

ANNUAL REPORT 2009

IICA's Contribution to the
**Development of Agriculture and
Rural Communities in the Americas**



IICA





2009 Annual Report

**IICA's Contribution to the Development of
Agriculture and Rural Communities
in the Americas**

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Foreword

In Latin America and the Caribbean (LAC), the financial crisis has had two principal effects, triggering increases in the number of poor people and in food insecurity. In consequence, development organizations such as the Inter-American Institute for Cooperation on Agriculture (IICA) have found themselves redoubling and reorganizing their cooperation efforts in an attempt to alleviate the impact of a crisis that looks set to rumble on. Although agriculture and rural life did not contribute to the problem, more investment in the sector will be required to overcome it.

In 2009, the United Nations Food and Agriculture Organisation (FAO), the Economic Commission for Latin America and the Caribbean (ECLAC) and IICA joined forces to produce a report on the outlook for agriculture and rural life in the Americas that was distributed worldwide. This interagency publication shows that agriculture plays a key role in the international scenario and is strategically important because it creates jobs and generates income for millions of rural inhabitants. The report also suggests that the LAC region has great potential for helping to solve the global food crisis.

Achieving rural well-being should be a goal of all governments. If they are unsuccessful, many of our economies - already volatile and fragile - will be faced with even more serious problems. That, in turn, will lead to a deterioration in infrastructure, the supply of productive resources in the countryside, sustainable production, climate change and social peace.

A phase in IICA's history is drawing to a close, a phase in which we made every effort to ensure the Institute was equipped to tackle the challenges of the 21st century and perform the duties required of it. To enable IICA to provide technical cooperation in a new way, in 2002 we began implementing a new model of cooperation based on the development of agendas agreed with the different public and private stakeholders in the member countries, and on transparency, financial prudence and accountability.

We also renewed our physical and technological infrastructure, and responded to the mandates issued by the ministers by creating new programs on specific subjects such as agrotourism, agricultural insurance, biofuels, biotechnology and organic agriculture. Furthermore, we put in place a team of professionals committed to offering high-quality cooperation services designed to contribute to the attainment of agricultural competitiveness, rural development and food security in the hemisphere.

Thanks to the continuous support they received from the Institute and its strategic partners, the public and private sector organizations of our Member States achieved hundreds of results. These are set out in the reports that the IICA Offices in the member countries published each year, as well as in my 2002-2008 management report entitled "Promoting rural prosperity in the Americas."

Although its budget has been frozen for many years, IICA is in better financial shape than it has been for several decades, since practically all its Member States are up to date with their quota payments. This is the biggest endorsement of our achievements, one on which the next administration of this commendable organization will no doubt be able to build. Moreover, despite the prevailing conditions, great progress was made with technical cooperation related to food security, thanks to the implementation of a number of projects and studies and the formulation and application of methodologies.

We also fulfilled our commitment - established in the 2006-2010 Medium Term Plan (MTP) - to provide innovative cooperation mechanisms, such as the centers for leadership in agriculture and distance training, the cooperative programs for agricultural research and technology transfer (PROCI), the regional integration bodies, the Performance, Vision and Strategy (PVS) tools for modernizing agricultural health, the export platforms and the information services (including Infoagro.net and SIDALC).

This annual report on IICA's contribution to the development of agriculture and rural communities in the Americas in 2009 contains a summary of the most important results achieved in the areas of trade, agribusiness, agricultural health, environment, technology and innovation, and rural development. It also includes details of the results of the Summit of the Americas Process and the resolutions adopted by our governing bodies.

The report highlights the organization's capacity to respond rapidly to the major challenges that arose. It also shows that IICA is a living organization that continues to evolve day by day, guided by its work programs and the feedback received from our stakeholders.

This document is complemented by the individual reports of our Offices in the Member States, which provide detailed information about their activities and achievements, the constraints they face and the outlook for their work. On IICA's website (www.iica.int), you will also find a great deal of information about the Institute's work and results over the last eight years, as well as publications and documents.

With a new administration about to assume the leadership of the Institute, it only remains for me to thank all the staff who worked so hard during my administration to realize the Institute's vision and carry out its mission. And to reiterate my appreciation to our partners and governing bodies, for it was thanks to their collaboration that I was able to contribute to the prosperity and development of our peoples.



Chelston W. D. Brathwaite
Director General

Executive Summary

Founded in 1942, IICA is the agency of the inter-American system specializing in agriculture and rural development. Its mission is to provide innovative technical cooperation to its 34 Member States, with a view to contributing to their food security, rural prosperity and agricultural competitiveness.

Since 2001, the issue of agriculture and rural life has formed part of the agendas, deliberations and agreements of the Summit of the Americas process. In mandate 25 of the Declaration of Commitment of Port of Spain, adopted at the Fifth Summit of the Americas, the Heads of State and Government of the hemisphere recognized the urgent need to adopt multidimensional and multisectoral approaches to agriculture and rural life to achieve sustainable development and food security. Follow-up was provided to that mandate and the other decisions taken at the summit at the Fifth Ministerial Meeting “Agriculture and Rural Life in the Americas” (Jamaica 2009), where the ministers of agriculture of 33 countries also updated the AGRO 2003-2015 Plan of Action, incorporating strategic actions and measures for its implementation during the 2010-2011 biennium. The Institute provided key support for the organization and implementation of the ministerial meeting, which consolidated IICA as an institutional partner in the Summit of the Americas process.

Turning to IICA’s governing bodies, the Executive Committee (EC) adopted 20 resolutions at its Twenty-ninth Regular Meeting. The Inter-American Board of Agriculture (IABA) also held its Fifteenth Regular Meeting, taking important decisions related to matters such as institutional policy, technical cooperation, rules and regulations and the ministerial meetings. It also approved the strategic framework of IICA for the period 2010-2020, acknowledged the efforts of the countries to pay their annual quotas on time and endorsed the 2010-2011 Program Budget. Furthermore, it authorized the donation of five hectares of land for the construction of a new hospital in the city of Turrialba, in Costa Rica, and granted general power of attorney to Dr. Víctor Villalobos to enable him to serve as the Director General for a four-year term, beginning on January 15, 2010.

One of IICA’s biggest technical cooperation priorities in 2009 was food security, adversely affected by high and volatile food prices. To that end, the Institute implemented a medium-term strategy designed to promote institutional innovation, enhance the capabilities of small-scale producers and promote the analysis of policies and studies on the situation and outlook for food security. IICA focused its financial and human resources on the Integrated Program for Small and Medium-scale Agriculture: Technology, Markets, Policies and Institutions. The main results included the identification of priorities for institutional innovation, especially in the field of extension; an inventory of the policies adopted to address the food security crisis and the formulation of a methodology for assessing the impact of price volatility and the knock-on effects on rural incomes.

Another important achievement was the production and distribution of the FAO-ECLAC-IICA report entitled “The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean. 2009.” The document provides an overview of the present characteristics and needs of agriculture and rural life in the

hemisphere. The Institute also published a series entitled “Global Crisis and Food Security,” completed its research on agriculture’s true contribution to economic development in 23 member countries and implemented a system of statistical indicators to monitor trends in agriculture, which is updated on a regular basis.

IICA consolidated its model for strengthening leadership in the agricultural sector. It also held a number of forums on the subject involving ministers of agriculture and their teams and enhanced the leadership capabilities of producers in the Caribbean. Furthermore, it successfully held the Second Forum for Young Leaders, which brought together 65 people from the Institute’s 34 member countries; and held similar regional and national forums that attracted over 500 young people from all parts of the hemisphere.

In the area of trade promotion and agribusiness competitiveness, IICA strengthened the export and business management skills of small and medium-scale producers by means of activities related to hazard analysis and critical control points, good agricultural and manufacturing practices, the competitiveness of agricultural production chains, and food quality and safety, among others. The Institute also supported the participation of several countries in international fairs, such as the Fresh Summit International Convention and Exposition and the Americas Food and Beverage Show in the United States, which helped to promote the effective integration of the countries concerned into the U.S. market. Furthermore, IICA continued its successful implementation of the Export Platforms Program, with promotion actions carried out in the Dominican Republic and Belize. It also supported the consolidation of the hemispheric institutional framework for market information, particularly through its collaboration with the Market Information Organization of the Americas (MIOA).

In Argentina, Brazil, Chile, Colombia, Costa Rica, Guatemala, Honduras, Panama, Peru and Uruguay, the Institute systematized information about successful agroindustry and tourism initiatives spearheaded by young people and women. It also carried out a study to determine the current state of rural agroindustry in Central America and implemented agroindustrial development programs and initiatives for microenterprises in several countries, including Argentina, Mexico, Ecuador and Colombia.

Furthermore, in the Caribbean, Central and Andean regions IICA organized training activities and forums, provided advisory services and produced publications related to the negotiations of the World Trade Organization (WTO), the management of trade and trade legislation.

In the field of agricultural health and food safety, IICA continued to encourage the Member States to play a bigger role in the work of the international standard-setting organizations. Of special importance was the second phase of a project financed by the Standards and Trade Development Facility, administered by the WTO, under which regional courses were implemented with the University of Nebraska-Lincoln and a number of manuals were published. In addition, with support from the USDA, the Institute helped 12 countries take part in Codex Alimentarius committee meetings.

IICA updated the Performance, Vision and Strategy (PVS) tool used to support the modernization of animal and plant health and food safety services. The tool was applied in Belize, Bahamas, Paraguay, Uruguay and Peru, and used in the processes aimed at improving the services of Costa Rica, Chile, Bolivia and Ecuador.

To provide a comprehensive solution to the problem of food contamination, IICA proposed the creation of regional schools for inspectors, the formulation of food safety policies, the design of methodologies to measure the cost of foodborne diseases and the delivery of educational materials to primary schools. Working with the University of Minnesota and PAHO, the Institute launched the second edition of the Executive Leadership in Food Safety (ELFS) Program.

In the field of rural development, some of the most important achievements were the design of the Central American Strategy for Territorial Rural Development (ECADERT), as well as the formulation of guidelines and conceptual frameworks for orienting and implementing rural development strategies with a territorial approach in several countries, including Ecuador, El Salvador, Bolivia and Costa Rica. IICA also designed a number of projects to promote the sustainable management of natural resources and the environment, and took part in various preparatory and other meetings prior to the Climate Change Conference in Copenhagen.

Another focus of the Institute's work is technology and innovation in agriculture. IICA helped strengthen FONTAGRO, expanded the hemispheric dialogue through FORAGRO, revamped the cooperative programs for agricultural research and technology transfer (especially PROCINORTE and SICTA), undertook a process to identify research priorities in preparation for the Global Conference on Agricultural Research for Development, published several studies and disseminated useful documents for the design of agricultural innovation and technology policies.

In the area of biotechnology, the Institute supported the efforts of its member countries to learn more about the Cartagena Protocol on Biosafety, the Compact agreement and the current situation with regard to genetically modified organisms.

IICA also implemented a number of actions to promote second-generation biofuels. It participated in a number of events, held in Brazil, Costa Rica, Colombia, Dominican Republic and Jamaica. Furthermore, working with PROCITROPICOS it drafted a proposal for the creation of the Latin American and Caribbean Network for Research on *Jatropha curcas*.

The Institute continued to implement its Hemispheric Organic Agriculture Program, which provided support to the Inter-American Commission for Organic Agriculture (ICOA), especially with the drafting of its bylaws, the design of its Web portal and the holding of its First Assembly at IICA Headquarters.

The most important actions carried out at the regional level were as follows:

- Andean Region: Coordination of technical cooperation through the Andean Alliance, keyed to the priority issues identified by the Alliance; formulation of the project Diversification of the Food Supply for Vulnerable Populations and the contribution of funds for its implementation; and the execution of the ACCESO project and its “Pro-Cacaos Alliance” platform.
- Caribbean Region: Implementation in Jamaica of a dialogue on agribusiness; setting up of the Network of Veterinary Epidemiologists; and the establishment of a work agreement with the World Bank under the Avian and Human Influenza Prevention and Control Project.
- Central Region: Joint work with the Central American Customs Union; support for PROMECAFE’s projects on the quality of coffee linked to its origin and geographical denominations; strengthening of the leadership of the agricultural research institutes; and collaboration with the SICTA Network to promote technological innovation, which resulted both in higher crop yields and higher incomes for small farmers.
- Northern Region: Support for the strengthening of PROCINORTE, especially its strategic planning process.
- Southern Region: Cooperation provided to the Southern Agricultural Council (CAS) and the Network for the Coordination of Agricultural Policies (REDPA); support for the Genetic Resources Network for the Amazon Humid Tropics (Tropigen); and the formulation of plans in the territories of Formosa (Argentina) and Los Ríos (Chile).

IICA continued to grow its strategic ties with governments, academic centers of excellence and multilateral agencies, in order to respond to the different needs identified in the national, regional and hemispheric technical cooperation agendas.

Finally, the Institute facilitated information at the hemispheric level through Infoagro.net and the Agricultural Information and Documentation Service of the Americas (SIDALC). The latter celebrated its tenth anniversary with a meeting of information specialists, who established the strategic actions required in the field of agricultural information through 2014.

1. Origin, legal basis, structure and purposes

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

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

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

The Institute's executive body is the General Directorate, which has its Headquarters in San Jose, Costa Rica. Between January 2002 and January 2010, the Director General of IICA was Dr. Chelston W. D. Brathwaite, a citizen of Barbados. At the Fifteenth Regular Meeting of the IABA, held in Jamaica in October 2009, Dr. Víctor Villalobos, a citizen of Mexico, was elected to serve as Director General of the Institute for the period 2010-2014.

The Institute has a network of Offices in its 34 Member States and a Permanent Office for Europe, in Madrid, Spain, which promotes relations with strategic partners. It also has an office in Miami, Florida, United States, which oversees the Inter-American Program for the Promotion of Trade, Agribusiness and Food Safety.

IICA's mission is to provide innovative technical cooperation to its Member States with a view to achieving their sustainable development on behalf of the peoples of the Americas. The Institute's aim is to be the foremost institution in the areas of agriculture and rural development in the Americas, and to become a partner of choice by virtue of the quality of the technical cooperation it provides to its Member States, and its contributions to sustainable agricultural development, food security and rural prosperity.

2. Implementation of resolutions and mandates

2.1 Summit of the Americas Process

As an institutional partner in the Summit of the Americas process, IICA made a direct contribution to the efforts to ensure that the issue of agriculture and rural life was included in the political agenda, deliberations and declarations of that process. As a result, the Heads of State and Government included mandates related to food and energy security, environmental sustainability, international cooperation, and other issues linked to agriculture and rural life in the Declaration of Commitment of Port of Spain (Trinidad and Tobago, April 2009).

In particular, mandate 25 recognizes the need to adopt a multidimensional and multisectoral approach to achieve sustainable development and food security. That is the underlying strategic orientation of the AGRO-Matrix employed by the ministers of agriculture and ministerial delegates to draft, monitor and update the AGRO 2003-2015 Plan of Action for Agriculture and Rural Life in the Americas.

Furthermore, IICA supported and took part the Fifth Ministerial Meeting “Agriculture and Rural Life in the Americas,” held in Jamaica, the theme of which was “Building Capacity for Enhancing Food Security and Rural Life in the Americas.” The ministers and secretaries of agriculture and heads of delegation of the 33 countries who took part in the event signed the Hemispheric Ministerial Agreement Jamaica 2009, which provides follow-up to the mandates of the Fifth Summit and updates the AGRO 2003-2015 Plan with strategic actions and measures for implementation in the biennium 2010-2011.

A number of goals are set out in the agreement. First, to enhance national capabilities for improving food security and rural life, make the public aware of the issues and priorities of agriculture and rural development, and ensure they are incorporated into national strategies. The agreement also calls on the countries to invest more in agriculture and rural development, facilitate the “working together” approach and promote a broad way of viewing and acting in agriculture and the rural milieu.

The main results achieved in 2009 at the Fifth Summit and the Fifth Ministerial Meeting included the positioning of agriculture and rural life as strategic issues for integrated national development, and the creation and consolidation of an institutional architecture in response to the mandates of the summits and the hemispheric ministerial agreements. The ministers also stipulated that the ministerial process should be closely coordinated with the summit process, and reaffirmed IICA’s role as an institutional partner.

The Declaration of the Fifth Summit and the Ministerial Agreement Jamaica 2009 provide the political frame of reference for the ministerial process going forward, in the run up to the Sixth Ministerial Meeting (2011) and the Sixth Summit of the Americas (2012).

2.2 Governing bodies of IICA

Twenty-ninth Regular Meeting of the Executive Committee (EC)

This meeting took place July 14-16, 2009 in San Jose, Costa Rica. The EC was made up of the following member countries: Antigua and Barbuda, Argentina, Chile, Colombia, the Dominican Republic, El Salvador, Guatemala, Mexico, Peru, Saint Lucia, Saint Vincent and the Grenadines and the United States of America.

The EC adopted Resolution No. 497, in which it approved the 2002-2008 Management Report and congratulated the Director General and the staff of the Institute on the work accomplished and their achievements. In Resolution No. 498, the Committee accepted IICA's Annual Report for 2008, which was distributed to all the Member States. The EC also adopted Resolution No. 499, in which it instructed the Director General and the Steering Committee, made up of representatives of Argentina, Belize, Canada, Costa Rica, Panama and Paraguay, to prepare a revised version of IICA's strategic framework for the period 2010-2020 and submit it to the IABA for consideration at its Fifteenth Regular Meeting.

Furthermore, the EC adopted Resolution No. 507, amending the Statute of the Special Advisory Committee on Management Issues (SACMI) to make it a standing special committee of the EC. By means of Resolution No. 506, the Committee adopted and put into effect the Bylaws of the Inter-American Commission for Organic Agriculture (ICOA), subject to final approval by the IABA, and approved transitory provisions to facilitate their implementation.

With regard to budgetary and financial matters, the EC adopted Resolution No. 503, in which it accepted the General Director's report on the collection of quota contributions owed to IICA by the Member States. In Resolution No. 504, the Committee also recommended that the IABA adopt the 2010-2011 Program Budget, while in Resolution No. 500 it accepted the Institute's financial statements for the 2008 financial year, as well as the external auditors' report on those statements.

The EC then adopted Resolution No. 501, in which it approved the Fifteenth Annual Report of the Audit Review Committee (ARC) and issued instructions for the implementation of its recommendations. In addition, in Resolution No. 502 it confirmed the appointment of Mrs. Pamela D. M. Monroe Ellis, a citizen of Jamaica, as a member of the ARC as the representative of all the Member States minus the six biggest contributors.

In Resolution No. 505, the EC designated the firm of Deloitte and Touche as the external auditors of the Institute and CATIE for the period 2010-2011, while in Resolution No. 510 it extended until October 15, 2009 the deadline for nominating candidates for the Inter-American Awards in the Rural Sector, leaving it to IABA to decide who the recipients should be.

The EC also conferred the title of “Emeritus” of IICA on Enrique Alarcón Millán, Jorge Ardila Vásquez, Roberto Casás Bernadá, Mariano Olazábal Balcázar, Sergio Sepúlveda Silva and Guillermo Villanueva Tavares, confirming its decision in Resolution No. 509.

With regard to relations with others institutions, the EC accepted the biennial report of CARDI (Resolution No. 514) and the biennial report of CATIE (Resolution No. 515). Moreover, in Resolution No. 516 the EC approved the 2009-2010 Joint IICA-CATIE Program of Action and congratulated the Directors General of the two institutions on the progress achieved in building a common knowledge management platform. Furthermore, at the request of the Government of Costa Rica the EC recommended that the IABA endorse the donation of five hectares of land for the construction of a new hospital in Turrialba (Resolution No. 512).

The EC approved the 2009 report of the SACMI in Resolution No. 508, while in Resolution No. 511 it expressed satisfaction with the progress achieved in complying with the resolutions adopted at the Fourteenth Regular Meeting of the IABA and the Twenty-eighth Regular Meeting of the EC.

Finally, the EC adopted Resolution No. 513, in which it decided to hold its Thirtieth Regular Meeting at IICA Headquarters in 2010, since no Member State offered to host it.

Fifteenth Regular Meeting of the IABA

Thirty-three Member States took part in this meeting, which was held in Montego Bay, Jamaica from October 29-30, 2009. Representatives of three observer countries and 19 international and regional organizations, as well as various special guests, also attended the event.

▪ *Institutional policy and technical cooperation services*

The IABA approved Resolution No. 443, in which it accepted the General Director’s report on his two terms of office (2002-2006 and 2006-2009). The Director General distributed among the delegations present copies of the document “Promoting rural prosperity in the Americas: Management Report 2002-2008,” which details the most important cooperation that IICA provided to its Member States at the hemispheric, regional and national levels.

Furthermore, by means of Resolution No. 444 the IABA adopted the Strategic Framework for IICA for the period 2010-2020, which will guide the preparation of the Institute’s strategic plan for the period 2010-2020 and provide a frame of reference for the drafting of the Medium Term Plan (MTP) for 2010-2014. In Resolution No. 446, the IABA also authorized the EC to approve the Medium Term Plan at its regular meeting in 2010.

The IABA then adopted Resolution No. 445, in which it approved the General Director’s report on the implementation of the recommendations made in the external assessment aimed at strengthening IICA’s technical capabilities, while in Resolution No. 455 it approved the Bylaws of the ICOA and endorsed their immediate implementation.

▪ *Budgetary and financial matters*

In Resolution No. 452, the IABA acknowledged the important progress made in reducing the amount of quota contributions owed to IICA. It also thanked the authorities of IICA's Member States for their efforts to make their annual quota payments to the Institute on a timely basis and urged them to honor the plans with the General Directorate for the payment of quotas owed for previous years.

After studying the proposed 2010-2011 Program Budget presented by the Director General of IICA, and noting the favorable recommendations made by the EC in its Resolution No. 453, the IABA approved the 2010-2011 Program Budget in the amount of US\$33,398,239 per year. The Board approved the detailed allocation of resources for 2010 but only a global figure for 2011, instructing the EC, at its Thirtieth Regular Meeting, to approve the detailed allocation of funds keyed to the priorities of the 2010-2014 MTP.

In Resolution No. 450, the IABA approved IICA's financial statements for the 2007 and 2008 financial years and the external auditors' report on those statements. Furthermore, by means of Resolution No. 451 it accepted the fourteenth and the fifteenth reports of the Audit Review Committee (ARC) and expressed its gratitude to the members of the committee for their sterling efforts.

▪ *Rules, procedures and other matters*

By means of Resolution No. 460, the IABA decided to grant the Inter-American Awards in the Rural Sector to the following people:

- a. 2008-2009 Inter-American Agricultural Medal to Mr. Roberto Rodriguez (Brazil) and Mr. Alejandro Bonifacio (Bolivia)
- b. 2008-2009 Inter-American Award for the Contribution of Women to Rural Development to Mrs. Suzanne Mejillones (Bolivia)
- c. 2008-2009 Inter-American Award for Institutional Contributions to Agricultural and Rural Development to the Fundación de Comunicaciones, Capacitación y Cultura del Agro (FUCOA), of Chile
- d. 2008-2009 Inter-American Award for Young Professionals to Rodolfo Bezerra de Menezes Lobato da Costa (Brazil)
- e. 2008-2009 Inter-American Award for Innovative Rural Producers to the NGEN Federation of Cooperatives, of Chile

The IABA also granted Karen Latoya Tamasa (Jamaica) and Carol Thompson (Barbados) honorary mentions in the category of the 2008-2009 Inter-American Award for Young Professionals; and posthumous special awards to Assefaw Tewolde and Roberto Villeda Toledo, in recognition of their outstanding contributions to the progress of sustainable agriculture and the improvement of the living conditions of rural dwellers in the Americas.

- *Ministerial meetings on agriculture and rural life in the Americas*

The IABA instructed IICA to strengthen the monitoring of the 2010-2011 Hemispheric Agenda of the AGRO Plan (Resolution No. 448) and endorsed the idea of consulting the members of agricultural production and trade chains to obtain feedback for the deliberations of the ministers of agriculture of the Americas (Resolution No. 449).

- *Work of the governing bodies of the Institute*

By means of Resolution No. 457, the IABA granted general power of attorney to Dr. Víctor Villalobos to enable him to serve as Director General of IICA for a four-year period beginning on January 15, 2010. Furthermore, in Resolution No. 458, the Board granted the title of Director General Emeritus to Dr. Chelston W. D. Brathwaite, in recognition of his important work at the helm of IICA and the achievements of his administration.

In Resolution No. 456, the IABA approved amendments to the rules governing the election of the Director General, incorporating the procedure to be followed in the event that a Member State decides to withdraw its candidate for the post of Director General. The IABA also adopted, by means of Resolution No. 459, the Director General's reports on the progress made in implementing the resolutions of the Fourteenth Regular Meeting of the IABA and the twenty-eighth and twenty-ninth regular meetings of the EC.

- *Relations with other agencies and special matters*

By means of Resolution No. 447, the IABA recommended that the SACMI study the document presented by the Director General entitled "Strengthening Partnership and Coordination between IICA and FAO to the benefit of Agriculture in the Americas," and then make recommendations to the Thirtieth Regular Meeting of the EC.

Furthermore, in resolutions No. 464 and No. 465, the IABA thanked and congratulated the senior executives and staff of CARDI and CATIE for the action plans presented by their respective Directors General. The IABA also decided to support CARDI's efforts to secure external resources to enable it to take part in the agriculture diversification program for the Caribbean.

In response to a request from the Government of Costa Rica, endorsed by the Governing Council of CATIE and the EC, in Resolution No. 462 the IABA approved the donation of five hectares of land for the construction of a new hospital in the city of Turrialba, Costa Rica. By means of Resolution No. 461, it adopted the list of IICA member countries that are not members of CATIE that will be responsible for appointing the IABA's Representative to the Governing Council of that Center during the period 2011-2018.

Moreover, in Resolution No. 463 the IABA expressed its gratitude to senior members of the Government of Jamaica, especially Mr. Bruce Golding, Prime Minister of Jamaica, and Mr. Christopher Tufton, Minister of Agriculture and Fisheries, for their hospitality and efforts to organize and implement the Week of Agriculture and Rural Life of the Americas Jamaica 2009, during which the IABA held its Fifteenth Regular Meeting.

Finally, since no country offered to host the IABA's Sixteenth Regular Meeting, it was decided that it would be held in 2011 at IICA Headquarters in San Jose, Costa Rica, unless a Member State subsequently offered to host the meeting.

2.3 Promoting women's rights and gender equity and equality

With regard to the formulation of policies, strategies and projects, IICA assisted the Central American Council of Ministers for Women's Affairs (COMMCA) with the preparation of a draft agenda on gender, integration and development that focuses on three main issues: economic autonomy, political participation and the institutionalization of gender within the Central American Integration System (SICA).

Working with the Regional Unit for Technical Assistance (RUTA), the United Nations Fund for Women (UNIFEM) and the Arias Foundation for Peace, the Institute studied and selected the measures required to incorporate the gender perspective into the Central American Agricultural Policy (PACA) and prepared a proposal aimed at developing indicators. IICA, RUTA and the Rural Development Program of the Ministry of Agriculture and Livestock (MAG) of Costa Rica organized a workshop to promote gender equity within the framework of the Central American Strategy for Territorial Rural Development (ECADERT).

In Colombia, IICA supported the process of developing implementing regulations for the Rural Women Act by participating in the meetings of rural women convened by the Presidential Counsel for Women's Equity, and of the interinstitutional committee made up of all the public institutions responsible for developing the regulations. In the same country, the Institute continued to assist the Women Savers in Action Project, in coordination with the Presidential Agency for Social Action and International Cooperation. This project aims to promote self-esteem and gender equity, a savings culture and business enterprises and partnerships. It is targeted at 14,000 women in 50 municipalities, 28% of which are rural. The Pan American Foundation for Development (FUPAD), the U.S. Agency for International Development (USAID) and Social Action's Food Security Network are funding one of the components, designed to bolster production, technical issues and food security. A methodology for systematizing rural development initiatives was validated in Boyacá under the same program.

In the area of capacity building, in Mexico IICA supported the design of a proposal for training women in the management of small businesses and access to microcredit. Furthermore, in the Dominican Republic the Institute provided technical assistance to the Technical Committee of the hemispheric program Gender Equity and the Development of Rural Women (PADEMUR).

Within regard to knowledge management, two radio programs were broadcast targeted at small rural businesses managed by women. The Fifth Latin American and Caribbean Competition for Successful Rural Agribusiness Initiatives was launched, coordinated by the Cooperative Program for Rural Agroindustry Development (PRODAR). The theme of the competition was: "Participation of rural women and youth in the management of rural agroindustrial or agrotourism enterprises."

Finally, IICA supported the efforts to harmonize the institutional programs for gender equity and value chains in Nicaragua, working with RUTA, the *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ), UNIFEM, the Nicaraguan Women’s Institute (INIM), the Arias Foundation for Peace, the Promoting Sustainable Markets Program (AECID-EARTH) and the “Nicaragua Zero Hunger” Program. The agenda for joint actions was updated and agreements were established to support the incorporation of gender into the management of the ECADERT.

3. Technical cooperation

3.1 Implementing the hemispheric agenda

In 2009, IICA continued to focus on the priority technical cooperation topics established in the 2006-2010 MTP, whilst also fielding new requests from the Member States. Cooperation actions at the hemispheric level were carefully coordinated with the national and regional agendas, and the Directorate of Technical Leadership and Knowledge Management (DLTGC) promoted and consolidated teamwork and the cross-thematic approach.

Around the middle of 2008, prices of the principal agricultural products began rising sharply and have remained volatile ever since. In view of this, and the instability of food supplies, the Institute made the development and implementation of a medium- and long-term technical cooperation strategy for food security a higher priority. This strategy concentrated on three lines of action: a) institutional innovation for a new paradigm of technological change for food production and diversification; b) the institutional framework and services to strengthen the capabilities of small- and medium-scale agricultural producers and family agriculture for integrating into markets; and, c) the analysis, monitoring and dissemination of policies and information about the current situation and the outlook for food security.

As part of that strategy, IICA developed and implemented programs and projects in the different regions and countries. It also prepared the Integrated Program for Small and Medium-scale Agriculture: Technology, Markets, Policies and Institutions, whose principal objective was to support the development and strengthening of an institutional framework to foster technological change and effective market linkages for small and medium-scale agricultural and rural producers and entrepreneurs.

IICA identified the institutional innovation priorities and actions required to improve food security. It also prepared a document on rural extension for the development of agriculture and food security that focused on conceptual aspects, the situation in LAC and a future vision. Furthermore, IICA and the National Agricultural Technology Institute (INTA) of Argentina organized a meeting together entitled “Rural Extension in the Southern Region: dialogue of knowledge,” involving 35 participants from the countries in that region and Cornell University (USA). The topics addressed included the current situation of extension in those countries, the new extension models and the critical factors involved in promoting extension to support family agriculture.

The Institute held dialogue and discussion events in several regions to disseminate the results of the assessments of the food security situation and promoted the adoption of policies for dealing with the crisis. Furthermore, a methodology was developed for evaluating the impact of the volatility of international commodity prices on the countries’ food vulnerability, and another for analyzing the transmission of international prices to rural incomes. These methodologies were applied to case studies in 15 regions of five countries of the Americas (Costa Rica, Ecuador, El Salvador, Peru and Uruguay). IICA also

compiled an inventory of the policies adopted by the LAC countries to address the food security crisis.

IICA's chief priority was to reorient knowledge management (KM) approaches and cooperation actions, with a view to making KM the core concept of technical cooperation. To that end, the Institute undertook wide-ranging efforts to promote the culture of sharing knowledge and experiences, and interaction among specialists on technical subjects.

Some of the important achievements in this field were the consolidation of the KM Steering Committee and the modernization of the Web portal, which includes the Web pages of 90% of IICA's Offices in the countries and has become a very important tool for technical cooperation. The Institute also celebrated the tenth anniversary of the creation of the Agricultural Information and Documentation Service of the Americas (SIDALC) and its projection throughout the hemisphere; and expanded the communities of practice that promote the gathering of knowledge and good practices for improving technical cooperation. Furthermore, IICA strengthened its Distance Training Center (CECADI), particularly in order to offer virtual courses; implemented and reinforced its communities of knowledge (infoagro.net); and, managed and transferred knowledge on behalf of its technical areas and units via their pages on the Web portal. The Institute also systematized the results it achieved between 2002 and 2008 to create an institutional reference tool. The information was published in a report that was delivered to all the Member States.

Furthermore, IICA strengthened its performance management and the evaluation of its technical areas and units, and improved accountability and the transparency of its cooperation actions.

The Institute also strengthened its strategic relations and partnerships. Of special importance is the partnership with FAO in technical areas of mutual interest, in particular the development and implementation of information and knowledge management systems. In collaboration with ECLAC and FAO, IICA prepared the report "The outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean. 2009." This document focuses on the situation and potential of small and medium-sized farms and the principal recent trends in agriculture. Furthermore, various agreements, memorandums of understanding and action plans signed by IICA were carried out with academic institutions such as the universities of Nebraska, Florida and Cornell (School of Agriculture).

All the Institute's efforts mentioned below reflect its commitment to ensure the quality and relevance of the technical cooperation services provided to its 34 Member States.

Repositioning agriculture and rural life

Studies and institutional modernization

As already noted, the Institute contributed to the interagency report "The outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean. 2009," which was presented at the meeting of agriculture ministers held in

Jamaica in October and disseminated throughout the hemisphere. In the document, the authors stress the need for countries to “invest more, and more efficiently, in agriculture.” This effort was complemented with the production of a document on the potential for South-South investment in agriculture, which was used as the basis for a presentation at a meeting of experts on the subject convened by the United Nations Conference on Trade and Development (UNCTAD) in December 2009.

