodies for integration on agricultural issues.
- IA.1.** Semiannual planning meetings held.
- IA.2.** Annual evaluation and follow-up meeting held.
- IA.3.** Information module developed on the Web pages of SETECI and IICA to disseminate existing technical expertise, coordinated by IICA.
- IA.4.** A report is produced on Ecuador's participation in the hemispheric forums on agriculture and the country's progress in fulfilling its commitments.
- IA.5.** Information module developed on the Web pages of SETECI and IICA to disseminate the database of experts and successful international experiences in relation to issues that are of strategic importance for agriculture in Ecuador.

Strengthening of the National Agricultural Health and Food Quality System

Objective: To contribute to the design of public policies and strategies aimed at strengthening the institutions that make up the agricultural health and food safety system, in order to promote animal and plant protection and thereby improve the productivity and competitiveness of agriculture and contribute to the national economy and public health.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

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

- ER.1.** SISCAL has become an effective body for coordinating AHFS issues in Ecuador at the institutional level.
- IA.1.** Document on the “Strengthening and national coordination of the SISCAL” project published.
- ER.2.** A new stage of the project intended to support efforts to eradicate foot and mouth disease in Ecuador is being implemented: Ecuador has succeeded in developing a long-term strategy for the eradication of foot and mouth disease.
- IA.1.** A project intended to support efforts to eradicate foot and mouth disease in Ecuador, as follow-up to earlier projects, has been designed and prepared.
- ER.3.** The national authorities have a proposal for the establishment of the National Program for the Control of Pollutants (mycotoxins and pesticides).
- IA.1.** A project calling for the establishment of the National Program for the Control of Pollutants (mycotoxins and pesticides) is being implemented.
- ER.4.** The country has a number of technical and regulatory proposals for the issuing of sanitary permits and sanitary controls once the permit has been issued.
- IA.1.** At least two documents (proposals) have been prepared on a procedures manual for certification in GMPs and the issuance of sanitary permits and sanitary controls once the permit has been issued, in coordination with public institutions.
- ER.5.** The country has a number of technical and regulatory proposals for updating the current rules (regulations, standards and procedures), and strengthening the Codex Committee and the Committee on Sanitary and Phytosanitary Measures.
- IA.1.** At least two documents (proposals) have been prepared for updating the current rules (regulations, standards and procedures), and strengthening the Codex Committee and the Committee on Sanitary and Phytosanitary Measure, in coordination with public institutions.

Support for Processes Aimed at Revamping, Strengthening and Articulating Agricultural and rural Institutions in

Objective: To contribute to the design of public strategies and new institutional arrangements to orient and facilitate the transfer of responsibilities for the promotion of agricultural production from the Central Government to the GADs.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)
2. Public policies for agriculture

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

- ER.1.** The agricultural public sector has a plan to support the strengthening and articulation of institutions.
- IA.1.** Work plan in support of institutional reform being implemented in the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP).

- ER.2.** Two institutions that are important to Ecuador's agricultural sector have a work plan that an organization representing the interests of stakeholders and IICA reach agreement on at the start of each year.
- IA.1.** Plans for work with at least two important institutions for the agricultural sector in Ecuador that facilitate the participation of the private sector in the transformation processes being promoted by the State in connection with agriculture and rural life.
- ER.3.** Ecuador has an advanced proposal for the implementation of Ecuador's National Rural Development Strategy on which the stakeholders are agreed.
- IA.1.** Studies to support the preparation of National Rural Development Strategy of Ecuador.
- ER.4.** The GADs and the MAGAP have methodological instruments that are facilitating the process of transferring responsibilities, such as the provincial production agendas.
- IA.1.** A document that contains provincial models and strategies for acquiring competencies in the field of agriculture, via the adoption of provincial production agendas.
- ER.5.** At least 2 institutional designs established that are facilitating the adoption and transfer of responsibilities in the agricultural sector.
- IA.1.** A document that contains details of different alternative institutional schemes adapted to the territories they serve, which facilitate the adoption and transfer of competencies in the field of agriculture.
- ER.6.** The MAGAP has a center for the strategic analysis of agricultural policies.
- IA.1.** Center for the strategic analysis of national agricultural policies, created at the MAGAP.
- ER.7.** The MCPEC has a system for providing follow-up, monitoring and evaluation of the provincial agricultural production agendas.
- IA.1.** A system for monitoring and evaluating provincial agricultural production agendas, implemented at the MCPEC.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The IICA Office in Ecuador has highly qualified, competitive personnel who have the up-to-date knowledge they require to provide a quality and timely response to the needs identified in the IICA Country Strategy.
- ER.2.** The technical and administrative personnel of the Office provide technical cooperation services that are in line with the IICA Country Strategy and IICA rules and procedures.

- ER.3.** The Office has a state-of -the-art informatics platform and automated programs that enable it to respond in a timely manner to national needs.
- ER.4.** The physical infrastructure of the Office is such that it contributes to the efficient provision of technical cooperation services, and to a positive image.
- ER.5.** The Office has a corporate image plan.

IICA Office in Peru

IICA Technical Cooperation Projects

Strengthening the Business Capabilities of Producers to Enable them to Establish links with Markets

Objective: To strengthen the capabilities of public and private stakeholders for linking agricultural producers with markets, to help make agriculture more competitive and profitable.

Programs and Lines of Action

Agribusiness and Trade Program

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

Center for Strategic Analysis for Agriculture (CSAFA)

- 2. Public policies for agriculture*

Innovation for Productivity and Competitiveness Program

- 3. New uses of agriculture*

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

- ER.1.** Public and private stakeholders working at the national, regional and/or local level(s) are familiar with successful experiences involving associative enterprises in Peru, and have initiatives for adapting and replicating them.
 - IA.1.** One (1) workplan agreed upon with at least 1 public or private partner.
 - IA.2.** At least five (05) experiences identified.
- ER.2.** The country has strategic guidelines for the development of agroindustry
 - IA.1.** At least five (05) events implemented.
 - IA.2.** At least 60 participants.
 - IA.3.** One (01) document containing proposed strategic guidelines for the development of agroindustry in Peru.
- ER.3.** Public and private actors working at the national level, regional and/or local level(s) are familiar with successful experiences that placed rural

agroindustries on a business footing in Peru.

IA.1. One (1) workplan agreed upon with at least 1 public or private partner.

IA.2. At least two (02) experiences identified.

Strengthening Local Capacity for the Integrated Management of Development with a Territorial Approach

Objective: To help strengthen local capacity for the integrated management of development with a territorial approach.

Programs and Lines of Action

Agribusiness and Trade Program

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

Agriculture, Territories and Rural Well-being Program

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

Center for Strategic Analysis for Agriculture (CSAFA)

- 1. Prospective and strategic analyses for agriculture*
- 2. Public policies for agriculture*

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

- 2. Agricultural production with environmental responsibility*
- 3. Efficient and integrated management of natural resources*

Program for Cross-cutting Coordination: Agriculture and Food Security

- 1. Institutional innovation for a new paradigm of technological change for food production and diversification*

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

ER.1. Public, private and civil society entities operating at the national and sub-national levels are working in a coordinated and articulated manner to achieve the integrated management of rural territories.

IA.1. 1 needs matrix/status report.

ER.2. Public and private stakeholders possess methodologies and projects that are contributing to the integrated management of rural territories.

IA.1. One document describing potential partners.

ER.3. Regional and local government officials are familiar with territorial management experiences and have initiatives for adapting and replicating them.

IA.1. A workplan agreed upon with the technical team involved.

IA.2. A document describing potential partners for at least 8 experiences identified.

- IA.3.** A workplan agreed upon with the parties involved.
- IA.4.** Structured recording of information on 2 experiments.
- ER.4.** Regional and local government officials are using tools and strategies that promote the integrated management of local economic development.
 - IA.1.** List of training needs within the framework of the Program.
 - IA.2.** A document outlining the Content of the Training program.
 - IA.3.** A written commitment or agreement signed.
- ER.5.** Academic and developmental management entities have an option for strengthening their supply of services.
 - IA.1.** An Agenda for the Development of Capacities for Decentralized Agricultural Management.
- ER.6.** Organized producers who received training are adopting production and management techniques to improve their economic activities in a sustainable manner.
 - IA.1.** List of Training needs within the framework of the Program.
 - IA.2.** Description of the appropriate technologies identified.
 - IA.3.** A document on the Content of the Training Program.

Improving the Capabilities of Health Services and their Users

Objective: To improve the capabilities of health services and their users and thereby consolidate/establish processes that make it possible to guarantee agricultural health and food safety at the national level.

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

1. Sanitary and phytosanitary measures

3. Food safety

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

- ER.1.** The country has capabilities for formulating its food safety policy and instruments for implementing it.
 - IA.1.** A workplan agreed upon.

- IA.2. At least 3 experiences in the formulation of policies and instruments related to food safety identified and systematized.
- IA.3. At least one experience circulated.
- ER.2. The country has a methodological document for the establishment of an early warning system.
 - IA.1. One workplan agreed upon.
 - IA.2. An IICA-SENASA team established.
 - IA.3. At least two experiences in early warning identified and shared with the technical team.
- ER.3. Health authorities have updated plans of action based on the application of the PVS.
 - IA.1. At least one action plan updated.
 - IA.2. At least one health authority trained in the management of Information systems.
- ER.4. Public sector officials are better equipped to deal with strategic sanitary issues.
 - IA.1. A training program defined with the management of the SAIA.
 - IA.2. At least one training event developed.

Efficient Management of Natural Resources to Combat Climate Change

Objective: To strengthen national, regional and local capabilities for the efficient management of natural resources to combat climate change.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Innovation for Productivity and Competitiveness Program

4. Clean energy

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

1. Adapting agriculture to climate change

2. Agricultural production with environmental responsibility

3. Efficient and integrated management of natural resources

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

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

*Program Budget
2011*

- ER.1.** The country has initiatives in place that are facilitating the diversification of the energy matrix and the reduction of GGE
 - IA.1.** A schedule of activities drawn up.
 - IA.2.** A Manual and the Regulations of the Fund produced.
 - IA.3.** One call for project proposals issued each year.
- ER.2.** The country has sustainable forestry management projects that are competitive and profitable, and are contributing to the development of the forestry sector.
 - IA.1.** A schedule of activities drawn up.
 - IA.2.** A manual and the Regulations of the Fund produced.
 - IA.3.** One call for project proposals issued each year.
- ER.3.** Public and private stakeholders have projects that are helping to tap the synergies among agriculture, mining, energy, water resources and territories
 - IA.1.** A Project formulated with the participation of local stakeholders relating to the social management of water in the Huaura región.
 - IA.2.** Three technical notes and their respective agreements.
- ER.4.** Public and private stakeholders possess methodologies and models that are enabling them to orient processes related to planning, management and the institutional framework for tackling climate change.
 - IA.1.** At least one training or technical assistance activity underway.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The members of the Office's professional personnel have enhanced their technical capabilities to enable them to address the priorities established in the Country Strategy, with emphasis on the cross-cutting areas and tools such as prospective and situational analyses and impact assessments, as well as knowledge and project management.
- ER.2.** Key public and private stakeholders in agriculture and rural life at the national and sub-national levels recognize IICA's technical strength and its ability to

meet the needs prioritized in the Country Strategy.

- ER.3.** The procedures prioritized by the Office have been subject to continuous improvement, based on the identification of bottlenecks, innovative alternative solutions and the application of good practices.

IICA Office in Venezuela

IICA Technical Cooperation Projects

Strengthening Agrifood Systems and Family Agriculture Services in Rural Territories

Objective: Contribute to the development of institutional and local capabilities for the integrated management of agrifood systems in family agriculture and of agricultural services in rural territories, in the context of the strategic priorities defined in the Battle Plan for Food Sovereignty.

Programs and Lines of Action

Agribusiness and Trade Program

- 2. Adding value to agricultural production and keeping value in production zones*

Agriculture, Territories and Rural Well-being Program

- 1. Integrated and sustainable management of rural territories*

- 2. Contribution of family agriculture to the rural economy*

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

- 2. Agricultural production with environmental responsibility*

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** Public and private entities know and apply methodologies for the design and implementation of a sustainable development strategy and the strengthening of family agriculture (value added) in rural territories.
- IA.1.** At least 1 situation analysis document prepared for the design of sustainable development strategies.
- IA.2.** At least 1 training and mobilization event organized.
- IA.3.** At least 30 institutional and local actors trained.
- ER.2.** Analysis and structuring of strategic technical cooperation actions in territories associated with livestock production and community-based rural tourism chains.
- IA.1.** At least 3 basic assessments on social capital prepared.

- ER.3.** State and local governments as well as community actors develop capabilities for the formulation of strategic territorial investment programs and projects.
- IA.1.** At least 1 workshop and meetings held on resource mobilization and project management.
- ER.4.** Institutional and community actors improve their capacity for cohesion and social management of territories.
- IA.1.** At least one study document prepared.
 - IA.2.** At least 20 people trained.
- ER.5.** The public and sectoral institutional framework applies practical methodologies for the comprehensive development of rural territories.
- IA.1.** One methodology and instruments applied.
 - IA.2.** Four territorial management strategies prepared.
- ER.6.** Public, private and community organizations intervene in coordination processes to implement platforms for integrated territorial management.
- IA.1.** At least 7 institutions involved.
 - IA.2.** At least 1 coordination event organized with stakeholders.
 - IA.3.** 20 people trained.
- ER.7.** The Technical Committee applies methodologies for the formulation and management of institutional development in the territories.
- IA.1.** One methodology and instruments applied.
 - IA.2.** At least one Action Plan formulated and validated.

Strengthening the National Agricultural Health and Food Safety (AHFS) System

Objective: Contribute to innovation and to the strengthening of institutional capabilities in the agricultural health and food safety (AHFS) services, as well as in the agrifood system, in order to improve sanitary status, food security and promote public health.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

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

- ER.1.** The Food Hygiene Directorate (DHA) has launched a process to modernize and strengthen its organizational and operational structure.
- IA.1.** Methodology adopted by the DHA
 - IA.2.** Plan of Action established with authorities and periods defined for strengthening the DHA.
- ER.2.** Officials of AHFS services have strengthened their capacity in strategic and relevant topics.
- IA.1.** At least 1 training event held.
- ER.3.** INSAI has strengthened its Sanitary and Phytosanitary Programs.
- IA.1.** At least 1 training event held to strengthen programs for the eradication of Foot-and-Mouth disease, Brucellosis and Bovine Tuberculosis.
- ER.4.** INSAI and DHA have developed the capacity to conduct effective risk analysis as the scientific basis for all sanitary and phytosanitary measures.
- IA.1.** INSAI and DHA have established a procedure for carrying out risk analysis.
- ER.5.** Producers' networks, associations, cooperatives, communities, organizations and public institutions have a work plan for the implementation of GAP, GMP, food safety and HACCP programs in production chains with lower environmental impact, contributing to public health and food security.
- IA.1.** Producers' networks, associations, cooperatives, communities, organizations and public institutions have adopted the principles and methodology for the implementation of quality management systems.
 - IA.2.** Public institutions and production organizations have a plan for improving their agricultural and livestock production activities.
- ER.6.** Local players have strengthened their organizational and management capabilities.
- IA.1.** Social players have implemented a plan to strengthen their organization.

Promotion of Strategic Regional, Hemispheric and Horizontal Technical Cooperation Actions Among Countries

Objective: Contribute to the development of technical and institutional management capabilities in Venezuela, coordinating regional and hemispheric dialogue bodies and horizontal technical cooperation actions, in order to develop a sustainable agriculture and promote food security and food.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

4. Emerging issues and emergencies in AHFS

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** INSAI and other organizations linked to food safety have improved their capacity for the implementation of sanitary and phytosanitary measures based on science.
 - IA.1.** At least one training event, either onsite or online, organized on sanitary and phytosanitary measures and emerging issues.
- ER.2.** Public officials learn about successful experiences in other countries and apply methodologies and tools for their implementation.
 - IA.1.** At least 2 participants in forums and other international technical events.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The IICA Office in Venezuela has competent human talent capable of providing a timely response and quality technical services, in accordance with the requirements of IICA/Venezuela's Country Strategy.
- ER.2.** The Office provides high-quality, efficient technical cooperation services in accordance with the Institute's rules and adopting an approach that places emphasis on continuous improvement, rationality, accountability and transparency.
- ER.3.** The Office has an adequate informatics platform and automated programs that allow it to meet the country's needs in a timely manner.
- ER.4.** Public institutions, the private sector and other key stakeholders in agriculture recognize the quality, experience and relevance of IICA's efforts to meet the needs and requests for cooperation identified in the IICA/Venezuela Country Strategy.

SOUTHERN REGION

IICA Office in Argentina

IICA Technical Cooperation Projects

Support for the Formulation, Analysis and Implementation of Agricultural and Agrifood Policies and Strategies

Objective: Provide technical cooperation to the MAGyP for the formulation, analysis and implementation of national policies and strategies, in order to achieve a sustainable and competitive agriculture that promotes social inclusion and the well-being of the rural population.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

4. Institutional framework for agriculture and investment in its modernization

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

- ER.1.** Officials and technicians of the MAGyP as well as public and private institutions of the agrifood sector are familiar with strategic planning studies and experiences of other countries, necessary for the formulation of policies and strategies.
- IA.1.** One study on family agriculture; one study on intelligent agriculture and climate change; on videoconference on strategic planning.
- ER.2.** Officials and technicians of the MAGyP and public and private institutions of the agrifood sector are familiar with IICA's technical outputs in relation to the agrifood sector, family agriculture, organic agriculture and bioenergy.
- IA.1.** Participation in and support of at least three meetings on specific themes.
- ER.3.** Public and private institutions associated with the agrifood and agroindustrial sectors of all the country's provinces have participated in the formulation of the PEA2.
- IA.1.** At least 3 workshops organized with provincial representatives of the productive, political, scientific and technical sectors, with IICA's support.
- ER.4.** The provinces affiliated to PROSAP have developed Provincial Strategies for the Agrifood Sector.
- IA.1.** 4 strategy documents of the agrifood sector appropriate for the provinces.
- ER.5.** The provinces affiliated to PROSAP have public investment projects, based on feasibility studies, in the areas of irrigation and drainage, rural electrification, rural roads and productive and business development.
- IA.1.** 10 Project profiles agreed with the provinces and designed on the basis of feasibility.
- ER.6.** The MAGyP, family agriculture organizations and cooperatives have a comprehensive and up-to-date report on agricultural cooperatives and their strengths and weaknesses in order to improve their performance and market insertion.
- IA.1.** Publication of a book on "Agricultural cooperatives in the Republic of Argentina".

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

*Program Budget
2011*

- ER.7.** The MAGyP has a proposal document on actions for the promotion of cooperatives and other types of associations.
- IA.1.** One document submitted to the MAGyP containing proposed actions for the promotion of cooperatives and other types of associations.
- ER.8.** Facilitation of discussion and participation by actors in an analysis of the situation and strategies for agricultural cooperatives.
- IA.1.** A workshop/seminar organized on the situation and challenges faced by agricultural cooperatives, with the participation of officials, technicians and representatives of the public and private cooperation sector.
- ER.9.** Officials of the MAGyP's Agroenergy Department strengthen their capabilities for the implementation and coordination of the Bioenergy Group of the PEA2 and its role as a permanent mechanism for the participatory formulation of agroenergy policies.
- IA.1.** With IICA's technical support, the Bioenergy Group and the MAGyP have formulated a Strategic Plan on Bioenergy, in the context of PEA2.
- ER.10.** Officials of the MAGyP's Agroenergy Department, of the INTA's Bioenergy Program, members of the Bioenergy group of the PEA2 and stakeholders in the bioenergy chain strengthen their capacities for policymaking and/or formulating agro-energy strategies.
- IA.1.** The MAGyP, INTA and other competent authorities on bioenergy have prepared studies and technical reports jointly with IICA.
- ER.11.** Officials of INTA and of the NARIs of the Southern Region and PROCISUR have a methodology for the analysis and calculation of the costs of lignocellulosic raw materials selected in the context of the BABETHANOL Project.
- IA.1.** With technical support from IICA, the technical team of the BABETHANOL Project has information on the relative competitiveness of lignocellulosic raw materials of interest to the Southern Region.
- ER.12.** Government officials and groups interested in bioenergy have access to systematized and up-to-date information on the status and configuration process of the Argentinean and global biofuels chains.
- IA.1.** 10 periodic newsletters on agro-energy and biofuels produced by IICA.
- ER.13.** The departments of MAGyP, SENASA and INTA responsible for policy and strategy formulation benefit from the outputs of regional cooperation efforts.
- IA.1.** At least 20 documents of CAS, COSAVE, CVP and PROCISUR disseminated. Minutes and reports of the meetings.
- ER.14.** INTA and other NARIs of the Southern Region develop conceptual and methodological materials and participate in workshops on institutional innovation for agricultural development.
- IA.1.** Participation in the preparation of documents for the PROCISUR Institutional Innovations Platform; participation in an inter-platform workshop organized by PRINIDES.
- ER.15.** MAGyP officials and referents on the issue of rural youth in Argentina design a project for the creation of a National Center for Young Leaders of Agriculture and Rural Life, based on analysis, conclusions and recommendations prepared jointly with IICA.
- IA.1.** National Center for Young Leaders of Agriculture and Rural Life designed and implemented by the MAGyP with technical support from IICA.
- ER.16.** Young people involved with agriculture and rural life in Argentina strengthen their leadership skills based on their participation in forums and meetings organized jointly by the MAGyP and IICA.
- IA.1.** A regional forum was held for young leaders of agriculture and rural life.

Capacity Building for the Promotion of Competitiveness and Value Added at Origin for Agricultural Products and to Contribute to the Development of the Territories

Objective: Strengthen capacity in the institutions to promote competitiveness and the linkage of producers to markets, particularly through the development of agribusiness, the differentiation of products, and the retention of value added at origin for agricultural production.

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

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

- ER.1.** MAGyP and PRONATUR officials have methodologies and tools for including rural tourism in territorial development strategies.
- IA.1.** PRONATUR held ten courses on Good Practices in Rural Tourism, with cooperation from IICA.
- IA.2.** PRONATUR held two meetings with rural tourism entrepreneurs and marketers, with cooperation from IICA.
- ER.2.** MAGyP officials in the area of rural tourism have received training based on the knowledge of institutions and strategies of other countries.
- IA.1.** At least ten officials have participated in a technical mission to another country, organized by IICA.
- ER.3.** MAGyP officials in the area of rural tourism have benefited from the compilation and analysis of successful experiences.
- IA.1.** "Experiencias exitosas en Turismo Rural en la Argentina" published and disseminated by IICA and PRONATUR
- ER.4.** Public sectors officials and technicians have strengthened their capabilities for the dissemination and implementation of quality seals.
- IA.1.** At least 1,000 implementers and producers have participated in courses and activities organized by PROCAL with IICA's cooperation.
- ER.5.** Producers and agrifood SMEs can use the tools and have strengthened their capabilities for the adoption of quality protocols.
- IA.1.** At least 3 small and medium-sized agrifood businesses have obtained quality seals through PROCAL, with cooperation from IICA.
- ER.6.** Officials, technicians and producers learn about other countries' experiences with quality seals through IICA's horizontal technical cooperation.
- IA.1.** At least 2 videoconferences and exchange activities organized with cooperation from IICA.
- ER.7.** Public sector officials, technicians and producers have strengthened their capabilities in the application of organic agriculture and the certification of their products.
- IA.1.** At least 400 implementers and producers have increased their knowledge by participating in courses and activities of PRODAO, organized with IICA's cooperation.

- ER.8.** Argentina has been technically strengthened in its role as a node of the Southern Region of ICOA.
- IA.1.** The competent authority in organic agriculture of SENASA has been strengthened and has trained the competent authorities of various countries of the Southern Region.
- ER.9.** The actors of the organic agriculture sector have access to up-to-date information through the website www.agriculturaorganicaamericas.int.
- IA.1.** Electronic portal of the national and hemispheric ICOA operating and regularly updated.
- ER.10.** The National Wine Institute (INV) strengthens the capabilities of its technical team for the implementation of its Technical-Operational Modernization Project, through access to methodologies and knowledge contributed by IICA.
- IA.1.** 10 INV officials have attended courses on the WTO Sanitary and Phytosanitary Measures and on the PVS tool implemented by IICA.
- ER.11.** The INV designs training workshops aimed at developing and strengthening the capacity of SMEs to insert themselves in the wine production chain.
- IA.1.** Five training workshops on Marketing, Quality and Associativity for small and medium-sized producers, vintners and winemakers, designed with guidance from IICA.
- ER.12.** With IICA's support, the INV modernizes its information systems and improves its access to knowledge.
- IA.1.** The INV's information system designed and implemented with technical support from IICA.
- ER.13.** The DGI expands its technical knowledge base and its institutional and technological linkages, based on access to experiences and activities of PROCISUR's regional technology platform (RTP) on Irrigation and to successful experiences in member countries of IICA.
- IA.1.** DGI officials learn about the experiences of PROCISUR's RTP on Irrigation and participate in its activities.
- ER.14.** The training and technical assistance services of the DGI's Technology Generation and Transfer Program (GyTT) are strengthened through the use of facilitation and leadership tools and techniques contributed by IICA.
- IA.1.** 60 trainers and facilitators of the GyTT program and its management have incorporated and apply the facilitation and leadership tools and techniques contributed by IICA.
- ER.15.** The knowledge management capacities inherent to the development of the education and training service of the DGI's GyTT Program have been strengthened.
- IA.1.** Officials of the DGI, the GyTT Program and their trainers and facilitators know and use the products and tools of the SIDALC network and the National Network of Agricultural Libraries.
- IA.2.** The GyTT Program has incorporated into its training programs courses and/or technical and teaching materials, developed or systematized by IICA (based on assessments for targeted training by the GyTT).

Institutional Strengthening and Modernization of the National Agricultural Health and Food Safety Services in Argentina

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

*Program Budget
2011*

Objective: Promote the institutional strengthening and modernization of the national Agricultural Health and Food Safety (AHFS) services in order to protect animal and plant health and prevent the transmission of animal diseases to humans, guaranteeing the production of safe and healthy foods for the population and ensuring market access for all products and sub-products.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

- 1. Sanitary and phytosanitary measures*
- 2. Modernization of the national sanitary and phytosanitary services*
- 3. Food safety*
- 4. Emerging issues and emergencies in AHFS*

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

- ER.1.** SENASA has an instrument (Project) to strengthen its capacity to provide services that guarantee continuity in the development of the productive assets of the poultry sector.
- IA.1.** SENASA has a project with which to seek funding.
- ER.2.** The National AHFS Services have a plan to modernize their services and adapt these to emerging issues and topics.
- IA.1.** Two workshops organized to introduce and implement the PVS (Performance, Vision, Strategy) methodology with authorities and technicians linked to AHFS institutions.
- ER.3.** National and regional aspects of plant health linked to cotton crops are included and developed at the Congress.
- IA.1.** Technical progress reports and proceedings of the World Cotton Congress reflect IICA's participation.
- ER.4.** Officials of the MAGyP and other institutions linked to AHFS have the necessary knowledge and information for effective participation in meetings of the WTO-SPS Agreement, OIE, IPPC and Codex Alimentarius.
- IA.1.** Technical teams (10 officials) are trained in Good Practices for participation in international forums.
- IA.2.** Distributed training materials and manuals on Good Practices for participation in international forums.
- IA.3.** Promoted calls for resources to finance the participation of national officials in the different international forums.
- ER.5.** Specialists from national AHFS institutions have shared experiences and knowledge about GAP or GMP with their peers in the countries of the Region, with IICA's cooperation.
- IA.1.** At least 2 courses/seminars / technical exchange visits promoted with IICA's support.
- ER.6.** Technicians of the official services and producers have received information and training on the implementation of GAP through training activities supported by IICA.
- IA.1.** At least 6 seminars and/or workshops organized with the participation of IICA technicians.
- ER.7.** With the support of IICA and of national AHFS specialists, the member countries of the Permanent Veterinary Committee of the Southern Cone (CVP)

implement the actions contemplated in the second stage of the Project for the Prevention of Avian Influenza.