IICA also developed an institutional and political position on the revaluation of agriculture, which was presented at the Fifth Summit of the Americas, held in Trinidad and Tobago in April 2009. A summary was published in a document entitled “Agriculture in Latin America and the Caribbean: A Fortress at a Time of Crisis Worldwide, the Engine for Development.” In the same field, a series of documents was created entitled “Global Crisis and Food Security,” which includes the publication just mentioned and the eight thematic working documents that were used as input in developing the institutional position.

The Institute continued its research on agriculture’s true contribution to economic development, concluding the study on Jamaica and completing the gathering of data from 23 member countries. To enhance the expertise of specialists in the countries and within IICA, two training workshops were held at Headquarters and one in the Dominican Republic on the management of tools for analyzing agricultural policies.

The five new events that took place in the Technical Forums Series were used to discuss and disseminate knowledge about current agricultural issues. Since 2004, as many as 33 forums have been held.

IICA continued to prepare documents on issues of critical importance to agriculture and to process statistical information and perform analyses aimed at supporting decision-making and the design of strategies and policies. Of particular importance in this area was the construction of a system of statistical indicators to monitor trends in agriculture, rural life and the food security situation, which is updated periodically. A set of 38 socioeconomic indicators was published in the *ComuniICA* magazine for the Institute’s 34 member countries.

Support was provided to the institutional modernization processes carried out in Chile and to the design of agricultural policies in the Dominican Republic and the PACA. Furthermore, the Institute began documenting processes aimed at developing State policies for agriculture.

Leadership in agriculture and rural life

In 2009, leadership forums were held for six ministers of agriculture (Barbados, Grenada, Haiti, Peru, Mexico and Trinidad and Tobago) and their respective teams, in addition to a forum for decision-makers from Honduras. IICA also organized training events for several groups of producers from Saint Kitts and Nevis, Saint Lucia, Grenada and Saint Vincent and the Grenadines on leadership, organic production, the construction of biodigesters and worm composting.

Furthermore, the Second Forum for Young Leaders in Agriculture was held, with 65 young people participating from IICA's 34 member countries. The Institute and the Federation of Rural Associations of MERCOSUR (FARM) also held an activity for 17 people in Paraguay entitled the Southern Regional Forum for Young Leaders in Agriculture and Rural Life.

IICA and the Central American Agricultural Technology Integration System (SICTA) implemented the "Leadership for the management of agricultural technology research and innovation" workshop for senior staff of Central America's agricultural research institutes.

At the country level, the Institute organized, participated in or provided support for the implementation of a number of events. In Guatemala, for example, it supported the Workshop on Organization Building and Leadership Development of the Asociación de Desarrollo Granero de Oriente (20 participants), as well as the National Forum for the Development of Leadership in Extension, targeted at coffee producers (25 participants). In Nicaragua, IICA held the Forum for Organization Building and Leadership Development (16 participants); in Uruguay, the National Forum for the Training of Agricultural Leaders (36 participants); and in Bolivia, the National Forum for Young Agricultural Professionals (40 participants).

National or regional forums for young leaders were held in Paraguay, Panama, Grenada, Chile, Peru, Haiti, Bolivia, Honduras and Chile, with over 500 young people receiving training.

Under the Internship Program, nine young people were seconded to IICA Offices in various member countries, enabling them to acquire new theoretical and practical knowledge in different areas.

Promoting trade and the competitiveness of agribusinesses

Policies and trade

Given the impact of the multilateral and bilateral agricultural trade negotiations on sectoral policy, and in response to specific requests from the member countries, IICA monitored the negotiations through the Infoagro/Comercio system, distributing regular bulletins and documents on the negotiations to over 3900 registered users.

At the Ninth Course on Trade Policy, organized jointly with the Government of Spain, the World Trade Organization (WTO), the Inter-American Development Bank (IDB), the Institute for the Integration of Latin America and the Caribbean (INTAL) and the Latin American Integration Association (ALADI), IICA was once again responsible for agricultural issues. This regional-level course focused on the agricultural negotiations under the Doha Development Agenda, the WTO agreements on agriculture (AoA) and sanitary and phytosanitary measures (ASPS), and the use of the dispute settlement system to resolve issues related to agricultural trade.

With regard to cooperation for the administration of trade agreements, IICA held a training program for the staff of the Office for Agricultural Trade Treaties of the Secretariat of Agriculture of the Dominican Republic. Technical personnel of the Dominican Association of Exporters also received training in trade issues and the agricultural trade negotiations. Furthermore, a training program was established for public and private sector officials in the Central Region under which two training events took place, one in Costa Rica and another in Honduras.

The Institute provided technical assistance and training to the Rice Corporation of Costa Rica, the COLANTA cooperative (Colombia), the Central American Rice Federation (FECARROZ) and the Federation of Central American and Caribbean Poultry Farmers (FEDAVICAC).

Two reports were disseminated on the new U.S. Farm Bill, one related to the trade policy instruments adopted by the countries during the crisis and another on the situation and outlook for agricultural trade policy in 2009. The sixth section of the guides of the Forum for International Trade Training (FITT) were edited and published in English and Spanish. These are used in the training activities used to develop export platforms.

Furthermore, IICA played an active part in the second Global Review of the Aid for Trade (A4T) initiative. The review looked at the progress made in securing additional financing for the initiative and ways of maintaining aid flows at a time of world recession.

With regard to quantitative analyses of agricultural policies, IICA developed a course on general equilibrium models using the General Algebraic Modeling System (GAMS) and another on the Global Trade Analysis Project (GTAP) targeted at public and private sector professionals in the countries and Institute officials, to develop the skills needed to use quantitative analysis tools.

IICA provided follow-up to the issue of the volatility of prices of agricultural products and its bearing on food security by developing a methodology for measuring a nation's vulnerability and food insecurity that makes it possible to calculate the effect of international prices on the incomes of small farmers. This methodology was applied to selected territories in Costa Rica, El Salvador, Ecuador, Peru and Uruguay. The Institute also produced the document "Trend in the prices of agricultural products: possible impact on Latin American and Caribbean Agriculture" and disseminated the document "Measuring Agricultural GDP Performance" through the COMUNIICA magazine.

Agribusiness competitiveness

With a view to enhancing the exporting and business management skills of small and medium-scale producers, the first export platform was carried out in Belize and the third got under way in the Dominican Republic (both targeted at the Miami market).

In Haiti, Nicaragua, Guatemala, Honduras, El Salvador, Panama and the Dominican Republic, IICA held workshops and seminars to strengthen business skills, in particular those of small and medium-scale producers. The Institute developed and implemented

modules on the Hazard Analysis Critical Control Point (HACCP) system and good poultry manufacturing and processing practices, with a view to enhancing food quality and safety management.

With regard to capacity building to improve the competitiveness of agricultural production chains, major progress was achieved in Panama in establishing a quality-based payment system for milk and agreement was reached on the action plan for the fruit chain. IICA also helped strengthen the hot pepper chain in Trinidad and Tobago and the banana chain in Costa Rica.

In the Dominican Republic, the Institute supported the preparation of the investment program of the General Integrated Plan for Competitive Livestock Development, designed to improve the competitiveness of the meat, dairy, goat and sheep, poultry and beekeeping chains. In Argentina, it helped draft the Meat Production Action Plan (Formosa province) and the Program to Improve the Living Conditions of Goat Farmers and their Families and the Competitiveness of the Goat Value Chain (La Rioja province). IICA also agreed to work with FEDAVICAC in 2010 to enhance business skills in the egg production chain and improve the chain's marketing systems.

With respect to the supply of information for decision-making on trade and the identification of business opportunities, the Institute supported Honduras' participation in the Fresh Summit Convention and Exposition (Anaheim, California) and Belize's participation in the Americas Food and Beverage Show (Miami). Furthermore, IICA took part in five fairs and exhibitions held in the United States and one that took place in Spain.

In the area of efforts to strengthen the institutional framework for agribusiness development, IICA signed a new letter of understanding with the MIOA and supported its planning actions for the period 2009-2010, the assessment of agricultural market information systems (AMIS) in the Caribbean and Central America, and three meetings of its Executive Committee and its Regular Meeting (Mexico, October).

In Panama, Nicaragua, El Salvador, Chile and Colombia, plans and programs were prepared and activities carried out to enhance the technical capabilities of public and private institutions in the area of food quality and safety. Moreover, with support from the University of Georgia IICA prepared a course on quality and safety in poultry processing targeted specifically at Latin America.

With a view to improving the services it offers to enhance agribusiness competitiveness, the Institute established closer ties with the International Association of Trade Commissioners in Florida (INTRADE); the Guatemalan Association of Exporters (AGEXPORT); the Trade Facilitation Office (TFO) of Canada; the universities of Georgia, Nebraska and Texas A&M; the International HACCP Alliance; the Grocery Manufacturers Association; the Institute of Food Technologists (IFT); the United Fresh Association; and the Global Forum on Agricultural Research (GFAR).

With regard to knowledge management aimed at enhancing agribusiness competitiveness, IICA improved the MIOA's Web page and the Infoagro/Agronegocios information

platform via which biweekly bulletins are sent out, and updated the data available on the requirements for exporting to the United States and Canada. In the *Agribusiness Series: Export Manuals*, the Institute published a book in English and Spanish on the logistical aspects of exporting and English versions of the books on good agricultural and manufacturing practices, and updated the book on the requirements for exporting fresh produce and processed products to the United States.

The following documents were also prepared and disseminated: “The social responsibility of businesses: a new vision of agribusiness,” “Local consumption: support for agriculture” and “Enterprise creation: an opportunity for young leaders.”

Rural agroindustry

During 2009, more than 4000 educators, businesspeople, researchers and students in all parts of hemisphere played an active part in the PRODARNET, AGROTUR and SIALNET interest lists, using them to share information about rural agroindustry, agrotourism and local agrifood systems.

As a result of the Latin American Agroindustry Forum and the Seminar on Food Quality Linked to Origin and Traditions in Latin America, nearly 150 technicians, educators, entrepreneurs, officials and researchers learned about the latest developments and the outlook for agroindustry in Latin America and policy instruments and institutional developments related to the use of special seals based on the origin of products and food traditions. The forum was held jointly by IICA, FAO, the International Fund for Agricultural Development (IFAD), the United Nations Industrial Development Organisation (UNIDO) and La Molina National Agrarian University (UNALM). FAO, RUTA, Costa Rica’s National University (UNA) and IICA organized the seminar.

With IICA’s support, France’s Agricultural Research Centre for International Development (CIRAD) and the *Systèmes Agroalimentaires Localisés* (SYAL) network developed the first two modules of the master’s degree program “Rural agroindustry, territorial development and agrifood tourism” of the Autonomous University of the State of Mexico (UAEM) and the Institute of Political Studies (IEP) of Toulouse, France. Furthermore, in Argentina, Brazil, Chile, Colombia, Costa Rica, Guatemala, Honduras, Panama, Peru and Uruguay the Institute systematized successful initiatives involving agroindustrial enterprises and rural tourism led by women and young people.

Another important activity was the implementation of a study on the current state of rural agroindustry in Central America, as part of IICA’s contribution to the process of preparing the PACA.

With regard to cooperation at the national level, IICA collaborated with Argentina’s Program for the Integration of Small Farmers and Young People into Rural Development to provide training to some 40 technicians and promoters of the Rural Development Institute (IDR), and entities linked to the Rural Development Forum for Family Agriculture in the province of Mendoza. The training dealt with the concepts and tools used to enhance the management capabilities of agroindustries and rural agribusinesses.

In Colombia, a methodology for evaluating the commercial management of rural microenterprises was designed and validated. The Institute also designed a teaching guide for training leaders of rural business organizations in the use of market intelligence tools, which was then validated in Bolivia. Furthermore, working with the National Learning Service, IICA formulated and implemented the Strategy in Support of Technology Development and Innovation in the Agroindustrial Sector, which includes the implementation of 25 technology innovation projects. It also prepared a strategy with the technical team of the Rural Opportunities Program to support the marketing of the products of rural microenterprises. Finally, the Institute and the Ministry of Agriculture and Rural Development (MADR) worked together to design and implement an system for providing information and monitoring the management and performance of the organizations of agricultural production chains.

In Ecuador, IICA collaborated in the implementation of the National Agroindustrial Development Plan. In Mexico, it conducted a study entitled “The coffee production system in Mexico and the market for bio-fair coffee: an innovative strategy for small producers” and presented to the Secretariat for the Countryside of the State of Chiapas the document “Seal of quality to promote the agroindustrial products of Chiapas.”

Rural agrotourism

As many as 210 people received training through a distance course in agro-ecotourism, which was also translated into English and immediately launched via IICA’s distance learning platform. Furthermore, the Institute published two manuals (“Farmer-Hotel Partnerships” and “Cultivating Agrotourism”) with assistance from the OAS and the Commonwealth Secretariat; and contributed funds for the publication of 14 case studies of best agrotourism practices in LAC.

IICA designed and launched the webpage of its Hemispheric Agrotourism Program, which contains 12 reports on the status of rural tourism in the Central (6), Andean (1) and Southern (5) regions.

The results achieved through regional initiatives included the following:

- In the Caribbean Region, the www.caribbeanagrotourism.com site was launched. This provides information about seven countries (Jamaica, St. Kitts and Nevis, Dominica, Barbados, Trinidad and Tobago, Guyana and Suriname). Information about rural tourism sites and attractions in the seven countries was also uploaded, using the Micromaps interactive mapping program;
- The Institute provided organizational and logistical support for the implementation of a number of activities under the OAS project in seven Caribbean countries. These activities included the development of community engagement strategies, the hosting of national project accountability seminars and participation in the Regional Project Accountability Seminar, the hosting of an interagency workshop and the launch of a Caribbean agrotourism website with interactive maps;
- At the request of the OAS, IICA prepared a US\$900,000 project proposal for 2010-2013 that includes 15 Caribbean countries;

- The Institute sponsored a Global Agrotourism Village during the IABA Meeting in Jamaica, and a competition with awards for agrotourism projects in the Caribbean.

The achievements at the national level included the following:

- In The Bahamas, IICA carried out visits to New Providence and Exuma to conduct agrotourism assessments. It also provided technical assistance for the documentation of a best practice case study at Good Fellows Farm, the development of culinary tourism and a national workshop to strengthen the institutional framework and strategic alliances with the hotel sector.
- In Barbados, the Institute supported the establishment of four new rural sites and attractions and the training of entrepreneurs, a National Agrotourism Day, the publication of manuals, implementation of the OAS project and the strengthening of the Agrotourism Unit.
- In Trinidad and Tobago, technical assistance was provided for a diagnostic mission to Brasso Seco.
- In Grenada, a follow-up technical assistance mission was implemented related to agrotourism attractions and cocoa-based events.
- In St. Lucia, support was provided to the Cannabelle Craft Company to improve competitiveness by upgrading the quality of the printing on packaging material.
- IICA participated in cross-thematic workshop sessions and technical assistance missions in Honduras and El Salvador aimed at incorporating rural tourism issues into the application of the territorial approach.
- In Belize, two technical assistance missions were undertaken to assess the viability of developing agro-cultural tourism, and to draft a tourism development plan for the Garifuna community of Hopkins.
- In Ecuador, the Institute's hemispheric program trained five officers of the Ministry of Tourism. It also undertook a three-week technical mission to the same country to assess the local IICA Office's potential for developing agrotourism projects and to share with the staff information about the experiences in this field of the Caribbean and the Institute's program itself.
- A five-week technical mission was undertaken in Chile, Paraguay and Argentina to assess the potential of the IICA Offices in those three countries to develop agrotourism projects. Several workshops and meetings were held and at least 500 stakeholders were sensitized on the subject. In Chile, the program shared information with youth leaders about Caribbean best practices in agrotourism and the activities of the program itself. The Institute also gave a presentation on Caribbean experiences in agrotourism and rural tourism at the University of Buenos Aires.

Promoting agricultural health and food safety

IICA continued to encourage the countries of the Americas to play a bigger role in the work of the international standard-setting organizations for animal health, plant health and food quality and safety: the World Organization for Animal Health (OIE), the International Plant Protection Convention (IPPC) and Codex Alimentarius, respectively.

This was achieved thanks to the implementation of the second phase of a hemispheric project financed by the Standards and Trade Development Facility (STDF) and administered by the WTO. Four regional subprojects were implemented and, jointly with the University of Nebraska-Lincoln, several regional-level virtual courses were held on the assessment of microbiological and chemical risks in food. A manual was also prepared on the preparation of profiles of plant health hazards and regional courses were given on the subject, one of which was carried out jointly with the Southern Cone Plant Health Committee (COSAVE). Furthermore, IICA produced manuals on good practices for participating in international forums on AHFS, documented successful experiences with the application of sanitary and phytosanitary measures (SPS), and conducted studies on the costs and benefits of implementing specific SPS.

With funds donated by the USDA, the Institute facilitated the participation of representatives of 12 LAC countries in the meetings of selected Codex Alimentarius committees.

The many outbreaks of foodborne diseases around the world, and of transboundary animal and plant pests and diseases, led the countries to step up the adoption of measures to protect the large agrifood markets. Those measures included standards for the private sector, which are often burdensome for producers and exporters to implement. IICA responded by proposing the development and adoption of GAPAmericas, a single standard for good agricultural practices for the entire hemisphere.

The Institute continued to support the modernization of government AHFS services. It completed its review of the tool Performance, Vision and Strategy (PVS) for National Plant Health Services and applied the PVS to the veterinary services of Belize and Paraguay, the plant health services of Belize, Bahamas and Uruguay and the food safety systems of Belize, Uruguay and Peru (in the last case, jointly with PAHO). The Institute also collaborated in the modernization of the AHFS systems of Bolivia and Ecuador, the veterinary and plant health services of Paraguay and Costa Rica, and the food safety services of Paraguay. Moreover, it began developing PVS to characterize and modernize diagnostic laboratories and the national systems used to respond to AHFS emergencies. To ensure that the PVS tool is used properly, a course was held for IICA personnel involved in AHFS.

The Institute laid the groundwork for a comprehensive effort to address the problem of food contamination and proposed the creation of regional schools for food inspectors and the formulation of national food safety policies. Furthermore, pilot tests of educational materials on food safety for primary school students got under way in three countries. IICA also began developing methodologies to quantify the economic and social cost of foodborne diseases, to encourage governments to invest in measures that would reduce the incidence of such diseases.

IICA, the University of Minnesota and PAHO implemented the first module of the Executive Leadership in Food Safety (ELFS) Program, in which 34 professionals from 20 countries of the Americas took part.

The Institute continued to focus on emerging issues and emergencies, thanks to the implementation of a joint project involving IICA, the USDA and CIRAD known as the Veterinary Epidemiologist/Para-Epidemiologist Network (VEP Project). The aim is to establish a network of these professionals in nine Caribbean countries: Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Haiti, Saint Kitts and Nevis, Saint Vincent and the Grenadines and Saint Lucia. IICA trained ten professionals in the use of geographic positioning systems and epidemiology methodologies, designed a number of subprojects and dealt with an animal health emergency in Belize.

Foot-and-mouth disease continued to be a priority in the countries that make up the Standing Veterinary Committee (CVP) of the Southern Cone, as well as in Venezuela, Colombia, Ecuador and Bolivia. In the latter countries, IICA participated in international observation missions and various meetings held to design a regional strategy to eradicate the disease.

Promoting stronger rural communities

IICA assisted the countries and the Central American Agricultural Council (CAC) with the formulation of the ECADERT. Its support included the construction of a conceptual framework to guide the design of the strategy, the setting up of a group of experts to support the process, the organization and implementation of national thematic consultations with public and private actors, and the drafting and delivery of the policy paper.

In Ecuador, the Institute undertook work with the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP) and the National Planning and Development Secretariat (SENPLADES). It drafted guidelines and a conceptual framework to guide the design of the Strategy for Rural Development with a Territorial Approach (ESNADERT), aimed at creating a new institutional framework responsible for regulating rural development, including the creation of the Deputy Ministry for Territorial Rural Development. An interinstitutional and interdisciplinary technical team was set up to prepare its work plan. The training of sustainable rural development agents was programmed for the management of at least five reference territories.

To enhance the capabilities of public actors, agricultural entrepreneurs and small-scale producers, for the Second Forum for Young Leaders in Agriculture of the Americas IICA prepared and implemented a module for training in leadership for sustainable rural development. In Bolivia, it held two forums for leaders, the first in Choquenaira for Aymara leaders and the second at Carmen Pampa University for technicians from public institutions and members of the university's Small Farmer Academic Unit. The second forum laid the institutional and technical groundwork for the organization of the reference territory of Coroico de Las Yungas. The methodology for training leaders in territorial sustainable rural development was also validated.

A videoconference was held on the situation of family agriculture in Central America and webcast to El Salvador, Guatemala, Honduras, Nicaragua and Panama. Over 70 people took part. Furthermore, as part of the Workshop on Family Agriculture and Rural Territories in Costa Rica, held at the Development Observatory of the University of Costa Rica, a

training module was prepared and implemented on territorial development with alternatives for family agriculture. A module for training in ethics in sustainable rural development formed part of a course organized in Costa Rica by the Ecumenical Research Department for 35 leaders of rural social movements.

At the request of the Ministry of Agriculture of El Salvador, IICA drafted a proposal for the creation of a national innovation system for agricultural development and rural life, whose primary focus will be small farmers and their organizations. In Colombia, the Institute validated the methodology for systematizing development initiatives by recording the experiences of the Women Savers Program. In Argentina, IICA collaborated in the preparation of the development project Program to Integrate the 2009-2015 Formosa Plan.

The Institute set up the Electronic Rural Development Network of the Andean Region and promoted the consolidation of the Andean Rural Development Forum, a body of the Andean Community (CAN), under a project to systematize successful territorial development initiatives. In Costa Rica, it prepared a case study of the territorial development process in the lowlands of the Southern Region; and, in Brazil, it supported the consolidation of the Hub for Agricultural Studies (NEAD).

Furthermore, in Ecuador IICA supported the formulation of the Food Security Plan in the Provincia del Oro and, in coordination with the Ministry of Social Development, senior technical staff were trained in the management of the BIOGRAMA methodology for documenting malnutrition in the indigenous territories identified as INTIS.

The Institute established an alliance with the Ibero-American Program for Cooperation on Territorial Management (PROTERRITORIOS), under which a joint work program was defined geared especially to the systematization of territorial rural development initiatives. The work with the Interagency Group on Rural Development (GIADR) included the drafting of a concept paper containing guidelines for the members of the group. During the Fifth Ministerial Meeting “Agriculture and Rural Life in the Americas,” held in Jamaica, IICA negotiated frame agreements with the GIADR.

Promoting the sustainable management of natural resources and the environment

The Institute studied the cooperation arrangements that could be used for the program Alliance on Energy and Environment in the Andean Region and the Sustainable Forest Management Project in the Andean Region, after the Government of Finland invited IICA to spearhead those projects.

At the First Cross-thematic Workshop on Central American Territories, the participants reached agreement on actions in the territories of Alto Chalatenango in El Salvador and Belén Gualcho in Honduras. They also pinpointed the weaknesses in the definition of the environmental indicators and ways in which IICA could help to improve them.

The Institute collaborated in the formulation of the following projects:

- Diversification of the Food Supply for Vulnerable Populations, Using Technological Tools for Crops and Animals Native to the Andean Region, which is an Andean Alliance project.
- Development with Less Carbon: Latin American Responses to the Challenge of Climate Change, a project prepared by the World Bank with the participation of Costa Rica's Ministry of Environment and the IUCN Office for Central America.
- Sustainable Development of the Natural Resources of the *Chaqueño* Park's Ecosystems in the Province of Formosa, Argentina. This project was incorporated into the IICA/PROSAP technical cooperation proposal presented to the Government of Formosa, Argentina.
- Sustainable Development of Natural Resources Linked to Agricultural Activities in Border Territories using the Integrated Watershed Management Approach of the Mexico-Guatemala Transboundary Watersheds Project. This project was approved by Mexico's National Forest Commission (CONAFOR) and Secretariat of Environment and Natural Resources (SEMARNAT), and by IICA and CATIE, and made available to Guatemala's Ministry of Agriculture, Livestock and Food (MAGA).

The following were some of the most important actions at the national level:

In Ecuador, IICA helped the MAGAP adjust the technical proposal of the collaboration agreement with the Promotion and Forest Development Unit (PROFORESTAL) for the implementation of the project Community Forest Enterprises and the Pilot Plan for Community Forest Nurseries in Deforested Areas.

In Bahamas, the National Program for Sustainable Natural Resource Development was approved. It includes actions to protect water, soil, forests, etc., deliver ecosystem services (food, carbon sequestration, agriculture, agro-silvo-pastoral practices, biodiversity, medicinal plants) and promote social development (regional social integration, organization of producers, etc.).

In Argentina, IICA sent a mission to the province of Formosa to prepare a proposal for the implementation of a strategic local development and investment plan.

In Costa Rica, the Institute supported the topics related to carbon neutrality in the agricultural sector with INCAE, CATIE and Peace with Nature. It also assisted with the seminar "Toward Carbon Neutral: A Business Commitment as a Strategy for Competitiveness," organized talks on sustainable natural resource management and determined a strategy for developing suitable indicators in each country for the real estimates of CO₂ fixing.

Also in Costa Rica, IICA provided cooperation for a forum held to prepare the report of the consultation process for the World Development Report 2010: Development and Climate Change. The purpose was to garner basic information for the proposal on climate change that Costa Rica's delegation would be to presenting at the World Summit. Working with

CATIE, the Institute contributed to the preparation of the working document that emerged from the Forum to Strengthen the Regulatory Framework for the ASADAS in Costa Rica.

After participating in the COP15 in Copenhagen with Costa Rica's group on climate change and national delegation, IICA studied the country's position concerning the Second Report to the Convention and the REDD+ for the negotiations on the new agreement for the Kyoto Protocol after 2012. The Institute also conducted an analysis of the progress of the Peace with Nature initiative, whose goal is carbon neutrality by 2021.

With regard to knowledge management, IICA published a document entitled "Agriculture, urbanization and water availability" as part of the "Global Crisis and Food Security" series of publications already mentioned. It was presented at the Fifteenth Meeting of the IABA, held in Jamaica.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

Technology and innovation

IICA published the study, "Situation and performance of agriculture in LAC from the technological perspective: 2008 Report" as a contribution to the development of a prospective vision of technology and innovation in agriculture. The study's findings were shared in conferences held in several countries on topics related to the design of technology policies, cooperation among countries and leadership in innovation. This analysis highlights the challenges facing technological innovation and institutional innovation in a context characterized by food insecurity, climate change, burgeoning demand for technologies and the need to take advantage of growing political will to promote technological services to modernize agriculture and reorganize rural extension.

The Institute disseminated the documents of the International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD), both those related to the global initiative and the work in LAC. The latter, involving nearly 40 authors, was coordinated by IICA. The IAASTD notes that for the last 60 years small-scale agriculture has not been a priority issue for the knowledge, science and technology system. Therefore, it calls for greater efforts to tap the potential of agricultural knowledge, science and technology to reduce hunger and poverty and improve local livelihoods, under an environmentally, socially and economically sustainable development model.

IICA and the United Nations Educational, Scientific and Cultural Organisation (UNESCO) produced a study entitled *Agriculturas de América Latina y el Caribe: Elementos para una Contribución para el Desarrollo Sostenible* which builds on the experiences of the IAASTD and offers options for the design of technology policies based on what it calls "ways of doing agriculture."

With regard to the strengthening of the hemispheric system for cooperation among countries, the Institute boosted the hemispheric dialogue for the design of technology policies and developed a regional agenda for technological innovation within the

framework of FORAGRO, whose Technical Secretariat IICA operates. The proceedings of the Fifth International Meeting of FORAGRO, Montevideo 2008, entitled “Institutional innovations for agriculture with knowledge in the Americas for the 21st century,” were published jointly with the National Agricultural Research Institute (INIA) of Uruguay and with support from the GFAR. The publication includes the main agreements adopted by the participants during the forum and the Declaration of Montevideo 2008.

As preparation for the Global Conference on Agricultural Research for Development (GCARD), the Institute identified research priorities with PROCISUR, FORAGRO, GFAR and the Tropical Agricultural Research Center (CIAT). The process resulted in a review of the regional context and of current and future challenges, as well as the proceedings of the electronic consultation (in which nearly 500 people took part) and the one-on-one meetings carried out at CIAT (40 participants).

IICA contributed to the strengthening of FONTAGRO, a mechanism for funding regional agricultural research and innovation with resources of over US\$53 million. The actions included support for the implementation of the regional seminar “Funding of Regional Agricultural Research: the Role of FONTAGRO,” the publication of “Guidelines for the preparation of profiles and projects: the case of FONTAGRO,” technical follow-up to projects, the identification of priorities and the design of projects of interest to Central American agriculture. Furthermore, the guide to the management of intellectual property generated by regional research projects was completed; and the conceptual and operational framework was designed for the assessment of the impact of the regional research projects and the mechanisms of FONTAGRO.

Reciprocal cooperation between countries was strengthened within the framework of the cooperative programs for agricultural research and technology transfer (PROCI), especially PROCINORTE and SICTA.

To support institutional modernization and the design of policies for development and the incorporation of technologies, IICA published the study “Institutional and technological innovations for production systems based on family agriculture,” in partnership with FORAGRO and GFAR, and prepared a guide for the management of intellectual property by regional research consortia.

With regard to information and knowledge management, the Institute continued to share scientific and technological information through the Scientific and Technological Information System for the Agricultural Sector in the Americas (INFOTEC), part of IICA’s Technical Information Management System (Infoagro.net). It also continued to promote and raise awareness of information management as key to technological innovation by including the topic in courses and seminars on leadership in innovation management, organized under the aegis of SICTA.

Thanks to the participation of IICA and FORAGRO in the global initiative Coherence in Information for Agricultural Research for Development (CIARD), a core group of specialists in technical information for innovation was set up, ready to participate in future joint activities related to the initiative in LAC.

Biotechnology and biosafety

Aware of need for the countries to study and become familiar with the Cartagena Protocol on Biosafety (CPB), and in response to requests from its members, IICA implemented a number of activities on the subject. The first meeting of the Friends of the Co-chairs, whose focus is Article 27, took place in Mexico City. It was attended by delegates from ten countries, representatives of private organizations (BIO and the International Grain Trade Coalition), and the Co-chairs themselves. The Institute facilitated the dialogue regarding the countries' expectations, doubts and viewpoints. As a result of the deliberations, a group of representatives of LAC countries was set up who are qualified to participate in the global negotiations on the issues addressed in each article of the CPB.

In response to a request from the Ministry of Agriculture of Costa Rica, IICA hosted the Fifth Coordination Meeting for Governments and Organizations Implementing or Funding Biosafety Capacity-building Activities, which evaluated the progress made so far. Representatives of 20 countries, cooperation agencies, intergovernmental organizations, NGOs and the corporate sector (BIO) took part. The Institute also organized the Sixth Meeting of the Liaison Group for Capacity Building on Biosafety, in which a group of experts assessed the CPB Secretariat's activities on the subject. The experts discussed the biosafety clearing-house and outlined a new strategic plan for the next ten years.

IICA organized the First Latin American Dialogue on the compact, a contractual agreement between governments and companies that develop living modified organisms (LMOs). Representatives of 15 countries and the private sector (BIO and CropLife) took part in the dialogue, which focused on the details of the compact.

The Institute improved its Scientific Information System on Biotechnology and Biosafety (SIBB), redesigning and updating the biotechnology and biosafety section of its own website and the Web page of infoagro.net. Newsletters continued to be sent out via the system, providing up-to-date information on biotechnology developments worldwide and events of interest. There are 1310 subscribers, members of the public, private and academic sectors.

In partnership with the International Service for the Acquisition of Agri-biotech Applications (ISAAA), IICA held three videoconferences with webcasts to 17 countries to disseminate information about the progress made with agro-biotechnology in 2008 and establish a dialogue with opinion makers on the adoption of genetically modified crops, particularly in the Americas. The first videoconference was webcast to the countries of the Central Region and the Dominican Republic, the Andean Region countries participated in the second, and the third was targeted at the Southern Region. The audience was estimated at two million people, including government officials, researchers, students, journalists and the communications media.

Dr. Clive James, president and founder of the ISAAA, took part in a technical forum where presentations were made on various topics, including the current situation of GMOs worldwide, their contribution to sustainability and the growing political interest in the technology.

As part of its efforts to strengthen relations with strategic partners, IICA participated in the USDA Outlook 2009 and BIO 2009 meetings. The contacts made at the first of those meetings made it possible to secure US\$52,000 for the Caribbean Region that were used to finance the implementation of the Biotechnology Workshop in Saint Vincent and the Grenadines, jointly with CARICOM, the United Nations Environment Programme (UNEP), the Global Environment Facility (GEF) and the government of that country. Finally, the Institute collaborated with the US Grains Council in organizing a meeting with the Costa Rica bodies involved in biosafety.

Agroenergy and biofuels

To disseminate knowledge, information and experiences related to the production of agroenergy and biofuels, IICA participated in a number of events, including:

- Congress on Oil-seeds, First Latin American Forum on Biofuels and Thirteenth Regional Seminar on Sugarcane, all held in Brazil
- International Seminar on the Implications of Public Biofuel Policies on the Food Security of Latin American Countries, organized in Colombia by the FAO Regional Office for Latin America
- “Gambling on Bio-fuel Mandates: What are the Odds? A Round Table Discussion with Gateway Florida,” which provided an opportunity to discuss with a group of agricultural entrepreneurs and policy experts how the United States could develop long-term sustainable ethanol resources in a way that is consistent with current legislation
- First Meeting of the Mesoamerican Network for Biofuel Research and Development, where IICA proposed that it join the network
- Caribbean Renewable Energy Forum, held in Montego Bay, Jamaica.