IA.1. Activities contemplated in the Project's APO implemented with the participation of IICA staff in Argentina.

ER.8. The official plant and animal health services and others linked to AHFS in the countries apply methodologies proposed by IICA for strengthening capacities in risk management.

IA.1 At least 2 courses implemented on topics related to risk management.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

ER.1. The Office has expanded and diversified the technical cooperation services and products it provides in the area of Innovation for Productivity and Competitiveness, following the hiring of a specialist who addresses at the local level the lines of action established in the Technical Cooperation Program.

ER.2. The projects, the technical capacities and the capacity to deal with the counterparts of IICA-Argentina have been strengthened thanks to the creation of the post of Technical Coordinator in the Office.

ER.3. The technical team within the Office has expanded and/or enhanced its knowledge and understanding of technical cooperation instruments, thanks to training activities and/or internships with respect to relevant and/or emerging issues in their areas of specialization, and on new instruments developed at IICA Headquarters.

ER.4. The operation of the Office has been improved, and the productivity of its personnel has been increased thanks to an infrastructure suited to meeting the need for technical cooperation.

ER.5. The contents of the electronic bulletin Novedades del IICA – Argentina have been redesigned and strengthened.

IICA Office in Brazil

IICA Technical Cooperation Projects

Program for the Integration of Small and Medium-Scale Producers into Local and Regional Markets, Using a Production Chains Approach

Objective: To promote agribusinesses as an integrated system of agricultural development and enable small and medium-scale agricultural and rural producers

and entrepreneurs to integrate into local and regional markets in a profitable, sustainable and competitive way, thereby helping to increase the incomes of rural families and improve food security.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

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

- ER.1.** Technical documents detailing the main aspects of the current situation and behavior of Brazil's agroindustrial systems and the outlook for the future.
 - IA.1.** Publication of the three studies on-line and dissemination of the results and recommendations in technical meetings, and studies being used to formulate proposed sectoral policies.
- ER.2.** Activation of highland coffee production in two municipalities of "Coffee Valley" and of organic products in six municipalities in the highlands of Rio de Janeiro state.
 - IA.1.** TCP approved and ready to be implemented.
- ER.3.** Facilitation of the process aimed at strengthening the Boards of Tourism of the states and municipalities, and promotion of entrepreneurship in rural tourism in five pilot regions of Brazil.
 - IA.1.** 27 state boards and 100 municipalities trained in areas that strengthen their actions in the tourism system; and five offices selected for the promotion of entrepreneurship in the pilot regions (Roraima, Santa Catarina, Bahia, area around FD and Ceará).
- ER.4.** Stakeholders have access to accurate information on seasonal variations and the behavior of agricultural prices and markets at one of Brazil's largest supply centers.
 - IA.1.** An information system on markets and prices in operation, synchronized with the price systems of the MIOA and the CAS.

The New Face of Rural Poverty in Brazil: Transformations, Profile and Challenges for Public Policies

Objective: To formulate proposed policies for tackling rural poverty in Brazil, with a more targeted and differentiated approach to actions aimed at integrating producers that takes into account the specificities and potential of the different segments of the poor rural population.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** Methodology for quantifying poverty in Brazil developed.
 - IA.1.** Technical report produced.
- ER.2.** Concepts on the heterogeneous nature of rural poverty in Brazil with its regional specificities.
 - IA.1.** Technical report produced.
- ER.3.** Limits and scope of current rural development policies for combating poverty.
 - IA.1.** Technical report produced.
- ER.4.** Strategy for tackling rural poverty in the areas where there are large governmental and private enterprises.
 - IA.1.** Technical report produced.

Strengthening Brazil's Agricultural Health and Food Safety Systems

Objective: Apoyar el fortalecimiento de los sistemas brasileños de sanidad agropecuaria e inocuidad de los alimentos mediante acciones de cooperación técnica.

Programs and Lines of Action

- Agricultural Health and Food Safety and Quality Program*
 1. *Sanitary and phytosanitary measures*

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

- ER.1.** The PVS instrument for state-run laboratories tested in two state-run laboratories (national, state and/or credited).
 - IA.1.** Report prepared on the characterization of two laboratories .
 - IA.2.** 20 technical staff trained in the application of the PVS tool.
 - IA.3.** Suggestions for enhancing the PVS for laboratories and the methodology for its application.
- ER.2.** The government's veterinary, plant health and food safety services strengthened through the application of the tool for characterizing and monitoring the service.
 - IA.1.** Technical staff of the services trained.
 - IA.2.** Improvements that should be made to the actions of government services identified.

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

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- ER.3.** Technical cooperation with the National Sanitary Surveillance Agency facilitated for the preparation of the self-characterization plan for the food safety surveillance services: a tool for the process of improving food safety control.
- IA.1.** The proposed plan for self-characterization prepared.
- ER.4.** The AHFS area of the IICA Office in Brazil (IOB) strengthened its strategic partnerships and identified opportunities for technical cooperation projects and the needs of the government services vis-à-vis the characterization and strengthening of their services.
- IA.1.** Modernization actions of government services based on the results of the application of the PVS instrument.
- IA.2.** Technical reports produced.
- IA.3.** Reports of the government services on the results achieved.
- ER.5.** Quality of government services improved with regard to AR.
- IA.1.** A group of experts in AR from institutions and universities identified.
- IA.2.** Reports on the results of the course on AR.
- IA.3.** Number of technical staff trained.
- ER.6.** The Office promoted the delivery of technical cooperation to key stakeholders on the creation of technical and scientific and leadership capabilities in food safety.
- IA.1.** Number of technical staff trained.
- ER.7.** The government services have improved capabilities vis-à-vis GAPs, GFPs and GLPs.
- IA.1.** Number of technical staff with access to training and instruction.
- IA.2.** Dissemination of GAPs, GFPs, GLPs and IFP improved.
- ER.8.** The project supported the preparation of a proposed Regional Project for the Control and Eradication of the Carambola Fruit Fly.
- IA.1.** Report on the activities carried out.
- IA.2.** Meetings held and partnerships established.
- IA.3.** Meetings held with Brazil's Codex Committee.
- IA.4.** Officials documents sent.
- IA.5.** Participation in technical forums.
- ER.9.** The region is better informed about the structures of the committees of the countries and official participation in Codex Alimentarius meetings.
- IA.1.** The other countries of the region are familiar with the experience of Brazil's Codex.
- ER.10.** Other proposals identified for strengthening the capabilities of the services' technical staff.

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

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- IA.1.** Technical reports on participation in the courses.
- ER.11.** A technical cooperation project proposal prepared with the Technical Assistance and Rural Extension Corporation of the Federal District (EMATER-DF) and the technical cooperation actions carried out to transfer technology to small farmers.
 - IA.1.** Emater is improving its supply of technology transfer services.
 - IA.2.** Number of new members and utilization of the system identified.
- ER.12.** Working with the strategic partners, the project identified the main health education needs (animal and plant health and food safety) and promoted knowledge management with the counterparts.
 - IA.1.** The IOB received official requests for assistance.
 - IA.2.** Report on the activities carried out.
 - IA.3.** New technical cooperation actions identified.
- ER.13.** Strengthening of public-private cooperation through capacity building in AHFS knowledge management, the promotion of the sharing of experiences and new technical cooperation actions.
 - IA.1.** Report on the activities.
 - IA.2.** IICA's activities as a facilitator of technical cooperation on AHFS issues expanded and disseminated.
 - IA.3.** Number of strategic partnerships increased.

Program on Natural Resources and the Scenarios for Adaptation to Climate Change

Objective: To contribute by means of individual, short-term actions to the broad process of sustainable natural resource management, environmental management and adaptation to climate change, with a focus on agriculture.

Programs and Lines of Action

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

1. Adapting agriculture to climate change

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

- ER.1.** The IOB's technical capabilities were developed and improved with regard to the clean development mechanism (CDM) and project management.
 - IA.1.** Five professionals trained in the implementation of the "carbon neutralization" variable in projects.
 - IA.2.** Two professionals trained in project management.

- ER.2.** The IOB's technical publications on natural resources and environmental management disseminated and the target audience is familiar with them.
- IA.1.** 1000 copies of each publication produced.
- ER.3.** National institutions have improved access to important technical information on natural resources (NR) and climate change (CC).
- IA.1.** Important data on NR and CC obtained from outputs of technical cooperation organized and made available for the national institutions to consult.
- ER.4.** Outputs on important subjects of interest to the IOB produced.
- IA.1.** Technical report with the results of the contracted consultancies.
- ER.5.** The public institutions are aware of the legal and institutional possibilities and limitations of technical cooperation with IICA and representation in the different forums.
- IA.1.** Specialists made ten visits to the states located in the areas susceptible to desertification.
- IA.2.** (National and international) participation in WWC guaranteed.
- IA.3.** (National and international) participation in UNCCD COP 10 guaranteed.
- IA.4.** (National and international) participation in UNCCD COP guaranteed.

Knowledge Management to Support the Implementation of IICA's Strategy in Brazil

Objective: To establish knowledge management to support the implementation of IICA's strategy in Brazil, with emphasis on the gathering and dissemination of the knowledge generated through the management of technical projects, the management of public policies for the development of agriculture and territories and rural poverty reduction, the management of production chains for agribusiness and the management of natural resources and the environment.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

- ER.1.** The public institutions are aware of the legal and institutional possibilities and limitations of technical cooperation with IICA.
- IA.1.** Three projects negotiated.
- ER.2.** The objectives, indicators of results and means of verification of future projects defined.

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

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- IA.1.** Two projects prepared.
 - ER.3.** Ongoing technical cooperation projects administered.
 - IA.1.** 17 ongoing projects administered
 - ER.4.** The results of the impact of the projects analyzed and disseminated.
 - IA.1.** National institutions informed and projects reoriented.
 - IA.2.** Five technical exchange initiatives promoted.
 - ER.5.** The governmental and non-governmental institutions that are members of the IICA forum on sustainable rural development (SRD Forum) have a wealth of theoretical, practical and operational knowledge for formulating and managing their territorial development policies, strengthening family agriculture and combating rural poverty.
 - IA.1.** Archives of the international forums.
 - IA.2.** Reports on the evaluations of the courses.
 - IA.3.** 4 Technical notes on the implementation of the meetings.
 - IA.4.** 5 Books published.
 - IA.5.** 15 E-bulletins disseminated.
 - IA.6.** Technical reports disseminated.
 - ER.6.** Small and medium-scale producers, agribusiness operators, governmental and non-governmental institutions, the academic community, the counterparts and partners involved in the Agribusiness Reference Center of the Southern Region (CERAGRO) using the systematized knowledge and specialized publications on agribusiness topics and cross-cutting issues, and participating in the virtual events promoted by the site. The mechanisms and instruments being strengthened that improve the quality of information, knowledge and decisions, which is contributing to inclusion, improved competitiveness and the creation of employment and income.
 - IA.1.** An increase of 30%, studies of two chains, and two publications.
 - IA.2.** Ten documents prepared that summarize information common to the five countries.
 - IA.3.** Database on agricultural prices created, using primary information from CAS.
 - IA.4.** Two on-line meetings held and agreements reached on the integration of at least four countries.
 - IA.5.** A statistical database (IICADData) updated and put into operation in the five countries; executive data with information from the five countries are available.
 - ER.7.** Knowledge and information generated and acquired by the IOB made available to the beneficiaries.
 - IA.1.** 50% increase in the number of visits to the information and knowledge systems by the target audience.
 - IA.2.** 20% increase in the number of publications produced and made available in full text via the Internet.

- IA.3. IICA's presence on two social networks (Twitter and Facebook).
- IA.4. 50 IOB officials trained in digital marketing.
- IA.5. The IOB website redesigned.
- IA.6. Forty per cent (40%) increase in the number of meetings and workshops to transmit to other people the knowledge acquired through courses and seminars.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1. The Office has improved technical cooperation management processes, with emphasis on speed, flexibility and efficiency.
- ER.2. A strategy has been defined for gathering and disseminating knowledge generated in technical cooperation provided by IICA.
- ER.3. Management of Institute personnel and expertise has been implemented.
- ER.4. The strategy for disseminating products of IICA technical cooperation has been implemented.
- ER.5. The IICA Office in Brazil webpage has migrated to web 2.0, in order to participate in social networks.
- ER.6. A better image of the Institute in the eyes of partners, thanks to a digital marketing strategy that stresses technical cooperation achievements.

IICA Office in Chile

IICA Technical Cooperation Projects

Strengthening of Capacities in and Dissemination of Information on Biotechnology

Objective: To enhance the capacities of those involved in agriculture to address topics related to agrobiotechnology, in particular genetically-modified.

Programs and Lines of Action

*Innovation for Productivity and Competitiveness Program
2. Agro-biotechnology and biosafety*

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

- ER.1.** Improvement in the capacity of journalists to report on matters related to biotechnology strengthened, and coordination among journalists, government, parliament and international organizations.
 - IA.1.** At least 30 journalists trained per year
- ER.2.** Improvement in the capacity to report on matters related to biotechnology.
 - IA.1.** Participation in at least 8 seminars, presenting information on biotechnology and transgenic crops
 - IA.2.** Preparation of at least one technical document per year
- ER.3.** Improvement in the capacity to report on matters related to biotechnology.
 - IA.1.** Organization of at least two workshops with stakeholders in the agricultural sector
 - IA.2.** Preparation of at least one technical document per year
- ER.4.** Capacities of the negotiators of the CPB improved
 - IA.1.** Preparation and dissemination of at least one technical document per year
 - IA.2.** Participation of Chile in training related to the CPB

Rural Development and Strengthening of Territories

Objective: To implement a pilot experience aimed at laying the foundation for a territorial management model that will contribute to the sustainable development of rural territories.

Programs and Lines of Action

*Agriculture, Territories and Rural Well-being Program
1. Integrated and sustainable management of rural territories*

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

- ER.1.** Institutional, organizational and operational capacities for the social management of territories strengthened, via the implementation of a plan for rural development from a territorial perspective, updated and validated by local stakeholders, and project profiles prioritized.
 - IA.1.** Three Project profiles prepared.

- IA.2. Rural development plan prepared.
- ER.2. Local rural development committee established, strengthened and empowered.
 - IA.1. Local rural development committee installed.
- ER.3. The Panguipulli library and information services available in the region facilitate access to knowledge for farmers of Panguipull.
 - IA.1. 200 farmers make up social network.
 - IA.2. The Panguipulli municipal library has an up-to-date agroforestry collection.
 - IA.3. Radio programs.
 - IA.4. Literacy training for 200 farmers.

Development of Capacities and Organizational Structure of Groups of Famers Engaged in Family Agriculture

Objective: To contribute to strengthening organizations of farmers engaged in family agriculture in Chile, and the technical capacities of their members.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

4. Institutional framework for agriculture and investment in its modernization

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

- ER.1. Director of INDAP is aware of the programs of the ministry of agriculture and its agenda of important events.
 - IA.1. Documents prepared and delivered.
- ER.2. Organizations of farmers engaged in FA have information of interest related to trade and production to share with others.
 - IA.1. Webpage with at least six technical articles prepared or provided by IICA.
- ER.3. Leaders and members of organizations of farmers engaged in FA acquire technical skills for making decisions and adopting positions on strategic issues.
 - IA.1. At least three workshops have been held.
- ER.4. Young members of organizations of farmers engaged in FA improve their participation and have access to training in topics of interest.
 - IA.1. At least one workshop held each year.

Monitoring of Tariffs and Subsidies for Strategic Commodities

Objective: To provide decision makers in the Ministry of Agriculture with timely information on tariffs and subsidies in neighboring countries for strategic commodities.

Programs and Lines of Action

Agribusiness and Trade Program

3. Modernization of markets and marketing systems

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

ER.1. The Agricultural Studies and Policies Office of the MINAGRI has a system to monitor tariffs and subsidies, for decision making.

IA.1. Monitoring system operational.

Support for the modernization of the institucional structure of the INIA and the INIA and the SAG

Objective: To support the institutional modernization of organizations linked to the Ministry of Agriculture, via horizontal cooperation.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

ER.1. Information analyzed is of interest in restructuring the INIA of Chile.

IA.1. Study prepared and approved by INIA.

IA.2. Study submitted to INIA authorities.

ER.2. Information submitted is of interest to the INIA.

IA.1. Study prepared and approved by INIA.

IA.2. Study submitted to INIA authorities.

ER.3. Information analyzed is of interest in restructuring the SAG.

IA.1. Study prepared and approved by SAG.

IA.2. Study submitted to SAG authorities.

Strengthening technology transfer

Objective: To promote the development of the GTTs and of the organizations that provide them with technical support, as part of the national agricultural innovation system, promoting better institutional and technical management and providing relevant training.

Programs and Lines of Action

Agribusiness and Trade Program

5. Prospection and management of innovation for agribusiness

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

ER.1. Institutions that provide technical support to the GTTs have been strengthened thanks to improvements in the management of their technology transfer instruments.

IA.1. Guidelines on how to improve the management and increase the impact of technology transfer and extension services to the GTTs.

ER.2. Participants in and technical advisors to the GTTs trained in areas of competence of IICA.

IA.1. At least one activity held per year to provide support.

Program to make the fruit production sector more competitive

Objective: To contribute to efforts to strengthen the fruit production sector in the La Araucania region, by identifying opportunities for growth and the promotion of trade.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

2. Adding value to agricultural production and keeping value in production zones

5. Prospection and management of innovation for agribusiness

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

ER.1. Stakeholders in the public and private sectors in the La Araucania region are aware of their need for innovation in terms of production and trade and in the management of the export platform of the region, as well as of their strengths, weaknesses and market opportunities, and have been given recommendations for making improvements.

- IA.1. Document prepared and disseminated.
- ER.2. Stakeholders in the public and private sectors have been trained in how to improve key points of the fruit export chain.
 - IA.1. Training workshop held.
- ER.3. Series of events of interest to the fruit production sector programmed.
 - IA.1. Document prepared and disseminated.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1. The IICA/Chile team has enhanced technical and administrative capabilities, with emphasis on Innovation for productivity and competitiveness; agribusiness and commercialization; and agriculture, territories and rural well-being.
- ER.2. The Office's technical and administrative team provides technical cooperation services in accordance with the IICA Country Strategy and the Institute's rules and procedures.
- ER.3. IICA/Chile has systematized information about the status and results of the technical cooperation actions carried out.
- ER.4. The conditions of the Office's physical infrastructure, used to provide technical cooperation services, have been improved.
- ER.5. Key public and private stakeholders in the nation's agriculture and rural life acknowledge IICA's technical strength and its ability to meet the needs prioritized in the Country Strategy.

IICA Office in Paraguay

IICA Technical Cooperation Projects

Support for the Strengthening of the Agricultural Institutional Framework and Capabilities

Objective: To promote greater efficiency and effectiveness in the institutional operation of the agricultural public sector responsible for the development of

competitive, innovative, sustainable and inclusive agriculture in the rural territories.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Center for Strategic Analysis for Agriculture (CSAFA)

1. Prospective and strategic analyses for agriculture

Innovation for Productivity and Competitiveness Program

1. National innovation systems

3. New uses of agriculture

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

- ER.1.** The country has conceptual and methodological frameworks for the design, implementation and evaluation of its national innovation system; and enhanced capabilities for implementing innovations for competitive, sustainable and inclusive agriculture.
- IA.1.** A document containing a diagnostic assessment of the IPTA delivered to the President.
- ER.2.** The project enhanced the technical capacity of the national public, private and academic organizations devoted to innovation and technology that operate and promote positive changes for the competitive development of organic agriculture in the country.
- IA.1.** Technical Committee of the Group for the Development of Organic Production set up and operational
- IA.2.** At least 3 exchanges on good practices carried out and lessons learned in an organic production system.
- IA.3.** At least 10 specialists trained to implement the National Organic Production Strategy.
- IA.4.** ICOA successfully concluded its annual meeting with support from the Office.
- ER.3.** SENAVE is familiar with its SWOT and is defining its priorities for action.
- IA.1.** The SENAVE-IICA General Agreement signed
- ER.4.** SENAVE is better equipped to implement plant health and food safety programs.
- IA.1.** Work plan for technical cooperation prepared
- ER.5.** The Office of the Vice Chancellor of the UNA has a study program for the MSc in Agro-biotechnology, to improve the advanced courses in biotechnology and biosafety available.
- IA.1.** Study program of the MSc in Agro-biotechnology, incorporating guidelines and suggestions from IICA, approved by the pertinent bodies of the Universidad Nacional de Asunción for its implementation.
- ER.6.** The agricultural Sector has a program to improve the technical capabilities for research on biotechnology.

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

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- IA.1.** At least 20 professionals informed about the situation and outlook for world agro-biotechnology production.
- ER.7.** FCV, with support from IICA, is consolidating the Masters Degree Program in Animal Health.
- IA.1.** Document on the Masters Degree Program in Animal Health available at the FCV.
- ER.8.** The partnership between IICA and academia is making it possible to improve the training of educators and students in international standards for the international trade in livestock products.
- IA.1.** The knowledge management device installed for updating information on international standards, world trade in livestock products and risk analysis.
- ER.9.** Students of the Masters Degree in Animal Health course, professors and people invited to take part from the livestock industry are familiar with the trend in the world meat market.
- IA.1.** Fifty actors linked to the meat industry trained in global trends in the trade in meat products.
- ER.10.** Professors and final year veterinary students are familiar with and are using planning techniques that will facilitate their professional work.
- IA.1.** Twenty professionals successfully complete the Animal Health Planning Course.
- ER.11.** SENAVE inspectors are becoming more efficient in disease and pest prevention and control.
- IA.1.** A training course for plant health inspectors held
- ER.12.** The UNA's School of Agricultural Sciences strengthened in order to develop advanced courses and a Masters Degree Program in Territorial Rural Development.
- IA.1.** Evaluation by the students of the Master's Degree in TRD and the Advanced Course applied.
- IA.2.** Interagency coordination team meeting at least 3 times a year.
- ER.13.** Students of the Masters Degree Program and Advanced Course in Territorial Rural Development are receiving conceptual frameworks and leadership tools to promote planning and management processes for sustainable development in rural territories.
- IA.1.** Study program and technical materials prepared for two courses developed with assistance from IICA's specialists.
- IA.2.** Participation of international experts from IICA and other countries in the FCA/UNA's graduate courses on TRD.
- ER.14.** The country has committed and proactive leaders to make decisions and act with a global vision on behalf of the agricultural and rural sector.
- IA.1.** At least 30 young people participate in the Second National Forum of Leaders for the Agricultural and Rural Sector.
- IA.2.** Members of at least 6 interagency departmental coordination groups trained in leadership and social management using the SIGEST
- IA.3.** The MAG's Food Production for Family Agriculture Program has a proposal for training in leadership and social management.

Contribution to the Design and Implementation of Public Policies and Strategies for the Agricultural Sector

Objective: To promote articulation between public and private institutions with a view to improving competitiveness and making better use of public investment in various fields of rural activity and private investment, based on the specific characteristics of the country's rural territories and the new demands and standards at the international level.

Programs and Lines of Action

Agribusiness and Trade Program

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

Agricultural Health and Food Safety and Quality Program

1. *Sanitary and phytosanitary measures*
2. *Modernization of the national sanitary and phytosanitary services*
3. *Food safety*
4. *Emerging issues and emergencies in AHFS*

Innovation for Productivity and Competitiveness Program

2. *Agro-biotechnology and biosafety*

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

- ER.1.** Members of the Development Council of the District of Paraguari have been strengthened and are better equipped to implement the District Development Plan.
- IA.1.** Number of members of the Territorial Development Council trained in social management.
- ER.2.** Progress made with the preparation and implementation of a development plan in the Department of Ñeembucú, implementing participatory management models.
- IA.1.** Departmental action group for the development of Ñeembucú formalized.
- ER.3.** The institutions are seeing for themselves the importance of working in close coordination to achieve results that will ensure food safety in the territories.
- IA.1.** Agreement involving SENACSA, SENAVE, MSPB, the Municipality and private organizations to implement activities that improve food safety.
- ER.4.** The institutions participating in the implementation of the Pilot Plan receiving feedback on the progress made and/or obstacles encountered in implementing the Pilot Plan.
- IA.1.** Letter of commitment signed by the local authorities for the implementation of the SIPAIA's Pilot Plan
- ER.5.** Food safety habits are improving under an initiative in a primary school that will be replicated.
- IA.1.** The Teachers' Food Safety Manual is being used in at least one school.
- ER.6.** The country has biotechnology policies and programs to improve the competitiveness of national agricultural production.
- IA.1.** A public-private interagency work plan for the implementation of policies published.

- IA.2. The Multisectoral Technical Group on Biotechnology and Biosafety validating the agro-biotechnology policy paper and program in Paraguay.
- IA.3. Agro-biotechnology policy paper and program in Paraguay published with IICA's participation.
- IA.4. Executive decree approving the Agricultural Biotechnology Policy and Program in Paraguay
- ER.7. Technical capacity of public and private organizations to formulate laws on biosafety and agricultural biotechnology strengthened.
 - IA.1. Document containing the Biosafety Bill delivered to the national authorities.
- ER.8. SENAVE has the profile of the Fruit Fly and Pesticide Residue Control Project, designed to improve its efficiency in those areas and make it possible to secure financial resources.
 - IA.1. Implementation under way of the Project to increase the reproduction rate of cattle, with support from IICA.
- ER.9. The institutions sitting on the National Technical Committee for SPS and Codex are preparing food health and safety strategies based on effective risk analyses, the globally accepted scientific basis for all SPS.
 - IA.1. Application of the system for providing follow-up to SPS facilitating risk assessment and compliance with harmonization and transparency standards.
- ER.10. The country participating proactively in the international forums.
 - IA.1. Reports on country position presented at the SPS and Codex meetings.
- ER.11. There is evidence of improved competitiveness as a direct effect of the application of GLPs.
 - IA.1. Application of the System for Follow-up to GLP Management in the public institutions involved.
- ER.12. The DGP/MAG is better equipped to integrate the different participants in the value chains - especially small and medium-scale producers - into the markets on a competitive footing.
 - IA.1. At least one public-private product group with a work and business plan.

Knowledge Management and Monitoring and Evaluation of Public Policies for the Agricultural and Rural Sector in

Objective: To foster an enabling environment for effective decision-making by the national authorities and leaders of the sector, based on aggregated, timely and quality information (technical, institutional, economic and scientific information).

Programs and Lines of Action

Agribusiness and Trade Program

2. Adding value to agricultural production and keeping value in production zones

5. Prospection and management of innovation for agribusiness

Agricultural Health and Food Safety and Quality Program

- 3. Food safety
 - Center for Strategic Analysis for Agriculture (CSAFA)
 - 2. Public policies for agriculture
 - Innovation for Productivity and Competitiveness Program
 - 6. Knowledge management and ICT for innovation
 - Program for Cross-cutting Coordination: Agriculture and Food Security
 - 3. Analysis, monitoring and dissemination of policies and information on the situation of and outlook for food and nutritional security

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

- ER.1.** The country has up-to-date, quality, national and international information about the agricultural sector thanks to improvements in the services offered by the national information centers and libraries related to the agricultural sciences that are members of the RIDAP.
 - IA.1.** National libraries and information and documentation centers participating actively in at least two national and international information systems or networks to guarantee access to agricultural knowledge available worldwide.
 - IA.2.** At least 10 Institutions linked to the SIDALC.
- ER.2.** IICA is positioning itself as a leader in the field of agricultural knowledge management in the country by providing timely, quality information.
 - IA.1.** At least 50 information managers better equipped to meet the needs and provide agricultural information services.
 - IA.2.** Institutional documents published and distributed in due time and form (reports, books, bulletins, articles for the press).
- ER.3.** The country is better equipped to ascertain the situation regarding the occurrence of FBDs and to establish prevention and control measures.
 - IA.1.** Instrument committing the various institutions to participation in the project countersigned.
- ER.4.** The institutions linked to the network are effectively performing their task of receiving information about FBDs risks and issuing the respective notifications.
 - IA.1.** Records of notifications issued by the institutions involved in the network.
- ER.5.** The MAG has technical elements for designing and implementing more effective policies to support the strengthening of family agriculture.
 - IA.1.** Typology of FA production systems defined in 3 departments of the country, according to high, medium and low presence of FA.
- ER.6.** The MAG is better equipped to formulate and provide follow-up to policies and disseminate information about their impact through the monitoring and permanent evaluation of their effect.
 - IA.1.** Documents with recommendations for the implementation of the system for the generation, analysis and management of sectoral information presented to the MAG.
 - IA.2.** 30 members of the MAG's technical staff trained in the use of tools for monitoring and analyzing public policies for the sector.
- ER.7.** Agricultural and rural sector decision makers have timely, quality information provided by the MAG on the performance of the country's agrifood sector.