Participating in these events made it possible to disseminate IICA’s position with regard to agroenergy and biofuels, acquire cutting-edge knowledge and tap opportunities for the rural territories and communities linked to agro-bioenergy chains.

A videoconference was held to disseminate the expertise acquired by the University of Antioquía, Colombia, on the use of manioc starch to produce ethanol, targeted at the public sector and manioc agribusiness operations in Costa Rica. The event focused on the production of ethanol from sources of starch, the concentration and dehydration of ethanol and the evaluation of mixtures of diesel and biodiesel and ethanol and gasoline in internal combustion engines.

IICA promoted second-generation biofuels, which are produced from agricultural waste from harvests or other sources of biomass high in lignocellulose and oils, such as bagasse and algae. In collaboration with the Latin American Energy Organization (OLADE), FAO and the Ministry of Mines and Energy of Colombia, and with technical support from Brazil’s Ministry of Energy and Mines, the Institute held the Fourth Latin American and Caribbean Seminar on Biofuels, an opportunity for the LAC countries to engage in dialogue and share their experiences with second-generation biofuels.

To support the drafting of sustainability standards for the biofuels sector, at the invitation of the IDB and the Round Table on Sustainable Biofuels (RSB) IICA attended an activity in Santo Domingo, Dominican Republic, to promote a balance between the “Version zero principles” and the “Global criteria for sustainable biofuel production.”

Lastly, IICA and PROCITROPICOS continued to develop the proposal for the implementation of the Latin American and Caribbean Network for Research on *Jatropha curcas* for the Production of Biodiesel, to take every possible advantage of the crop.

Organic agriculture

The Institute and the Inter-American Commission for Organic Agriculture (ICOA) held a videoconference that attracted over 400 participants in 17 countries. Entitled “Guarantee systems for consumers of organic products in local and national markets,” the event was designed to promote the development of markets. Four international experts gave presentations on the principal guarantee systems that exist for domestic consumers of organic products.

IICA assumed temporary responsibility for the Technical Secretariat of ICOA, which concluded the process of consulting the members and drafting bylaws for the Commission, which were later approved by the Institute’s governing bodies.

The First Assembly of ICOA took place in Costa Rica, with delegations from Costa Rica, the Dominican Republic, El Salvador, Panama, Colombia, Peru, Mexico, Bolivia, Paraguay, Chile, Brazil, Uruguay and Argentina. The participants established guidelines and policies for the Commission’s operation and elected its first Board of Directors, comprised of representatives of Argentina, Brazil, Costa Rica and Mexico.

ICOA’s electronic portal went on line, created with the support of Argentine agriculture sector agencies. The portal offers news, a schedule of activities, recent publications and documents, information about courses available and a library specializing in organic agriculture.

IICA produced the weekly INFORGANICA e-bulletin, a compilation of news about developments in organic agriculture taken from websites and distributed to the responsible authorities of organic agriculture and other people interested in the subject. The Institute also identified the main assistance and technical cooperation needs of the different authorities. That information was used as input in formulating projects and seeking cooperation with international organizations linked to organic agriculture.

Thanks to IICA’s support, the responsible authorities of organic agriculture of Argentina, Panama and El Salvador were able to take part in workshops organized by the International Federation of Organic Agriculture Movements (IFOAM) in San Jose, Costa Rica. In coordination with the authorities responsible for the project Harmonization and Equivalence in Organic Agriculture Standards, a joint initiative involving FAO, UNCTAD and IFOAM, a workshop was also held in Costa Rica to present the tools developed for the

harmonization and equivalence of standards in which the responsible authorities of Central America and the Dominican Republic took part.

With regard to national actions, IICA prepared a technical and economic document on the design of proposed policies for the development of organic agriculture in the Dominican Republic. In Paraguay, it advised the Multisectoral Forum of Organic Agriculture on the preparation of proposed implementing regulations for Law No. 3481/08 (Law for the Development and Control of Organic Production).

In Argentina, the Institute prepared two project profiles related to organic farming, the first to spur the development of the periurban ring of fruit and vegetable production around the city of Santa Fe, and the second to improve the quality of life of camelidae breeders in Catamarca. Both projects are endorsed by the respective authorities and have received feedback from provincial teams supported by IICA.

External financing and investment projects

Working with Action Aid International, the Help in Action Foundation (Spain) and Oikos, IICA prepared the proposal for the establishment of the Latin American Rural Development Platform, which was presented to the European Commission.

The Institute also published and distributed two methodological guides about projects: (i) Guide for preparing project profiles aimed at modernizing governmental agricultural health and food safety services; and (ii) Guide to the design of investment projects using the logical framework approach.

The following tables contain a summary, by region, of the most important investment programs and projects that IICA spearheaded in 2009.

Table 1. Programs and projects with IICA participation in the Andean Region

Name of program, project or activity	Results of IICA's cooperation
Andean Regional Quinoa Program for Food Security and Competitiveness	Program proposal drafted and delivered to the Regional Director for presentation to the CAF. It included: (i) an executive report, with an overview of the current situation with regard to quinoa; (ii) the conceptualization of the program; and, (iii) the structure of a technical and financial proposal for formulating the program. Participants: DFEPI, IICA Offices in the Andean Region.
Calls for proposals on food security of vulnerable populations	(i) Call for proposals prepared for the project Technological Development for Native Products and Food Security in Vulnerable Andean Populations, which was presented to the Rural Development and Agricultural Productivity Fund-CAN. Participants: Andean DORI-DFEPI-CIRAD; (ii) CIRAD-WFP-IICA partnership evaluated to take part in the EU Food Facility call for proposals. Participants: DFEPI, IICA Offices in the Andean Region.
Capacity building for the design of investment programs and projects and the mobilization of resources for development	Activities implemented: (i) Andean Regional Course on Mobilization of Resources for Development; (ii) Seminar-Workshop on Capacity Building for Efforts to Manage and Negotiate Development Resources in the Andean Region; and, (iii) International Course on Cooperation and Project Funding Mechanisms. Participants: Andean DORI, DFEPI, FRADIEAR, CECADI, Directorate of Strategic Partnerships, DLTGC and DPME.

Table 1 continued

Strategy for preinvestment and investment and technical cooperation in territories in Ecuador	Support provided to IICA Office in Ecuador with the design of investment programs, project portfolio and investment and technical cooperation projects in the territories of El Oro and Santo Domingo. Participants: IICA Office in Ecuador and DFEPI.
University and Territories Project in Bolivia	(i) Support provided for the formulation of the technical cooperation strategy; (ii) workshop held on the design of projects and mobilization of resources for development. Participants: UAC- <i>Universidad Catolica</i> , IICA Office in Bolivia and DFEPI.
Strategy for preinvestment and investment and technical cooperation in territories in Colombia	Workshop on basic principles involved in securing and accessing international cooperation resources/Agreement 0008/09 IICA-Government of Huila Agricultural Productivity and Competitiveness Program. Participants: IICA Office in Colombia, DFEPI, Secretariat of Agriculture, CEPASS-Huila, CENTRACAFE, CORDESARROLLO, Tierra Greta Association, Social Action, CPGA La Siberia, CPAG Agrosur, NOVOPITA and Fish-farming Chain.

Source: Directorate of External Financing and Investment Projects (DFEPI)

Table 2. Programs and projects with IICA participation in the Caribbean Region

Name of program, project or activity	Results of IICA's cooperation
Improving the Science and Technology Framework in the Caribbean through Quality Networking and New Policy Instruments Development	Support provided to the process of drafting a concept paper to facilitate the presentation of a grant request to the EU/ACP Science and Technology Programme. Participants: DFEPI, DLTGC, Caribbean DORI, Permanent Office in Spain, IRTA-Spain, CARDI.
Increasing food security and agricultural productivity	IICA prepared and submitted the proposal, Increasing food security and agricultural productivity by promoting the protection of agricultural production in the Caribbean: Commodity Systems Assessments Methodology (CSAM) for strategic planning; prioritization and evaluation of the performance of protected agriculture in the Caribbean. Participants: DFEPI and Caribbean DORI.
Training in the mobilization of external resources	Public and private actors in the Caribbean are better equipped to mobilize external resources following the implementation of three two-day workshops for 21 leaders of Grenada's agricultural and rural sector, 15 agricultural science professors from 14 secondary schools and one primary school in Saint Lucia, and 19 technicians from the recently established Planning Unit of Grenada's Ministry of Agriculture. Participants from 17 entities, including: IICA/Colombia, DFEPI, Secretariat of Agriculture, CEPASS-Huila, CENTRACAFE, CORDESARROLLO, Tierra Greta Association, Social Action, CPGA La Siberia, CPAG Agrosur, NOVOPITA and Fish-farming Chain.
Increasing food security and promoting investments in Haiti	(i) Two projects formulated for presentation to EU grant funds, one on food security and another to boost mango production; (ii) project on agricultural credit and agricultural insurance designed for Haiti's Ministry of Agriculture, with two Canadian partners (DID and <i>La Financière</i>), which was submitted to the CIDA for financing; and, (iii) design of a banana production and marketing project got under way that includes the planting of 10,000 hectares, in response to a request from the Ministry of Agriculture for IICA's support in negotiations to secure resources from donors. Participants: DFEPI, IICA Office in Haiti, Ministry of Agriculture, CIDA, DID, <i>La Financière</i> (Canada) and the European Union.

Source: Directorate of External Financing and Investment Projects (DFEPI)

Table 3. Programs and projects with IICA participation in the Central Region

Name of program, project or activity	Results of IICA's cooperation
Technological and Institutional Innovations for Food Security in Small and Medium-scale Agriculture	Program formulated for the Central Region and included under IICA's Food Security Strategic Line of Action 1 (technology and innovation). Participants: DFEPI, Regional Technology and Innovation Specialist and the Coordinator of the Red-SICTA Project.
Central American Initiative to Integrate Small Farmers into Markets	Document prepared and included under IICA's Food Security Strategic Line of Action 2 (institutional framework and services to enhance the capacity of small and medium-scale agricultural producers and family agriculture to integrate into markets). Participants: DFEPI, DLTGC and CAC.
Workshop-Course on the Use of the Logical Framework Approach to Design Projects	Workshop-course held for IICA rural development specialists from the Central Region and the Dominican Republic. Participants: Ministry of Agriculture and Livestock of Costa Rica, DFEPI and DLTGC.
Evaluation of the Food for Progress Program in Honduras (2005-2006)	Evaluation of program carried out and two documents produced: (i) Plan to evaluate the 2005-2006 Food for Progress (FFP) Program in Honduras; and (ii) Report of the Evaluation of the 2005-2006 FFP. Participants: DFEPI, IICA Office in Honduras and DLTGC.

Source: Directorate of External Financing and Investment Projects (DFEPI)

Table 4. Programs and projects with IICA participation in the Southern Region

Name of program, project or activity	Results of IICA's cooperation
Harmonization of methodologies for estimating production costs	Support provided to the Federation of Rural Associations of MERCOSUR (FARM) in harmonizing the methodologies used to estimate production costs in the Expanded MERCOSUR region. Participants: Southern DORI, DFEPI and FARM.
Program to Integrate IICA's Support for Formosa 2015: Sustainable Rural Development, Agricultural Production and Trade Chains and Territories (Argentina)	(i) Program prepared; (ii) official request for preinvestment resources made by the Minister for Production and Environment of the province of Formosa to the Provincial Agricultural Services Program (PROSAP), so IICA can help formulate the feasibility studies of the three projects in the portfolio. Participants: DFEPI, IICA Office in Argentina, DLTGC, Government of the Province of Formosa and PROSAP.
Program to Improve the Living Conditions of Goat Farmers and their Families and the Competitiveness of the Goat Value Chain in the Province of La Rioja (Argentina)	(i) Identification mission carried out to La Rioja province; and, (ii) profile of a program prepared for consideration by the Governor of La Rioja. Participants: DFEPI, IICA Office in Argentina, DLTGC, Government of La Rioja province and PROSAP.
Generating capabilities for developing production chains in the municipality of Formosa (Brazil)	(i) Book published containing a systematization of the initiative; and, (ii) new phase of cooperation coordinated between IICA and city hall of Formosa. Participants: IICA Office in Brazil, DFEPI and city hall of Formosa.
Center for Managing Innovation in Los Ríos Region (Chile)	Technical proposal prepared for the Regional Government of Los Ríos to set up a center for managing innovation. Participants: IICA Office in Chile, DFEPI, PROCISUR and Government of Los Ríos.
Project to Modernize the Food Safety System (Paraguay)	Project conceptualized and guidelines for the formulation process drawn up. Participants: IICA Office in Paraguay, DFEPI, IICA's Director of AHFS, INAN, SENACSA, SENAIVE and other local agencies.

Table 4 continued

Evaluation of the Development Fund of the Interior (FDI) (Uruguay)	Work program prepared, terms of reference drawn up and instrument prepared for the management of the evaluation. Participants: IICA Office in Uruguay, DFEPI and OPP-DIPRODE.
Project for Crossborder Integration of Rural Schools with a Territorial Approach: Argentina, Brazil and Uruguay (Uruguay)	Project conceptualized, which will allow progress to be made with the negotiations with the institutions of the countries involved. Participants: IICA Offices in Brazil and Uruguay, DFEPI, SRD Directorate, Uruguay's primary education, Rural Uruguay Program and Ministry of Foreign Affairs of Uruguay.

Source: Directorate of External Financing and Investment Projects (DFEPI)

3.2 Implementing the regional agendas

Andean Region

One of IICA's most important results in the Andean Region was the process of coordinating and strengthening the work of the regional technical cooperation bodies. Two meetings took place of the Andean Alliance for Dialogue and the Revaluation of Agriculture and Rural Life, one on the new institutional framework and the other on education, which coincided with a FRADIEAR meeting in Guayaquil. More than 40 leaders and 100 deans of faculties related to agriculture and rural life took part in the meetings, where they discussed the creation of a formal body, comprised of ministers and/or deputy ministers and/or ministerial delegates, possibly to be known as the "Andean Agricultural Forum." Furthermore, as a result of the two events proposals were prepared for seeking funding for work with Andean universities on strategic change in education and the preparation of diploma programs for local actors.

IICA also maintained a permanent dialogue with the national chapters of the Alliance, thanks to which a list of priority issues was drawn up with a view to formulating project proposals. The issues identified were rural extension, food security and local capacity building.

Moreover, in response to the mandate on food security issued by the Executive Committee, the Hemispheric Ministerial Agreement Jamaica 2009 and the guidelines of the Andean Alliance on the issue, a regional workshop was held in Chorlavi, Ecuador, to establish the terms of a regional food security strategy, based on technological change, markets and policies and institutions. The strategy will be used as input for the preparation of a hemisphere-wide strategy, following which a number of projects will be formulated.

The Institute began to seek funding for the project Diversification of the Food Supply for Vulnerable Populations, Using Technological Tools in Crops Native to the Andean Region. IICA and five Andean universities and foundations submitted a proposal to the General Secretariat of the Andean Community (SGCAN).

IICA coordinated actions with the Alberta Association of Colleges and Technical Institutes (AACTI), Canada, for the implementation of the Agriculture Technology and Innovation Network for the Andean Region (ATINAR) with Andean universities. This project will provide access to technologies for improving production, harvesting, adding value and analyzing nutritional content, to help strengthen food security programs in the region.

Under ACCESO, the Andean Countries Cocoa Export Support Opportunities Program, IICA designed a new institutional platform known as the “Pro-Andean Cocoa Alliance.” Through this platform, the five Andean countries took part in the formulation of a regional project aimed at strengthening the integration of quality Andean cocoa into dynamic, differentiated markets. The proposal was submitted to the Special Multilateral Fund of the OAS Inter-American Council for Integral Development (FEMCIDI). The Institute also began formulating the project “Business partnering of small-scale cocoa producers in the Andean countries and small Italian chocolate manufacturers,” with support from the Italo-Latin American Institute (IILA).

In the area of rural development, emphasis was placed on enhancing young people’s capacity to exercise leadership in the rural development processes of the territories where they live. Over 150 young people attended national forums held in Peru and Bolivia. IICA also prepared and disseminated the “Guide to the identification and planning of rural businesses with a vision of social responsibility,” designed to encourage young people to reflect on the opportunities available in their territories. Furthermore, the Institute and the SGCAN implemented activities aimed at strengthening the Andean Rural Development Forum, which brings together representatives of institutions and organizations interested in exchanging knowledge for the design and improvement of national policies in that area. Another important achievement was the validation of a method for systematizing the qualitative results of rural development initiatives.

With regard to policies and trade, IICA helped public and private entities involved in agricultural and rural development in the Andean countries to gain a better grasp of the effects of the volatility of food and raw material prices on food security. It also enhanced their ability to evaluate and foresee the impact of changes on the international situation and public policies. Furthermore, by disseminating publications and reports and holding workshops, the Institute kept public officials and the main actors in the agricultural production chains better informed about the possible impact of the trade agreements with major trading partners such as the European Union, the United States and China. Finally, studies were conducted, by country and territory, on the impact of higher prices on the net income of small farmers and food consumption among rural dwellers.

In the area of AHFS, through its Initiative for the Americas and IICA-STDF, 108 projects, the Institute developed institutional capabilities related to sanitary and phytosanitary measures in the countries of the region. This is facilitating the effective application of the WTO’s SPS agreements and the sanitary and phytosanitary regulations of the international standard-setting organizations (Codex Alimentarius, OIE and IPPC), which, in turn, is helping to improve agricultural competitiveness and producers’ access to international markets. IICA also contributed to the efforts to improve food quality and safety by promoting GAP, GMP and HACCP system. Finally, under the IICA-SGCAN Agreement the Institute provided technical assistance for the establishment of the Andean Food Safety System and the development of the Andean Technical Safety Standard.

With regard to technology, innovation and biotechnology, progress was made with the validation of the Bolivian Biotechnology Agenda. Two documents were produced: a) “Agroenergy in the Andean Region,” with the Colombian Agricultural Research

Corporation (CORPOICA), and, b) “Diagnostic assessment of the current situation of climate change,” with the National Agricultural Innovation Institute (INIA) of Peru. Support was also provided to the National Agricultural and Forest Innovation Institute (INIAF) of Bolivia.

Finally, a course was developed on the mobilization of resources for development, designed to promote capacity creation in the region and address the many requests from projects such as the Quinoa Agrifood Chain and the territorial projects in *Huila*, *Guajira*, *El Oro* and *Carmen Pampa*.

Caribbean Region

In the field of agribusiness, IICA supported the implementation, in Jamaica, of a forum entitled Promoting Agri-business Within the Americas, which involved the Caribbean Agri-Business Association (CABA), the CARICOM Secretariat and the Ministry of Agriculture and Fisheries of Jamaica. This event afforded the hemisphere’s private sector an opportunity to interface with the ministers of agriculture in submitting recommendations and providing initiatives in three specific areas deemed critical to the development of the agricultural and agribusiness sectors: research and development and innovation and technology transfer; finance, credit and risk management; and enhanced marketing of agribusiness within the framework of regional trade agreements.

IICA provided support for the building of institutional capacity to facilitate the development of competitive food value-chains. Over a period of six months, seven persons from two local institutions (NAMDEVCO and the Trinidad and Tobago Agri-business Association - TTABA) were trained in the application of the Chains and Dialogue for Action (CADIAC) methodology.

IICA organized a horizontal cooperation activity involving Trinidad and Tobago, the Bahamas and Jamaica that allowed NAMDEVCO and the Bahamas Agricultural and Industrial Corporation (BAIC) to participate in a one-week mission to Jamaica where they observed food production technologies for horticultural crops (greenhouse operations), inland fishing (aquaculture) and root crops. UNIFEM also approved a project proposal entitled “Capacity Building for the Caribbean Network of Rural Women Producers (CANROP)” for US\$16,000.00.

In response to a request by Haiti’s Ministry of Agriculture and Rural Development, IICA undertook a mission to that country to promote the development of Haiti’s agricultural exports to the CARICOM region. Through the IICA Office in the Bahamas, technical assistance was provided to the BAIC to develop a project aimed at promoting greenhouse production.

The Institute supported the capacity building efforts of CANROP and the Caribbean Agriculture Forum for Youth (CAFY) to make it possible to access relevant food chains by developing and implementing an assessment tool for prioritizing the training, technical assistance and horizontal cooperation needs of the members of the national chapters of CANROP and CAFY. In Guyana, Trinidad, Barbados, Dominica and Jamaica, IICA

evaluated the role of producer organizations in the promotion and regulation of organic production and marketing.

Agricultural credit and insurance programs were facilitated in Guyana and a symposium on the subject took place. In collaboration with the Agricultural Development Bank (ADB) of Trinidad and Tobago, IICA responded to requests for technical assistance in that country with the promotion and communication of agricultural insurance programs and capacity building in risk analysis. In the countries of the Organisation of Eastern Caribbean States (OECS), the Institute highlighted the need for the articulation of a restructured agricultural insurance scheme for the agricultural sector.

A national seminar, held in collaboration with the Trinidad and Tobago Agri-Business Association (TTABA), placed the CARICOM-Canada negotiations in context, explored opportunities for business in Canadian markets and encouraged stakeholders to keep informed and to participate in the process. The information provided and issues raised in the seminar clarified some of the mis-information and enhanced understanding of the issues of interest from both CARICOM and Canada's perspective.

IICA also collaborated with the TTABA in assessing the issues related to non-tariff barriers (NTBs) that have been limiting growth and dynamism in intra-regional trade, particularly in the area of agricultural and food products. This issue featured prominently on the agenda and in the discussions of the Thirty-second Special Meeting of the Council for Trade and Economic Development (COTED) on Agriculture (September 18, 2009). The Institute provided technical support to the TTABA's efforts to determine the NTBs that hinder trade in the region and recommendations for their removal. The report produced was used as the basis for a more detailed inventory of NTBs affecting agricultural trade within CARICOM. This is a critical step in the process of removing such barriers and fostering greater intra-regional trade.

With support from the CTA, and under the Caribbean Regional Agricultural Policy Network (CaRAPN) project, IICA completed a technical discussion paper entitled "Implementing a CARICOM Community Agricultural Policy (CCAP): issues, options and process."

To help solve the problem of lack of sufficient information on agriculture specific to the Caribbean Region, efforts were made to generate a range of information products through the CaRAPN project. These included the new series, Critical Issues, Perspectives and Options (CIPO), related to agriculture, food and health challenges. The CIPO series is a response to the need for more regional-oriented thinking, perspectives and opinions on global issues that impact and influence agricultural and, by extension, human development in the Caribbean.

Another installment in the Media Kit series was produced, entitled 'Negotiating Trade and Economic Relations in the 21st Century.' The series seeks to contribute to the public dialogue on critical issues impacting agricultural development, but particularly to encourage the media and development communicators to disseminate more objective information to the public and stakeholders.

In the area of agricultural health and under the Veterinary Epidemiologist/Par-epidemiologist (VEP) Project for the region, a training workshop in emergency response systems was planned and executed. The workshop included training in the Incident Command System (ICS), Geographic Information System (GIS), Global Positioning System (GPS), as well as a tabletop simulation exercise and a field simulation exercise on avian influenza. The workshop was conducted in collaboration with the USDA's Animal and Plant Health Inspection Service (APHIS) and CIRAD. The training in ICS and GPS were delivered by trainers from the USDA and the field simulation exercise was planned and executed by the Veterinary Division of the Ministry of Agriculture, Land and Marine Resources (MALMR) of Trinidad and Tobago.

An extensive vaccination program for animals against Newcastle's disease, anthrax and classical swine fever was undertaken in Haiti. Over 250,000 chickens, 450,000 cattle and goats and 105,000 pigs were vaccinated under this program.

In collaboration with USDA-APHIS, FAVACA (Florida Association for Volunteer Action in the Caribbean and the Americas), St. George's University and the Ministry of Agriculture of Grenada, a regional workshop on the identification of coleopteran pests of economic importance was held in Grenada. A total of 21 persons from 13 countries in the region benefitted from the workshop. The training was provided by experts sourced through FAVACA.

The World Bank Project (TF-092679 DR) for the Prevention and Control of Avian and Human Influenza was launched in the Dominican Republic, where IICA is responsible for the administrative coordination. Two workshops were held at the beginning of this project. Approximately 60 field veterinarians were trained. A meeting was also held during one of the workshops to announce and discuss a project to strengthen the veterinary services and avian influenza prevention systems on the island of Hispaniola.

The Institute participated in the first meeting of the International Steering Committee and the first regional meeting to develop a strategy for dealing with the threat of invasive alien species in the Caribbean and thereby further the implementation of the UNEP/GEF project, Mitigating the Threats of Invasive Alien Species in the Insular Caribbean. The main output of the meetings was the development of a framework implementation strategy for the project.

IICA was a member of a special World Bank Mission to Belize to conduct a rapid risk assessment of agricultural supply chains in that country. The results of this assessment will be used by the Bank to identify options in supporting Belize in developing more efficient agricultural risk management tools.

Finally, in the area of financial resources, the Institute enhanced capabilities of stakeholders in the private and public agriculture sector of the Caribbean to mobilize external resources. This was achieved by holding three workshops for agricultural leaders from Grenada and agricultural science teachers from 14 secondary schools and one primary school in St. Lucia.

Central Region

Within the framework of the Initiative to Strengthen Development of Agribusiness and Management Capabilities in Central America, 80 agro-entrepreneurs, and technicians from 35 agribusinesses and public institutions in Guatemala, Honduras, Nicaragua and Panama received training in agribusiness diagnostic assessments, the formulation of agribusiness plans and the development of agribusinesses.

In addition, IICA enhanced the capabilities of agricultural actors with regard to the analysis and pinpointing of the opportunities offered by free trade agreements (FTAs). In response to a request from the Federation of Central American Export Chambers (FECAEXCA), the Institute carried out a benchmarking study of the FTAs negotiated by Latin American countries with China, Singapore, Taiwan and India. The study contains information that will be useful for making decisions about negotiating proposals and providing follow-up to agricultural and agroindustrial negotiations in the Central Region.

In the area of agricultural health and food safety, the Institute promoted the implementation of animal and plant health policies under the PACA. IICA, the Executive Secretariat of the Central American Agricultural Council (SE-CAC) and the Secretariat for Central American Economic Integration (SIECA) prepared and implemented a joint work program on sanitary and phytosanitary issues that enabled the three institutions to align their actions in executing the PACA. This enabled them to make better use of their own and international cooperation resources, and to promote intraregional horizontal cooperation.

This joint program is part of the process of creating the Central American Customs Union (UAC) and includes the presidential agreements and the animal and plant health priorities identified by the ministries of agriculture and economic affairs and the groups linked to the agricultural sector within the framework of the UAC.

The principal results achieved under the joint program were as follows: a) the UAC countries drafted preliminary proposals on harmonized procedures for quarantine outposts; b) the inspectors stationed at quarantine outposts in the UAC countries have enhanced technical and management capabilities; c) the profile of a regional traceability project was prepared; and d) progress was made in drafting and revising proposed sanitary and phytosanitary standards for the UAC.

As a result of IICA's cooperation on sustainable rural development with a territorial approach, the Central American countries now have a proposed regional strategy on the subject. The Institute also supported the formulation of the ECADERT, an initiative promoted by the CAC Council of Ministers and endorsed by the Heads of State and Government of the SICA member countries, who instructed the CAC to make the design of the strategy a priority, working with the pertinent SICA institutions, and to seek technical and financial assistance for the strategy from regional and international cooperation agencies.

IICA's collaboration in the formulation of the ECADERT included the following actions: a) support for the work of an Intergovernmental Technical Group; b) participation in the

International Group of Experts, which proposed a common vision and a frame of reference for the discussions about the content of the strategy; c) support for the implementation and systematization of a broad process of initial consultations at both the national and regional levels, which included 25 events for over 800 people - social actors involved in rural development with a territorial approach, groups that focus on gender and rural youth issues, indigenous populations, territorial action groups, the Advisory Committee of the SICA and academics from all parts of the region; d) coordination of the process of drafting, revising and adjusting the document; and, e) participation in the activities carried out to present and revise the ECADERT in the seven CAC member countries.

At the same time, through the Executive Secretariat of the CAC and its specialists, the Institute supported the efforts to obtain permission from the Government of Spain to use resources from the Spain-SICA Fund to fund the Plan in Support of the Regional Strategies in Agriculture, Rural Development and Food Security.

With regard to technology and innovation, IICA promoted leadership training for senior NARI officials and extension services, to facilitate the management of technological innovation and enhance the quality of research institutions. It held three regional courses on leadership for the management of technological innovation with emphasis on food security and the management of the quality of research institutions. Some 54 people took part, including senior officials of the national research institutes and the extension services of countries in the region and the heads of several regional technology transfer centers in Central America. Furthermore, links were established with the IRTA (Catalonia, Spain), FONTAGRO, the University of Campinas (Brazil), REDBIO-Argentina, the International Potato Center (CIP) and the Latin American Network for Innovation in Potato Improvement and Dissemination (Latinpapa Network), with which videoconferences were held. These activities were used to promote the improvement of the skills required to manage institutions devoted to technological innovation.

Under the project Coffee Quality Linked to its Origin, which PROMECAFE is implementing in Guatemala, El Salvador, Honduras, Panama and the Dominican Republic with funds from AECID, IICA supported the development of methodologies and the integration of the public institutions involved in the legal registration of protected geographical indications and denominations of origin. It also strengthened the processes aimed at improving the quality, safety and traceability of coffee.

Furthermore, under the Regional Geographical Indications for Food Exports Project, which PROMECAFE is also executing, the Institute used IDB/MIF funds to collaborate with the participating countries (Guatemala, El Salvador and Honduras) in promoting the use of geographical indications to add value to the countries' coffee exports. This project is designed to promote the harmonization of the legal aspects of the countries' efforts to obtain intellectual property rights, and to lay the groundwork for the use of geographical indications for agrifood products.

In addition, thanks to a number of innovations promoted by the SICTA Network in the bean and corn chains, the earnings of small-scale producers increased. The innovations involved integrated crop management through the application of improved technologies and

soil analyses and tests to validate adjustments in the application of fertilizers. IICA also promoted integrated pest management and post-harvest management, key aspects in improving the yield and quality of the grain and seed produced.

Producers achieved substantially higher yields thanks to the incorporation of improved farming practices, the provision of technical assistance and the consolidation of the producers' knowledge. The production of suitable, certified, registered seed was one of the innovations that increased the beneficiaries' incomes, given the high relative prices with respect to commercial grains in the Central American market in 2009, especially those produced in response to public programs to support the production of basic grains.

Northern Region

IICA's priorities of the Northern Region were established in line with the Institute's MTP and the regional technical cooperation agenda. Two mechanisms were used to determine the regional agenda: the Tri-national Council and PROCINORTE.

During 2009, PROCINORTE continued to develop its strategic plan, with assistance from the Executive Secretariat. This plan calls for a forward-looking approach and provides strategic guidelines for addressing issues that are of key importance for PROCINORTE, including matters related to geography, outreach, funding and organization. The Board of Directors unanimously approved the direction taken and requested that funding issues be dealt with in a business plan designed to increase the sources of financing for the cooperative program's regional activities.

PROCINORTE's five task forces presented their reports to the Board of Directors, with three reporting considerable technical progress. The Tropical and Sub-Tropical Fruits Task Force and the Library and Information Services Task Force, in particular, accomplished their goals of sharing knowledge and information through several mechanisms (websites, teleconferences and scientific meetings and papers).

Mexico and Canada also formalized their membership of the Agricultural Health Task Force, making it possible to consolidate that group. The members began to discuss common topics of interest, focusing on cross-border issues and emerging diseases.

In addition, the Board of Directors approved PROCINORTE's action plan and budgets for 2010 and pledged increased support to this technical cooperation mechanism. The Northern Region's website was also revamped.

The Northern Region undertook actions to capitalize on opportunities in the areas of technology and innovation, agricultural trade and environmental protection aimed at improving the situation of rural communities and agriculture in the Americas. The most recent actions were those designed to help the Member States adapt their agricultural production systems to the new climate conditions. To that end, IICA provided technical support to FONTAGRO to develop a request for proposals for projects for implementation in LAC aimed at adapting systems to climate change.

Some of the other actions that IICA carried out in support of FONTAGRO were as follows:

- It co-organized the annual meeting of the Board of Directors of FONTAGRO in Quito, Ecuador, where it made a presentation on IICA's contributions to the fund.
- It co-organized and implemented the external evaluation of FONTAGRO mechanisms.
- It contributed to the implementation of a strategy to ensure the fund's financial sustainability.
- It prepared a brochure containing information about the fund and began negotiations with Canada to obtain financial support.

Efforts were also made to enhance the Institute's presence and image as a credible and effective organization in the Northern Region. As a result, IICA saw a significant increase in requests to participate in regional and hemispheric events and activities carried out by government organizations, private enterprises and educational institutions.

Southern Region

IICA provided permanent assistance to the Technical Secretariat of the Southern Agricultural Council (CAS) and the Agricultural Policy Coordination Network (REDPA) and its working groups to help reposition agriculture and rural life. Background documents were prepared for the ministers' discussion of the issue at two regular meetings of the CAS and its Ninth Special Meeting. The Institute supported the coordination and systematization of regional information on the impact of the financial crisis on agriculture and variability caused by climate change. Two technical documents were prepared and published on the regional situation of fertilizers and the soybean market. IICA supported the organization of four regular meetings of REDPA, nine meetings of its permanent technical groups and the meeting of the Ad Hoc Group on Climate Change.