IA.1. Printed and digital versions of reports on the country's agrifood sector permanently available.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1. External resources secured resulting in to increased technical cooperation.
- ER.2. Technical capacities in the Office have been enhanced to support decision making by national counterparts in the public and private sector and to improve their management capacity.
- ER.3. The Office provides technical cooperation more efficiently to public and private institutions in Paraguay.
- ER.4. The Office has the technological infrastructure and capacity required to implement good practices for the management of cooperation, which is facilitated by the informatics resources and by networks.
- ER.5. The operation of the Office has been improved, and the productivity of its personnel has been increased thanks to an infrastructure suited to meeting the need for technical cooperation.
- ER.6. IICA's image as an institution specialized and competent in the areas of agriculture and the development of rural communities has been strengthened.
- ER.7. Stakeholders in the public and private sectors of the country acknowledge the quality of the technical cooperation services provided by the IICA Office in Paraguay.

IICA Office in Uruguay

IICA Technical Cooperation Projects

Improve the use and Management of Natural Resources with Emphasis on Efficient Risk Management in Agricultural Activities and the Adaptation of Productive Systems to the Impact of Climate Change

Objective: To help improve the use and management of natural resources, promoting efficient risk management in agricultural activities, fostering the adaptation of production systems to climate change and supporting institutional articulation for a more sustainable use of natural resources.

Programs and Lines of Action

Agribusiness and Trade Program

4. Risk management and reduction

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

3. Efficient and integrated management of natural resources

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

ER.1. Institutional players responsible for the design and operation of agricultural insurance systems in the region are strengthening their management capabilities.

IA.1. 100 people linked to the agricultural sector of countries in the region trained in risk management and agricultural insurance.

IA.2. 180 university graduates from different countries in the region receiving advanced training in risk management and agricultural insurance.

IA.3. 1500 people linked to agricultural activities participating in the conferences and/or forums on specific issues related to risk management and agricultural insurance.

ER.2. The institutions that belong to the bioeconomics network have new ideas and regional project profiles in the area of bioeconomics.

IA.1. At least 10 institutions from the region participating in the network on bioeconomics applied to the sustainable management of natural resources.

Strengthening National Agricultural Health and Food Safety Systems

Objective: To contribute to the updating and modernization of Uruguay's national AHFS systems to facilitate the access of agricultural products to international markets and improve the protection of the health of consumers in the domestic market.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

1. Sanitary and phytosanitary measures

2. Modernization of the national sanitary and phytosanitary services

3. Food safety

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

ER.1. The country in general and the AHFS services in particular are better equipped to: i) exert influence in the international negotiations in the area of AHFS, and ii) take on board and implement the decisions reached as a result of those negotiations.

IA.1. At least 3 national delegates selected to participate in international AHFS forums.

- IA.2.** At least 50 key public and private sector officials have access to regular, up-to-date information about the operation of Codex.
- ER.2.** The MGAP has the logistical mechanisms required to facilitate the work of the Mexican inspectors.
 - IA.1.** Uruguayan meat exports continue to have access to the Mexican market.
- ER.3.** The country is better equipped to use risk assessment tools properly.
 - IA.1.** At least 5 technical personnel and representatives of the public and private sectors participating in the training activities.

Promotion of Technological Innovation in the Main Sectoral Production Chains

Objective: To contribute to the strengthening of the technological dissemination and training processes in areas and issues that are a priority for the agrifood sector.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*
- 3. New uses of agriculture*
- 4. Clean energy*
- 5. Regional and international cooperation for technology innovation*

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

- ER.1.** The INIA has an evaluation of the economic, environmental and social impact of the research that it has carried out since its creation.
 - IA.1.** Evaluation carried out and presented to the authorities of the INIA.
- ER.2.** Producers' organizations and technical personnel have access to up-to-date information and analysis on the potential of biofuels for the agricultural sector.
 - IA.1.** At least 150 producers and technical personnel participated in the training and dissemination activities.
- ER.3.** Distance Learning Platform strengthened as a mechanism that permits sectoral institutions to plan and disseminate information about successful agricultural experiences.
 - IA.1.** At least 80 technical personnel and producers participating in the distance learning courses.

Support for the Competitive Integration of Small and Medium-scale Agriculture into National and International Markets

Objective: To contribute to the improvement of the capacity of agricultural MSMEs to integrate competitively into open markets.

Programs and Lines of Action

Agribusiness and Trade Program

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

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

ER.1. SMEs that operate in the Model Market have better access to commercial information.

IA.1. The virtual community is operating with at least 30 SMEs.

IA.2. At least 40% of the participants in the project acknowledge that their decision making has improved.

IA.3. At least 3 new tools implemented for the analysis and dissemination of information.

ER.2. The region's wholesale markets have a proposal for promoting the utilization of mobile technologies by small-scale producers.

IA.1. A report containing an analysis of the potential for applying different mobile technologies and the costs and benefits in the agricultural value chains.

ER.3. Young rural leaders better equipped to promote and spearhead processes for the modernization of sectoral enterprises and organizations.

IA.1. At least 50 young people from rural areas participating in the training activities.

Promote Integrated and Inclusive Rural and Agricultural Development for the Well-being of Rural Families

Objective: To help enhance local capabilities for identifying, articulating and promoting rural development strategies and processes with a territorial

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. *Integrated and sustainable management of rural territories*

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

ER.1. The capacities of the Development Directorates of Departmental Governments to identify, design and implement rural development projects with a territorial approach have been improved.

IA.1. Representatives of at least 10 Departmental Governments participate in meetings of the RODDE.

- ER.2.** FDI is better equipped to monitor the projects that it finances
- IA.1.** Eight members of the FDI's technical personnel trained in the use of the system of indicators that was designed.
 - IA.2.** The FDI has implemented the system of indicators for the projects in at least 3 departments in the interior of the country.
- ER.3.** Local public and private institutions working in the area of rural development have tools for the correct management of rural development projects with a territorial approach.
- IA.1.** At least 40 representatives of public and private institutions trained in the management of rural development projects with a territorial approach.

Facilitate the Analysis of Public Policies for Agriculture, International Trade Regulations and the Outlook for Markets

Objective: To improve the availability of information in the public and private sectors in the area of policies, markets, trade regulations and other issues that are important for the sector's development.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)

- 2. Public policies for agriculture*
- 3. International trade regulations and their implications for agriculture*

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

- ER.1.** Officials of ALADI member countries, from the ministries of foreign affairs and agriculture and other government departments involved in the issue, are enhancing their knowledge and ability to exert influence in the international trade negotiations and take the corresponding agreements on board.
- IA.1.** At least 30 persons trained during the period.
- ER.2.** Management and technical personnel of sectoral public agencies and private agrifood enterprises have up-to-date information as input for their decision-making process.
- IA.1.** At least 50 management and technical personnel of the public and private sectors regularly receive sectoral information that is useful for their decision-making.
- ER.3.** Sectoral leaders have access to different approaches on trends and public policies in the sector.
- IA.1.** At least 100 participants in each conference.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The technical team is better equipped to identify, design, implement and evaluate technical cooperation actions related to the process of climate.
- ER.2.** The Office has improved technical capabilities for supporting the preparation, implementation and follow-up of trade, sanitary and safety standards, etc., that affect the commercialization of agricultural products in domestic and international markets.
- ER.3.** Increased technical capabilities for identifying, designing, implementing, and evaluating territorial development and management projects.
- ER.4.** The Office team has enhanced knowledge management skills.
- ER.5.** The Office is implementing and adjusting the procedures aimed at continuous improvements in technical and administrative matters. Every effort is made to achieve savings.
- ER.6.** The Office has externally funded projects, with up-to-date legal instruments (in coordination with Headquarters).
- ER.7.** Accounting operations are efficient and the Office submits timely reports to the counterparts of regional initiatives (in coordination with Headquarters and Regional Specialists).
- ER.8.** The Office is making efficient use of information and communication technologies as tools for the management of technical cooperation (in coordination with Headquarters).
- ER.9.** Services provided (in coordination with Headquarters, the Regional Coordinator and Regional Specialists).
- ER.10.** The Office has more efficient financial/accounting processes and is expeditious in furnishing accounts (in coordination with Headquarters); and has a more efficient information technology platform that receives proper maintenance.
- ER.11.** The agencies that make up the sector's public and private institutional framework regard IICA as the "go-to" agency for technical cooperation in priority areas of the Country Strategy.

NORTHERN REGION

IICA Office in Canada

IICA Technical Cooperation Projects

To Improve Productivity and Competitiveness in the Agricultural Sector

Objective: IICA Canada is committed to strengthening collaboration and ties with the private sector. Additionally, as the national agricultural policy supports improving competitiveness through innovation, IICA Canada can be an ideal facilitator and partner.

Programs and Lines of Action

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

*Program Budget
2011*

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

Innovation for Productivity and Competitiveness Program

1. National innovation systems

5. Regional and international cooperation for technology innovation

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

- ER.1.** To identify Canadian commodities where collaborations with IICA Member Countries in research, production, value added products and health benefits could foster win-win relationships.
- IA.1.** At least 5 countries receive packaged info on one Canadian commodity annually.
 - IA.2.** At least one new value-added product with commercial prospects in LAC identified.
 - IA.3.** At least one new value-added LAC agri-product with market potential in Canada identified.
- ER.2.** To investigate the feasibility of competitive agriculture supply contracts within LAC.
- IA.1.** To aid at least one new agriculture supply contract from within LAC.
- ER.3.** To promote an innovation system approach to selected Canadian Agricultural SME Stakeholder group.
- IA.1.** To increase exposure to Innovation Systems by 10% in selected Ontario SME stakeholder group.
 - IA.2.** To contribute to current and/or to establish new agreements with the trade facilitation bodies.
 - IA.3.** To support initiatives towards increasing imports for at least three agri-food products from LAC to Canada.
- ER.4.** To share information, Best Practices and experiences inter alia in the areas of trade facilitation, standards, regulations and markets.
- IA.1.** To contribute to current and/or to establish new agreements with the trade facilitation bodies.
 - IA.2.** To support initiatives towards increasing imports for at least three agri-food products from LAC to Canada.

To Improve Agriculture's Contribution to Food Security

Objective: IICA Canada is committed to sustainable food security initiatives. Through IICA's presence and permanence in 34 countries of the Americas, IICA Canada can be an ideal partner.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

1. Institutional innovation for a new paradigm of technological change for food production and diversification

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

- ER.1.** To collaborate with Canadian Development Agencies for strategic assistance to the most vulnerable in the Latin American and Caribbean countries.
- IA.1.** Collaboration on at least one major Food Security project.
- IA.2.** At least two Project concepts forwarded to suitable agencies per year.
- ER.2.** To collaborate with selected organizations in addressing the efficiency of the value chain in LAC.
- IA.1.** To provide training in value chain management in at least 3 IICA Member Countries.
- ER.3.** To share information, Best Practices and experiences inter alia on supply chain management, food safety and relevant contributors to food security, and to assist with pertinent policy development.
- IA.1.** To provide information in at least one of the identified areas in at least ten IICA Member Countries.

To Cultivate Mutually Beneficial Technical Collaborations

Objective: IICA Canada is committed to strengthening alliances between academia, producers and leaders in agri-business, between Canada and LAC, in areas relating to Food Security, Competitiveness and Productivity.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

- 1. National innovation systems*
- 2. Agro-biotechnology and biosafety*
- 3. New uses of agriculture*
- 4. Clean energy*
- 5. Regional and international cooperation for technology innovation*
- 6. Knowledge management and ICT for innovation*

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** To provide impactful exchange opportunities for capacity building in food security and competitiveness and productivity in agriculture.

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

*Program Budget
2011*

- IA.1. Administer the grant program each year approving a minimum of 8 requests per year.
- ER.2. To develop and implement a program focused at improving competitiveness and productivity in the agricultural sector while contributing to sustainable food security.
 - IA.1. Approval of one collaborative project over the period.
- ER.3. To develop knowledge management tools to increase the effectiveness and impact of initiatives.
 - IA.1. Prepare a database of host institutions indicating at least one institution per IICA Region in each of IICA's 6 technical concentration programs.
 - IA.2. Input all past collaboration experiences.
 - IA.3. Promote the grant program through one institution in each province of Canada and one institution in each IICA Member Country in LAC.

To be Responsive to Technical Assistance Requests Consistent with Available Competencies

Objective: IICA Canada intends to effectively respond to specific, technical, demand-driven requests from Member Countries by matching technical needs with available Canadian expertise in order to foster greater hemispheric integration in areas of technical concentration in agriculture.

Programs and Lines of Action

Agribusiness and Trade Program

5. Prospection and management of innovation for agribusiness

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

Innovation for Productivity and Competitiveness Program

6. Knowledge management and ICT for innovation

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

1. Adapting agriculture to climate change

Program for Cross-cutting Coordination: Agriculture and Food Security

1. Institutional innovation for a new paradigm of technological change for food production and diversification

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

- ER.1. To provide effective technical support by promptly and efficiently responding to agricultural capacity building requests from IICA Member.
 - IA.1. Respond to 100% initial requests.
 - IA.2. Action all requests where competencies exist and are available, within 3 months of request.
- ER.2. To investigate and document the competencies available within Canada and develop effective knowledge management tools.
 - IA.1. Prepare a list of Canadian expertise and organizations in all provinces and territories in IICA's technical concentration and cross-cutting.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** IICA Office in Canada has a complement of qualified human talent which allows for the efficient execution of the country strategy.
- ER.2.** The Office provides technical cooperation services in compliance with institutional rules and guided by tenets of continuous improvement, rationality, accountability and transparency.
- ER.3.** The office has information systems on the progress and results of the technical cooperation activities undertaken in compliance with the country
- ER.4.** IICA Canada office has an improved its image and engagement with Canadian Stakeholders.
- ER.5.** Public institutions, private sector and other stakeholders in agriculture recognize the quality, experience and relevance of IICA as well as its competence in meeting national needs and demands identified in the Country Strategy.
- ER.6.** Demonstration of Environmental Stewardship to internal and external customers, thereby helping to improve the image of IICA.

IICA Office in the United States of America

Management of Technical Cooperation

Management of Technical Cooperation

Objective: To help position IICA as the partner of choice among organizations operating in the United States in the areas of agriculture and rural.

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

- ER.1.** A strategy for building stronger relations with high-level officials of the United States government has been designed and validated. The strategy includes mechanisms for securing additional resources for the Institute.
 - IA.1.** At least two memoranda of understanding have been signed or extended and lead to the implementation of projects in IICA's thematic areas.

- IA.2.** Work is under way with at least one agency of the United States government to facilitate the preparation of projects.
- IA.3.** The Office facilitates successful meetings between the DG, DDG and other IICA officials and representatives of different levels of the United States government, including the Congress, State Department, USDA, etc.
- IA.4.** The Office gathers necessary documents and information in advance of visits by the DG and DDG, and follows up on agreements reached during such visits.
- ER.2.** The Institute has a mechanism to position itself, in the USA, as a partner that adds value to the action of organizations, which helps it to secure technical and financial resources.
 - IA.1.** A strategy document that contains important information on the priorities, opportunities, contacts and other topics of importance for the strategic areas of the Institute has been developed.
 - IA.2.** At least one agreement for collaboration on topics related to the strategic objectives of the MTP.
- ER.3.** Washington-based institutions involved in agriculture and rural life recognize the Institute for its contributions to improving agriculture and rural life in the hemisphere.
 - IA.1.** The Office facilitates meetings between the DG, DDG, Directors and Representatives and at least one university and two foundations based in Washington.
 - IA.2.** At least two opportunities for the DG, DDG and other senior Institute officials to participate in at least two high-level events, identified and facilitated.
- ER.4.** Institute professionals are kept informed of events of interest, trends, new publications, etc.
 - IA.1.** Relevant information disseminated daily.
 - IA.2.** Fluid two-way communication with the Offices in the countries regarding opportunities for collaboration with these actors, thus facilitating technical collaboration in topics of common interest.

IICA Office in Mexico

IICA Technical Cooperation Projects

Latin American Network on Innovation Management in the Agrifood Sector

Objective: To strengthen innovation management processes in the agrifood sector through the sharing of knowledge, information, technical cooperation and experiences, taking advantage of synergies and complementarities.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

5. Regional and international cooperation for technology innovation

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

ER.1. Latin American Network on Innovation Management in the Agrifood Sector created.

IA.1. Preparations and contacts for the establishment of the network.

Promotion of New Rural Extension Models in Mexico

Objective: To promote extension models based on the new conceptual proposals, through the coordinated efforts of the different entities (INCA Rural, FIRCO, etc.) working in the sector for that purpose.

Programs and Lines of Action

Agriculture, Territories and Rural Well-being Program

1. Integrated and sustainable management of rural territories

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

ER.1. Rural extension strengthened in the states involved

IA.1. % of progress made with the implementation of the technical cooperation agendas for rural extension in relation to percentage programmed.

IA.2. Number of manuals produced on different aspects of training in rural extension.

Strengthening the Capabilities of the Innovation Agencies Operating the Humid Tropic Program

Objective: To provide IICA technical cooperation to SAGARPA's "Program for the Sustainable Rural Development of the Southern and Southeastern Region of Mexico: Humid Tropic" with the development of specialized capabilities for improving the performance of extension workers, in order to contribute to the development of the tropical regions.

Programs and Lines of Action

Innovation for Productivity and Competitiveness Program

1. National innovation systems

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

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

*Program Budget
2011*

- ER.1.** Capabilities, knowledge and skills of extension workers of innovation agencies improved
 - IA.1.** Percentage of progress in implementing the agenda agreed in relation to percentage programmed.
 - IA.2.** Number of courses and participants.

Strengthening of a Center for Technological Innovation (CIT) in the Mixteca Poblana region

Objective: Support for the CIT in the Mixteca Poblana, focused on capacity development for small-scale producers.

Programs and Lines of Action

Center for Strategic Analysis for Agriculture (CSAFA)
1. Prospective and strategic analyses for agriculture

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

- ER.1.** Technological innovations validated by the CIT.
 - IA.1.** Number of technological innovations validated by the CIT in relation to number programmed.
- ER.2.** Technological innovations shared with producers in the Mixteca Poblana region.
 - IA.1.** Number of events (workshops and demonstration days) held in relation to number programmed.

Analysis of Processes and Costing of the Field Activities of the Program to Prevent and Control the Mediterranean Fruit Fly in Mexico

Objective: To provide technical support to the Government of Mexico with the evaluation of the programs to prevent and control the Mediterranean fruit fly (*Ceratitis capitata*), in order to maintain the country's fruit fly free status.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program
4. Emerging issues and emergencies in AHFS

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

ER.1. Field operations more efficient. The actions observed on the ground were carried out as per the written procedures. Areas of improvement detected.

IA.1. % increase in results of the field activities over the initial situation.

IA.2. Number of reports delivered on coherence between the manuals and in-field actions.

Support for the Evaluation of the National Campaign to Combat Huanglongbing of Citrus Fruits

Objective: Development of the methodology for evaluating the technical and financial activities of the national campaign to combat Huanglongbing (citrus greening).

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

4. Emerging issues and emergencies in AHFS

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

ER.1. The DGSV has the technical and financial evaluation of the results of the campaign.

IA.1. The program's logical framework approved by the DGSV.

IA.2. Methodology developed by IICA for the evaluation of the campaign approved by the DGSV.

IA.3. Number of technical staff trained in the use of the evaluation methodology developed.

IA.4. Evaluation document delivered.

Technical Evaluation of Mexico's Animal and Plant Health Border Controls

Objective: To evaluate Mexico's animal and plant health border control system with a view to improving its effectiveness in preventing the loss of the nation's plant and animal health assets.

Programs and Lines of Action

Agricultural Health and Food Safety and Quality Program

2. Modernization of the national sanitary and phytosanitary services

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

- ER.1.** SENASICA has an evaluation and recommendations on how to make its plant and animal health border controls more efficient and ensure greater safety.
- IA.1.** Report delivered on the cost/benefit ratio of investment resources, vis-à-vis the results and benefits of efforts to protect the country.
- IA.2.** Percentage of recommendations from the evaluation SENASICA uses to upgrade its border controls.

Support for the Control of Moniliasis in Cacao

Objective: To support the efforts of the Mexican authorities to combat moniliasis in cacao through the importation and validation of varieties resistant to the disease.

Programs and Lines of Action

*Agricultural Health and Food Safety and Quality Program
4. Emerging issues and emergencies in AHFS*

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

- ER.1.** Varieties of cacao resistant to moniliasis are available.
- IA.1.** Number of resistant cacao varieties evaluated.

Strengthening of an Action Research Network on Local Agrifood Systems (LAS)

Objective: To consolidate a Latin American scientific network for the promotion of a territory-based agrifood innovation model, the creation of knowledge and methodologies and training for human capital focused on rural agroindustries (RA) and local agrifood systems (LAS).

Programs and Lines of Action

*Agribusiness and Trade Program
2. Adding value to agricultural production and keeping value in production zones*

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

- ER.1.** The Red SIAL strengthened through the sharing of scientific and technical experiences among universities and public and private institutions interested in LAS issues in Latin America.
- IA.1.** Numbers of members of the Red SIAL.

IA.2. Number of people signed up for the Altersial electronic list.

ER.2. Experiences and studies on LAS topics disseminated via the Red SIAL.

IA.1. Number of publications and dissemination events.

Strengthening of a Dairy Production Module in Haiti

Objective: To promote milk production in Haiti through the consolidation of a dairy and capacity development module for a group of producers that will serve as a model for replication in the rest of the country.

Programs and Lines of Action

Agribusiness and Trade Program

1. Linking producers to markets, including small-scale producers

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

ER.1. Improvement in the quantity and quality of the milk produced by the module that already exists.

IA.1. Percentage increase in milk production with respect to the baseline.

ER.2. Producers trained.

IA.1. Number of producers trained in relation to number programmed.

ER.3. Dairy production model replicable, based on this experience.

IA.1. Percentage reduction in the somatic cell content of milk in relation to the baseline.

Support for Horizontal Technical Cooperation Projects in Central America and the Caribbean

Objective: To provide technical cooperation to the countries of the Central American and Caribbean regions in the areas requested.

Programs and Lines of Action

Program for Cross-cutting Coordination: Agriculture and Food Security

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

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

- ER.1.** Panama's program for the identification of livestock strengthened.
 - IA.1.** Percentage of recommendations incorporated into Panama's program for the identification of livestock.
- ER.2.** Professionals trained in their respective areas.
 - IA.1.** Percentage of technical personnel successfully completing training courses.
- ER.3.** Regional irrigation program strengthened.
 - IA.1.** Percentage of recommendations incorporated into the regional irrigation program.

Management of Technical Cooperation

Management of Technical Cooperation

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

Expected Results (ER)

- ER.1.** The Office has additional technical personnel and the infrastructure required to carry out the actions underway.
- ER.2.** At least 10 meetings of the Technical Committee have been held for the Office's professional personnel to exchange experiences, comment on and add to each other's proposals.
- ER.3.** All projects implemented have been evaluated annually and/or at their conclusion.
- ER.4.** All administrative personnel have participated in at least two training courses on the use of the SAP, computer or administrative systems, and have shared what they learned with others.
- ER.5.** Areas for improvement have been identified, and the corresponding indicators of achievement have been prepared.
- ER.6.** Indicators for gauging progress in the MOSCAFRUT Plant have been prepared, and continual improvement has been noted.
- ER.7.** Computer and other equipment are being paid off as planned, suitable software is in use and administrative processes are up-to-date.
- ER.8.** The distribution and quality of space within the Office is adequate.
- ER.9.** A brochure with information on IICA has been distributed to a broad audience.
- ER.10.** At least eight technical articles have been published in newspapers with national circulation.
- ER.11.** The Webpage is kept updated and at least 12 press releases are distributed.

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MANAGEMENT UNITS

Management of Technical Cooperation

Office of the Director General

Objective: To manage the Institute strategically, in accordance with its Convention, Basic Rules of Procedure and Medium-term Plan and directives from the Executive Committee and the IABA, and to facilitate and enhance technical cooperation in a timely, effective and comprehensive manner, within the framework of the Institute's rules and regulations and in pursuit of continuous improvement.

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

- ER.1.** The General Directorate achieves important results for the Member States as it implements the 2010-2014 MTP.
- IA.1.** Technical cooperation actions are carried out in accordance with the 2010-014 MTP
 - IA.2.** The Institute's resources are managed prudently, reasonably, equitably, transparently and efficiently, thanks to the proper application of Institute rules and regulations in implementing the approved Annual Action Plans.
- ER.2.** The Member States approve the work of the Director General during 2011.
- IA.1.** Clean external audit and ARC reports endorsing the General Directorate's management of the Institute's financial resources
 - IA.2.** Executive Committee and IABA resolutions approving the General Directorate's management of the Institute's financial resources and its fulfillment of their mandates
- ER.3.** The EC and Ministerial meetings in 2011 achieve their objectives and are viewed positively by the Member States from a political, strategic and logistic point of view, providing an opportunity to adopt important resolutions aimed at promoting technology and innovation as a new strategy for its member countries.
- IA.1.** The EC resolutions and the Ministerial Declaration of 2011 reflect compliance with the proposed agenda and open up important opportunities for the Institute to provide technical cooperation in the future.
 - IA.2.** The evaluation of the results of the MTP shows significant improvement in terms of the social contribution made by the Institute.
- ER.4.** The image and prestige of the Institute as an international organization that provides highly effective technical cooperation for agricultural and rural development in the Americas is being promoted.
- IA.1.** International organizations recognize the Institute as a reliable strategic partner that contributes to the development of agriculture and rural life in the Americas.
 - IA.2.** The Institute is recognized by many authorities and international organizations as a center for technical excellence that is administered efficiently, is demand- and results-driven, and has low operating costs.
- ER.5.** The Member States and our strategic partners receive appropriate diplomatic and protocolary treatment, in accordance with the activities and plans for 2011, establishing an agenda for diplomatic efforts aimed at promoting the activities of the Institute and increasing its contribution and presence at the

international level.

- IA.1.** The Director General attends and participates in all protocolary and diplomatic activities that are inherent to his position, developing new partnerships and networks for collaboration with multilateral and bilateral organizations and other institutions.

Office of the Deputy Director General

Objective: a) Contribute to the strengthening of the Institute's management, financial and technical cooperation strategy in support of the Institute's Strategic Objectives; b) Contribute to the improvement and deepening of the Institute's external relations; c) Contribute to the mutually supportive relationship between the Institute and the U.S. Government and U.S. based entities; d) Contribute to the effective and efficient planning of the Institute's activities and to the transparent and ongoing evaluation of these activities.

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

- ER.1.** Governing bodies at their meetings in 2011 and counterparts in the Member States endorse IICA's proposal for technical and financial strengthening, based on the efforts of the General Directorate and the information provided.
- IA.1.** Successful implementation of the meetings of the Institute's governing bodies and the meetings of the DG and the DDG with representatives of the Member States, who expressed their satisfaction with the quality and availability of information on the value added of the technical cooperation services that IICA provides and their impact on the countries in support of the Institute's strategic objectives
- ER.2.** The Secretariat of External Relations, the IICA Office in Washington D.C. and the Permanent Office for Europe are implementing a strategic plan strengthening their operations, with processes optimized in accordance with the priorities set in the 2010-2014 MTP.
- IA.1.** The Institutional External Relations Strategy was approved.
- IA.2.** U.S. government agencies providing political and financial support for the high-priority technical cooperation programs identified in the IICA country strategies, with the support of the IICA Office in Washington D.C.
- ER.3.** Successful implementation of the meetings of IICA's governing bodies and the Meeting of Ministers in 2011, and effective participation of the Institute in the process leading up to the VI Summit of the Americas.
- IA.1.** Successful meetings held with U.S. Government officials, with the support of the Office in Washington D.C.
- IA.2.** Discussions under way with counterparts for the implementation of joint technical cooperation activities in accordance with the priorities identified in the MTP.
- IA.3.** Member States that make up IICA's governing bodies express satisfaction with the implementation of their meetings in 2011, and endorse IICA's actions in the run up to the VI Summit of the Americas.
- ER.4.** IICA has an institutional policy, methodologies and evaluation instruments that make it possible to adopt preventive measures in the development and implementation of technical cooperation, and in decision making with regard to the quality and prompt delivery of services.