The Institute assisted MERCOSUR's Specialized Network for Family Agriculture (REAF) in organizing the seminar "Characteristics of Public Investment for the Facilitation of Trade in the Products of Family Agriculture," and the REAF's Youth Training Course.

In the area of policies and trade, IICA helped strengthen the technical and institutional capabilities of the countries of the Southern Region for analyzing agricultural policies and the international context of negotiations and markets. This was achieved by means of training, advisory assistance and the production of technical documents on the international regulations governing agricultural trade and policies, food security and agricultural insurance. The Institute also produced documents on the outlook for the agricultural sector in light of the changes taking place in the international context and markets. Regional and national events were held for public officials, private actors and higher agricultural education institutions in the region, in which emphasis was placed on joint work with strategic partners such as ECLAC, the Latin American Integration Association (ALADI), the WTO, the International Federation of Agricultural Producers (IFAP) and the Regional Forum of Agronomy Schools.

Further progress was made in consolidating the regional mechanisms by strengthening the regional systems and institutions specializing in AHFS issues. Moreover, technical assistance was provided to support the work of IICA's Offices in the countries of the region on issues related to the strengthening of national AHFS systems and services; and to reach agreement on programs and the coordination of horizontal cooperation actions between IICA Offices and the countries involving training and the development of conceptual frameworks, methodologies and tools for planning, management and evaluation.

The cooperation actions focused on providing technical assistance for the coordination and implementation of SPS, in particular to promote their implementation by the countries and strengthen technical expertise in that field. Courses on risk analysis in food safety and animal diseases were held, and workshops on the control and supervision of SPS. IICA also contributed to the dissemination of up-to-date information on multilateral issues, mainly related to the WTO Committee on Sanitary and Phytosanitary Measures, Codex Alimentarius, the IPPC and the OIE. Furthermore, the Institute cooperated with the regional institutions specializing in sanitary and phytosanitary matters, namely, the Standing Veterinary Committee (CVP) and the Plant Health Committee (COSAVE) of the Southern Cone, on issues identified as being of strategic importance, and studied the impact of so-called "private standards" on the production and marketing of beef in the region.

Within the framework of the CAS (CAS/CVP-World Bank-IICA), the Institute continued to execute the Regional Project to Strengthen National Health Systems for the Prevention and Control of Avian Influenza (AI) and Other Transboundary Diseases (TD). Some of the main activities carried out were training for the technicians of the diagnostic laboratories of government veterinary services, the implementation of field simulations, the holding of workshops on health emergencies in wild birds and seminars on cost-benefit analyses of animal health and disease control programs. Other important IICA contributions were the development of an information system for the CVP (Web page), studies to identify gaps in quarantine regulations, the formulation of a proposal on harmonization and equivalency, and training in the use of geographic information systems for the surveillance of highly pathogenic avian influenza (HPAI).

In the area of technology and innovation, the Workshop to Provide Follow-up to the Negotiations of the Cartagena Protocol on Biosafety brought together delegations from 14 countries in the hemisphere to discuss the current state of the protocol. Furthermore, PROCISUR implemented eight regional technology platforms (RTPs); expanded external funding sources, international linkages and contact with top research institutions; and made progress with the efforts to enhance the Program's management model.

The following cooperative projects were completed:

- LOTASSA (Lotus Adaptation and Sustainability in South America), financed by the European Union, in which eight Latin American and six European institutions participated.
- OTAG (Operational Management and Geodecisional Prototype to Track and Trace Agricultural Production), also financed by the European Union. It involved three

European and two Latin American organizations, including PROCISUR with its six partner institutes.

- Technologies for the Classification and Characterization of Carcasses and Beef for the Expanded MERCOSUR, financed by PROCISUR and Southern Cone institutions.

Various documents were produced systematizing the information generated by these projects, which was also disseminated through forums, symposia and other events involving representatives of the public and academic sectors, producers' organizations and industrial companies from the six Southern Cone countries and other nations.

Through PROCITROPICOS, IICA strengthened the research, development and technological innovation activities of the national agricultural research institutes (NARIs). Of key importance was the consolidation of the cooperative program's different networks (Cacao, Coffee, Agroenergy, Animal Production, Aquiculture, Genetic Resources (TROIPIGEN), and Agriculture, Forestry and Pasture Systems.

With support from IICA's Hemispheric Agroenergy and Biofuels Program and the Brazilian Agricultural Research Corporation (EMBRAPA), PROCITROPICOS managed to consolidate the *Jatropha* Network of Latin America and Caribbean, whose members now include the NARIs and public and private sector interest groups. Countless research activities were carried out, including visits to farms, videoconferences, technical meetings and training activities on the collection and characterization of germplasm.

In an effort spearheaded by EMBRAPA (Genetic Resources and Biotechnology) and under the aegis of TROIPIGEN, training in the use and conservation of genetic resources was promoted. At the hemispheric level, the seventh Symposium on Genetic Resources for Latin America and the Caribbean (SIRGEALC) took place in Pucón, Chile. With the support of Biodiversity International, IICA took advantage this event to hold a joint meeting of the hemispheric networks and a mini-symposium on the contribution of the regional networks to the development of genetic resources in Latin America.

Although in the Southern Region the countries are only gradually adopting the new approach to the problems in the rural milieu and the actions required to solve them, new rural development policies and programs were put in place in which IICA played a key role. Two reference territories were created (Formosa in Argentina and La Región de los Ríos in Chile) and work got under way on the design of the respective rural development plans with a participatory and territorial approach.

Horizontal cooperation between regions

IICA implemented a strategy to create and strengthen tools that promote the Member States' supply of cooperation. Through its Offices in the countries, the Institute promoted a culture of horizontal cooperation with national institutions, especially the sharing of experiences.

To increase the body of knowledge of good practices and successful experiences, a set of initiatives was identified that involved innovations for agriculture and rural life. They were

then systematized in a catalogue containing information about over 50 successful experiences implemented by national institutions that countries in need of cooperation could draw upon. IICA disseminated this catalogue throughout the hemisphere.

With the support of IICA Offices in several countries, other successful initiatives were documented that dovetail with many requests for cooperation received from the Member States. This work was carried out through the following new cooperation hubs:

- Hub on successful initiatives involving partnerships and solidarity, through which the experiences of Costa Rica's agricultural cooperative movement were documented.
- Hub on agricultural insurance and risks, which systematized Uruguay's insurance initiatives over the past hundred years.
- Hub on organic agriculture, which has documented Argentina's successful experiences in that field. The country has a long history of work in organics and several universities offer diploma and graduate-level programs.
- Reference hub on environmental services. Costa Rica is the most important point of reference, as it has a great deal of experience in organizing environmental protection and its environmental services have been consolidated thanks to the President's decision to adopt a carbon neutral strategy.
- Hub on food security policies, created in Mexico. Beginning in the 1960s, that country has implemented a number of interesting initiatives aimed at promoting food security and, more recently, reducing the impact of the North American Free Trade Agreement on small farmers.

Furthermore, to disseminate its horizontal cooperation work IICA produced a document highlighting the strategic value of cooperation of that kind, as well as the opportunities it affords and the challenges it poses.

To strengthen its relations with strategic partners, the Institute signed framework agreements for horizontal cooperation actions with institutions such as the following:

- General Directorate for International Cooperation of the Ministry of Foreign Affairs of Argentina
- Brazilian Cooperation Agency (ABC)
- Secretariat of Foreign Affairs of Mexico, to cooperate with the countries of the hemisphere on agricultural and rural issues
- Ministry of Agriculture of Chile and CAC, under which the National Agricultural Research Institute of Chile and SICTA signed an agreement.

The Institute also promoted a horizontal cooperation strategy for collaboration with the Government of Haiti. Most importantly, it supported the formulation of the portfolio of projects that was presented to the Friends of Haiti at the OAS, entitled "Investing for the future of food security in Haiti." It also worked with the country to develop a proposed cooperation program with Chile, on agricultural and rural issues. Furthermore, IICA took part in the Hemispheric Conference on the Coordination of International Cooperation with Haiti, organized by Mexico's Secretariat of Foreign Affairs.

Finally, the Institute supported a number of regional activities related to horizontal technical cooperation, including an event on agricultural insurance (Southern Region), an electronic forum on agricultural insurance and risks (Uruguay) and several activities aimed at coordinating the participation of Canadian companies and Chilean institutions in the horizontal cooperation program that IICA is promoting in Canada.

3.3 Implementing the national agendas

Antigua and Barbuda

Repositioning of agriculture and rural life

- Senior officers in the Ministry of Agriculture enhanced their capacity to analyze issues affecting the development of the sector. Specifically, the ministerial delegates received technical assistance in preparing the national report on progress and challenges for the Week of Agriculture and Rural Life.
- Two young people enhanced their capacity to become stronger leaders in the development of the agricultural sector by participating in IICA's Forum for Young Leaders, held in Costa Rica.

Promoting trade and the competitiveness of agribusinesses

- Producers and agro-processors increased their income-earning opportunities by participating in the Fourth Christian Valley Mango Festival and the IICA Most-Outstanding Agro-processors Award Competition, as well as a Food Preservation Workshop. These events provided opportunities for the sale of local produce and processed products.

Promoting agricultural health and food safety

- Food service providers improved their ability to prepare safe food for consumers by participating in a series of training events on the Five Keys to Food Safety. This was done in collaboration with Central Board of Health in the Ministry of Health.
- The Veterinary and Livestock Division improved its ability to monitor and control animal health issues through participation in the regional Veterinary Epidemiology Project (VEP), which seeks to improve the surveillance of two major animal health diseases.
- Pest control operators are better equipped to provide improved services to their clients after participating in a National Certification Course for Pest Control Operators organized by the Pesticides Control Board and the University of Florida, with technical assistance from IICA.

Promoting the sustainable management of natural resources and the environment

- The Antigua Beekeepers Cooperative is better equipped to revive the bee industry following the technical assistance its members received to implement a project

funded by the Global Environmental Facility/Small Grants Program. Technical assistance was provided to develop a public awareness program and to organize interest group meetings and training for new beekeepers.

Promoting the development of rural communities based on a territorial approach

- One young person had the opportunity to develop his understanding of agribusiness management through a scholarship for a three-year program in agribusiness management at the Simon Bolivar United World College, in Venezuela. The Office promoted the program and assisted the college, through the Venezuelan Embassy in Antigua, in selecting a candidate.
- The Antigua and Barbuda Agriculture Forum, Ministry of Agriculture and Ministry of Education, with technical assistance from IICA, organized a school garden competition to strengthen the agricultural science program in schools.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Agribusiness enterprises enhanced their capacity to use modern approaches for production through a training program in protected agriculture organized by the Caribbean Agri-Business Association, with technical assistance from IICA. As follow-up to the protected agriculture training, a Greenhouse Growers' Group was formed and developed plans for launching into this technology.

Argentina

Repositioning agriculture and rural life

- Specialists and entities representing family agriculture benefited from the studies conducted based on the 2002 National Agricultural Census on the structure and characteristics of family agriculture.
- The Institute monitored the situation of agriculture and rural life in Argentina by means of consultations in specialized publications, analyses of statistical data, one-on-one meetings and participation in seminars. The results were used as input for the section of the annual report on IICA's contribution to the development of the country's agriculture and rural communities.
- The Office promoted the incorporation of new libraries into the SIDALC and the continuous updating of its databases. The network of libraries and documentation centers has a national catalogue of agricultural information.

Promoting trade and the competitiveness of agribusinesses

- More knowledge about agroenergy and biofuels is available thanks to the following activities: i) coordination and conducting of a study on the potential and limitations of the agricultural link in the biofuels chain in South America, which was included in the ARPEL-IICA Biofuels Manual; ii) production of the monthly bulletin "News about the Argentine and world biofuels market," sent out to 900 subscribers;

iii) presentation and dissemination of information about the LAC *Jatropha* Network in Argentina; iv) participation in the global study Regional Evidence Generation and Policy and Institutional Mapping on Food and Bioenergy (ERA/ARD); and, v) involvement in the BABETHANOL project aimed at assessing lignocellulose raw materials.

- IICA assisted the authorities responsible for organic production in the Southern Region with the activities of the Regional Seminar on Organic Production Control Systems, organized with the National Agrifood Health and Quality Service (SENASA). The Office also worked with SENASA and the MAGyP on the construction of an ICOA web portal electronic on organic agriculture.
- The Institute collaborated with the project Development of Argentine Organic Production, which is being implemented by the MAGyP, on the organization of videoconferences, training activities and other events.
- The book “Organic production in Argentina” was published; it is a compilation of institutional and productive initiatives in that area. IICA also assisted INTA with the publication of the “Technological Report of the Northern Buenos Aires Regional Center,” containing the findings of research on different organic products.
- The study “Rural tourism in Argentina, current situation and outlook” was carried out and published. It was the first of its kind in the country.
- IICA collaborated with the MAGyP’s National Rural Tourism Program (PRONATUR) in carrying out studies and managing the program.
- A course was held on the management of associative rural agribusinesses to enhance the expertise of 40 technicians and promoters of the Rural Development Institute and the Provincial Rural Development Forum for Family Agriculture, both in the province of Mendoza, to support local rural agroindustry development processes.

Promoting agricultural health and food safety

- IICA enhanced the expertise of the country’s public and private sector technicians with regard to various aspects of AHFS by means of online courses and workshops with the participation of their counterparts in the Southern Region and in other countries of the hemisphere. The activities included: i) risk assessment of chemical and microbiological contaminants in foods, jointly with the University of Nebraska (USA); ii) Standard-setting processes of the three sisters (OIE, Codex Alimentarius and IPPC); and, iii) Impact of private standards on global food trade.
- The Office coordinated the SENASA-IICA-PROSAP Project to Prevent and Control Avian Influenza (AI) in Argentina, whose components are: i) Epidemiological surveillance of AI; ii) Staff training in modern techniques for diagnosing and detecting AI; and iii) Communication, dissemination and institution building.
- The Institute coordinated the actions carried out in Argentina under the Regional Project to Prevent Avian Influenza and other TADs (IICA-CVP-World Bank), with a view to enhancing and standardizing capabilities in the expanded MERCOSUR countries for dealing with AI and other TADs.

Promoting the development of rural communities with a territorial approach

- The province of Formosa has the Program to Integrate Support for Formosa 2015, prepared by IICA with the following components: development of tropical and subtropical fruits; sustainable productive development in the western region of the province; increased competitiveness of the beef value chain; sustainable development for the natural resources of Formosa's ecosystems; sustainable rural development in a reference territory of the northern subtropical region; and, financial support services for agroforestry production.
- Under the PROSAP/IICA cooperation agreement, La Rioja province benefited from an IICA program designed to identify possible cooperation actions consistent with the guidelines of the province's 2008-2011 Sustainable Development Plan. It also has a proposed strategy for improving the living conditions of goat farmers and their families, adopting a comprehensive, sustainable and territorial approach.
- Thanks to the support provided by IICA, the Provincial Agricultural Services Program (PROSAP) completed the formulation of 12 investment projects in different areas, such as rural infrastructure, irrigation, productive and commercial development and information systems. These are to be presented to the IDB for funding. PROSAP also made progress with the formulation of 26 other projects.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA and INTA held the seminar-workshop "Rural Extension in the Southern Region: Dialogue of Knowledge," aimed at promoting dialogue among pertinent public and private actors on the state of, and outlook for, rural extension in the Southern Region, within the framework of IICA's guidelines on food security.

Bahamas

Repositioning of agriculture and rural life

- In support of the agrotourism project initiative of the Bahamas Agricultural Producers Association, the importance of linking tourism with agriculture was discussed within the framework of an agrotourism roundtable.
- The Institute participated in the agricultural sector rapid assessment exercise made by the Ministry of Agriculture and Marine Resources (MAMR) and coordinated by FAO.

Promoting trade and the competitiveness of agribusinesses

- The 2009 Agricultural Expo "Strengthening food security" was supported by IICA through promotion, committees and exhibits. Farmers from the Family Islands, as well as major producers and exporters, training institutions and backyard gardeners participated.

- A number of workshops and seminars were presented on the principles of the value chain, and projects developed and funded to provide technical support for the strengthening of cooperatives for competitiveness and increase market penetration.
- The MAMR also signed an agreement to participate in the MIOA.

Promoting agricultural health and food safety

- In support of the initiative to consolidate the SPS national committee, the Institute hosted a series of meetings with the SPS Ad-hoc Committee, which started the protocol to formalize its function.
- IICA provided follow-up to the good agricultural practices training and reached agreement on priority actions. It also revisited the recommendations of the policy, visioning and strategy exercise in this matter with national authorities.

Promoting the sustainable management of natural resources and the environment

- IICA facilitated technical support for a rapid assessment of potential interventions to the forestry initiative of the Ministry of the Environment. The ministry agreed to implement follow-up recommendations.

Promoting the development of rural communities based on a territorial approach

- IICA facilitated the clustering of youth around agriculture through a number of activities designed to stimulate interest in the sector. The Bahamas Agricultural Forum for Youth, in collaboration with the CAFY, organized a number of activities including career talks/presentations, the Agricultural Think Tank Forum and poster competitions.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA facilitated biotechnology-biosafety consultation events in the Bahamas, as well as capacity building for the private sector biotechnology initiative in CATIE.
- In collaboration with the MAMR and the BAIC, IICA held a series of workshops on different Family Islands and organized a follow-up orientation visit to Jamaica to select appropriate greenhouse technologies for the Bahamas.
- In collaboration with FAO and the Caribbean Agricultural Research and Development Institute, a clean seed rapid multiplication and distribution system for root crops was introduced to Family Islands in the Bahamas.

Barbados

Repositioning of agriculture and rural life

- IICA continued to support the Ministry of Agriculture and Rural Development (MoA) in the promotion of small-scale urban/periurban gardening as a part of its national food sovereignty drive. The Institute promoted the concept among a

number of professional and community-based organizations with many householders and public technical agencies, based on experiences with a model project. The aim was to show how this approach could improve the quality of life of ordinary Barbadians by reducing the prevalence of diet-related, non-communicable diseases.

- The Institute, in collaboration with FAO, Caribbean Development Bank (CDB) and Chinese Academy of Agricultural Sciences (CAAS), approved a greenhouse training program for the benefit of extension personnel, research agronomists, and entrepreneurs interested in protected agriculture.
- IICA supported a greenhouse operation at Balls Plantation by installing a water tank to augment its irrigation requirements.
- The Institute facilitated training for the MoA officer responsible for organics at the Earth University in Costa Rica, while also continuing to advance its agrotourism program.

Promoting trade and competitiveness of agribusinesses

- The Institute hosted the accountability seminar for the three-year OAS-sponsored Regional Agrotourism Project, where participating countries reported their achievements to regional and national officials. A second project, expected to begin in 2010, was submitted.
- A workshop entitled “Managing an Agrotourism Business from Seed to Success” was facilitated, where best practices in agrotourism, GAPs and instruction in tour packaging were passed on to existing and potential agrotourism entrepreneurs.
- IICA provided technical support to the BADMC in developing a feasibility study to determine the mechanisms needed to improve the quality, quantity and timely production of agricultural commodities; an implementation strategy for a commodity distribution mechanism to facilitate greater inter-sectoral market linkages for locally produced agricultural products; and the design of the modern market facility and its supporting infrastructure.

Promoting agricultural health and food safety

- The Institute continued to support the VEP project and the national contacts, including their protocol for surveillance of *Salmonella enteritidis* (SE) and their epidemiological investigation of the infected poultry farms to prevent the further spread of the disease.
- National contacts also received training in monitoring for highly pathogenic avian influenza and basic epidemiology to bolster the surveillance capacity of the veterinary division.
- IICA collaborated with PAHO and the OAS is developing a response to the AH1N1 virus.
- Under the IICA-STDF project, the Sanitary and Phytosanitary - Performance, Vision and Strategy (PVS) tool was administered in Barbados. The findings of this assessment were presented to the MoA, with follow-up activities planned for 2010.

- The Institute provided technical support to the consultancy team contracted by the MoA to develop the National Agricultural Health and Food Control Authority; provided training in GAPs for the potential entrepreneurs who attended the “Managing an Agrotourism Business from Seed to Success” workshop; and distributed a WTO questionnaire on private standards and provided follow-up support to ensure that the responses were duly submitted.

Promoting the sustainable management of natural resources and the environment

- In response to the 60% increase in water rates, IICA was responsible for the construction of two 14,000- gallon ferro-cement tanks on a pig farm and a vegetable farm respectively, in an attempt to significantly reduce the cost of production for the farming enterprises concerned.
- The Institute conducted an assessment of the state of the enabling environment for certified organic agriculture on the island. The aim of this assessment was to determine the level of institutional support on the island for organic production.

Promoting the development of rural communities based on the territorial approach

- The Institute, in conjunction with St. Thomas Church, FAO, MoA and UNDP, made a site visit to Rock Hall and conceptualized a project for the benefit of this community.
- The construction of an IICA-facilitated ferro-cement tank in Rock Hall also provided the opportunity for unemployed youth in the area to learn about this low-cost technology and encourage them to look at creating businesses for themselves.

Belize

Repositioning of agriculture and rural life

- The 2003-2015 Plan of Action continues to be a priority in the country, with IICA providing support through participation on technical committees, policy and strategy exercises, institutional capacity building and monitoring and evaluation of the agricultural sector and its impact on rural communities.

Promoting trade and the competitiveness of agribusinesses

- The Institute continues to partner with Belize Trade and Investment Development Service (BELTRAIDE) to implement the Belize Export Platform, ensuring the competitiveness of small and medium-sized agribusinesses. The export readiness modules were used to train ten companies and six businesses participated in the 12th Americas Food and Beverage Show, in Miami, to showcase their products and engage buyers. The *Programa Regional para Promover la Competitividad, la Integración y el Desarrollo Sostenible del Sector Agropecuario Centroamericano* (PROCOM) executed by the CAC secretariat with funds provided by the Government of the Republic of China (Taiwan).

- IICA continued to provide technical assistance to the sugar cane sector through missions of international professional staff from Headquarters.

Promoting agricultural health and food safety

- The Canadian Food Inspection Agency (CFIA) carried out an extensive assessment of the poultry industry in Belize with respect to Newcastle disease and made recommendations to the Belize Poultry Association (BPA) as to how best to develop a policy and strategy for the effective control of this disease. IICA, BAHA and the BPA provided invaluable support to the activity.
- As part of IICA's contribution to the implementation of the agreement signed between Belize and Mexico for the exportation of cattle, the Institute elaborated the database for the creation of the National Registry for Livestock. Thanks to the registry, Belize will now be able to start a nationwide traceability program for livestock. Under the agreement, the Institute provided technical assistance to BAHA and the Belize Livestock Producers Association (BLPA).

Promoting the sustainable management of natural resources and the environment

- The Institute continues to provide technical assistance to the Belize Organic Producers Association (BOPA) in preparing legislation for organic production and certification to take advantage of agro-ecotourism in Belize.

Promoting the development of rural communities based on a territorial approach

- An agro-eco-cultural-tourism workshop was conducted to involve stakeholders and inform them of the potential of this unexplored sector in Belize. A pilot project in the village of Hopkins will serve as a model, bringing new experiences to the tourism sector.
- The ECADERT was launched in Belize and stakeholders agreed to develop a national rural development strategy to complement the regional efforts.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The Red SICTA project was also implemented in the communities of *Jalacte* and *San Vicente*, villages near the Belize and Guatemala borders. The aim of the project is to improve the agronomic practices of both corn and bean producers, and harvesting and postharvest practices to ensure food security and access to markets; and to increase farm income.
- In a joint effort with the Ministry of Agriculture & Fisheries (MAF) and the Belize Audubon Society (BAS), a biodigester program was established to produce alternative fuel and bio-fertilizers on farms in rural communities. IICA also helped introduce the Integrated Farming System approach to technicians and farmers as a means of ensuring food security, increasing farm income and generating rural employment.

- IICA supported MAF in hosting the SICTA Board of Directors meeting held in Belize. As a result, the board agreed to support Belize in a bean evaluation project to ensure technology adoption and transfer and food security, and to increase the country's competitive edge in export markets.
- Other technical committees on which IICA is represented include the National Research and Development Committee, the Citrus Research and Education Committee, BOPA and the Persistent Organic Pollutants Project, designed to draft a National Implementation Plan aimed at developing national technical capacity and strategies to ensure these pollutants are used properly and less frequently.

Bolivia

Repositioning agriculture and rural life

- IICA implemented the Bolivian Chapter of the Forum for Young Leaders of Agriculture in the Americas in the 21st Century, in coordination with the Center for Small Farmer Research and Promotion (CIPCA), the local organization Suyu Ingavi de Markas y Ayllus del Collasuyu (SIMACO) and the Campesino Academic Units (UAC) of the Bolivian Catholic University (UCB).
- The Office facilitated the formulation of the Institutional Strategic Plan of the National Agricultural and Forest Innovation Institute (INIAF), following a process of analysis and interagency participatory reflection spearheaded by INIAF's Executive General Directorate.
- The Institute worked with the WFP Office in Bolivia to strengthen local food production in the countries' most vulnerable municipalities, pursuant to the terms of the General Cooperation Agreement that IICA and the WFP signed.
- Support was provided to the Kallpawawa Complementary Food Project, targeted at children under two years of age in the municipal district of Caripuyo (Potosí), for which the Technical Committee of the National Food and Nutrition Board (CONAN) is responsible.

Promoting trade and the competitiveness of agribusinesses

- Under the Universities and Territories Program, which is being implemented by IICA and the UCB's Campesino Academic Unit of Carmen Pampa (UAC/CP), progress was made in implementing a plan for agribusiness development in the communities of the municipal district of Coroico.
- The Institute strengthened the institutional framework that supports cacao development in Bolivia. This led, in coordination with the Ministry of Rural Development and Land (MDRYT), to the creation of the National Cocoa Committee (CNC), which was integrated with other national entities involved in the cocoa industry. The CNC then created the National Subcommittee for Wild Cocoa.

Promoting agricultural health and food safety

- Working with the National Agricultural Health and Food Safety Service (SENASAG) and the Association of Agricultural Input Suppliers (APIA) of Bolivia,

IICA trained 300 professionals from various organizations linked to the National Agricultural Health and Food Safety System in matters related to the SPS Agreement (in particular, plant protection) and pesticides (distribution and correct use), under the Rotterdam, Stockholm and Basel agreements and the FAO's Code of Conduct.

- The Institute, working with the Avian Influenza and Other Transboundary Animal Diseases Project, financed by the World Bank (Grant TF057819/CVP/IICA), SENASAG and the National Avian Influenza Committee, carried out the first simulation in the country of a response to an avian influenza emergency. Over 80 representatives of around ten institutions took part.
- IICA improved the operation of SENASAG's National Program to Eradicate Foot and Mouth (PRONEFA) by executing the Foot and Mouth Surveillance Project in the Chaco Boliviano Region, under the letter of understanding signed by APHIS (USDA), SENASAG and IICA. The equipment required was procured and the process of purchasing the property where the provincial offices of PRONEFA will be installed got under way.

Promoting the sustainable management of natural resources and the environment

- Under the aegis of the SCNCS, comprised of the MDRyT, CIPCA, the New North Foundation (FNN), International Conservation (IC), the Friends of Nature Foundation (FAN), El Ceibo Cooperative, Rainforest Exquisite Products S.A. and IICA, a work plan was drawn up for the development of wild cacao, following a national event where the different activities of the institutions involved in the sector were publicized.

Promoting the development of rural communities with a territorial approach

- IICA and the UAC/CP-UCB implemented an intervention strategy for rural development with a territorial approach in *Carmen Pampa (Coroico)*, based on a model developed in collaboration with local actors. Prior to executing the strategy, the Institute strengthened the UAC/CP's human resources.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The Institute and the INIAF drafted the 2009-2012 Bolivian Agenda for the Development of Agro-biotechnology, working with at least 40 public and private organizations involved in the issue in Bolivia.
- IICA promoted the strengthening of the institutional framework and the sharing of technical and commercial information on plant and animal biotechnology and human and industrial health by helping to consolidate the National Biotechnology Network (REDBIO) and holding the Sixth National Meeting on Biotechnology: Biotechnology to Respond to Future Challenges.

Brazil

Repositioning agriculture and rural life

- IICA and the Brazilian Cooperation Agency (ABC) joined forces to promote three-way South-South technical cooperation among the countries of LAC. Technical cooperation projects will be implemented in several developing countries, beginning in Haiti, where they will focus on the areas of agriculture and food security.
- The Office promoted the National Regional Development Policy (PNDR), aimed at reducing regional inequalities and allowing Brazil's regions to develop to their maximum potential, bearing in mind the country's great diversity and size.
- The Institute became an observer member of the National Food and Nutritional Security Board (CONSEA), a mechanism used to coordinate government and civil society efforts to propose guidelines on the issue.

Promoting trade and the competitiveness of agribusinesses

- IICA conducted an analysis of the rural tourism sector and produced a publication describing its main elements, weaknesses, key initiatives for its development, the institutions involved, the role of the Secretariat for Tourism and the need for a policy to spur the sector's development.
- The Office presented a report on the process of developing an initiative with the municipal district of Formosa (*Goiás* State) to promote sustainable rural development by strengthening production chains. The initiative arose out of a training program on the strategic management of local and regional development organized by IICA, the Ministry of National Integration (MI) and ILPES-ECLAC/UN.

Promoting agricultural health and food safety

- Under the Project to Strengthen Laboratories for Diagnosing Avian Influenza and Other Transboundary Animal Diseases, IICA promoted the training of technicians who work for the government veterinary services of the CVP/CAS countries in order to increase the capacity of the expanded MERCOSUR nations (Argentina, Brazil, Bolivia, Chile, Paraguay and Uruguay) to cope with avian influenza.

Promoting the sustainable management of natural resources and the environment

- In partnership with the MI, the Department of Environment of Bahia, the State Public Ministry, the Association of Farmers and Irrigators of Bahia (AIBA), the University of Brasilia and The Nature Conservancy (TNC), the Institute implemented the first phase of the Western Bahia Project. The work involved mapping soil use and conducting an inventory of farms in seven municipal districts in the region (*Riachão das Neves, Barreiras, Luís Eduardo Magalhães, São Desidério, Jaborandi, Correntina and Cocci*). In addition to protecting the region's rich biodiversity, the project has helped to protect the watersheds of the *Grande e Preto, Carinhanha and Corrente* rivers, mainly by recovering and preserving their

banks. The success of this project showed that it is possible to combine agricultural production with environmental conservation.

Promoting the development of rural communities with a territorial approach

- Through the Permanent Forum on Sustainable Rural Development (SRD Forum), IICA promoted four workshops on different subjects: the Strategic Planning Management System (SGE), agricultural employment and work in Brazil, territorial systems of project financing and the new institutional framework in the context of public policies for sustainable territorial development in Brazil.
- The SRD Forum launched the ninth and tenth editions of the Sustainable Rural Development Series: Employment and Work in Brazilian Agriculture and the Social Management of Rural Development. It also promoted the implementation of the Fourth International Forum on Territorial Development and an international course on the conceptual updating of public territorial development policies.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The Institute assisted the Ministry of Agriculture, Livestock and Supply (MAPA) in implementing the Corporate Project for Information Security and the Modeling of Technological Processes.

Canada

Repositioning agriculture and rural life

- The Institute was involved in joint activities and events with the Alberta Institute of Agrologists in Banff, McGill University, in Montreal, AAFC-OAS in Washington and the Inter-Parliamentary Forum of the Americas (FIPA) in Ottawa.
- IICA prepared a project proposal for the Government of Haiti and presented it to the Canadian International Development Agency (CIDA).
- During an interinstitutional meeting in Ottawa, IICA and the CIDA's Latin American and Caribbean Branch authorities identified topics and lines of mutual interest and developed concept documents.
- The Institute reinforced the participation and involvement of its academic, government and private stakeholders. Canadians were able to participate in events, expertise exchanges and internships in Chile, Mexico, Jamaica, Ecuador, Belize, Costa Rica, Dominican Republic, Haiti, and Guyana, while in Canada IICA facilitated the participation of experts and speakers from Haiti, Costa Rica, Andean Region, Peru, Mexico, Ecuador, and Chile in joint events.
- In response to requests for national agriculture credit and insurance systems from the Caribbean countries and Peru, the Institute signed a memorandum of understanding with the *Financière Agricole du Québec - Développement International* and *Développement International Desjardins*.

Promoting trade and the competitiveness of agribusinesses

- IICA facilitated the collaboration between the Canadian Consulting Agrologists Association (CCAA) and INDAP (*Instituto Nacional de Desarrollo Agropecuario*) in Chile with a mission visit to meet with senior authorities and two key speakers from CCAA in a Consultants' Forum during the Chilean National Rural Fair.
- IICA helped in the review of the Pulses and Nutrition White Paper (Pulse Canada).

Promoting agricultural health and food safety

- IICA member countries in LAC strengthened their agricultural health and food safety framework. In Belize, the CFIA advised the Belize Animal Health Authority (BAHA) and poultry industry in disease control response and preparedness plans for virulent Newcastle disease. In Ecuador, a senior Canadian consultant involved in the CFIA's reform gave assistance to the Ministry of Agriculture in the structural reform of the agricultural health and food safety agency. Additionally, two Ecuadorian professionals were trained in avian influenza surveillance and sampling in wild fowl by Environment Canada and the IICA Representative was key speaker at the Paraguayan Veterinary Congress.
- The Institute and the North American Plant Protection Organization (NAPPO) signed a regional letter of understanding to formalize joint activities. The Office supported a NAPPO workshop on HLD or citrus greening in Tabasco, Mexico.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Joint missions and activities to Jamaica, Chile and Alberta were supported and facilitated with the Alberta Association of Colleges and Technical Institutes (AACTI), related to capacity building in innovation and technology transfer. In Jamaica, the mission visited the Greenhouse Project funded by CIDA, and in Chile, the *Corporación de Desarrollo Social del Sector Rural* (CODESSER) technical schools and INDAP facilities. An AACTI professional was a key speaker at the Congress of the Agronomic Sciences Faculties of the Southern Cone countries in Arica, Chile. A mission from the Andean Faculties of Agronomic Sciences visited AACTI facilities and met with senior authorities with a collaboration proposal in innovation and rural community development focused on food security and indigenous groups.