IA.1. Methodologies for evaluating IICA's country strategies developed and approved

ER.5. Counterparts, senior government officials, and civil society and productive sector organizations in the member countries kept abreast of the Institute's work each year and the impact of its technical cooperation services.

IA.1. IICA's Annual Report for 2010 was well received by the Member States and third parties.

Coordination of the Office of the Director General and Diplomatic Relations and Protocol Unit

Objective: Coordinate and facilitate the functions and activities of the Office of the Director General, promote the appropriate institutional image and ensure that the correct diplomatic and protocolary standards are observed.

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

ER.1. Matters falling under the responsibility of the Director General are dealt with in a timely manner.

IA.1. The Director General possesses adequate information to address matters relating to his portfolio.

IA.2. The programme of visits by the Director General to Member States, partner institutions and IICA Offices is completed.

IA.3. The authorities of the Member States and partner institutions, as well as the directives of the Institute are responded to by the Director General in a timely manner.

IA.4. Constant reports on follow up to the Director General's Agenda.

ER.2. The General Directorate exercises control and follow-up in order to respond to requests emanating from the agricultural sectors as well as from the Offices and Units of the Institute.

IA.1. Efficient and timely distribution of correspondence to the various bodies in order to prepare responses.

ER.3. The Director General carries out official missions, duly organized in coordination with the Representatives of the Member States, with the aim of promoting dialogue and executing the work of IICA throughout the hemisphere.

IA.1. The Director General makes at least twenty visits to Member States.

IA.2. The Director General attends quite a number of meetings with strategic partners who collaborate in the technical support that the Institute offers.

ER.4. The Social Communication Unit adequately carries out its Action Plan, thereby improving the image of the Institute.

IA.1. At least twenty coordination meetings are held with the head of the Social Communication Unit to follow up on the Annual Action Plan.

ER.5. The Diplomatic Relations and Protocol Unit adequately carries out its annual Action Plan, ensuring not only due compliance with norms and actions for proper institutional fulfilment of diplomacy and protocol, but also that good relationships are maintained with international organizations, embassies in member countries, associate countries and permanent observers of the Institute.

- IA.1. Accreditations, requests for international identification documents and exonerations are dealt with.
- IA.2. Official documentation for visits by the Director general prepared.
- IA.3. Coordination with other Units of logistical and protocolary matters relating to delegates to meetings of the IABA, the Executive Committee and the Special Advisory Committee on Management Issues.

Office of the Internal Auditor

Objective: To oversee the operations of the Institute and ensure that they are carried out in accordance with the principles of financial prudence, transparency and accountability, and with the rules and regulations and procedures of the Institute. To evaluate internal control mechanisms, promote the efficient, effective and rational use of the Institute's resources, identify opportunities for improving administrative and financial-accounting processes, and propose alternative solutions. To keep the Director General informed of any irregularities or potential threats, and propose corrective measures to strengthen internal controls and/or reduce risks.

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

- ER.1. The operations of the Institute are carried out with prudence and transparency, as evidenced by the lack of major observations from the ARC and the External Auditors
 - IA.1. Based on the audits planned and carried out, situations have been corrected, improvements in operations have been proposed and the different Offices and administrative units at Headquarters adhere to Institute rules and regulations.
- ER.2. Documentation related to the transfer of the responsibilities of the Representative in at least three Offices validated
 - IA.1. The report of the outgoing Representative reflects the current situation in the Office, in accordance with the protocol established in Executive Order 21/2005, and is validated by the Audit Unit to ensure the reliability of the information for the new Representative.
 - IA.2. Record of audit approved by the Director of Management and Regional Integration, giving official recognition to the transfer of responsibilities.
- ER.3. The management of ten Offices and administrative units at Headquarters has improved thanks to their implementation of the mandatory recommendations and suggestions for improvement issued by the Audit Unit.
 - IA.1. Ten reports presented to the Director General, with observations and mandatory recommendations, as well as suggestions for improvements that will strengthen the operations of the Institute
- ER.4. The units audited comply with the recommendations and successfully implement the improvement plans.
 - IA.1. The Director General has two annual reports on progress in the implementation of proposed recommendations.
- ER.5. Three Offices take preventive measures and reduce operating and financial risks to the Institute.
 - IA.1. There is a matrix of potential risks in three key Offices, and preventive measures are taken to reduce exposure to risks that can threaten the operations of the Institute.

Official Events Unit

Objective: Provide the General Directorate with specialized services with respect to organization of events, technical audio and video services, development and administration of management and information systems for the Governing Bodies, as well as specialized mechanisms and administration of the Series of Official Documents.

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

ER.1. Representatives of the Member Governments of the SACMI in 2001(Argentina, Brazil, Canada, Honduras, Mexico, Peru, Trinidad and Tobago, USA and Venezuela), as well as staff members of IICA, receive quality service and attention.

IA.1. The 2011 SACMI budget is prepared.

IA.2. The support services required for the successful outcome of the Executive Committee meeting are organized, provided in a timely manner and executed as follows: *(participants' guide, registration form and room reservation available on line, allowing for detailed follow-up on each participants' registration in order to coordinate with the hotels. All name tags and signs prepared, assignments and SAP requests done, participants welcomed at airport and in hotels, secretariat and meeting rooms manned, coordination with the relevant units – information technology, language services, precis-writing, printery, social communication, room set-up, transportation, food and beverage.*

IA.3. Multimedia equipment, projection screens, systems for conferences and simultaneous interpretation, as well as sound amplification, recording and editing are installed and put in correct working condition.

IA.4. The Web page of the SACMI and the online SACMI information system is updated. The format and content of six working and information documents are reviewed and made available to participants.

ER.2. Representatives of the 12 Member States of the Executive Committee, representatives of Member States participating as observers, Associate States, Permanent Observers, Bodies, Special Guests and IICA staff members receive quality services and attention.

IA.1. The 2011 budget for the Executive Committee is prepared.

IA.2. The support services required for the successful outcome of the Executive Committee meeting are organized, provided in a timely manner and executed as follows: *(participants' guide, registration form and room reservation available on line, allowing for detailed follow-up to each participants' registration in order to coordinate with the hotels. All name tags and signs prepared, assignments and SAP requests done, participants welcomed at airport and in hotels, secretariat and meeting rooms manned, coordination with the relevant units – information technology, language services, precis-writing, printery, social communication, room set-up, transportation, food and beverage.*

IA.3. Multimedia equipment, projection screens, systems for conferences and simultaneous interpretation, as well as sound amplification, recording and editing are installed and put in correct working condition.

IA.4. The Web page of the Executive Committee SACMI and the online information system of the Executive Committee is updated. The format and content of 19 working and information documents are reviewed and made available to participants.

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- IA.5.** Information is compiled and formatted for the Report of the XXXI Regular Meeting of the Executive Committee. It is edited and published in four languages in the Official Documents Series, is circulated to the Member Countries, meeting participants and staff members of IICA, and the electronic version is uploaded to the website of the governing bodies.
- ER.3.** Authorities in Costa Rica, Ministers of Agriculture and other representatives of Member States, as well as representatives of Associate States, Permanent Observers, Bodies, Special Guests and IICA staff members receive quality services and attention.
- IA.1.** The 2011 budget of the WARLA-Costa Rica is prepared.
- IA.2.** The support services required for the successful outcome of the 2011 WARLA meeting are organized, provided in a timely manner and executed as follows: *(participants' guide, registration form and room reservation available on line, allowing for detailed follow-up to each participants' registration in order to coordinate with the hotels. All name tags and signs prepared, assignments and SAP requests done, participants welcomed at airport and in hotels, secretariat and meeting rooms manned, coordination with the relevant units – information technology, language services, precis-writing, printery, social communication, room set-up, transportation, food and beverage.*
- IA.3.** Coordination with counterpart for installation of multimedia equipment, projection screens, conference and simultaneous interpretation systems, sound, recording, editing and checking for IICA, Ministerial and IABA meetings, other parallel meetings and field trips.
- IA.4.** Updating of web page for the IABA and EC as well as the online information system of the IABA; the format and content of 19 working and information documents are reviewed and made available to participants.
- IA.5.** Information is compiled and formatted for the Report of the XVI Regular Meeting of the IABA. It is edited and published in four languages in the Official Documents Series, circulated to the Member Countries, meeting participants and staff members of IICA, and the electronic version is uploaded to the website of the governing bodies.
- IA.6.** The document "2010-2011 Inter-American Awards" is prepared, edited and published in 4 languages.
- ER.4.** Ministries of Agriculture and Foreign Affairs, Associate Countries, Permanent Observers, strategic partners, other key players and IICA staff members receive and have access to the 2010-2020 Strategic Plan and the 2010-2014 Medium Term Plan of the Institute.
- IA.1.** The 2010-2020 Strategic Plan and the 2010-2014 Medium Term Plan have been formatted for the Official Documents Series, editing has been coordinated and it has been published in 4 languages, distributed to representatives of the Member States, to participants at the meeting and staff members of IICA. A digital version has been placed on the Intranet and on the web page of the Institute.
- ER.5.** Meetings, conferences, forums, panels, round tables and training activities of the Technical Cooperation and Management Units of the Institute are organized efficiently and in a timely manner.
- IA.1.** Support services and required logistics have been put in place and coordinated by the Secretary of the meeting, when required.
- IA.2.** An on line system for organizing events and requesting rooms is developed, with the assistance of the ICT.
- ER.6.** The management and technical cooperation units of the headquarters are satisfied with technical audio and video services received when activities are being carried out.
- IA.1.** Multimedia equipment, projection screens, systems for conferences and simultaneous interpretation, as well as sound amplification, web transmission, recording and editing are installed and put in correct working condition.

Social Communication Unit

Objective: Strengthen the technical cooperation services, using effective and timely communication as a tool for responding to the various information needs of our interest groups.

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

- ER.1.** The Unit has supported the implementation of the Communication Policy of the Institute which ensures that institutional communication is properly coordinated and managed efficiently, so that the various information needs of our interest groups can be attended to.
- IA.1.** The Unit has crafted, with the input of other units, the Protocol on Management of Communication in Situations of Crisis.
 - IA.2.** Graphic Identity Guide published and distributed.
 - IA.3.** The Unit supports the Working Group on Social Business Responsibility (SBR) of the Management of Human Talent Division with its communication component.
- ER.2.** The target audience of IICA can depend on a constant flow of information regarding the work of the institution.
- IA.1.** The Unit produces and distributes 100 press releases per year.
 - IA.2.** The Unit produces and distributes in the press 45 bulletins on the presence of IICA.
 - IA.3.** Twice per year, the Unit coordinates with the IICA Offices to update the database of journalists and target audiences.
 - IA.4.** The Unit creates a photo bank and keeps it current.
 - IA.5.** The Unit provides photo documentation for at least 15 meetings within the Institute.
 - IA.6.** The Unit produces and distributes 12 IICA Connection bulletins.
- ER.3.** Small and medium- sized agribusinesses within the Americas have access to a radio magazine that allows them to improve their capacity to take decisions with respect to developing their markets and improving productivity and competitiveness.
- IA.1.** The Unit produces and distributes 18 Agroenlace radio programs.
 - IA.2.** The Unit produces and distributes 15 Antenas Agropecuarias radio briefs.
 - IA.3.** The Unit produces and distributes 3 institutional video briefs.
- ER.4.** The Unit, through its Website, has shown the public the most relevant and attractive achievements of IICA's technical cooperation.
- IA.1.** The three special features sections on the main web page are updated monthly.
 - IA.2.** The press room is constantly updating itself on what is taking place in the Institute.
 - IA.3.** The content of the secondary web pages is updated at least 3 times every six months (particularly with respect to technical programs).

IA.4. The Unit communicates constantly with the webmasters to ensure that the web page is kept updated.

Legal Services Unit

Objective: Provide advice for the correct application of the institutional, national and interational norms in different areas of the law, at Headquarters as well as in the IICA country Offices.

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

ER.1. Legal documents are issued in a timely manner, internal norms are addressed and national legislation in the Member States is adhered to.

IA.1. All the Representatives in different countries are duly accredited and have the corresponding powers.

IA.2. All the IICA Offices are able to count on the preparation, legalization and receipt of legal documents requested from the Headquarters, in a timely manner.

ER.2. The international professional personnel of the Institute receives precise and timely attention with respect to legal aspects of the Institute to facilitate their work both at Headquarters and within the Offices.

IA.1. At least 100 requests for authentications, MI carnets, exit permits, re-exportations, notary certificates, nationalizations, rental contracts, extra-judicial arrangements, transit hearings for traffic violations, etc.

ER.3. The Institute has the permanent services of an Institutional Legal Advisor for the analysis, discussion, preparation and approval of legal instruments and contractual documents that are to be signed by the persons in the Institute responsible for such matters.

IA.1. At least 50 meetings of the Programming Committee attended.

IA.2. At least 50 opinions given to the various GAPs within the Offices.

IA.3. Participation in the Consultative Purchasing Committee and at least 30 recommendations made.

IA.4. At least 100 proposals for institutional contracts verified.

Secretariat of Corporate Services

Management of Technical Cooperation

Secretariat of Corporate Services

Objective: To ensure pertinent and respectful management in conducting the human talent development, financial, programmatic-budgetary, control and administrative, informatics and regulatory support processes, in a true spirit of service, in order to provide efficient and timely support to the technical

cooperation programs and projects, as well as the planning, evaluation and knowledge management processes.