Chile

Repositioning agriculture and rural life

- To contribute to the decentralization of technical cooperation, IICA/Chile opened offices in Valdivia, Región de Los Ríos. One of the most important inaugural activities was the forum "The Response of Expanded Agriculture in Latin America and the Caribbean to the Global Crisis: Challenges and Opportunities."

- IICA supported the production of a documentary for screening at the OAS on the role of women in family agriculture and food security.
- The Institute supported the editing and publication of documents on fertilizers and soybean.
- The activities held included the First National Forum to Train Young Agricultural Leaders, targeted at young members of rural organizations from all over the country, and the First Regional Forum on Leadership, in Valdivia, Región de Los Ríos.

Promoting trade and the competitiveness of agribusinesses

- The Office identified successful INDAP initiatives aimed at agribusiness development, with a view to transferring them to other countries under IICA's Horizontal Cooperation Program.
- The Institute helped the REAF organize a seminar on characteristics of public investment to facilitate trade in the products of family agriculture. It also supported the Chilean delegation's participation in the third and fourth modules of the REAF Training Course for Young People, during which the delegation gave a talk on strategic planning and took part in the Thematic Group of Young People, in Posadas, Argentina.
- The first workshop was held to design a project aimed at drafting and implementing a plan to improve production, management and trade in the agroforestry chain in the Aconcagua Valley.

Promoting agricultural health and food safety

- IICA held a seminar on emerging pathogens in food (*Listeria*) and a course on microbiological and chemical risk assessment in food safety. The latter took the form of a videoconference in Santiago that was webcast to the Southern University of Chile (UACH) in Valdivia.
- To encourage the countries of the Americas to participate in the work of the Codex Alimentarius, the Office supported a videoconference on the subject. Another videoconference focused on the gipsy moth.

Promoting the sustainable management of natural resources and the environment

- To support Chile's National Commission on Organic Agriculture, the Office collaborated by implementing a workshop on IICA's methodology for drawing up a strategic plan for organic agriculture, and helping to organize a videoconference on guarantee systems for organic producers.
- IICA participated in the Council on Climate Change and Agriculture of Chile's Ministry of Agriculture.
- In Valdivia, Región de Los Ríos, a seminar on agriculture and climate risk management attracted over 350 people from the country's public, private and academic sectors.

- The Institute took part in a round table organized as part the seminar “The Carbon Footprint of Agrifood Goods and Services,” held by ECLAC.

Promoting the development of rural communities with a territorial approach

- IICA carried out a technical tour on rural tourism in the districts of Panguipulli, Futrono, Lago Ranco and Chaihuin.
- In Valdivia, Región de Los Ríos, IICA organized a seminar entitled Agroecotourism, Production Chains and Territorial Development. The 40 participants received information about the benefits of planned rural tourism.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA coordinated and prepared the proposed design of the Management Center for Innovation in the Agroforestry Sector of the Región de Los Ríos.
- A seminar on genetic plant breeding was held to present successful international initiatives aimed at turning the development of plant varieties into business opportunities.
- The Institute assisted PROCISUR and the National Agricultural Research Institute (INIA) with the organization of the seminar “The Agricultural Sector and the International Crisis.”
- The Office coordinated a videoconference on the global state of the marketing of transgenic crops. It also gave a presentation on the state of transgenics to the Agricultural and Livestock Society of Valdivia.
- IICA took part in the creation of an innovators’ club in Valdivia, Región de Los Ríos.
- The Institute supported an exploratory mission of agricultural consultants and the Exchange Program for Extension and Innovation Rural that resulted in the establishment of a work program.
- IICA helped INDAP organize the international conference “*Expo Mundo Rural 2009: Consultores Camino a la Excelencia.*”
- A workshop was held to provide follow-up to the negotiations of the Cartagena Protocol on Biosafety, which was attended by delegations from 14 countries in the hemisphere.
- The Institute coordinated the participation of Chile’s delegation in the Workshop on Rural Extension in the Southern Region: Dialogue of Knowledge.

Colombia

Repositioning agriculture and rural life

- IICA supported national institutions and territorial entities responsible for executing programs and projects of strategic interest, such as the call for irrigation and drainage proposals of the Secure Agricultural Income (AIS), Rural Opportunities and Agricultural Production Chains programs of the Ministry of Agriculture and

Rural Development (MADR); the Women Savers in Action and Recovery of Non-performing Assets components of the Social Action Income Generation Program; the Seed Capital Project for Displaced Populations Benefiting from the Comprehensive Land Subsidy (SIT) of the Colombian Rural Development Institute (INCODER); the calls for agroindustry proposals of the National Learning Service (SENA); and the Project to Improve the Productivity and Competitiveness of the Agricultural Sector for Rural Development with a Territorial Approach in the Department of Huila.

Promoting trade and the competitiveness of agribusinesses

- IICA carried out a short-term action designed to increase the capacity of small farmers to formulate projects, with a view to guaranteeing their participation in the 2009 call for irrigation and drainage proposals under the AIS Program.
- IICA cooperated in the call for proposals of the Rural Opportunities Program, aimed at improving the business skills of small and medium-scale rural producers.
- Under the projects with ARD-MIDAS, FUPAD and Social Action, the Institute supported the Women Savers Project in the municipal districts of Guapi and Buenaventura, promoting associative undertakings, the establishment of microenterprises and access to microfinance for vulnerable women.
- IICA and the MADR made progress in developing the Information System on the Management and Performance of Chain Organizations.
- Under the project with the Local Government of *Huila*, the Institute made progress in consolidating the strategic production linkages of the following chains: fruit, tobacco-cacao, meat-milk, fish farming and sugar cane-panela.

Promoting agricultural health and food safety

- In partnership with ARD-MIDAS, FUPAD and Social Action, IICA enhanced the safety and GMP skills of vulnerable women benefiting from the Women Savers' Project in the municipal districts of Guapi and Buenaventura.
- The Institute designed methodologies and educational materials on good practices for the preparation, handling and processing of foods, intended for associative women's groups.
- Working with the Secretariat of Agriculture and Mining of Huila, the Office supported the management of the technical secretariats of the province's priority production chains with a view to improving food quality and safety conditions.
- IICA supported the establishment of the Unit for Risk Assessment in Food Safety (UERIA), as well as the preparation of a proposal designed to consolidate and strengthen the national institutional framework in charge of that area, for presentation to the WTO's STDF.

Promoting the sustainable management of natural resources and the environment

- With funding from the European Commission, the Institute continued to implement a project aimed at fostering the sustainable management and use of the timber-

yielding and non-timber-yielding resources of the tropical rain forests of Colombia's northern Amazon region.

- IICA designed a tool to support and provide follow-up to the microenterprises linked to the Rural Opportunities Program with regard to environmental matters.
- The Institute supported the call for, and evaluation of, the proposals submitted for the "Green Route" initiative, whose objective is to encourage rural microenterprises to make efficient use of natural resources as a way of making their businesses more competitive and improving environmental, economic and social sustainability.

Promoting the development of rural communities with a territorial approach

- Under the ADAM Program, IICA implemented a rural development project with a territorial approach in six municipal districts in the south of Tolima selected for their vulnerability to illicit crops. This resulted in the strengthening of small-scale cacao producers in the region.
- In partnership with INCODER, a process was implemented in 23 departments of the country aimed at endowing small farmers with seed capital. The Office supported the updating and modification of the methodology used by INCODER to calculate the Family Farming Unit used as the basic indicator in land-titling processes in areas where the agricultural frontier is being pushed back.
- Under the Social Action Income Generation Program, the Institute provided social and business support to small farmer organizations and displaced populations, thereby improving their ability to access the public call for proposals of the Comprehensive Land Subsidy. It also cooperated in the efforts to recover social assets that make it possible to reconstruct the social fabric and reintegrate vulnerable rural populations into production activities.
- The Office assisted women from vulnerable segments of the population who are beneficiaries of Social Action's Families in Action Program by providing comprehensive training with a gender approach to develop business skills and create a culture of saving.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The SENA, with support from IICA, designed and implemented a call for proposals for the co-financing of projects aimed at the adoption of new technologies to make small and medium-sized industries more competitive.
- A document was produced for the ACCESO Program entitled "Validation of technological options for the large-scale production of high-quality cacao material for Colombia."
- Working with the Center for the Coordination of Research (CCR) of the International Federation of Catholic Universities (IFCU), the Institute produced a document entitled "Importance of organic matter in agriculture," targeted at technicians and farmers in Colombia.

Costa Rica

Repositioning agriculture and rural life

- IICA helped enhance the capabilities of 1500 people in the public and private sectors who took part in 53 events involving the updating of expertise, training and/or dialogue on institutional modernization, public policies, health and safety, innovation and technology, value chains and rural development.
- With support from IICA and the Inter-American University, officials of the ministries of health, education and agriculture held an activity to launch the Multimedia 5 al Día campaign attended by 150 representatives of the public and private sectors.
- The Office helped 150 national professionals and delegates from ten other countries improve their knowledge of hydroponics by participating in the International Hydroponics Congress, carried out in partnership with the Green Heart National Gardening Center.
- Through five consultations organized and facilitated by IICA, over 140 people, including officials, rural leaders and representatives of the central government, the Legislative Assembly and local governments contributed to the formulation of the ECADERT.
- At the regional level, the Institute facilitated the participation of 70 people in events related to the Central American integration process that focused on sanitary measures, trade, technology and rural development.
- IICA improved the complementarity of its cooperation work other institutions and organizations, particularly with the Chilean State, the International Regional Organization for Plant Protection and Animal Health (OIRSA), FAO, CATIE, IUCN, Berkeley, Ecoagriculture, the IDB, the European Union and the Japanese International Cooperation Agency (JICA).

Promoting trade and the competitiveness of agribusinesses

- Over 100 leaders of six associations of bean producers in the northern region enhanced their capabilities with regard to technology, organization and market access by participating in the Innovation in the Bean Value Chain Project.
- More than 70 public and private sector leaders and rural leaders shared experiences at the First National Meeting on the Integration of Small-scale Producers into Markets, organized jointly with the MAG, RUTA and the Executive Secretariat of the CAC.
- The Institute supported the organization of working meetings to strengthen agrotourism and rural agribusiness.
- The Office helped to formulate an assessment of the situation and outlook for marketing and agroindustry, and to review the Institutional Supply Program (PAI) of the National Production Board (CNP).

Promoting agricultural health and food safety

- IICA supported the implementation of the Strategic Plan and Investment Project for the Modernization and Strengthening of the National Animal Health Service (SENASA).
- The Office and SENASA worked together to execute a WTO-funded traceability project.
- The Institute cooperated with SENASA and the State Plant Health Service (SFE) in the process of organizing and managing an agricultural health and food safety project financed by the European Commission.
- The Office collaborated with the SFE in formulating its strategic plan and an investment program aimed at modernizing the Service.
- IICA supported the launch and implementation of the National SPS Committee and strengthened national SPS capabilities.

Promoting the sustainable management of natural resources and the environment

- In support of the National Groundwater, Irrigation and Drainage Service (SENARA), the Office formulated the proposal “Current situation and outlook for SENARA,” which was delivered to, and discussed with, the national authorities.
- The Institute formulated and implemented a horizontal cooperation agreement involving Chile’s National Irrigation Board and SENARA under which IICA serves as the liaison.

Promoting the development of rural communities with a territorial approach

- The Office helped 200 rural leaders enhance their capabilities, skills and attitudes so they could spearhead integrated, participatory social management processes in their respective territories. The leaders took part in ten meetings/workshops of the “Training-Action for Leaders Program: Unleashing Local Energies.”
- In coordination with the Rural Development Program (PDR/MAG), the Municipal Strengthening and Decentralization Project (FOMUDE-IFAM/EU) and the State Distance University (UNED), a workshop on interactive facilitation was held in which 25 public officials and academics took part, who enhanced their technical and methodological expertise for facilitating change.
- IICA’s assistance enabled seven PDR/MAG officials to improve their capacity to design and implement the “Unleashing Local Energies” program through in-service training and support.
- The Office supported the participation of 30 officials from public entities and universities (IDA, UNA, MAG, CNP, INA) in two workshops on social management and innovation and leadership for change with a view to enhancing their capabilities in those areas.
- The Institute produced a video documenting the territorial development initiative in the north of Costa Rica.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA assisted the Agricultural Innovation and Technology Transfer Institute (INTA) with its duties as the Chair Pro Tempore of the SICTA and its involvement in the Central American technological integration process.

Dominica

Repositioning of agriculture and rural life

- On the recommendation of the Cabinet of Ministers, IICA worked closely with the Ministry of Agriculture, Fisheries and Forestry, through the Division of Agriculture, to amend the draft policy framework entitled “Invest in Dominica - Secure Agriculture - National Policy for the Agriculture Environment (Agri-Eco) System, 2007-2025.” The original policy framework was delivered by IICA to the Ministry of Agriculture, Fisheries and Forestry.
- IICA provided technical support to the Division of Agriculture that enhanced and strengthened the capacity of extension officers to provide services to farmers and other clients and to adapt to new methodologies introduced by the Division.

Promoting trade and the competitiveness of agribusinesses

- IICA developed project proposals aimed at strengthening the capabilities of the membership of agribusiness groups in production technologies, quality and food safety, and business management. The agribusiness groups targeted included the Dominica Herbal Business Association (DHBA), the National Bee Keepers Cooperative and Toloma Women in Action. The proposals were submitted to various agencies for funding.
- In support of the Government of Dominica, IICA facilitated a subregional mission for a group of five people from Dominica to study organic production in Costa Rica. This farmer-to-farmer exchange visit strengthened the technical capacity and knowledge base of local organic producers and allowed them to gain practical input for a common vision and strategy for the sustainable development of the organic industry based on the development of an alternative farm input production model.
- The Institute conducted a review of the Dominica National Fair Trade Organization (DNFTO), examining its current structure and operations and the capacity of the organization to deliver on its current mandate, given the rapid changes in the banana industry and the continuous threat to the financial viability of the organization.
- IICA continued the partnership with the OAS to successfully implement the OAS/IICA project “*Strengthening of the Tourism Sector through the Development of Linkages with the Agriculture Sector in the Caribbean*”. The draft strategy paper for agrotourism was completed and findings presented in the National accountability seminar.
- In collaboration with the Dominica Social Investment Fund and NAYA, IICA hosted a workshop on entrepreneurship and business management for members of NAYA and the Greenhouse Association.

Promotion of agricultural health and food safety

- IICA completed an assessment of the level of performance of the plant health, animal health and food safety systems based on the use of the PVS instruments. The findings were documented and recommendations made to improve agricultural health and food safety services in Dominica.
- IICA provided inspection kits that enhanced the capacity of the plant quarantine unit to undertake diagnostic and inspection activities.

Promoting the development of rural communities based on the territorial approach

- IICA facilitated training sessions to enhance the capacity of bee producers in food safety and labelling and packaging.
- The DHBA received technical assistance to undertake a profiling of persons engaged in the production of herbal products and services, as well as to initiate discussion among these businesses as to the way forward for the herbal subsector.
- IICA assisted a group of young female entrepreneurs, Hilltop Fruit Plus, in securing financial assistance to help start up their business.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The Institute continued to manage the IICA/CARDI Greenhouse project and the DSIF-funded project, both of which are designed to enhance the capacities of greenhouse producers and introduce new technologies for greenhouse production. Two of the three greenhouse structures were erected and materials for nursery establishment and agronomic practices procured. Resource persons were recruited to deliver on the training.

Dominican Republic

Repositioning agriculture and rural life

- As part of its role of coordinating and facilitating the formulation of studies for the reform and modernization of the agricultural sector, IICA helped draft an agricultural insurance bill and the corresponding implementing regulations.
- The Institute assisted the Planning Department of the Ministry of Agriculture (SEA) in setting up the Risk Analysis Office that will work parallel to the insurance program.
- The Third International Seminar on Agrifood Policies took place. The participants discussed food security, competitiveness and technology, and laid the groundwork for the construction of a new development model for the national agricultural sector.
- IICA promoted the creation of the Forum of Donors and Cooperation Agencies of the National Agricultural Sector, comprised of the international organizations active in the country on the sector's behalf. The forum will be used to closely coordinate the agencies' efforts, avoiding duplication and focusing on the country's priority needs.

- The Institute modified the proposal for renewing the SEA's extension service and took part in the dissemination of the proposal among groups of producers and technical personnel throughout the country.
- IICA held two courses on the management of distance learning processes in agriculture, the first for trainers from the *Universidad Instituto Superior de Agricultura* (ISA) and the second for trainers from other universities and institutions involved with the national agricultural sector. As a result, a network of distance trainers specializing in the subject was set up.

Promoting trade and the competitiveness of agribusinesses

- The Institute executed the Third Agro-export Platform, targeted at the Miami market. It handled both the process of selecting the companies that took part and the training program itself. Furthermore, negotiations got under way for the implementation of a fourth platform, targeted at the European Union.
- IICA carried out a training program on technical barriers to the U.S. market and, with the Dominican Exporters Association (ADOEXPO) and the Office for Agricultural Trade Treaties (OTCA), held a workshop on the management of trade agreements.
- The Office and FUPAD implemented training workshops for producers in the border region on topics related to agribusiness, GAPs, GLPs and AHFS.
- Assistance was provided to a pilot project involving production in a controlled environment in the province of Samaná; and support was secured for the establishment of a spice garden.

Promoting agricultural health and food safety

- As part of its support for the SEA, and with a one million dollar donation from the World Bank, IICA initiated execution of the Project to Prevent and Control AI.
- In support of the Dominican Landowners and Farmers Association (ADHA), the Institute initiated the formulation of a livestock development plan that will be used as the strategic framework for promoting the sector's competitiveness in the years ahead.

Promoting the sustainable management of natural resources and the environment

- IICA signed a cooperation agreement with the Universidad ISA and actions got under way to validate the production of organic rice and guava, create an organic fertilizer production module and prepare a training program in organic agriculture for students from the university.
- More than 30 training activities were carried out in practically all parts of the country. Over 500 producers acquired new expertise in relation to techniques for organic production and the preparation of organic fertilizers, among other sustainable production practices.

Promoting the development of rural communities with a territorial approach

- IICA laid the groundwork for the National Program for Rural Development with a Territorial Approach by producing and disseminating a document entitled “Competitive rural development in the Dominican Republic: guidelines for the formulation of the National Rural Development Program.” The Institute promoted the program among the members of the Forum of Agricultural Sector Donors and Cooperation Agencies and began looking for the funding needed to implement it.
- The Institute, AECID and IFAD decided to hold a seminar-workshop on methodologies for rural development with a territorial approach. They trained the specialists who will be responsible for formulating plans at the local level.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- As part of the cooperation provided by IICA’s Center for Leadership, an intern from Argentina formulated the following proposals for the Dominican Republic: a project to prepare technological profiles, a methodology for prioritizing research projects, a national seed strategy and a policy paper on national agro-biotechnology.

Ecuador

Repositioning agriculture and rural life

- IICA systematized the initiative aimed at modifying the management model of the Ministry of Economic and Social Inclusion (MIES), so it is based on the territorial approach to development.

Promoting trade and the competitiveness of agribusinesses

- The Office drafted the proposed the National Strategy for the Integration of Small Farmers into Agricultural Production Chains (Commercial Activities and the Adding of Value), taking into account the policies that the MAGAP is promoting.
- Under the IICA/MAGAP/PL480 agreement for the operation of the Agricultural Market Information System (SIMA), research was carried out on harvest forecasts, planting estimates, the development of systems and methodologies geared to production costs, wholesale prices and agroindustrial prices.
- The Institute cooperated in the creation of the local centers that will provide the agricultural sector with competitive information by facilitating the generation and gathering of primary data in the territories.

Promoting agricultural health and food safety

- As the Technical Secretariat of the Integrated National Health, Quality and Safety System (SISCAL), IICA contributed to the formulation of the system’s process-based structure and its strategic planning process.

- The Office took part in the development of the process-based structure of the Agriculture Quality Assurance Agency (AGROCALIDAD); supported the strengthening of the agency's Human Resources Unit by selecting companies to evaluate staff and hiring qualified technical personnel; and provided technical support for the development of roughly 40 manuals containing administrative, financial and technical procedures.
- As part of a pilot plan that focused on good practices for safe poultry production in six regions at risk from viruses in Ecuador, IICA trained more than 700 producers and 100 veterinary students, implemented GAPs on 23 farms, developed a kit for the implementation of GAPs and prepared a guide to good practices for the slaughtering of chickens.
- The National Notifications and Information System was adapted to the needs of the Ministry of Foreign Affairs and Trade.
- The Office assisted the ministries that coordinate production, competitiveness and marketing and the Ministry of Social Development with the formulation of the new sanitary registration model, the design of the automated system to be used for the registration process and the preparation of the National Program for the Implementation of Good Manufacturing Practices and Good Agricultural Practices.
- Under the Multilateral Cooperation Agreement for the Foot-and-mouth Eradication Program, IICA produced a manual for the operation of the local committees of the National Foot-and-mouth Eradication Commission (CONEFA), and another dealing with biosafety on stock farms. In the final phase of the vaccination effort, vaccination coverage rose by 24%.

Promoting the development of rural communities with a territorial approach

- IICA assisted MAGAP and SENPLADES with the participatory construction of the National Rural Development Strategy, leading to the creation of an interagency network to manage and support the strategy.
- In the province of *El Oro*, the development phase of the “Innovating inclusive territorial development” investment program was completed, creating the institutional and political conditions for the identification, formulation and management of projects for the province.
- The Institute also implemented the Food Security Program in El Oro province. As provided for in the new Constitution, it became a mechanism for instituting a number of important changes at the provincial level.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA bolstered its presence in the biotechnology field thanks to the cooperation opportunities created with different counterparts and participation in specialized biotechnology and biosafety events, mainly those held to prepare the Implementation of the National Biosafety Framework Project.
- The Institute produced the following documents with the Autonomous National Agricultural Research Institute (INIAP): “Lessons learned in technology transfer programs in the last 20 years,” “Model for technological support in food security

and natural resource conservation for Amazonian indigenous communities,” “Assessment of the state of the art of agro-biotechnology in Ecuador,” and National catalogue of agro-biotechnology laboratories in Ecuador.

El Salvador

Repositioning agriculture and rural life

- IICA encouraged stakeholders to adopt a broad vision of agriculture by promoting the multifunctional approach at six important events involving decision-makers, agronomists, academics and senior sector officials.
- The Institute supported the incorporation of a knowledge management process at three universities.
- The IICA Office in El Salvador shared its experience in the area of information and knowledge management at the SIDALC 10 International Meeting, thereby contributing to the development of the Service’s 2010-2014 Plan.
- An international workshop was held entitled “Knowledge Management and the Use and Application of Information Systems.” Some 25 people from Central America, Mexico and the Caribbean received training.
- At a workshop on the systematization of experiences, the capabilities of 25 local technicians and partners were strengthened.
- The itinerant exhibition “Coming and Going” was mounted, which focuses on migration and identities in El Salvador.

Promoting trade and the competitiveness of agribusinesses

- At the First National Seminar on the Fruit Agroindustry of El Salvador, IICA gave a presentation on the development of, and challenges facing, the nation’s agroindustry.
- The Fifth International Forum of Tropical Fruit Agribusinesses was held.
- Implementation of the project Framework for the Competitiveness of the Fruit-growing Industry in Central America (PROMEFRUT) got under way.
- The Productive Development Program (PDP) carried out in the north of the country benefited 667 people and created 549 jobs.
- Activities got under way aimed at strengthening the entrepreneurial skills of six agricultural organizations in the PDP’s service area.
- Under the National Fruit Program of El Salvador (MAG-FRUTALES), 44 courses were held and 18 field trips carried out to train 2400 actors from the different links in the fruit production chain.
- Under the project Strengthening Fruit Chains and Related Products in the Northern Region (FRUNORTE), IICA promoted the cultivation of a further 238 hectares of short-cycle and perennial fruit trees and provided assistance to the 70 hectares already under cultivation. These activities benefited 522 producers directly and 2403 indirectly. Some 104 new, permanent jobs were created over the course of the year and the value of the fruit products sold was around US\$423,000.

- At the request of the Ministry of Agriculture and Livestock (MAG), a proposal was formulated to create a special unit within the ministry to promote competitiveness in the livestock subsector.
- A proposal was prepared to provide support for the cacao production chain in the Andean Region (horizontal cooperation).

Promoting agricultural health and food safety

- Through MAG-FRUTALES, technical assistance was provided to 20 agroindustrial companies. The 88 visits carried out were used to foster the implementation of good manufacturing practices.

Promoting the sustainable management of natural resources and the environment

- The country's plant cover increased by 845 hectares with the planting of permanent and short-cycle fruit trees under the three fruit-growing development projects: MAG-FRUTALES (435 ha.), PDP (100 ha.) and FRUNORTE (340 ha.). Previously, the areas involved were either not planted or planted with basic grains and pasture.
- Under MAG-FRUTALES, 110 producers benefited from planting incentives.
- Assistance was provided to the activities on 3850 ha. and follow-up to the management plans established previously by MAG-FRUTALES. As many as 8300 field visits were carried out that benefited 1300 producers.
- In the territories covered by FRUNORTE, the Institute supplied 77,000 plants of fruit tree species and associated crops, disseminated information about how to prevent the burning of fields and promoted the incorporation of stubble on 362 ha.

Promoting the development of rural communities with a territorial approach

- IICA formulated two business plans, one incorporating an agro-ecotourism approach for the area of Cinquera, Cabañas and another involving the establishment of a plant to produce *bocashi* (organic fertilizer) in San Ignacio, Chalatenango.
- In the Chalatenango Highlands, the Institute implemented projects on agrotourism development, the manufacture of organic fertilizer and the production of certified potato seed.
- The Institute promoted the inclusion of the territorial approach on the agendas of various civil society institutions, international cooperation agencies and governmental entities directly involved in the country's rural development.
- IICA contributed to the preparation of the ECADERT by organizing and holding the Regional Meeting of Territorial Action Groups, the Meeting of Rural Youth Groups of Central America and the national and regional consultations on the strategy.
- The Rural Youth Movement was promoted in El Salvador, Costa Rica and Panama, especially with a view to creating a community of practice network.
- The issue of family agriculture was included and positioned in the national and regional debate, with significant inputs being generated for the ECADERT.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- At the MAG's request, IICA conducted an evaluation of the National Agricultural Innovation System. The recommendations made are already being implemented.
- Some 88,000 grafted fruit trees were distributed as a part of the quality planting material supplied by the PDP.
- Information of strategic importance for the fruit sector was disseminated via the Web page of the MAG-FRUTALES Program (www.frutal-es.com), which was visited 33,460 times.

Grenada

Repositioning agriculture and rural life

- Twenty young leaders in agriculture and rural development enhanced their leadership skills and team building capabilities, and gained a greater appreciation of global strategic issues (e.g., climate change and food security) by participating in the first-ever *National Forum for Young Leaders in Agriculture and Rural Development*.

Promotion of trade and the competitiveness of agribusinesses

- Sixteen agricultural entrepreneurs (representing CABA and CANROP), two agricultural science teachers and one student increased their knowledge of, and skills in, cassava production and processing by participating in an intensive two-day workshop on the subject.
- Twenty-six people, mainly young agricultural extension officers and members of the national chapters of CABA, CAFY, and CANROP, enhanced their technical capabilities through their participation in a workshop on agrotourism and agribusiness management.
- Twenty-four people greatly enhanced their capability to prepare and manage bankable projects by participating in a two-day Resource Mobilization Workshop. Participants were drawn from the national chapters of CABA and CANROP as well as the Ministry of Agriculture and the Grenada Association of Beekeepers.
- One project proposal, entitled "Developing the Capability of CABA Members to Collect, Re-use, and Recycle Organic Waste," received funding of around US\$17,300 from the Canadian Fund for Local Initiative. The project is being implemented by CABA.
- Farmers involved in agricultural production under shade houses improved their technological capabilities. These farmers received hands-on training from a highly qualified and experienced shadehouse/greenhouse technologist from Jamaica.

Promotion of agricultural health and food safety

- Three plant quarantine technicians increased their capability to identify and effectively manage specific pests of quarantine significance. They participated in a

Regional Workshop (held in Grenada) for the Identification of Coleopteran Pests of Importance to the Region. The workshop was organized and conducted jointly by IICA, USDA-APHIS, FAVACA and the Ministry of Agriculture in Grenada.

- Grenada's capability to establish and maintain an active surveillance program was enhanced through the country's participation in the VEP project, which facilitated the training (in epidemiology principles) of local livestock personnel, and the provision of necessary materials for the conduct of relevant surveillance programs.
- The ability of 24 farmers (mainly members of CABA, CAFY and CANROP to produce safer foods was enhanced, through their participation in a workshop on organic agriculture and good agricultural practices.

Guatemala

Promoting trade and the competitiveness of agribusinesses

- AGEXPORT and the Ministry of Agriculture, Livestock and Food (MAGA) have proposed terms of reference for the formulation of the feasibility study of the project "Information center for agribusinesses in the rural territories of Guatemala," an initiative inspired by the results of the implementation and operation of the Peruvian Observatory for Agricultural Chains and Rural Territories.
- The Guild of Rural Businesses (AGER), its partner entities and the MAGA have staff trained to carry out agribusiness assessments and formulate feasible, viable plans to improve the competitiveness of agribusinesses.
- The "*Granero de Oriente*" Community Development Association (ADEGO) has a strategic plan for strengthening its agribusiness capabilities and a plan for improving the bean agribusiness. Formulated by means of a participatory process, both instruments are designed to improve the living conditions of the association's members by raising ADEGO's profile in the national and international bean market.
- The technical commission in charge of formulating the Fruit-growing Development Program (PDF), comprised of representatives of the MAGA and civil society organizations linked to the national fruit-growing industry, has methodological tools on which agreement was reached for the objective prioritization of fruit chains and the participatory preparation of the respective plans for improving the competitiveness of the agribusinesses to be integrated into the PDF.
- The MAGA has a proposal for a program to support the competitiveness of the country's small dairy farmers and made great strides in putting the institutional and budgetary arrangements in place to create a special unit to take charge of the program's execution.
- Through the Executive Secretariat of the National Agricultural Development Council (CONADEA), the MAGA reactivated the Beef Chain Committee; and agreement was reached on priority strategic issues to promote the competitiveness of agribusinesses in the chain.
- The National Coffee Association (ANACAFE) has the support of public institutions involved in the process of legally registering protected geographical indications and denominations of origin, as well as trained staff, information and the know-how required to design tools and coordinate measures for appraising special coffees, improving competitiveness and ensuring that quality coffee has access to markets.

Promoting agricultural health and food safety

- The governmental agricultural health and food safety services participated regularly and played an active role in the meetings and forums organized by international standard-setting bodies such as the SPS Committee, the WTO SPS Agreement, Codex Alimentarius, the OIE and the IPPC.
- IICA helped actors from public and private institutions increase their knowledge of SPS, develop a shared vision and formulate guidelines for a strategy to strengthen governmental services.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The National Council for Science and Technology (CONCYT) has a proposed strategy for strengthening and modernizing the National Subsystem for Agricultural Research, Transfer and Innovation (SNITA), which was prepared by an interagency commission.
- IICA made it possible for public and private actors to learn more about Latin American experiences in the field of agricultural extension. The experiences were used as input in an interagency forum held to define an extension model consistent with the conditions of small-scale agriculture in Guatemala.
- Public and private sector technicians linked to the agricultural technical assistance services possess information about the situation of family agriculture in Central America.
- Under projects co-financed by the SICTA Network, producers' associations incorporated into their production systems technological innovations that enabled them to improve corn and bean productivity and production. The beneficiaries also have methodological tools for strengthening the organization and efficiency of their agribusinesses.
- A letter of understanding was signed with the WFP to provide technical assistance to improve corn and bean production and post-harvest activities to 21 organizations of small farmers in the country's southern coastal region.
- ANACAFE has three new coffee hybrids that offer high productivity, are resistant to common diseases and maintain their quality. The organization also has the expertise required to deal with sanitary threats, mainly coffee berry borer, rust and root-knot nematodes.

Guyana

Repositioning of agriculture and rural life

- IICA assisted the Ministry of Agriculture (MoA) in exploring possibilities for developing an agricultural risk management strategy for the country by facilitating specialist missions to Guyana, including an IICA Technical Specialist Mission: *La Financière Agricole Du Québec - Développement International (FADQDI of Canada)*; and organizing a Symposium on Agricultural Risk and Insurance through

collaboration with the MoA, World Bank, FAO and other strategic partners that attracted 15 international presenters and 100 local participants.

- The promotion of Youth in Agriculture programs in the country included, among other things: two young Guyanese people participating in the annual IICA Young Leaders in Agriculture Forum at IICA Headquarters, in Costa Rica; a young leader from the inaugural program completing a six-month internship at the IICA Office in Ecuador; and four final year students of the University of Guyana completing a two-month internship at the local IICA Office.

Promoting trade and the competitiveness of agribusinesses

- IICA collaborated with the MoA, the National Agricultural Research Institute (NARI) and FAO in conducting the surveys and report writing on two studies on market demand and value chain risk assessment for cassava; and facilitated the participation of technical specialists in the CLAYUCA Conference in Colombia in support of Guyana's cassava development program.
- With IICA support, two representatives each from three women's agro-processing groups were trained in agro-processing by Entrepreneurship for Technology (EMPRETEC), in collaboration with the Canadian Executive Service Organization (CESO).
- IICA partnered with the National Working Group (NWG) on the Millennium Development Goals (MDG) and UNDP to facilitate the training of members of the Kuru Kururu Farmers' Association in Apiculture (Beekeeping). Some 20 hives were established and 30 gallons of honey were harvested in the first five months.
- IICA assisted the Hauraruni Farmers' Association and the Guyana Forum for Youth in Agriculture (GFYA) in developing project proposals for mobilizing resources to start hydroponics farming and seedling production.
- A three-year cooperation agreement between IICA and Canada's Trade Facilitation Office (TFO) was launched in Guyana, to facilitate exposure of Guyanese exporters of fresh and processed produce to Canadian market opportunities and requirements for international competitiveness. A total of 46 exporters were trained.

Promoting agricultural health and food safety

- IICA and USDA/APHIS signed a one-year agreement to assist the MoA with border surveillance for the Carambola Fruit Fly (CFF); and 35 field staff of the MoA were trained in CFF Surveillance and Control Methods.
- The Institute facilitated the participation of MoA officials and technicians in regional and international meetings: the VEP Meeting in Trinidad, CaribVET/Chief Veterinary Officers meeting in Jamaica, and IICA/USDA-APHIS/FAVACA regional training on identification of coleopteran pests in Grenada.
- IICA submitted the final country report on the Standards and Trade Development Facilitation (STDF) Project to the MoA.

Promoting the development of rural communities based on the territorial approach

- The Institute completed the OAS/IICA Agro-Tourism Project with an Agro-Tourism Accountability Seminar and the delivery to the National Authorities of a Community Tourism Engagement Strategy Document for Lake Capoey. Through IICA's support for the development and promotion of the Tri-Lakes Agro-Tourism Experience, Lake Mainstay Village received the Minister of Tourism/Guyana Tourism Authority Agro-Tourism Award 2009, in recognition of the Village's new products - Organic Pineapple Farm and Factory Tour, and the Nature/Heritage Trail.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA, in collaboration with the Partners of the Americas (PoA), trained the farming groups of five communities in methods of hydroponics farming and provided technical support to these groups in establishing hydroponics units.
- IICA partnered with NARI to conduct field trials for hydroponics systems to review and recommend appropriate media and fertilizers.
- As part of its promotion of bio-energy, IICA provided technical support and facilitated the importation of plastics for the construction of low-cost biogas digesters by clients of the Institute of Private Enterprise Development (IPED), resulting in four digesters installed.
- Through IICA's coordination, the University of Guyana (UG) was the beneficiary of the "Library in a Box Teal - LanTEEAL 2.0 System" from the University of Cornell, made possible through IICA cooperation with the Technical Centre for Agricultural and Rural Cooperation (CTA).

Haiti

Repositioning agriculture and rural life

- IICA helped the country deal with the effects of the tropical storms in specific areas of Jacmel and Fonds des Blancs, supporting various groups of women producers.
- The Institute organized a mission to Costa Rica, the Forum for Young Leaders (part of the IICA Center for Leadership's efforts to promote new leaders in agriculture) and a workshop on leadership and the new vision of agriculture for senior MoA officials.
- The Office provided technical support to strengthen pest control and promote the cultivation of taro.
- IICA provided technical assistance and contributed to the preinvestment required to develop proposals related to agricultural credit and insurance in Haiti.
- The Institute collaborated with the network of the Caribbean Council for Higher Education in Agriculture (CACHE) to enable representatives of the network to carry out a mission to the EARTH University in Costa Rica and review its study plans (with emphasis on agricultural entrepreneurship) and take part in a series of talks.

- The Office enhanced the capabilities of the *Coordination Nationale de la Sécurité Alimentaire* (CNSA) for managing and developing observatories.
- IICA supported the conceptualization of the National Program for the Modernization of Banana Production and carried out an inventory of Haiti's agricultural legislation.
- Productive partnerships were established with a number of organizations, including CIDA, the World Bank, USAID, FAO, PAHO/WHO, WFP, USDA, OXFAM-Quebec, the EU and CARDI. Some of these partners provided funding for development activities.

Promoting trade and the competitiveness of agribusinesses

- Market research was carried out on Haitian products that could be exported to the CARICOM countries.
- IICA supported the participation of the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) in the MIOA conference held in Mexico.

Promoting agricultural health and food safety

- Under the Vaccination Program to Prevent Classical Swine Fever, more than 630,000 heads of cattle were vaccinated.
- IICA supported the vaccination campaign to combat rabies and the application of the control and follow-up of the avian flu project.
- Thanks to the strengthening of ties with the Dominican Republic, the Institute was able to facilitate international trade between the two countries and relations between their plant health committees.

Promoting the sustainable management of natural resources and the environment

- IICA supported the drafting of a project document for sustainable mango growing in the Central Department.

Promoting the development of rural communities with a territorial approach

- With funding from OXFAM-Quebec, IICA contributed to the development of the community of Arreguy.
- The Institute worked with Brazil on the rehabilitation of farms in Fonds des Nègres.
- With support from Argentina, the Office helped execute and expand the PROHUERTA program. Some 59 communities received assistance and improved seeds of 21 species were distributed.

Honduras

Repositioning agriculture and rural life

- The activities of the Food for Progress Program were evaluated for fiscal years 2005 and 2006. The evaluation determined that the program's components had made a big contribution to the implementation of the Operational Strategic Plan of the Secretariat of Agriculture and Livestock (SAG), and the efforts to strengthen the country's health and safety services and enhance export capabilities. This work helped develop the capabilities of small and medium-scale agricultural producers and the country's private sector business organizations. These funds also helped the country secure other international cooperation resources.
- Under a letter of understanding signed with the Zamorano Pan-American Agricultural School (EAP), IICA provided technical cooperation for the design and implementation of the National Safety and Quality Management Strategy of Agroindustrial MSMEs. This work formed part of the IDB-MIF/EAP Project to Increase the Quality and Competitiveness of Agrifood Production in Honduras.
- IICA strengthened its joint work with CATIE in the country by conducting a management study on the situation of Honduras' agroforestry sector. The study includes a summary that will be used as input by decision-makers to channel investments into priority strategic areas.

Promoting trade and the competitiveness of agribusinesses

- IICA strengthened the strategic alliance for the cacao-growing sector by holding the forum "Fine Aromatic Cacao in Honduras's Cacao-growing Strategy," organized jointly by the institutions involved in the cacao chain. The forum addressed a number of issues (national strategy, on-farm production, post-harvest management, local industrialization, exports to niche markets, trends in markets and prices) that are important if Honduras is to maintain a presence in quality cacao markets and gourmet markets where preferential prices are paid.
- The Institute promoted the participation of seven agribusinesses in the WFP International Fair as part of a process to promote international positioning and trade in fresh produce in the United States market. Agribusinesses received training in aspects of commercial admissibility (especially of oranges and sweet potato) and the role that the National Agricultural Health Service (SENASA) should play in supporting compliance with the plant health requirements established in the free trade agreement between the Dominican Republic and Central America and the USA. Lessons learned in export processes were also shared.
- The Office strengthened the agribusiness and managerial capabilities of leaders of the public, private and academic sectors and assisted seven agribusinesses in preparing their business plans. This will enable them to improve their business management and positioning in local and international markets.

Promoting the development of rural communities with a territorial approach

- As part of the process of consolidating the Belén Gualcho initiative, IICA: a) strengthened and invested in the improvement of the territory's human talent by implementing three modules of the leadership training program; b) contributed to the preparation of the work plan of the facilitator group; c) secured the approval of the territory's investment program in a town meeting; and, d) improved the post-harvest management and marketing of vegetables.
- The Institute enhanced the technical capabilities of leaders and young people in the territory of Belén Gualcho by holding two workshops to raise awareness of certain changes that are a threat to global health, with a view to generating solutions at the community level. The experiences shared during these workshops were used as input for a manual on health and environment in the region.
- IICA contributed to the consultation process for the drafting of the ECADERT. Organizations involved in the country's rural development were not only familiarized with the process of preparing the strategy but also contributed to the proposal, taking into account the priorities of the country's rural sector and the lessons learned from national initiatives.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- With the support of the IICA/SICTA Network Project, four alliances of farmers' groups introduced technological innovations into their production, processing and marketing of beans and bean seed. Other important achievements included: a) the alliances in Olancho and El Paraíso acquired industrial equipment for cleaning and selecting beans; b) the alliances in Danlí and Yoro adopted a strategy for the collection and sale of beans, while the alliance in Olancho did the same for the collection and marketing of bean seed; c) in the area of organization building, the alliance in Olancho formed the North Olancho Farmers' Association (ASOPRANO); and, d) the alliances in Olancho and Yoro recouped the cost of the inputs provided by the IICA/SICTA Network Project and established revolving funds to support more producers.

Jamaica

Repositioning agriculture and rural life

- Working with the Ministry of Agriculture and Fisheries (MoAF), the Institute hosted the Fifth Ministerial Meeting and the Fifteenth Regular Meeting of IABA at the Week of Agriculture and Rural Life in the Americas, held in Jamaica. This meeting resulted in the signing of the Jamaica Ministerial Agreement, a 16-point strategic plan aimed at fulfilling the mandate of the 2003-2015 AGRO Plan to advance the development of agriculture and enhance food security in the Americas.
- A study to determine the true contribution of agriculture to the Jamaican economy was completed under the guidance of IICA and provided to the MoAF. That study

put the sector's true contribution to the economy at 9.52 percent, or 1.9 times its contribution to primary GDP.

- IICA and CTA facilitated the participation of Jamaica in the first technical meeting on "Implementing the Caribbean Community Agricultural Policy."

Promoting trade and the competitiveness of agribusinesses

- In its first year of implementation, the Improving Jamaica's Agricultural Productivity Project (IJAP), funded by the Canadian International Development Agency (CIDA), facilitated capacity building activities for 70 greenhouse farmers, 37 extension officers and 504 fisher folk; and developed a national standard design of greenhouses suited to the island's geo-climatic conditions and, therefore, better able to withstand hurricane-force winds. Under the project, construction also began of the 40 commercial greenhouses that will enhance the nation's capacity for greenhouse production from 15.5 acres to 19.8 acres, and the ground was broken for one of two postharvest and packing facilities that will provide a ready market for the produce from the 40 commercial greenhouses and 2000 open field farmers.
- IICA hosted an exploratory mission by representatives of AACTI to Jamaica to identify and assess areas of technical cooperation and support to the local greenhouse sector.
- The Youth in Agri-business Award, which recognizes entrepreneurship, innovation and employment among youth engaged in agriculture, was this year expanded to six awards.
- The Institute assisted the Jamaica Greenhouse Growers Association (JGGA) in creating technical content for inclusion on its website and developing a technical manual on critical subject areas for tropical green house production.
- IICA assisted the Jamaica Pig Farmers Association (JPFA) in developing a cost of production survey. This will equip members to better negotiate and derive prices for pork. A survey instrument was also developed to capture relevant data that will inform the local pork industry of the supply levels of pork.

Promoting agricultural health and food safety

- IICA provided MoAF with a detailed report of an assessment of the country's existing compliance with SPS standards completed under the STDF project. The report was accompanied by an agenda with recommendations for sustainable strengthening of its institutional capabilities.

Promoting the development of rural communities based on the territorial approach

- Over 150 community members from ten Community Based Organizations (CBOs) in the Buff Bay Valley benefited from capacity building initiatives coordinated by the EU-funded agrotourism project implemented by IICA in the area. The residents received training in strategic management, organizational development, financial management, business development, tourism certificate training, agronomic practices required for the production of specific crops and cooperative management.

- The agrotourism project also collaborated with the local communities to build infrastructure that can facilitate the operation of several agriculture, nature and heritage tours, thus creating an alternative base for boosting increased economic activity within the area. Marketing linkages between the local farmers and hotels were established following a survey of the produce needs of the hospitality sector. Organization of the farmer groups was formalized with the establishment of a marketing cooperative.
- IICA/CARDI achieved the following results: i) two sweet potato projects that cover postharvest practices, value-added potential, chemical profiling of varieties and disease-free planting materials; and, ii) a review of the agronomic practices of selected herbs, and iii) exploration of ventilation systems for protected agriculture.

Mexico

Promoting trade and the competitiveness of agribusinesses

- The Fifth Workshop of the Rural Agroindustries of the *Selva Lacandona* was held. The theme of the event was “The Path to Consolidation.” The participants discussed the increasing development of the agroindustries; shared their experiences; revised the horizontal cooperation mechanisms; fostered closer ties between the agroindustries and the institutions that took part in the workshop, to create a mechanism for the supply and demand for services; and established commitments between the two.
- IICA cooperated with the Third Fair of Rural Agroindustries of the Selva Lacandona, the theme of which was “Organic and Artisan Products and Ecotourism.” The activity formed part of the First International Festival of Cultures. The Institute thus helped disseminate knowledge and experiences with regard to rural agroindustry and localized agrifood systems.

Promoting agricultural health and food safety

- In support of the programs of the Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA) related to agricultural health and food safety systems, IICA evaluated the economic impact of the MOSCAMED program, which has operated in Mexico for 30 years, and started the economic evaluations of the MOSCAFRUT program and the possible effect of *Huanglongbing* (citrus greening disease) on citrus production systems.
- As part of the program to prevent pests and diseases from entering the country, IICA prepared and distributed 450 videodiscs containing up-to-date information on plant and animal health regulations governing imports of animals and plants and their byproducts.
- To assist the General Directorate of Agrifood, Aquaculture and Fisheries Safety and the Directorate of Animal Health, the Institute took part in a national meeting on agrifood safety, meat inspection, genetically modified organisms and organic products and in the Annual Meeting of the National Technical Advisory Council for Animal Health (CONASA).

Promoting the development of rural communities with a territorial approach

- Under the agreement signed in 2008 with the National Institute for Capacity Development in the Rural Sector (INCA Rural), IICA continued to implement the actions programmed by the National Training and Technology Transfer System (SINACATRI) to evaluate the policies and strategies executed by SAGARPA and INCA Rural.
- The Institute coordinated the organization and implementation of the International Seminar on Territorial Sustainability and Competitiveness, which made it possible to share information about the formulation and management of regional, local and rural policies for the development of a comprehensive approach to the territory. The 220 participants on site were joined by a further 1000 people on line, including four ministers of agriculture.
- The study “Comparative analysis of rural policies with a territorial approach of Mexico and other Ibero-American countries: the cases of Spain, Brazil, Guatemala and Colombia” identified and documented successful instruments and initiatives of other countries that could be used to enhance the capabilities of Mexico’s rural territorial agents.
- IICA set up the Network of Researchers for the Analysis of Territorial Development to provide follow-up to strategic issues related to territorial management. Some 15 higher education and research institutions are actively involved. They have assigned 25 researchers part time to cover 34 municipal districts, most of which are categorized as quite poor, very poor or extremely poor.
- The study “Analysis of public food security policies in Mexico” was conducted to disseminate information about the country’s strategies in that field, and their possible applications.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Thanks to the support provided to the Program for the Control of Moniliasis in Cacao in Mexico, three specialists from the National Institute for Forestry, Agriculture and Livestock Research (INIFAP) received training at CATIE, where they increased their knowledge of varieties of cacao tolerant or resistant to the disease.
- A program was developed to support Michoacán’s Secretariat for the Countryside in formulating a program involving agricultural extension, technical assistance and technology transfer for the poorest areas of the state.
- IICA took part in the organization and implementation of the Latin American and Caribbean Regional Workshop to Train Trainers in the Identification and Documentation of Living Modified Organisms, in support of the Secretariat of the Cartagena Protocol.
- The Institute helped strengthen the SAGARPA’s Agrifood and Fisheries Information Service (SIAP) through the National Information System for Sustainable Rural Development Program (PSNIDRUS), which is very useful for decision-making by producers, processors, merchants and municipal, state and federal authorities. Information is disseminated about markets, agro-meteorology,

georeferencing, producers and product systems (basic grains, agroindustrial and bioenergy products, etc.).

- IICA strengthened the planning and development processes for the products and services of the Mexican Network of Agricultural Libraries (REMBA). The work included the training of information specialists in content management, the development of digital libraries and involvement in international services. A new board was appointed that has a work plan for the period 2009-2011 which includes the construction of the Agricultural Digital Library of Mexico.

Nicaragua

Repositioning agriculture and rural life

- IICA contributed to the process of repositioning Nicaraguan agriculture by advising the public rural and agricultural sector on the design and implementation of public policies, programs and projects related to agricultural health, food safety, organic production, technological innovation, seeds, coffee, cacao, honey, beans and corn.
- The Office carried out 148 training actions in various departments of the country, directly benefiting 3414 people (including 683 women) in relation to areas such as technological innovation in corn and bean production, marketing and export requirements, the processing of various types of special cheeses and milk products, geographic information systems, ISO 22000 standards, the analysis of financial statements, agribusiness development, production of in vitro tissues for food security, drip irrigation systems and market mechanisms.
- Some 48 bulletins were uploaded to the website (www.iica.int.ni), along with another 30 free, downloadable publications. The website received an average of 350 visits per day.

Promoting trade and the competitiveness of agribusinesses

- The Institute promoted agribusiness development, directly benefiting over 3000 producers belonging to organized groups in different parts of the country involved in the production of cacao, honey, beans, corn, vegetables and coffee, and members of over 40 small and medium-sized agroindustrial enterprises. Partnerships were established for that purpose with the Nicaraguan Producers and Exporters Association (APEN), the AL-Invest Program (EU), the Fénix Foundation, the Peace Corps and other organizations. Other agribusiness development actions included support for the design of business plans and organic certification processes, technical assistance for diversification and the generation of byproducts, the holding of business forums and fairs, and the establishment of commercial contacts.

Promoting agricultural health and food safety

- The Office provided technical follow-up to the projects of the Ministry of Agriculture and Forests (MAGFOR) aimed at eradicating classical swine fever, controlling citrus leprosis, eradicating the fruit fly, preventing and controlling shrimp diseases and promoting GAPs and traceability.

Promoting the development of rural communities with a territorial approach

- The Institute promoted the process of analysis and the deliberations of the Territorial Action Groups, and the joint design of the ECADERT as part of a Central American-level action.
- IICA continued to support the development of cacao production and marketing in the communities of El Guabo and Ciudad Campana (both located in the municipal district of Villa Sandino, department of Chontales) and in other regions of the South Atlantic Autonomous Region (RAAS), such as Muelle de Los Bueyes and Nueva Guinea, where the Office is working with groups of 450 producers in five communities.
- In the territories of Boaco, León, Chinandega and Managua, IICA provided support to 400 beekeepers who are members of organized groups.
- In the departments of Matagalpa and Jinotega, the Institute promoted the improvement of coffee quality and sound environmental management by collaborating in the construction of 127 wet coffee processing plants on behalf of 1200 small-scale coffee producers.
- In the departments of Boaco, Estelí, Rivas, Río San Juan and Chinandega, the Office cooperated with nearly 1000 families belonging to five groups of bean and corn producers.
- The Institute created the Rural Observatory of Nicaragua, which will be used to strengthen IICA's contribution to the well-being of rural communities. The observatory will make it possible to promote knowledge management, information sharing and analysis, reflection and debate on issues of crucial importance to sustainable rural development.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA helped set up and strengthen Nicaragua's bean and corn platform, or cluster, under the SICTA Network Project (IICA/COSUDE) and the IICA/WFP alliance.
- The Institute promoted increased value added and the development of the industrial production of beans, corn, cacao, honey and other products.
- In partnership with the American Chamber of Commerce (AMCHAM) in Nicaragua and the Ministry of Education (MED), the Office promoted the establishment of 109 school and family gardens in Matagalpa, Managua, León, Chontales and the RAAS. Some 6300 small children, parents and teachers were directly involved in this effort, as well as 12,665 students in 60 communities. Furthermore, IICA and the Rainbow Foundation promoted capacity development in family horticulture, which led to the establishment of 4000 family vegetable gardens.
- IICA held 17 videoconferences on different subjects: the latest developments in agro-biotechnology, guarantee systems for organic products, organic production for consumption, business plans, cacao management, market intelligence, processing of private standards, family farming and drip irrigation.

Panama

Repositioning agriculture and rural life

- As part of its support for the Ministry of Agricultural Development (MIDA), IICA prepared the Report on the Situation of Agriculture and Rural Life in Panama. Two forums on rural development were held involving representatives of public institutions, producers' associations, non-profit organizations and international cooperation agencies.
- IICA cooperated with the MIDA in conducting consultations for the formulation of the ECADERT: a multi-stakeholder national consultation, a national consultation of rural youth and a consultation of young people in the Darién territory. The Institute also supported the participation of the country's delegates in academic, indigenous and gender-related regional consultations.

Promoting trade and the competitiveness of agribusinesses

- The Office trained 16 specialists from the public agrifood sector in the management and monitoring of trade treaties and systems of preferences from which the country benefits.
- IICA assisted the MIDA with the establishment of committees on production chains and the appointment of the respective technical secretaries, as part of the efforts to strengthen the advisory commissions on each product.
- The Institute completed the promotion, updating and publication of the export compendiums for products included in the trade agreements signed with Central America, Singapore and Taiwan and in the systems of preferences of the United States and the European Union.

Promoting agricultural health and food safety

- The Office supported the Intersectoral Group for the Preparation, Promotion and Implementation of the 2008-2012 National Agenda on Sanitary and Phytosanitary Measures, comprised of representatives of the MIDA, the Ministry of Trade and Industries (MICI), the Panamanian Food Safety Authority (AUPSA), the Ministry of Health, the Ministry of Education and the private sector.

Promoting the development of rural communities with a territorial approach

- The Office systematized the knowledge management process for rural tourism in the province of Darién using a territorial management methodology.
- IICA collaborated in the implementation of the Participatory Development and Rural Modernization Project (PARTICIPA Project), under which the territorial approach is being applied in five districts of Veraguas province.
- A virtual rural development community was set up and publicized to promote the territorial approach.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA helped the MIDA restructure the Extension Service by assisting with the production of an operating manual and documents on the coordination of research and extension and actors in the private sector, and with the formulation of the Strategy for Implementing the New Integrated Model of Agricultural Extension.

Paraguay

Repositioning agriculture and rural life

- IICA cooperated with the Faculty of Agricultural Sciences (FCA) of the Universidad Nacional de Asunción, helping the school expand its sphere of activity by creating the Center for Leadership in Agriculture (CLA). The first activity held was a forum on leadership in agriculture, in which 28 FCA professors received training.
- The Institute enhanced the capacity of young rural leaders belonging to rural organizations and students of agricultural schools and agronomy and veterinary faculties to exercise leadership in their respective spheres of activity, thanks to their participation in the First National Forum for Rural Development in Paraguay.

Promoting agricultural health and food safety

- With cooperation from IICA and the participation of PAHO, FAO and the Project to Enhance the Competitiveness of Paraguay's Export Sector (FOCOSEP), the National Animal Health and Quality Service (SENACSA), the National Plant Health, Seed and Quality Service (SENAVE) and other institutions that make up the food safety system were able to improve their surveillance and quarantine services and expand the coverage of food safety control.
- Documents prepared with cooperation from IICA were made available to the pertinent institutions. They included strategic plans and projects for strengthening health services, containing information about methodologies and procedures for monitoring and evaluating agricultural health and food safety. An agenda for improving the interinstitutional approach to food safety was also drawn up.
- The Institute strengthened the capacity of the National Technical Committee on SPS to analyze, approve and implement SPS proposals, agreements and standards pursuant to the requirements of the WTO/SPS Committee. Thanks to IICA's cooperation, Paraguayan delegates participated in the WTO meetings on SPS and the meetings of Codex Alimentarius.
- Information was disseminated regularly related to the meetings of the SPS Committee and SPS Secretariat of the WTO, the OIE, the IPPC and Codex Alimentarius.
- IICA implemented a number of actions that promoted technical training for officials of the Paraguayan institutions responsible for animal and plant health and food safety. This effort resulted in improvements to laboratory services, knowledge management, surveillance and control.

Promoting the development of rural communities with a territorial approach

- IICA helped the members of the Paraguari District Development Council and the municipal authorities to promote the execution of the district's development plan, enabling the municipal authorities to coordinate interagency actions.
- The Institute created and executed a specialized course in sustainable rural development at the UNA/FCA that provided training for 18 specialists of public and private institutions.
- The FCA's Postgraduate Directorate was strengthened and IICA and the unit designed a Masters Degree Program in Sustainable Rural Development that is to be presented to the faculty's Governing Council.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- The Institute enhanced the capabilities of 322 professionals for developing and applying new technologies.
- IICA provided assistance to the public, private and academic actors of the country's biotechnology chain with the negotiations under the Cartagena Protocol on Biosafety by including them in IICA-organized technical meetings, courses, workshops, seminars, conferences and videoconferences. As a result, the actors are better equipped to promote improvements in productivity and the sustainability of the productive sector.
- The Institute supported the strengthening of the Multisectoral Technical Group on Biotechnology and Biosafety (GTMSBB), which forwarded to the Minister of Agriculture and Livestock a draft decree for the creation of the National Technical Committee on Agricultural and Forest Biotechnology and Biosafety. Once the Executive Branch has issued the decree, the new committee will be responsible for putting forward national agro-biotechnology policies. Paraguay is also better equipped to contribute to the negotiations under the Cartagena Protocol on Biosafety (CPB), having prepared the country proposal - endorsed by both the public and private sectors - for the negotiations in the pertinent international forums.
- Under IICA's interagency agreement with the Ministry of Agriculture and Livestock (MAG) and the non-governmental organization ALTER VIDA, the Institute promoted technological innovation and organic agricultural production. It did so by helping to create and launch (at a public ceremony involving senior government officials and representatives of the private sector) the Multisectoral Forum on Organic and Agro-ecological Production of Paraguay. Also involved in this joint effort were the sectors linked to organic and agro-ecological production in the country - businesspeople and industrialists, a producers' organization, academics, civil society and certification companies.

Peru

Repositioning agriculture and rural life

- IICA facilitated the contracting of consulting services for the implementation of a management intelligence system within the Ministry of Agriculture (MINAG) and then provided follow-up to the activities involved. It also provided technical and budgetary follow-up to a number of ongoing public investment projects and the monitoring and evaluation of the following programs: a) Support Services for Accessing Rural Markets; b) Administrative Simplification and Process Optimization at the MINAG; and, c) Watershed Management and Soil Conservation.
- The Institute has a letter of understanding with the MINAG that calls for efforts to simplify the ministry's administrative procedures and optimize its processes. A conceptual model, a manual, a plan for implementation and training materials were produced to simplify 198 processes and procedures, working directly with the MINAG's senior management. The Office also equipped MINAG personnel with the skills required to simplify the other 530 processes included in the initial assessment and inventory.
- IICA trained 30 public sector officials and agricultural leaders in the regions of Lima, San Martin, Huánuco, Cajamarca, Ucayali and Lambayeque in agribusiness, information and financial management, the management of economic development with a territorial vision and the formulation of productive projects. All this work was carried out under the Office's agreement with the Ministry for Economic Affairs and Finance (PL480 Program), designed to contribute to decentralization.
- Thanks to the Institute's support, 40 rural young people took part in the First Forum of Young Leaders of Agriculture and Rural Life, who pledged to set up territorial networks. Furthermore, 15 public and private sector institutions and international cooperation agencies got involved in the initiative to establish an interagency platform to support the organization and continuing education of young people, establishing the strategic planning steps to be followed.

Promoting trade and the competitiveness of agribusinesses

- IICA conducted two studies to determine the impact of higher international prices of raw materials and food (one in Apurímac, San Martin and Lambayeque, and the other in the Huaura territory).
- Under an agreement with the Ministry of Economic Affairs and Finance (MEF), IICA helped enhance the capabilities of 200 coffee and cacao producers in the regions of San Martin, Ucayali, Huánuco and Junín, which involved 21 professional facilitators using the field schools' methodology. The Office also improved the expertise of 69 professionals and technicians who provide technical assistance to oil-palm producers; and assisted the National University of Ucayali in designing the diploma course in oil-palm production.
- IICA facilitated a roundtable involving businesspeople from Quebec, Canada and tropical fruit producers in Peru. The activity was coordinated with *La Financière Agricole du Quebec*, which invited companies such as Biscuits Leclerc, Les Vergers Leahy Inc. and Farinart Inc. to take part.

Promoting agricultural health and food safety

- The Institute enhanced the capabilities of the authorities responsible for food safety by using the PVS tool to update action plans, facilitating the participation of an official from the National Agricultural Security Service (SENASA) and another from the General Directorate of Environmental Health (DIGESA) in a program on leadership, contributing to the drafting of the Agriculture Sector Regulations and holding a workshop on food safety policies.
- IICA helped increase the expertise of officials from the public and private sectors and civil society for implementing the WTO/SPS Agreement by facilitating their participation in the following five technical videoconferences: Microbiological Risk Analysis; Chemical Risk Analysis; Fifth Technical Forum on Standards; Launch of Information for the Andean Region on the Latest Developments Related to Agro-biotechnologies through 2008; and Guarantee Systems for Consumers of Organic Products in Local and National Markets.

Promoting the sustainable management of natural resources and the environment

- Under the terms of the letter of understanding with MINAG aimed at making the development of forest activities viable, IICA helped increase the supply of high-yield seedlings in the regions of Ayacucho (553,883 seedlings), Apurímac (480,362 seedlings), Lambayeque (175,000 seedlings) and Huancavelica (47,615 seedlings). The Office also enhanced the forestry expertise of 688 producers by means of training activities (14 events) and permanent technical assistance.
- The Institute conducted an assessment of the current situation with regard to climate change, both in Peru and the wider Andean Region.

Promoting the development of rural communities with a territorial approach

- Thanks to IICA's support, young leaders in Huaura province have a work plan for setting up their territorial network that includes the design and negotiation of a portfolio of local development projects.
- The Office helped keep eight local cooperation networks in the province of Huaura active. They formulated proposals for rural development with a territorial approach and systematized experiences in that field.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Under the letter of understanding with the National Agricultural Innovation Institute (INIA) for the construction and equipping of the National Agricultural and Forest Biotechnology Center (CNBAF), the first module of a genetic and genomic modification laboratory was constructed.
- IICA trained INIA personnel in the detection of GMOs and biotechnology (Mexico), and facilitated consulting services to assess the needs in the areas of transgenesis, animal and plant genome resources and animal biotechnology.

- Under the letter of understanding with the MINAG for the implementation of several viable projects, IICA completed the bidding, contracting and follow-up process for the projects related to two irrigation channels (Collique-Popán and Tepo) in the region of Lambayeque.

Saint Kitts and Nevis

Repositioning of agriculture and rural life

- The Director of Agriculture on Nevis enhanced his leadership skills by participating in the Forum for Young Leaders.
- The Alliance components increased their opportunities along the value chain and engaged in joint training and dialogue on topics of mutual interest.
- The Institute promoted excellence in the sector by presenting four outstanding producers with awards during the activities held to commemorate World Food Day.

Promoting trade and the competitiveness of agribusinesses

- The mechanism for the marketing of agricultural products to local hotels and supermarkets was greatly enhanced and institutionalized as a result of a consultation, which was organized for various stakeholders.
- Two producers improved the presentation and sale of their products as a result of being provided with professional packages and labels.
- The Institute assisted the St. Kitts Farmers' Cooperative in participating in the Annual Agricultural Exhibition held in St. Croix, United States Virgin Islands. Consequently, members were able to increase their sales and promote their products.
- The organizational and entrepreneurial capabilities of 65 agricultural producers were strengthened as a result of training workshops held on group dynamics, financial management and entrepreneurship.

Promoting agricultural health and food safety

- The Ministry of Agriculture increased its capacity to improve the surveillance of targeted animal health diseases. Three veterinarians participated in many training activities and online modules.
- Twenty-eight agricultural producers are more sensitized regarding the importance of labeling and food safety after participating in a one-day seminar.
- Nineteen farmers are adopting the principles and practices of GAPs after being trained in a one-day workshop.
- Quarantine officers, port workers and importers enhanced their ability to manage emergencies as a result of knowledge gained from a workshop held on exotic pests.

Promoting the development of rural communities based on a territorial approach

- The Institute continued to support the development of critical agricultural infrastructure, such as an agro-processing facility and a marketing outlet. This resulted in increased productivity and income and contributed to the empowerment of the rural communities.
- Access to grant finance was greatly enhanced and this has resulted in the removal of myriad development constraints.
- IICA spearheaded an initiative that provided exposure to the cultural, agricultural, artistic and culinary talents of a selected community. This activity was aimed at strengthening the bond between tourism and agriculture as well as to foster community tourism.
- St. Kitts and Nevis forms part of the IICA Caribbean Agro-tourism website. This site facilitates the exchange of knowledge and information relating to agrotourism.

Promoting the sustainable management of natural resources and the environment

- Targeted stakeholders enhanced their access to funding from the Global Environmental Facility's Small Grant Program for management of natural resources and environment projects through technical assistance provided to the National Focal Group.