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

- ER.1.** The processes associated with resource allocation, the remuneration system, the acquisition of goods and services, budget execution, ICT management policies and the rules governing the cycle of externally funded projects contribute to achieving the objectives of technical cooperation, providing high-quality services in a timely manner and making effective and efficient use of the Institute's resources .
- IA.1.** The operating units have made improvements in the processes involved in applying new Corporate Services policies, rules and procedures.
- ER.2.** The units responsible for technical cooperation feel that they benefit from the services and support provided by the Secretariat of Corporate Services.
- IA.1.** A survey reveals an average satisfaction rate of 80% with the services provided by the Secretariat.
- ER.3.** The IABA approves a budgetary scenario which takes into account the impact of the average inflation rate in the member countries in 2010.
- IA.1.** The 2012-2013 Program Budget is increased, taking into consideration the impact of inflation.
- ER.4.** Efforts are being made to increase the receipt of the INR resources by applying a new rate and by increasing external resources.
- IA.1.** Total amount of INR resources increased by 5% in 2011.
- ER.5.** The technical information and the opinions of the Secretariat of Corporate Services are taken into consideration in Institute decisions.
- IA.1.** The Secretariat carries out all tasks entrusted to it by the corresponding Institute committees
- IA.2.** The Governing Bodies approve the proposals presented by the Secretariat.
- IA.3.** The Secretariat presents proposals for improvement to the corresponding committees within the Institute (re-engineering).
- ER.6.** The Offices and Headquarters have access to budgetary, financial and accounting information on line.
- IA.1.** Sixteen more Offices carry out their budgetary, financial and accounting operations on line, via the SAP system
- ER.7.** Resource allocation is based on the priorities of the 2010-2014 Medium-term Plan, Institute policies, the Program Budget and directives issued by the Director General.
- IA.1.** The operating units of the Institute have an Annual Plan of Action funded and approved by the Director General.
- ER.8.** Budget resources are executed in accordance with the 2011 Annual Action Plan, approved by the Director General, within established policies, and in keeping with the criteria of rationality, austerity, equity, transparency and accountability.
- IA.1.** Timely measures for staying within the approved budgets and for complying with Institute policies, rules and procedures.
- IA.2.** Periodic reports on balanced budget execution submitted to the Director General

Management of Human Talent Division

Objective: To properly and carefully administer the processes involved in ensuring the comprehensive management of human talent, providing translation, editing and interpretation services, and disseminating information as well as rules and regulations, in the true spirit of service and in compliance with the provisions of the 2010-2014 MTP, in order to ensure the timely provision of optimal support to the technical cooperation programs and projects, and to the planning, evaluation and knowledge management processes.

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

- ER.1.** The Institute's remuneration system has been simplified and updated and reflects the new guidelines established in the 2010-2014 MTP.
- IA.1.** The new remuneration system has been presented to the Governing Bodies, and decisions have been reached regarding its viability and application.
- ER.2.** The administration of the rules and regulations of the Institute has been updated and simplified.
- IA.1.** The Governing Bodies have reached decisions on proposed modifications to rules and regulations.
- ER.3.** The Institute is implementing a much simpler and more practical Key Responsibilities and Individual Performance Evaluation System, which has led to a significant reduction in the amount of time required for personnel to operate it.
- IA.1.** The number of man hours required on the part of management and staff members to fill out the Key Responsibilities and Individual Performance Evaluation forms has been reduced by approximately 50%.
- IA.2.** At least 80% of the users of the system express, via an opinion survey, satisfaction with the new system.
- IA.3.** An analysis of tendencies has made it possible to evaluate the improvement of the objectivity criterion included in the Performance Evaluation System
- ER.4.** The Institute has implemented a new Awards Program, which encourages personnel to continually improve the performance of their duties.
- IA.1.** The number of award recipients has doubled, at least.
- IA.2.** The quality of the awards has been increased and diversified in terms of type and coverage.
- IA.3.** The process of selecting awardees has been improved and that of making decisions has become more objective.
- ER.5.** The Institute has implemented a Corporate Training and Development Program, with a view to increasing the technical capacity of the personnel, in light of the priorities set out in the 2010-2014 MTP.
- IA.1.** 85% of training and development activities focus on improving the technical capacity of Institute personnel.
- IA.2.** Policies have been updated based on the focus of the new Administration.
- IA.3.** Agreements to provide training have been signed with at least 10 educational centers in the hemisphere.
- ER.6.** The Institute has negotiated and implemented an improved insurance program, especially with regard to health insurance.
- IA.1.** The medical co-payment scheme has been improved, from 89/20 to 90/10

- IA.2.** Preventive medical treatments will be covered at a rate of 100%, with no upper limit or deductible.
- IA.3.** The network of health care providers that process payments directly with the insurance company has been expanded by 15%.
- IA.4.** Claim adjustments are handled directly by the insurance company.
- IA.5.** The company has selected a new brokerage firm which meets the needs of the Institute, and costs have been reduced considerably.
- ER.7.** The Human Talent Management Division the Language Services Unit have been managed effectively and efficiently throughout the year.
 - IA.1.** Top-quality services and advisory assistance have been provided in a timely manner, in response to at least 1000 requests.
- ER.8.** The salaries of the local personnel of the Institute have been adjusted based on conditions in the local labor market and the availability of financial resources.
 - IA.1.** The salary scales currently in place for local personnel are more competitive, and the percentage of employees above the 50th percentile has grown by at least 10%.
- ER.9.** The structure of several Offices has been brought into line with the strategies defined in the IICA Country Strategy and the current financial situation.
 - IA.1.** Plans to restructure the Offices in Chile, Colombia, Guatemala, Haiti, Nicaragua, Paraguay, Peru, Uruguay and Washington, D.C.
- ER.10.** The processes involved in managing the human talent of the Institute have been simplified and are more accessible for the Administration and the personnel.
 - IA.1.** The on-line Vacation System is available for all personnel. The recruitment and training processes and human resource tools have been re-designed to facilitate decision making on the part of the Administration.
- ER.11.** The Institute has a clear recruitment strategy based on the need for additional human resources.
 - IA.1.** An efficient and effective recruitment strategy is applied in securing the capacities required by the Institute.
- ER.12.** The Institute benefits from immediate access to information related to its human resources, which facilitates decision making on the part of the Administration.
 - IA.1.** Data bases have been updated and are used on a regular basis by the Administration.

Programming, Budgeting and Control Division

Objective: To program, budget and control the use of resources in order to ensure the generation of top-quality products and results in a timely manner, with a view to facilitating and enhancing articulation within the Institute and the generation and delivery of technical cooperation, taking into account the Institute's financial situation

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

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- ER.1.** The resources allocated to achieve the goals set for 2011 are used more effectively, reflecting accurately the Institute's financial situation.
- IA.1.** New policies are implemented successfully and adopted by pertinent personnel in Institute units.
- ER.2.** The effective and modern processes and procedures implemented by the Programming, Budgeting and Control Division enable it to comply with new Institute policies.
- IA.1.** Internal PBC processes and procedures are operational.
- ER.3.** The operating units have Annual Action Plans for 2011 and 2012 that are articulated, have a strategic vision and are in line with the 2010-2014 Medium-term Plan.
- IA.1.** 2011 Annual Action Plan has been updated and brought into line with the current MTP, policies and rules and regulations.
- IA.2.** 2012 Annual Action Plan has been approved and brought into line with the current MTP, policies and rules and regulations
- ER.4.** The operating units have tools and guidelines, in line with new Institute policies, for drafting and approving externally funded agreements and projects.
- IA.1.** The quality of externally funded agreements and projects has improved, as evidenced by their alignment with the strategic priorities and a decline in the number of administrative and financial problems.
- ER.5.** The 2011 budget is executed in accordance with the amounts and purposes approved and Institute policies and rules that govern the budget, and in keeping with the Institute's financial situation.
- IA.1.** Controls have been put in place at Headquarters and in the IICA Offices in the Member States vis-à-vis travel, remodeling and the acquisition of furniture and equipment.
- IA.2.** The quarterly reports on budget execution contain recommendations on preventive and corrective measures for specific units and the Institute as a whole.
- ER.6.** Operating and decision-making units have access to timely and accurate information on the programming, budgeting and use of the resources of the 2011 AAP.
- IA.1.** The CPS, OTRS, IMS-PBC, Control of Agreements and Control of Correspondence information systems operate effectively and provide information to the PBC, units and management personnel.
- ER.7.** The modules of the SAP system related to allocation and control of budgetary resources are operational in the PBC and in the operating units.
- IA.1.** The PBC reports a rate of error of less than 1% in the operation of the SAP system.
- IA.2.** The operating units with the SAP installed use it effectively as a control mechanism and for decision making.
- ER.8.** Key personnel in the operating units in the Member States and at Headquarters have been trained in and are applying the new policies, rules and regulations, processes, procedures and tools adopted for programming, budgeting and controlling the use of resources.
- IA.1.** The units submit quality proposals to the PBC and comply with the new policies, rules and regulations, processes, procedures and tools adopted for programming, budgeting and controlling the use of resources.
- ER.9.** The personnel of the Programming, Budgeting and Control Division have been trained in and are applying the new policies, rules and regulations,

processes, procedures and tools adopted for programming, budgeting and controlling the use of resources.

IA.1. The PBC responds to requests from the operating units within three days.

Financial Management Division

Objective: To provide the financial and accounting services required to monitor the generation and use of financial resources, supporting the administrative management of the Institute, to facilitate the delivery of technical cooperation services.

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

ER.1. The Institute's financial statements are audited annually by the external auditors for the Institute to use.

IA.1. Monthly financial statements for decision-making.

IA.2. Audited financial statements submitted once a year to the governing bodies.

ER.2. The Offices receive funds based on their needs and on the Institute's financial capacity.

IA.1. Senior administrative personnel receive a monthly report on the status of member country quota payments and cash in banks.

IA.2. Confirmation of authorized funds sent to 100% of the Offices requesting them, based on the needs and financial situation reported monthly by each Office.

ER.3. The systems used to make payments with respect to payroll, travel and the acquisition of goods and services operate efficiently, in response to the needs of and commitments assumed by the units.

IA.1. Payments to suppliers within established time frames, travel documents processed in a timely manner and all payrolls met as per the dates established on the calendar.

ER.4. Proper application and use of system, rules and procedures related to financial information, in accordance with accounting principles and adapted to the needs of the Institute, to ensure the provision of reliable financial information.

IA.1. On at least two occasions, Units/Offices were notified of findings in the reports of the External Auditors and the Audit Review Committee.

IA.2. Basic SAP system has been installed in 15 Offices; personnel in the Offices in the countries and at Headquarters have been trained in accounting/financial processes and procedures.

ER.5. Reports on and analyses of Institute financial information and projects have been delivered to those responsible for decision making and management control.

IA.1. Reports analyzing the accounting/financial information of the Offices sent to each Office at least three times a year.

IA.2. At least 100 opinions and suggestions on different topics of interest to the Institute presented to the Management Committee, Secretariat of Corporate Services, Programming Committee, Purchasing Committee, SACMI, Executive Committee, GAP and Institutional Management

Meeting.

Services and Administrative Support Division

Objective: To provide the units at Headquarters, in a timely, effective and sustainable manner and in compliance with Institute rules and regulations, with the general services required to facilitate and enhance the provision of technical cooperation, seeking at all times to improve the performance of the Division, to invest the resources assigned to the Division in a productive and rational manner, and to ensure transparency in all processes carried out by the Division

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

ER.1. The Institute has the infrastructure required to contribute to enhancing the provision of technical cooperation services.

IA.1. Annual building maintenance plan and timetable fully implemented (with budgetary resources made available for this year).

ER.2. The Institute has systems that increase the effectiveness of the purchasing and hiring processes, ensuring the rational use of the Institute's financial and budgetary resources through the application of measures aimed at providing transparency, which contribute to the administrative management of the Institute.

IA.1. In compliance with Institute rules and regulations, actions have been taken in response to all requests from the units related to purchasing goods and contracting for services, via competitive bidding processes that best serve the interests of the Institute.

IA.2. The list of vendors has been updated, expanded and improved.

ER.3. The Institute has improved the general services it provides, in terms of quality and cost, which contributes to enhancing the provision of technical cooperation services. The Institute has improved the general services it provides, in terms of quality and cost, which contributes to enhancing the provision of technical cooperation services.

IA.1. Annual opinion surveys on the services provided by the Division reveal a satisfaction rate of at least 80%.

IA.2. New contracts have been signed that call for improvements in the services provided and in the terms and conditions of existing contracts.

Information and Communication Technologies Unit

Objective: 1) To strengthen telecommunication services at the hemispheric level. 2) To strengthen information technology services. 3) To strengthen the development of a knowledge management system. 4) To strengthen the informatics culture.

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

- ER.1.** The Institute has a modern and comprehensive technological platform, which facilitates the effective and timely provision of technical cooperation throughout the hemisphere.
- IA.1.** The SAP system has been installed in the 15 Offices selected by the Directorate.
 - IA.2.** All Institute units are interconnected via the Internet.
 - IA.3.** 34 Offices are linked via the VPN network.
 - IA.4.** All staff members have access to operational systems.
 - IA.5.** The computer equipment and systems of the staff operate problem- free 95% of the time.
 - IA.6.** New email server is fully operational.
 - IA.7.** All the Offices selected are connected via the Exchange server.
- ER.2.** IICA has the information systems required to carry out its institutional and technical processes.
- IA.1.** The contents of the document on policies and procedures, shared with all personnel of the Institute, are being implemented.
 - IA.2.** Based on the recommendations made following the audit, the full contingency plan has been updated.
- ER.3.** Information tools and systems designed as needed, and available to improve the technical cooperation provided by the Institute.
- IA.1.** All the systems that provide support for the thematic networks are fully operational.
 - IA.2.** Infoagro.NET is fully operational.
 - IA.3.** The new Web portal is fully operational and meeting the new needs of the Institute.
 - IA.4.** SharePoint Web application is fully operational.
 - IA.5.** The Websites of the 34 Offices have been incorporated into the IICA Web portal.
 - IA.6.** The IICA Intranet is available to all Institute staff.