Saint Lucia

Repositioning of agriculture and rural life

- The Agro Matrix tool was used to guide the redesigning and refocusing of the Agriculture policy framework for Saint Lucia.
- Through an expanded National Accountability Seminar convened with the Ministry of Agriculture, Lands, Forestry and Fisheries (MALFF), a forum was created for discussion and feedback on the draft National Agriculture Policy 2009-2015.
- A delegation of four Mexican agricultural experts conducted a diagnostic assessment of the agricultural sector in Saint Lucia. IICA and the Embassy of Mexico to Saint Lucia facilitated this mission, which was designed to strengthen collaboration between the two countries in an effort to continue developing the institutional capacity of the MALFF and to build sustainability in the agricultural sector. Following on from the assessment, a collaboration agreement to provide technical support to the MALFF and the agricultural sector in Saint Lucia was subsequently signed between the Government of Saint Lucia and the Government of Mexico.

Promoting trade and the competitiveness of agribusinesses

- In continued support of the MALFF initiative to streamline the marketing of agriculture produce, efforts were directed at re-producing a comprehensive business plan that will provide the blueprint for a feasible framework for the development

and operation of an efficient, effective, financially viable and sustainable marketing infrastructure for non-banana produce.

- Three industries were identified and targeted for specific support and development assistance under the EU-funded SFA 2005 Programme. In partnership with the Banana Industry Trust (BIT), the Institute commissioned and completed rapid assessments on the cocoa, pineapple and horticulture industries.
- The promotion of agriculture as a viable business option for young people, as well as the demonstration of opportunities for growth in the sector through the establishment of linkages with tourism, continued during the year. These efforts were strengthened with the launching of the project “*Helping Out Our Primary and Secondary Schools*” (HOOPSS), which is funded jointly by the United Kingdom Travel Foundation and IICA, and supported by five government ministries and the Saint Lucia Hotel and Tourism Association. Three secondary schools and five primary schools are participating in the first phase of the project.

Promoting agricultural health and food safety

- Saint Lucia’s capacity to maintain the availability of safer food to consumers and protect the environment was enhanced through IICA’s leadership and participation on the Pesticides and Toxic Chemicals Control Board and the countries participation in the fourteenth meeting of the Coordinating Group of Pesticides Control Boards of the Caribbean.

Promoting the sustainable management of natural resources and the environment

- The capacity of the members of the Latanye Broom Producers Association was strengthened with the implementation of a service contract, *Institutional Support for Latanye/Maubly Producers in Saint Lucia*, funded under the European Union Special Framework of Assistance 2005.
- A plant nursery with capacity to produce 10,000 seedlings was constructed and twenty members of the group benefited from training in entrepreneurial and business skills, as well as nursery and farm management.

Promoting the development of rural communities based on a territorial approach

- In commemoration of International Day of Rural Women 2009, IICA joined its partners, the UNDP and the AGIL Project, as well as private sector donors in hosting a major exhibition to highlight the contribution that rural women are making to the development of Saint Lucia. The exhibition provided a platform for rural women engaged in a wide array of income-generating activities to promote their enterprises and to engage in social networking.
- To better understand the challenges facing the St. Lucia Network of Rural Women Producers (SLNRWP), a needs assessment was conducted with the aim of tailoring future actions and setting priorities for more effective delivery of services towards the sustained growth and development of the group and its membership.
- The capacity of forty-five members of the SLNRWP was strengthened through the hosting of two training workshops. One was entitled *Social and Networking Skills*

and held in partnership with the AGIL Project, a European Union Special Framework of Assistance 2004 funded project; and the other, *Food Hygiene and Safety*, hosted in partnership with the UNDP.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Efforts continued to build capacity and transfer adaptable technology into the agriculture and rural sectors with the ongoing training in Costa Rica of six farmers and technicians from the MALFF in the construction and installation of low cost biogas digesters.

Saint Vincent and the Grenadines

Repositioning of agriculture and rural life

- The technical capacities of senior management of the Ministry of Agriculture were further enhanced through the participation of a senior technical officer of the Ministry of Agriculture, Forestry and Fisheries in a CARICOM Common Agricultural Policy Meeting in Trinidad and Tobago.
- Leadership skills of two young leaders from St. Vincent and the Grenadines were strengthened through their participation in the Young Leaders of the 21st Century Workshop in Costa Rica.

Promoting trade and the competitiveness of agribusinesses

- Stakeholders in the livestock industry are better informed of developments in the livestock industry and proposals for industry takeoff following the execution of the first agribusiness conference on livestock industry development, which was hosted by the Ministry of Agriculture, Forestry and Fisheries, IICA and FAO.

Promoting agricultural health and food safety

- The technical capabilities of the Plant Protection and Quarantine Unit in the Ministry of Agriculture, Forestry and Fisheries were further strengthened through the participation of their representative in a regional workshop on the identification of coleopteran pests in Grenada.
- The Ministry of Agriculture, Forestry and Fisheries is now better placed to make decisions on agricultural health and food safety issues after the submission of a report on the application of the PVS, under the IICA-STDF project in St. Vincent and the Grenadines, and the country agenda containing the recommendation from the Common Vision Session.
- The VEP project has been sustained through the provision of support from the IICA Office to personnel at the Ministry of Agriculture, Forestry and Fisheries with responsibility for the project.

Promoting the development of rural communities based on a territorial approach

- The Ministries of Agriculture and Tourism are better positioned to undertake agrotourism initiatives in 2010 through IICA's participation in workshops and consultative meetings with consultants from the Ministry of Tourism working on agrotourism development.
- The Network of Rural Women Producers (NRWP) was strengthened through the provision of technical and material support from IICA, hosting of meetings of the executive and provision of secretariat facilities and the establishment of linkages with collaborating agencies such as Mission Taiwan and the Ministry of Agriculture, Forestry and Fisheries.
- St. Vincent and the Grenadines' Agricultural Forum for Youth (SVGAFY) is now better placed to successfully implement its 2010 Work Plan through support provided to the executive to strengthen the internal structures of the organization and the continued provision of secretarial facilities.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Decision makers within CARICOM are better positioned to network and develop a common regional agenda as a result of an IICA-hosted workshop promoting biotechnology and biosafety issues.

Suriname

Repositioning of agriculture and rural life

- The Institute co-sponsored a national discussion forum on the state of agriculture in Suriname.
- IICA initiated and supported the participation of two Surinamese youth in the Second Hemispheric Forum for Young Leaders of Agriculture in the Americas.
- IICA participated in and shared information at two major national activities - the Chamber of Commerce and Industry "Agro/made in Suriname/ICT Fair" and the Rainforest Art Festival, whose theme was "Global Warming."

Promoting trade and the competitiveness of agribusiness

- IICA coordinated and facilitated market linkages for members of the Foundation of Agricultural Women (SAV), for the sale of vegetable produce.
- The Institute supported the Ministry of Agriculture (LVV) in providing postharvest training and marketing information to producers and exporters at the monthly postharvest management seminars.
- The Office signed a contract and initialed a consultancy assignment for the formulation of a pragmatic handbook for the management of agricultural exports through Surinamese international airports under the umbrella of the Trade Support Programme of the Ministry of Trade and Industry.

Promoting agricultural health and food safety systems

- IICA facilitated and supported the participation of Suriname technicians in a regional pest identification workshop in Grenada.
- The Institute supported the ongoing disease and pest surveillance program, including CFF surveillance in the Guyana and Suriname border region.
- The Office participated in committees and supported the Suriname Bureau of Standards in the development of standards for selected agricultural commodities.

Promoting the sustainable management of natural resources and the environment

- The Institute organized and co-sponsored a workshop on permaculture as an alternative means of production and environmental management for hinterland communities in Suriname.
- The Office conducted awareness seminars for two hundred students on the effects of global warming on agriculture.

Promoting the development of rural communities based on a territorial approach

- Under an agreement signed in 2008 with the Suriname Red Cross (SRC), farm rehabilitation and food and nutrition security activities were implemented in hinterland communities in Eastern and Southern Suriname.
- IICA finalized and presented at a stakeholder seminar a proposal for agricultural diversification activities in the Coronie District. Implementation of specific components of the proposal was initiated.
- IICA provided coordinating support to the Foundation of Agricultural Women (SAV) in the design and execution of capacity-building workshops for the organizations' membership funded by the Government of Japan.
- The Institute executed programmed activities under the IICA/OAS regional agrotourism linkages project.
- The Office provided ongoing support to the Ministry of Regional Development in the organization of the Department of Agriculture for the hinterland.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA conducted tests of improved rice varieties in two hinterland locations.
- Under food security initiatives, the Institute introduced improved production technologies in communities in the hinterland.
- The Office facilitated a producer study visit to Guyana to observe integrated farm management and other production systems.
- IICA supported and facilitated the participation of Suriname's representative in a party that visited Murcia, Spain to observe agricultural technologies.
- The Institute facilitated and supported a visit by Ministry of Agriculture technicians to the Caribbean to study livestock development practices.

Trinidad and Tobago

Repositioning of agriculture and rural life

- IICA supported the implementation of the transformation plan of the Ministry of Agriculture, Land and Marine Resources (MALMR), with the renewed focus on agriculture to agribusiness. The work included an exploratory and training visit by ministry officials and other key stakeholders to Costa Rica, where they visited centers of excellence in the areas of agribusiness and extension services in particular, as part of the efforts to strengthen the institutional capacity of the MALMR in the area of extension delivery.
- The Office collaborated with the MALMR and FAO in delivering a weeklong training course in excellence in extension service delivery that benefitted over 150 MALMR extension officers. This was the first step in a process towards their being able to deliver more integrated and coordinated services to agribusiness entrepreneurs.
- Two young nationals were selected to participate in the second annual Forum for Young Leaders in Costa Rica and subsequently engaged by IICA to perform further activities in this area.
- As part of its efforts to improve food security by fostering more interaction between the agriculture sector and the media, IICA, in collaboration with the Caribbean Agricultural Research and Development Institute (CARDI), launched an agricultural journalism award competition.
- The Institute launched two promotional food security products: a notebook for schoolchildren and a poster, designed to help the general public in Trinidad and Tobago gain an understanding and appreciation of food security.

Promotion of trade and the competitiveness of agribusinesses

- IICA entered into a technical cooperation program with the NAMDEVCO to build its capacity in developing export and domestic food chains. Based on the analytical work undertaken, NAMDEVCO was able to develop more defined and participatory export programs for hot pepper and pumpkin.
- With NAMDEVCO, the Office developed an application and validation of an electronic cost of production system. This program allows transparent determination of commodity production costs and equitable producer/buyer prices. The cost of production model was also introduced to all extension staff of the MALMR, the Department of Agriculture of the Tobago House of Assembly and the Trinidad and Tobago Agribusiness Association (TTABA).
- The Institute supported the development of the small ruminant industry in Trinidad and Tobago with technical and marketing support to the Trinidad and Tobago Goat and Sheep Society (TTGSS) in the development of databases and cost of production work, as well as in product development, marketing and promotion.
- The Office also convened a workshop involving major stakeholders in the organic agricultural industry to chart a way forward for the industry.

Promoting agricultural health and food safety

- Several agencies, including IICA, USDA/APHIS, CIRAD and the French Ministry of Food and Agriculture, collaborated to assist the Ministry of Agriculture, Land and Marine Resources in holding a training workshop for veterinary epidemiologists from the Caribbean. The workshop strengthened animal health surveillance systems in the region in the Global Positioning System (GPS) and Incident Command System, as well as the execution of a major field simulation exercise of an avian influenza outbreak.

Promoting the development of rural communities based on the territorial approach

- In collaboration with the Ministry of Tourism, IICA supported activities to further develop the agrotourism ventures of the Tourism Action Committee (TAC) of Brasso Seco. The Office supported an exploratory mission and briefing session in Brasso Seco Paria, as well as a training and sensitization mission to Grenada for members of the TAC, the Ministry of Tourism and IICA.
- IICA's technical support in project preparation and resource mobilization was responsible for the successful acquisition of a new tractor by the Fishing Pond farming community.
- The Institute also prepared project proposals for accessing funding for the Network of Rural Women Producers and a rural community group from Rio Claro.

United States of America

Repositioning agriculture and rural life

- The Institute conceived, developed and organized the IICA/OAS Food Security Conference, 'Agriculture for Development and Food Security in the Americas,' in Washington DC. The high-level conference, featuring experts from the Americas and Europe, focused on the unique issues of food security in the Americas in recognition of the prevailing attention being given to concerns in Asia and Africa. A DVD was distributed containing all the proceedings, including the two videos especially prepared for the event.
- Members of Congress and their representatives were informed of IICA's work in Haiti and its efforts in food security.
- The Institute provided weekly updates on Caribbean news, trends and priorities regarding agriculture policy and food security in the USA, as well as 15 press releases regarding food security issues and IICA activities of relevance.
- The Office supported an IICA-wide training program on fundraising efforts targeted at the Andean Region.
- The Office played an active role in positioning IICA and Latin America during USAID-sponsored meetings following up on the L'Aquila Agreement signed by the G20.
- The IICA website was completely redesigned to provide timely and relevant information on food security, US agricultural developments and emerging diseases (avian influenza and H1N1).

- The Institute established relationships with European organizations interested in investing in Latin America and the Caribbean as a result of a permanent dialogue with IICA observer countries.
- The Office secured the participation of the Director General on a high-level panel at the 2009 World Food Prize.

Promoting the development of rural communities based on the territorial approach

- IICA continued to play a leading role in agriculture and rural development at the OAS through the Friends of Haiti initiative, making several presentations and participating in the planning of joint initiatives for implementation in 2010. The staff took part in the OAS High Level Mission to Haiti and organized the visit of the USDA Deputy Under Secretary to several IICA-led projects in Haiti.
- The Office actively participated in the Disaster Preparedness Initiative of the Inter-American System in which the different agencies are working together. Participating agencies include the Pan American Health Organization (PAHO), IDB, OAS, Pan American Development Fund (PADF) and IICA.
- A formal review of IICA and Department of State (DOS) national agendas was implemented to facilitate further collaboration.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA organized and successfully carried out meetings of the Board of Directors of PROCINORTE and FONTAGRO that led to the establishment of PROCINORTE's strategic plan and business plan, as well as a long-term financial sustainability strategy and Annual Plan for FONTAGRO.
- The Virtual Extension Service Project continued, aimed at providing access to relevant portions of the USDA technical information base for the region. Currently, five USDA agencies are participating. A pilot project proposal was prepared in late 2009 for implementation in 2010.

Uruguay

Repositioning agriculture and rural life

- IICA helped improve the capabilities for prospective and strategic thinking by holding the sixth series of lectures entitled "State Policies: The Agricultural Sector in the Years Ahead." With "The countryside chooses" as their theme, the presidential candidates of the main political parties presented their ideas and proposals for 2010-2015.
- The Institute supported the implementation of the Regional Workshop-Seminar on the Management of Climate Risks and Agricultural Insurance, organized by the Ministry of Livestock, Agriculture and Fisheries (MGAP).
- The Office consolidated the "Uruguayan Agrifood for the World" Distance Learning Platform, an alliance of a group of public and private institutions involved

in the country's agricultural and rural sector. Nine courses were held that benefited some 200 students, mostly young professionals from Spanish-speaking countries.

- The fifth "Casa del Periodista" initiative was carried out, a joint effort with the Rural Association of Uruguay designed to help improve the working conditions of 700 journalists accredited for the Expo Agro, the biggest event held in the capital to show what the countryside has to offer.
- IICA produced the document "The design of agricultural policies, its correlation with the MGAP's organizational structure," in response to requests from senior Ministry officials. It was based on a series of consultations involving qualified informants and the subsequent implementation of an informal workshop.
- The Institute held the First National Forum for the Training of Young Agricultural Leaders, involving representatives of the main national agricultural guilds and producers' organizations.
- Three online forums took place: a) Rural Extension in the Southern Cone: New Challenges facing the Society of Knowledge; b) Transforming Agricultural Knowledge in Development, with Social Inclusion for Latin America and the Caribbean; and, c) Risk Management and Agricultural Insurance.
- The first two issues of IICA Uruguay's *Revista Electrónica* were published, dealing with the following topics: a) ICTs in the rural and agrifood sector; and, b) Rural extension in the Southern Cone: the new challenges posed by the society of knowledge.
- The "Uruguay agroalimentario en cifras" section of the Office's Web page was consolidated. The information on wheat, barley, soybean, sunflower, rice, honey and beef was updated.

Promoting trade and the competitiveness of agribusinesses

- The INAC/IICA ad hoc Working Group was consolidated with a view to formulating strategic documents on trade negotiations for the meat chain.
- The Office prepared the document "Performance of Uruguay's agricultural and agroindustrial sector during the period 2000-2008," which includes information on macroeconomic aspects of Uruguay's economy and the performance of the agricultural sector broken down by subsectors.
- As part of its horizontal cooperation initiatives, the Institute produced the publication "The international integration of small agricultural enterprises and microenterprises, selected cases in Chile and Uruguay" and developed two technical cooperation hubs, one on agricultural insurance and the other on animal traceability.
- IICA supported the Technical Secretariat of the CAS and REDPA, the regional forum for linkages, coordination and consultations of the ministers of agriculture of the expanded MERCOSUR.

Promoting agricultural health and food safety

- The document "Proposed lines of research and actions for the National Animal Health Research Plan (PLANISA)" was approved. This document was an interinstitutional effort; IICA worked with the Veterinary Medicine Faculty of the

University of the Republic (UDELAR) and the MGAP's General Directorate of Agricultural Services. The plan prioritizes the main research topics in the country's most important production chains, adopting a medium-term vision.

- Three workshops were held on the application of the PVS methodology in the National Safety System (jointly, with PAHO) and in the Directorate of Agricultural Services; and on SPS. Some 200 technicians took part.
- IICA helped strengthen the region's health systems by providing support to the Permanent Veterinary Committee and implementing the Project for the Control and Eradication of Avian Influenza and Other Transboundary Diseases, which is funded by the World Bank and administered by the Institute.
- Under a strategic partnership with the University of Nebraska, IICA held two videoconference courses on microbiological and chemical risks in food for the productive, private and academic sectors.
- Under the Project to Promote the Participation of the Americas in Codex Alimentarius, two Uruguayans attended the meetings of the Codex Committee on Fresh Fruits and Vegetables and Food Hygiene.

Promoting the development of rural communities with a territorial approach

- IICA produced a food security map for Uruguay based on a territorial approach, endeavoring to identify regions that are vulnerable in terms of food production and access.
- With the National Colonization Institute and the MGAP, the Office held the International Seminar on Land Access Policies in the Context of Sustainable Rural Development, to discuss the experiences of Brazil and the World Bank in Latin America.
- IICA and the MGAP held a conference entitled "The Role of Family Farming in National Food Security Strategies: The Brazilian Experience."
- At the request of the Directorate of Development Projects of the Planning and Budget Office (OPP), the Institute conducted an evaluation of the Fund for the Development of the Interior for the period 2000-2008, identifying lessons learned and making recommendations on ways to improve the Fund's performance.
- IICA analyzed the results of three years' management of the Network of Departmental Development Offices (RODDE) and alternative courses of action to support the decentralization and strengthening of the departmental governments in the design and execution of local and regional development strategies.
- The Office disseminated the publication "What the protagonists of rural development have to say: results of the competitions that took place 2005-2008."
- The Institute trained 40 teachers from the centers for pedagogical support for rural education and the departmental inspectors of educational technology used in elementary schools, drawn from Uruguay's 19 departments, in the process of rural development with a territorial approach, taking rural schools as the example and applying a methodology based on ICTs also involving onsite activities.
- IICA prepared the profile of a rural development project with a territorial approach in the region close to Uruguay's border with Argentina and Brazil, with rural schools as the hub.

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- Under the EU-funded BIOTECH II program, IICA held a series of national workshops and regional seminars to contribute to the strategic planning of biotechnology in the region, consolidating a specialized platform for MERCOSUR.
- The negotiations were completed for the implementation of the Project to Democratize Access to the Use of Information from the Model Market, which is to receive resources of the IDB and the IDRC's Connectivity Institute of the Americas. It will benefit 100 operators of Montevideo's Model Market.
- The Institute and the IDRC reached agreement on the joint implementation of a project on mobile telephony in the rural milieu.
- Working with PROCISUR and FORAGRO, IICA supported the implementation of the Regional Consultation for Latin America and the Caribbean on Agricultural Research Priorities for Development.
- Under the aegis of the Distance Learning Platform, the Office prepared the profile of the project Innovation in the Technology Transfer System in the Meat Chain through the Use of ICTs, which was presented for the consideration of the National Research and Innovation Agency.

Venezuela

Repositioning agriculture and rural life

- IICA analyzed the problems posed by higher food prices and their effects on the most vulnerable populations. The actions carried out included the implementation of the Meeting for Consultation and Coordination on Food Prices and Food Security in Latin America and the Caribbean, jointly with the Latin American Economic System (LAES).
- The Office assisted the National Assembly's Directorate of Legislative Research and Development with the organization of technical forums on food sovereignty and world geopolitics, the dissemination of information, and efforts to enhance the capacity to analyze the world economic crisis and its impact on agriculture and rural life.
- As part of the Andean Regional Agenda on Food Security, technical forums were held to identify the critical factors and important national and territorial strategic aspects of this subject.
- The Institute supported the Ministry of Agriculture and Land (MPPAT) in coordinating activities related to the implementation of the Week of Agriculture and Rural Life Jamaica 2009 and the 2008-2009 Ministerial Process.
- IICA set up the Venezuela Chapter of the Andean Partnership for Dialogue and the Revaluation of Agriculture and Rural Life.

Promoting agricultural health and food safety

- With the Ministry for Science and Technology and Intermediate Industries and the Foundation for the Development of Science and Technology (FUNDACITE-Falcón), IICA implemented a pilot project on good agricultural practices for the Socialist Networks for Productive Innovation (RSIP) of melon, achiote and coffee in the state of Falcón.
- The Office strengthened the National Plan for the Prevention of Avian Influenza and Pandemic Influenza through the Biosafety Program for Markets of Live Birds.
- Under the Comprehensive Dairy Development Program (PIDEL), the Institute enhanced the capabilities for implementing good livestock practices on dairy farms.
- A number of events were held to develop food safety capabilities with a chain approach, working in collaboration with academia and the Ministry of Health.
- IICA implemented the Project to Characterize Foot-and-mouth Disease in Venezuela and the Program for Vaccination and the Identification of the Red Weevil (*Rhynchophorus ferrugineus*) in Venezuela.
- In collaboration with the academic and agricultural production sectors, the Office implemented a program designed to strengthen the capabilities of actors in the agricultural sector with regard to good agricultural and livestock practices.

Strengthening rural communities with a territorial approach

- In the states of Lara and Yaracuy, training actions were carried out on natural and cultural resources, and community-based rural tourism initiatives were implemented.
- IICA assisted the Proyecto Paria Foundation, producers in Barlovento and the Chuao small farmer enterprise in identifying programs for improving production technologies and cacao marketing.
- With the Foundation for the Development of the West-Central Region (FUDECO), the Institute completed the first phase of the execution of the Technical Cooperation Agreement for the Development of the Semiarid Region of Lara State.
- Working with the National Assembly, IICA held the Technical Forum on Rural Youth and Sustainable Development: Building the Citizenry of Rural Territories.
- The Office and Venezuela's Council of Deans made progress with the implementation of the Universities and Territories Program. The actions in the State of Lara got under way with support from the Universidad Centroccidental Lisandro Alvarado (UCLA).

Promoting the introduction of technology and innovation for the modernization of agriculture and rural development

- IICA, FAO and EMBRAPA assisted the MPPAT in reviewing operational and conceptual issues for the effective coordination of the actors in the National Agricultural Technology Generation and Transfer System.

- The Institute delivered to the MPPAT a proposal for the implementation of the System for Agricultural Technology Research, Transfer and Extension in Venezuela.
- Under the PTA/IDB Agreement, the Office helped enhance the ability of the National Agricultural Research Institute (INIA) to catalyze the agricultural technology system in Venezuela.
- IICA formulated a project on the use of participatory research as a tool for improving the cassava crop in the municipality of Mara, in the state of Zulia.
- With the Universidad Central de Venezuela (UCV) and Petróleos de Venezuela Sociedad Anónima (PDVSA), the Office organized the Seminar on Biofuels and the Supply of Agrifood Products.

4. Relations with strategic partners

During 2009, the Directorate of Strategic Partnership (DSP) made significant progress in working more effectively with a host of new and existing partners. We advanced on a number of new and ongoing actions driven by initiatives in Washington and Spain and from many IICA Representatives and officials at IICA Headquarters, in Costa Rica. The combined efforts produced unprecedented results in some key areas.

Table 5 presents a cross section of results and products generated with support from other organizations:

Table 5: List of Memoranda of Understanding and Letters of Agreement signed

Partner	Goal
World Food Programme (WFP)	To implement the Purchase for Progress Program (P4P) in four countries in Central America, with emphasis on more effectively connecting small farmers to agricultural markets.
Latin American Association for the Development of Agricultural Insurance (ALASA)	To share information, provide training and design projects to secure resources for the development of agricultural insurance.
North American Plant Protection Organization (NAPPO)	To promote agriculture health and food safety in North America and the Western Hemisphere. The agreement will serve as a framework to facilitate the dissemination of key information on plant protection and increase technical cooperation in that area, with a view to encouraging countries of the Americas to adopt and implement international phytosanitary standards.
Iowa State University Seed Science Center (ISUSSC)	To contribute to promoting joint actions for the sustainable development of the agricultural sector and rural communities. The two institutions plan on implementing research, training and technical assistance programs that will strengthen the seed sector in LAC.
Trade Facilitation Office Canada (TFO Canada)	The cooperation program focuses on: access to the Canadian market; an export packaging training; trade missions to Canada by Guyanese exporters and vice versa; and seminars in trading and identifying packaging materials.

Source: IICA-DSP

New avenues for cooperation with USAID, the United Nations Global Task Force on Food Security and the Canadian International Development Agency (CIDA) were developed on topics relate to food security, through participation in various consultations and joint planning and budget meetings.

Other relationships strengthened with key strategic partners included: Board for International Food and Agriculture Development (BIFAD), International Fund for Agricultural Development (IFAD), Biotechnology Industry Organization (BIO), FAO, BID, PAHO, World Bank, International Development Research Center (IDRC), University of California-Berkeley, University of California-Davis, University of Nebraska, and the International Food Information Council.

In addition, IICA completed pilot project analyses with the WFP in three Central American countries and presented results to the Howard Buffet Foundation. It also, developed separate projects in the three Central American countries and completed the project proposal phase for projects in the Andean region.

IICA was positioned as a key player in the food security arena for Latin America and the Caribbean (LAC) through the highly successful IICA/OAS Food Security Conference, “*Agriculture for Development and Food Security in the Americas.*” The conference was attended by key policy makers in the United States government, donors, and relevant actors in food security. President Bill Clinton welcomed the participants in a recorded message and stressed his support to IICA as a key player in food security in the region. A DVD containing presentations made during the conference has been distributed. In addition, a separate video highlighting the important role women play in agriculture in Chile was produced. Numerous press releases were distributed and carried by various media sources. Furthermore, the relevance of IICA as a strategic partner in the areas of food security and agricultural insurance was stressed in various meetings and presentations in Chile, Canada, Colombia, Ecuador, Guyana, Mexico, the United States and Uruguay.

The Institute participated in the blue ribbon panel on food security, peace and stability at the high-level World Food Price Conference, which took place in Des Moines, Iowa.

IICA’s involvement as a key member of the OAS Friends of Haiti Initiative resulted in raising the visibility of the Institute within the Inter-American System, highlighting IICA’s long term involvement and success stories such as the Pro-Huerta project for food security. As a result, some of IICA’s strengthened support in the area of food security. They included Mexico, Canada, the United States, Colombia, Peru, Chile and the Clinton Foundation.

IICA-CATIE joint work

The two organizations formulated the project “Sustainable Natural Resource Development Linked to Agricultural Activities in Border Territories Using the Integrated Watershed Management Approach.” Carried out under the aegis of the Mexico-Guatemala Cross-border Watershed Project, this effort led to progress with the management of natural resources, the environment and climate change. A study of the situation of Honduras’ agroforestry sector was also carried out and a document prepared related the Forum to Strengthen the Regulatory Framework for the ASADAS in Costa Rica.

In the area of information and knowledge management, 10,889 users visited the premises of the Orton Memorial Library, located in Turrialba and administered jointly by IICA and CATIE. More than 187,141 people also made use of its services via the website. The library’s collection was kept up-to-date by acquiring 46,532 scientific and technical documents in both printed and digital formats. Furthermore, the library added 43,067 new bibliographic entries to the journal database, subscribed to 91 scientific journals (printed and digital formats), received 180 titles through exchanges and acquired two international full-text databases (CABI reference databank and TEEAL) and 54 scientific books.

Under the Program to Improve the Information Culture in the Americas, the library held 27 on-site and on-line national and international courses and workshops on agricultural libraries, information systems for the agricultural sector and access to services. A total of 538 researchers, educators and librarians of information units received training.

During the SIDALC 10 Week, the library held an international course on information literacy and Web 2.0, and provided logistical and technical support for SIDALC's strategic planning process. The latter activity was carried out at CATIE, with the participation of agricultural information specialists from the Americas.

Under the agreement between IICA and the USDA's National Agricultural Library (NAL), 420 proposals were formulated and 116 technical entries were translated into Spanish to update the 2010 version of the NAL Agricultural Thesaurus. With support from the NAL and other CATIE and IICA units, an evaluation of the Digitop platform led to a series of recommendations and possible options work joint work involving the three institutions.

Under the agreement with Google, over 14,000 documents in the IICA and CATIE collections managed by the Orton Memorial Library were digitized.

The website of the Center for Bibliographic Information Resources on Cacao, Trees, Forests and the Environment (INAFORRESTA) was updated, new documents were incorporated and the specialized vocabulary was revised to improve the database's search function. Organic agriculture and forest terminology was systematized for the creation of two specialized resource centers, of the ICOA and CEMAGREF (France). A virtual platform was also developed for knowledge management under CATIE's Mesoamerican Agro-environmental Program (MAP).

With funding from GTZ and the Trifinio Plan's Tri-National Commission, IICA and CATIE supported the establishment of a documentation center in the Trifinio Region (Honduras, El Salvador and Guatemala). The center will compile, systematize and disseminate the information published by the Commission, as well as documents published by other institutions with information on topics of interest to the Commission.

In addition, a proposal was drafted for the creation of a Center for Capacity Building and Innovation in Sustainable Development for Latin America and the Caribbean. The resources needed for its creation and operation will be a focus of joint work in 2010.

To increase the opportunities for collaboration with centers of academic excellence, CATIE, IICA, the University of California, Berkeley and the University of California, Davis explored ways of placing doctoral students from the two universities in CATIE and IICA initiatives in the region.

Finally, a number of professionals from the Member States took part in training activities in specialized subjects carried out at CATIE, such as courses on disease control and leadership in eco-agriculture.

5. Financial information

The Institute achieved positive financial results in 2009. The Administration's actions to collect overdue quotas and the Member States' positive response resulted, for the sixth consecutive year since those actions were endorsed by the Institute's governing bodies, in IICA's maintaining its healthy financial position. This allowed the organization to continue implementing work programs in its priority areas.

To ensure effective implementation of its programs, IICA continued to promote an institutional culture of efficiency, transparency, financial prudence and accountability, with the use of resources focused on the delivery of direct technical cooperation services.

The following tables present information on the execution of the different types of resources that IICA administers: a) quota resources and miscellaneous income for financing the Institute's operations and actions under its technical cooperation programs agreed upon with the Member States; b) external resources, which fund agreements signed with counterparts for specific activities and projects in accordance with the topics of interest in the member countries; and, c) the Institutional Net Rate (INR), used to cover the cost of managing external resources and to strengthen in-house capabilities.

Table 6. Execution of quota and external resources in 2005, 2006, 2007, 2008 and 2009
(in millions of US\$)

Resources	Year				
	2005	2006	2007	2008	2009*
Quotas	26.1	26.8	26.7	27.0	27.1
External	125.5	134.1	180.5	206.0	153.7

* Estimated

Table 7. Execution of quota resources by chapter in 2009*
(in millions of US\$)

Chapters	Budget	Execution	
		Amount	%
Chap. 1: Direct technical cooperation services	24.3	24.2	89.3%
Chap. 2: Management costs	1.3	1.3	4.8%
Chap. 3: General costs and provisions	1.1	1.1	4.1%
Chap. 4: Renewal of infrastructure and equipment	0.5	0.5	1.8%
Total	27.2	27.1	100%

* Estimated

Table 8. Execution of resources by source of financing in 2009*
(in millions of US\$)

Type of resource	Execution
Quotas	27.1
Miscellaneous	4.1
INR	10.6
External	153.7
Total	195.5

* Estimated

6. Information on human capital

The following tables provide information about the Institute's human capital over the last eight years:

Table 9. Distribution of human resources by category in the period 2002-2009

Classification	2002	2003	2004	2005	2006	2007	2008	2009
International professional (IPP)	100	97	91	95	95	94	91	89
Local professional (LPP)	237	217	198	219	225	234	279	336
General services (GSP)	501	385	366	379	383	374	407	437
Total	838	699	655	693	703	702	777	862

Source: Division for Human Resource Development at the Service of Technical Cooperation.

Table 10. Distribution of human resources by category and source of financing in 2009

Category	Source of financing				Total	Percentage
	Regular funds		External funds			
	Number	%	Number	%		
IPP	87 *	10.09	2	0.23	89	10.32
LPP	235	27.26	101	11.72	336	38.98
GSP	381	44.20	56	6.50	437	50.70
Total	703	81.55	159	18.45	862	100.0

* One staff member is financed in part with external funds.

Source: Division for Human Resource Development at the Service of Technical Cooperation.

Table 11. Distribution of human resources by duty station source of financing in 2009

Location	IPP		LPP		GSP		Totals	
	Regular funds	External funds	Regular funds	External funds	Regular funds	External funds	Regular funds	External funds
Headquarters	23	1	95	3	116	2	234	6
Andean Region	12	0	40	1	78	3	130	4
Caribbean Region	15	0	24	7	59	19	98	26
Central Region	16	1	26	59	52	11	94	71
Northern Region	9	0	6	0	20	0	35	0
Southern Region	12	0	44	31	56	21	112	52
Totals	87	2	235	101	381	56	703	159

Source: Division for Human Resource Development at the Service of Technical Cooperation.

7. Major meetings

Official meetings

Official name	Date	Place held	Place and date of publication of report or proceedings of the event
2009 Regular Meeting of the Special Advisory Committee on Management Issues (SACMI)	April 1-21	IICA Headquarters	Report: <i>Recommendations of the Special Advisory Committee on Management Issues (SACMI)</i> Place: IICA Headquarters Date: April, 2009 Proceedings: Digital audio recording
Twenty-ninth Regular Meeting of the Executive Committee	July 14-16	IICA Headquarters	Report: <i>Final Report of the Twenty-ninth Regular Meeting of the Executive Committee</i> Place: IICA Headquarters Date: July, 2009 Proceedings: Digital audio recording
Fifteenth Regular Meeting of the IABA	October 28-29	Montego Bay, Jamaica	Final report of the IABA Place: IICA Headquarters Date: November, 2009 Proceedings: Digital audio recording
Second Forum for Young Leaders of the Americas	September 7-11	IICA Headquarters	Proceedings: Digital audio recording
Representatives' Week 2009	18-21 August	IICA Headquarters	Report: <i>Agreements adopted during Representatives' Week</i> Place: IICA Headquarters Date: August, 2009 Proceedings: Digital audio recording

Other meetings

Official name	Date	Place held	Place and date of publication of report or proceedings of the event
Workshops on leadership and strategic planning for the beneficiaries of the projects in Ipala (Guatemala), Cárdenas (Nicaragua) and Yoro (Honduras)	January 25-31, April 14-16 and June 24	Guatemala, Honduras and Nicaragua	IICA, e-bulletin of the SICTA Network, Nicaragua June, 2009
Workshop on hydroponics	February 2-3	Department of Agriculture, Saint Kitts	IICA Saint Kitts and Nevis February, 2009
Workshop-Forum on Rural Tourism for the Sustainable Development of Territorial Spaces (IICA/UCV)	February 4-6	Maracay Aragua State, Venezuela	IICA, Maracay February, 2009
Workshop of the Peruvian Observatory of Agricultural Production Chains and Rural Territories for the National Coffee Board	February 18	IICA Lima, Peru	Report on the Peruvian Observatory of Production Chains and Rural Territories February, 2009
IICA/GUYWID Hydroponics Workshop	February 25	Corriverton Community Centre, Berbice, Guyana	IICA report, Georgetown, March, 2009
First National Seminar of the Salvadorian Fruit Agroindustry	March 3-4	Holiday Inn Antigua Cuscatlán	Annual Report May 11, 2009 Santa Tecla
Second Meeting of the Andean Alliance for Dialogue and the Reassessment of the Value of Agriculture and Rural Life	March 5-6	Quito, Ecuador	San Jose March, 2009
Training and technical assistance workshops on the formulation of business plans	March 9-11, May 12-14	Guatemala and Nicaragua	IICA, e-bulletin of the SICTA Network, Nicaragua, June, 2009

Agrotourism Stakeholder Workshop	March 17	Bureau of Standards, Macoya	Trinidad March, 2009
Symposium "Agricultural Technology Research, Transfer and Extension System in Venezuela: Background, Current Situation, and Outlook" (MPPAT/FAO/IICA)	April 1	Caracas, Venezuela	Caracas April, 2009
Workshop on food labeling and hygiene	April 2	Department of Agriculture, Nevis	IICA Saint Kitts and Nevis
ITF Workshop for Central America and Dominican Republic on Equitool and IROCB tools	April 6-7	Hotel V Centenario, Santo Domingo, DR	Santo Domingo August, 2009
Fifteenth Meeting of Agricultural, Veterinary, Forest and Fisheries Libraries	April 20	41 st Meeting of Librarians, International Book Fair, Buenos Aires, Argentina	Proceedings not published
Leadership Training Program: Team Development, Conflict Negotiation and Management, and Creativity and Innovation	April 23-24 June 24-25 November 4-5	Salón Aldea Global, Belén Gualcho, Honduras	Honduras April 27, 2009 July 1, 2009 November 10, 2009
Fourth Latin American and Caribbean Seminar on Biofuels, organized jointly with OLADE/FAO, the Ministry of Mines and Energy of Colombia and the Ministry of Mines and Energy of Brazil	April 28-30	Cali, Colombia	http://www.olade.org/biocombustibles/ponencias.html Colombia, April, 2009
Methods and tools for planning, designing and implementing drip irrigation systems in small family agriculture	May 6-8	IICA Auditorium, Managua, Nicaragua	Managua, Nicaragua May 15, 2009
First National Forum for the Training of Young Leaders of Agriculture and Rural Life: SIMACO/CIPCA/IICA	May 16-17	Choquenaira, La Paz, Bolivia	La Paz, Bolivia May, 2009
First National Forum to Train Young Leaders of Agriculture and Rural Life - Carmen Pampa (UAC-CP/IICA)	May 18-19	Carmen Pampa, Coroico, La Paz, Bolivia	La Paz, Bolivia May 19, 2009
National Seminar on Irrigated Agriculture and Sustainable Development	May 19-20	Brasilia, Brazil	Proceedings Brasilia June, 2009
Meeting of the Research, Development and Innovation Network on <i>Jatropha curcas</i> L. for the Production of Biodiesel in Latin America and the Caribbean (LAC <i>Jatropha</i> Network)	May 26-30	Brasilia, Cerrados and Janauba, Brazil	http://www.iica.org.br/Docs/Publicacoes/Agronegocio/2009/Biocombustiveis_em_FOC_O-AnoI-N005.pdf
Meeting to present the 2008-2012 National Agenda of the SPS Intersectoral Committee of Panama	May 28	City of Knowledge, Panama	Publication: National Agenda of the SPS Intersectoral Committee of Panama, Panama, March, 2009
Regional Workshop on the Construction of an Andean Regional Initiative to Help Make Cacao More Competitive in the Andean Region	June 2-3	Caracas, Venezuela	Venezuela June 12, 2009
First Meeting of Young Leaders of Universities (CONFCA/IICA)	June 3-5	Latacunga, Ecuador	2009 Annual Report Ecuador
Regional Workshop-Seminar on Climate Risk Management and Agricultural Insurance	June 4-5	MERCOSUR building, Montevideo, Uruguay	Uruguay Yet to be published
Workshop to Define a Project Profile for a Center to Manage Innovation in the Agriculture, Pasture and Forestry	June 16	Valdivia, Chile	Project Profile for a Center to Manage Innovation in the Agriculture, Pasture and Forestry Sector of Los Ríos Region

Sector of Los Ríos Region			IICA, Chile October 15, 2009
Meeting to present the Plan of Action for the Competitiveness of the Rice Chain in Panama	June 19	Divisa, Panama	Book Published under same title Panama November, 2009
Workshop on Entrepreneurship	June 23-24	University of the West Indies, Saint Kitts and Nevis	IICA Office Saint Kitts and Nevis
Seminar "Emerging Pathogens in Food: Listeria"	July 1	Santiago, Chile	Information on the event disseminated via www.achipia.cl Web page July 22, 2009
Workshop on Food Preservation	July 9	Cades Bay Agriculture Station, Cades Bay, Antigua and Barbuda	Antigua and Barbuda July, 2009
Regional Meeting of Territorial Action Groups (GAT)	July 22-23	IICA Auditorium, Managua, Nicaragua	Managua, Nicaragua July 30, 2009
Workshop on Agribusiness Development: Initiative to Enhance Agribusiness and Management Capabilities in Central America	July 24-28	IICA Office in Honduras	Evaluation of the Workshop E-bulletin of the Office Honduras July-September, 2009
Meeting on the Implementation of the Bolivian Food Security Strategy at the Municipal Level	July 26-27	Caripuyo, Bolivia	Bolivia August 1, 2009
Workshop on the Assessment of Microbiological Risks in Food	July 27-31	Quito, Ecuador	2009 Annual Report Ecuador
Assessment of the Economic Impact of the Med Fly Program in Mexico (1978-2008)	July 30	Mexico City, Mexico	Mexico City July, 2009
International Seminar on Access to Land Policy in the Context of Sustainable Rural Development	July 31	Agronomy School University of the Republic, Montevideo	CD Uruguay July, 2009
Sixth Series of State Policy Conferences: The Agricultural Sector in the Years Ahead. The Countryside Chooses	August 7, September 4 and October 2	Salón de los Plenarios, MERCOSUR building, Montevideo	DVD Uruguay October, 2009
Training and Planning Workshop on Methodologies for Measuring the Effects of Innovations in the Projects of the SICTA Network in Central America	August 13-15	Managua, Nicaragua	Website of the SICTA Network Nicaragua October, 2009
IICA/MOA/APHIS Carambola Fruit Fly Training Seminar	August 17-21	Guyana School of Agriculture, Mon Repos, East Coast, Demerara, Guyana	Report Georgetown, Guyana September, 2009
Executive Leadership in Food Safety Program	August 23-29	Quito, Ecuador	2009 Annual Report Ecuador
Workshop on the Protection of Creations in Regional Agricultural Research Consortia: Guide to Management	August 27-28	IICA, Costa Rica	Document containing outline of the workshop Costa Rica September, 2009
Second International Seminar on Quality Linked to Origin ¹	September 29 - October 1	San Jose, Costa Rica	November, 2009
Workshop on Requirements to Overcome Nontariff Technical Barriers to the United States Market	September 3	IICA, Santo Domingo, DR	Dominican Republic November, 2009
First Seminar on Ethics and Socio-	September 4	Brasilia, Brazil	Proceedings

¹ Organized jointly with FAO and the National University of Costa Rica.

environmental Responsibility in Brazil's Agricultural Sector			Brasilia October, 2009
Workshop on Higher Education Methodology	September 7-11	Riobamba, Ecuador	2009 Annual Report Ecuador
Training in plant health requirements for the fruit and vegetable-growing sector within the framework of the DR-CAFTA	September 8	IICA Office in Honduras	E-bulletin of the IICA Office Honduras July-September, 2009
Conference on the Role of Family Agriculture in National Food Security Strategies: The Brazilian Experience	September 11	DINARA-MGAP Montevideo	CD Uruguay September, 2009
Managing an Agrotourism Business from Seed to Success	September 15-16	Blue Horizon Hotel, Barbados	Barbados November, 2009
Advisory and Coordination Meeting on the Price of Food and Food Security in Latin America and the Caribbean (SELA/IICA)	September 17-18	Caracas, Venezuela	Venezuela September 21, 2009
Course on Agribusiness Management in Rural Associative Enterprises ²	September 21-25	Mendoza, Argentina	November, 2009
Regional Workshop on the Identification of Coleopteran Pests of Economic Importance	September 21-25	St. George's Grenada	Grenada October 5, 2009
National Forum of Young Rural Leaders of Panama	September 22-24	Divisa, Panama	Report on the National Forum of Young Rural Leaders of Panama Panama September, 2009
Regional Seminar on Organic Production Control Systems	September 30	SENASA Argentina	Web pages of IICA/Argentina, SENASA and MAGyP Argentina
OAS/IICA Food Security Conference: Agriculture for Development and Food Security in the Americas	October 1	Washington D.C., U.S.A.	Press releases IICA and OAS websites United States October, 2009
Regional Forum of Agroindustries in Latin America ³	October 5-7	Lima, Peru	Peru November, 2009
Program for Training in Good Agricultural Practices (FUNDACITE Falcón, UNEFM, IICA)	October 13 - November 20	Falcón State, Venezuela	Venezuela November 23, 2009 Venezuela
Round Table: Launch of the Agriculture Journalism Awards Competition	October 6	Hyatt Regency Hotel Port of Spain T & T	Trinidad October 28, 2009
Regional Consultation for Latin America and the Caribbean on Agricultural Research for Development (FORAGRO/GFAR/IICA/PROCISUR)	October 19-20	CIAT Cali, Colombia	IICA Office in Uruguay, Secretariat of PROCISUR, Technical Secretariat of FORAGRO and CIAT. Proceedings at http://infoagro.net/shared/docs/a2/GCAR-D-ALC.html Uruguay, December, 2009
Meeting of Members of the Executive Committee of FORAGRO	October 20	CIAT Cali, Colombia	Minutes at http://iica.int/foragro/documentos/Acta_Directivos_CE_FORAGRO.pdf
Fifth International Forum on Tropical Fruit Agribusinesses: Toward the Integration of the Region's Fruit-growing Industry	October 21-22	San Salvador El Salvador	CD, El Salvador October, 2009
Course on Localized Agrifood Systems ⁴	October 26-29	Boquete, Chiriquí, Panama	Panama October, 2009
Forum: TFO Canada/IICA Stakeholder Sensitization: The Canadian Market for	October 29	Pegasus Hotel, Georgetown,	AHFS Report Georgetown, Guyana

² Organized jointly with the Rural Development Institute (IDR) of Mendoza and the IICA Office in Argentina.

³ Organized jointly with FAO, UNIDO, RUTA, ADEX, IDB, ECLAC, IFAD and La Molina National Agricultural University.

⁴ Organized jointly with the Rural Agroindustry Network of Panama (REDAR-Panama) and the Technological University of Panama.

Fresh and Processed Fruits and Vegetables		Guyana	October, 2009
International Workshop on the Consultation Process of the CIARD Initiative in Latin America and the Caribbean	October 30	Lima, Peru	Proceedings (http://cop.iica.int/sites/CIARD_ALC)
Workshop-Seminar on Rural Extension in the Southern Region: Dialogue on Knowledge	November 10-11	Buenos Aires, Argentina	CD and www.iica.org.ar Argentina November, 2009
Organic Agriculture and Good Agricultural Practices Workshop	November 11	Ministerial Complex, Botanical Gardens, St. George	Grenada Not yet published
Second National Entomology Congress (Bolivian Entomology Society/IICA)	November 11-13	IICA Auditorium, Bolivia	La Paz, Bolivia November 13, 2009
First Meeting of the Members of the LAFS Network Project financed by FONCICYT	November 12	Academic Unit for Regional Studies (UAER), Jiquilpan, Michoacán, Mexico	Minutes of the meeting Mexico November, 2009
Follow-up Workshop to the Negotiations of the Cartagena Protocol on Biosafety	November 12-13	Santiago, Chile	Chile Not yet published
International Seminar on Local Agrifood Systems in Mexico: Territorial Identity, Construction of Social Capital and Institutions ⁵	November 12-14	Jiquilpan, Michoacán, Mexico	Mexico Not yet published
Workshop on the Management of Trade Agreements	November 17-19	IICA Training and Videoconference Facility, Santo Domingo, DR	Dominican Republic November, 2009
Workshop on Rural Cheese-making Operations in Latin America: "From milk to cheese: reassessing the value of traditional know-how to reactivate rural territories in Latin America"	November 17-19	Penthouse of the administrative building of the Autonomous University of Mexico State, Toluca	Mexico CD November, 2009
Regional Workshop for Latin America and the Caribbean for Training of Trainers for the Identification and Documentation of Living Modified Organisms	November 23	Mexico City 23-27 November	Mexico City 23 November, 2009
PROCISUR Forum on Prospection on the Role of the Southern Cone as a Global Food Reserve and the Possible Scenarios for Research, Innovation and Development	November 24-25	Montevideo, Uruguay	www.procisur.org.uy November, 2009
Joint Meeting of the PROCITROPICOS Networks: Agricultural, Forest, Pasture and Animal Production Systems	November 24-25	Santa Cruz de la Sierra, Bolivia	www.procitropicos.org.br November, 2009
Fourth International Forum on Territorial Development: Thinking the Future of Public Territorial Development Policies	November 25-27	Aracajú/SE, Brazil	Technical Note Brasilia December, 2009
Third Seminar on Agrifood Policies: Food Security, Competitiveness and Technology	December 6-7	Hotel Jaragua, Santo Domingo, Dominican Republic	Dominican Republic December, 2009
Regional Workshop on Food Security (IICA-CAS/REDPA)	December 15	Buenos Aires, Argentina	CD and web Argentina December, 2009

⁵ Organized jointly with the Academic Unit for Regional Studies (UAER), the Latin American LAFS Network and the European Research Group (ERG) on the topic of LAFS.

Acronyms

A4T	Aid for Trade
AACTI	Alberta Association of Colleges and Technical Institutes
AAFC	Agriculture and Agri-Food Canada
ABC	Brazilian Cooperation Agency
ABOPA	Bolivian Animal Production Association
ACCESO	Andean Countries Cocoa Export Support Opportunity Program
ACS	Association of Caribbean States
ADAM Program	Areas for Municipal-level Alternative Development (USAID-Colombia)
ADEGO	<i>Granero de Oriente</i> Community Development Association (Guatemala)
ADHA	Dominican Landowners and Farmers Association
ADOEXPO	Dominican Exporters Association
AECID	Spanish International Cooperation Agency for Development
AGER	Guild of Rural Businesses (Guatemala)
AGEXPORT	Guatemala Association of Exporters
AGROCALIDAD	Agricultural Quality Assurance Agency
AHFS	Agricultural Health and Food Safety
AI	Avian influenza
ALADI	Latin American Association for Integration
ALASA	Latin American Association for the Development of Agricultural Insurance
ANACAFE	National Coffee Association (Guatemala)
APATUR	Paraguayan Rural Tourism Association
APEN	Nicaraguan Producers and Exporters Association
APHIS	Animal and Plant Health Protection and Inspection Service (USDA)
APIA	Association of Agricultural Input Suppliers (Bolivia)
ARC	Audit Review Committee (IICA)
ASADAS	Associations responsible for administering water supply and sewage systems (Costa Rica)
ASOPRANO	North Olancho Farmers Association (Honduras)
ATINAR	Agriculture Technology and Innovation Network for the Andean Region
AUPSA	Panamanian Security Food Authority
BADMC	Barbados Agricultural Development and Marketing Corporation
BAHA	Belize Agricultural Health Authority
BAIC	Bahamas Agricultural and Industrial Corporation
BAPA	Bahamas Agricultural Producers Association
BAS	Belize Audubon Society
BELTRAIDE	Belize Trade and Investment Development Services (Belize)
BIFAD	Board for International Food and Agricultural Development
BIO	Biotechnology Industry Organization
BIT	Banana Industry Trust (Saint Lucia)
BLPA	Belize Livestock Producers Association
BOPA	Association of Organic Farmers (Belize)
CAAS	Chinese Academy of Agricultural Sciences
CABA	Caribbean Agribusiness Association
CAC	Central American Agricultural Council
CACHE	Caribbean Council of Higher Education in Agriculture
CADIAC	Chains and Dialogue for Action
CAF	Andean Development Corporation
CAFY	Caribbean Agricultural Forum for Youth
CAN	Andean Community
CANROP	Caribbean Network of Rural Women Producers
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CAS	Southern Agricultural Council
CATIE	Tropical Agriculture Research and Higher Education Center
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CECADI	Distance Training Center (IICA)
CEMAGREF	<i>Institut de recherche en sciences et technologies pour l'environnement (France)</i>
CESO	Canadian Executive Service Organization
CFIA	Canadian Food Inspection Agency
CFYA	Caribbean Forum for Youth in Agriculture

CIARD	Coherence in Information for Agricultural Research for Development
CIAT	International Center for Tropical Agriculture
CIDA	Canadian International Development Agency
CIPCA	Center for Small Farmer Research and Promotion (Bolivia)
CIRAD	Agricultural Research Centre for International Development (France)
CLAYUCA	Latin American and Caribbean Consortium to Support Cassava Research and Development
CNBAF	National Agricultural and Forest Biotechnology Center (Peru)
CNC	National Cacao Committee (Bolivia)
CNP	National Production Board (Costa Rica)
CNSA	National Food Security Coordination Agency (Haiti)
CODESSER	Social Development Corporation of the Rural Sector (Chile)
COFCOR	Council for Foreign and Community Relations (Chile)
COMMCA	Central American Council of Ministers for Women's Affairs
CONADEA	National Agricultural Development Council (Guatemala)
CONAFOR	National Forest Commission (Mexico)
CONAN	National Food and Nutrition Board (Bolivia)
CONASA	National Technical Advisory Council for Animal Health (Mexico)
CONCYT	National Council for Science and Technology (Guatemala)
CONEFA	National Foot-and-mouth Eradication Commission (Ecuador)
CONSEA	National Nutritional and Food Security Board (Brazil)
CORPOICA	Agricultural Corporation of Research (Colombia)
COSAVE	Southern Cone Plant Health Committee
COSUDE	Swiss Agency for Development and Cooperation
CPB	Cartagena Protocol on Biosafety
CTA	Technical Centre for Agricultural and Rural Cooperation
CTO	Caribbean Tourism Organization
CVP	Permanent Veterinary Committee
DFEPI	Directorate of External Financing and Investment Projects (IICA)
DIGESA	General Directorate of Environmental Health (Peru)
DIPRODE	Directorate of Development Projects (OPP - Uruguay)
DLTGC	Directorate of Technical Leadership and Knowledge Management (IICA)
DNFTO	Dominica National Fair Trade Organization
DPME	Directorate of Performance Management and Evaluation (IICA)
DSIF	Dominica Social Investment Fund
EC	Executive Committee (IICA)
ECADERT	Central American Strategy for Territorial Rural Development
ECLAC	Economic Commission for Latin America and the Caribbean
ECS	Eastern Caribbean States
ELFS	Executive Leadership in Food Safety Program
EMBRAPA	Brazilian Agricultural Research Corporation
EMITUR	Misiones Tourism Enterprise (Paraguay)
ESNADERT	Rural Development Strategy with a Territorial Approach (Ecuador)
EU	European Union
FADQDI	<i>La Financière Agricole du Quebec - Développement International</i> (Canada)
FAN	Friends of Nature Foundation (Bolivia)
FAO	Food and Agriculture Organization (United Nations)
FARM	Federation of Rural Associations of MERCOSUR
FAVACA	Florida Association for Volunteer Action in the Caribbean and the Americas
FDI	Development Fund of the Interior (Uruguay)
FECARROZ	Central American Rice Federation
FEDAVICAC	Federation of Poultry Farmers of Central America and the Caribbean
FEMCIDI	Special Multilateral Fund of the Inter-American Council for Integral Development
FIPA	Inter-Parliamentary Forum of the Americas
FITT	Forum for International Trade Training
FNN	Nuevo Norte Foundation (Bolivia)
FOCOSEP	Project to Enhance the Competitiveness of Paraguay's Export Sector
FONTAGRO	Regional Fund for Agricultural Technology
FORAGRO	Regional Forum on Agricultural Research and Technology Development
FRADIEAR	Andean Regional Forum for Dialogue and the Integration of Agricultural and Rural Education
FRUNORTE	Strengthening Fruit Chains and Related Products in the Northern Region (Project in El Salvador)
FRUTALES	National Fruit Program of El Salvador
FTA	Free trade agreement

FUCOA	Foundation for Agricultural Communication, Training and Culture (Chile)
FUDECO	Foundation for the Development of the West-Central Region (Venezuela)
FUNDACITE	Foundation for the Development of Science and Technology (Venezuela)
FUPAD	Pan American Foundation for Development
GAP	Good Agricultural Practice
GEF	Global Environment Facility
GFAR	Global Forum on Agricultural Research
GIADR	Interagency Group on Rural Development
GLP	Good Livestock Practice
GMO	Genetically Modified Organism
GMP	Good Manufacturing Practice
GTMSBB	Multisectoral Technical Group on Biotechnology and Biosafety (Paraguay)
GTZ	<i>Deutsche Gesellschaft für Technische Zusammenarbeit</i> (Germany)
HACCP	Hazard Analysis and Critical Control Points
HOOPS	Helping Out Our Primary and Secondary Schools Project (Saint Lucia)
HPAI	Highly Pathogenic Avian Influenza
IAASTD	International Assessment of Agricultural Knowledge, Science and Technology for Development
IABA	Inter-American Board of Agriculture
ICOA	Inter-American Commission for Organic Agriculture
IDA	Agricultural Development Institute (Costa Rica)
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
IEP	Institute of Political Studies (Toulouse, France)
IFAD	International Fund for Agricultural Development
IFAM	Institute for Municipal Development and Advisory Services (Costa Rica)
IFAP	International Federation of Agricultural Producers
IFCU	International Federation of Catholic Universities
IFIC	International Food Information Council
IFOAM	International Federation of Organic Agriculture Movements
IFPRI	International Food Policy Research Institute
IFT	Institute of Food Technologists
IGTC	International Gene Trap Consortium
IICA	Inter-American Institute for Cooperation on Agriculture
IILA	Italo-Latin American Institute
ILPES	Latin American and Caribbean Institute for Economic and Social Planning (ECLAC)
INA	National Learning Institute (Costa Rica)
INAC	National Meat Institute (Uruguay)
INAFORESTA	Center for Bibliographic Information Resources on Cacao, Trees, Forests and the Environment (CATIE)
INAN	National Food and Nutrition Institute (Paraguay)
INCA Rural	National Institute for Capacity Development in the Rural Sector (Mexico)
INCODER	Colombian Rural Development Institute
INDAP	Agricultural Development Institute (Chile)
INFOAGRO	Technical Information Management System (IICA)
INFOTEC	Scientific and Technological Information Sharing System for Agriculture in the Americas
INIA	Agricultural Research Institute (Chile)
INIA	National Agricultural Innovation Institute (Peru)
INIA	National Agricultural Research Institute (Uruguay and Venezuela)
INIAF	National Agricultural and Forest Innovation Institute (Bolivia)
INIAP	Autonomous National Agricultural Research Institute (Ecuador)
INIFAP	National Forestry, Agriculture and Livestock Research Institute (Mexico)
INIM	Nicaraguan Women's Institute
INR	Institutional Net Rate (IICA)
INTA	National Agricultural Technology Institute (Argentina, Uruguay)
INTAL	Institute for the Integration of Latin America and the Caribbean
INTRADE	International Association of Trade Commissioners in Florida (United States)
IPED	Institute of Private Enterprise Development (Guyana)
IPPC	International Plant Protection Convention
IRTA	Agri-food Research and Technology Institute (Spain)
ISAAA	International Service for the Acquisition of Agri-Biotech Applications
IUCN	International Union for Conservation of Nature
JGGA	Jamaica Greenhouse Growers Association

JICA	Japanese International Cooperation Agency
JPFA	Jamaica Pig Farmers Association
LAC	Latin America and the Caribbean
LAFS	Localized Agri-food Systems (France)
LVV	Ministry of Agriculture, Animal Husbandry and Fisheries (Suriname)
MADR	Ministry of Agriculture and Rural Development (Colombia)
MAF	Ministry of Agriculture and Fisheries (Belize)
MAG FRUTALES	Ministry of Agriculture and Livestock –National Fruit Program of El Salvador
MAG	Ministry of Agriculture and Livestock (Costa Rica, El Salvador, Paraguay)
MAGA	Ministry of Agriculture, Livestock and Food (Guatemala)
MAGAP	Ministry of Agriculture, Livestock and Fisheries (Ecuador)
MAGFOR	Ministry of Agriculture and Forests (Nicaragua)
MAGyP	Ministry of Agriculture, Livestock and Fisheries (Argentina)
MALFF	Ministry of Agriculture, Lands, Forestry and Fisheries (St. Lucia)
MALMR	Ministry of Agriculture, Land and Marine Resources (Trinidad and Tobago)
MAMR	Ministry of Agriculture and Marine Resources (Bahamas)
MAP	Mesoamerican Agro-environmental Program (CATIE)
MAPA	Ministry of Agriculture, Livestock and Supply (Brazil)
MARNDR	Ministry of Agriculture, Natural Resources and Rural Development (Haiti)
MDRyT	Ministry of Rural Development and Land (Bolivia)
MED	Ministry of Education (Nicaragua)
MERCOSUR	Southern Common Market
MGAP	Ministry of Livestock, Agriculture and Fisheries (Uruguay)
MI	Ministry of National Integration (Brazil)
MICI	Ministry of Trade and Industries (Panama)
MIDA	Ministry of Agricultural Development (Panama)
MIDAS Program	More Investment for Sustainable Alternative Development (USAID-Colombia)
MIES	Ministry of Economic and Social Inclusion (Ecuador)
MIF	Multilateral Investment Fund (IDB)
MINAG	Ministry of Agriculture (Peru)
MINTUR	Ministry of Tourism (Ecuador)
MIOA	Market Information Organization of the Americas
MLO	Modified living organism
MPPAT	Ministry of Agriculture and Land (Venezuela)
MSMEs	Micro, small and medium-sized enterprises
MTP	Medium Term Plan (ICA)
NAL	National Agricultural Library (USDA)
NAMDEVCO	National Agricultural Marketing and Development Corporation (Trinidad and Tobago)
NAPPO	North American Plant Protection Organization
NARI	National Agricultural Research Institute
NAYA	National Association of Youth in Agriculture (Dominica)
NGO	Nongovernmental Organization
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OIE	World Organization for Animal Health
OIRSA	International Regional Organization for Plant Protection and Animal Health
OLADE	Latin American Energy Organization
OPP	Planning and Budget Office (Office of the President of the Republic, Uruguay)
OTCA	Office for Agricultural Trade Treaties (Dominican Republic)
PACA	Central American Agricultural Policy
PADEMUR	Hemispheric Program for Gender Equity and the Development of Rural Women
PAHO	Pan American Health Organization
PDF	Fruit-growing Development Program (Guatemala)
PDR	Rural Development Program (Costa Rica)
PDVSA	<i>Petroleos de Venezuela Sociedad Anonima</i>
PIDEL	Comprehensive Dairy Development Program (Venezuela)
PLANISA	National Plan for Animal Health Research (Uruguay)
PNDR	National Regional Development Policy (Brazil)
ProChile	Directorate for the Promotion of Exports (Chile)
PROCI	Cooperative Agricultural Research and Technology Transfer Program
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion
PROCICARIBE	Caribbean Agricultural Science and Technology Network System

PROCINORTE	Cooperative Agricultural Research and Technology Transfer Program for the Northern
PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern
PROCITROPICOS	Cooperative Program on Research and Technology Transfer for the South American
PROCOM	Regional Program to Promote the Competitiveness, Integration and Sustainable Development of the Central American Agricultural Sector
PRODAR	Cooperative Program for Rural Agroindustry Development
PROMECAFE	Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation
PROMEPUT	Framework for the Competitiveness of the Fruit-growing Industry in Central America Project
PRONATUR	National Rural Tourism Program (Argentina)
PRONEFA	National Program to Eradicate Foot-and-mouth Disease (SENASAG, Bolivia)
PROSAP	Provincial Agricultural Services Program (MAGyP, Argentina)
PROTERRITORIOS	Ibero-American Program for Cooperation on Territorial Management
PSNIDRUS	National System of Information for Rural Development (Program - Mexico)
PVS	Performance, Vision, Strategy
RAAS	South Atlantic Autonomous Region (Nicaragua)
REAF	Specialized Meeting on Family Farming (MERCOSUR)
REDBIO	National Biotechnology Network (Bolivia)
REDPA	Agricultural Policy Coordination Network
RED-SICTA	Agricultural Innovation Network Project SICTA
REMBA	Mexican Network of Agricultural Libraries
RODDE	Network of Departmental Development Offices (Uruguay)
RSB	Round Table on Sustainable Biofuels
RUTA	Regional Unit for Technical Assistance
SACMI	Special Advisory Committee on Management Issues (IICA)
SAG	Secretariat of Agriculture and Livestock (Honduras)
SAGARPA	Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (Mexico)
SAGPyA	Secretariat of Agriculture, Fisheries and Food (Argentina)
SAV	Foundation of Agricultural Women (Suriname)
SCNCS	National Subcommittee for Wild Cacao (Ecuador)
SEA	State Secretariat for Agriculture (Dominican Republic)
SE-CAC	Executive Secretariat of the Central American Agricultural Council
SELA	Latin American Economic System
SEMARNAT	Secretariat for the Environment and Natural Resources (Mexico)
SENA	National Learning Service (Colombia)
SENACSA	National Animal Health and Quality Service (Paraguay)
SENARA	National Groundwater, Irrigation and Drainage Service (Costa Rica)
SENASA	National Agricultural Health Service (Honduras)
SENASA	National Agricultural Security Service (Peru)
SENASA	National Agrifood Health and Quality Service (Argentina)
SENASA	National Animal Health Service (Costa Rica)
SENASAG	National Agricultural Health and Food Safety Service (Bolivia)
SENASICA	<i>Servicio Nacional de Sanidad, Inocuidad y Calidad Agroalimentaria</i> (Mexico)
SENATUR	National Tourism Secretariat (Paraguay)
SENAVE	National Plant Health, Seed and Quality Service (Paraguay)
SENPLADES	National Planning and Development Secretariat (Ecuador)
SERNATUR	National Tourism Service (Chile)
SGCAN	General Secretariat of the Andean Community
SIALNET	Special Network of Localized Agrifood Systems
SIAP	Agrifood and Fisheries Information Service (SAGARPA, Mexico)
SIBB	Scientific Information System on Biotechnology and Biosafety (IICA)
SICA	Central American Integration System
SICB	Sugar Industry Control Board (Belize)
SICTA	Central American Agricultural Technology Integration System
SIDALC	Agricultural Information and Documentation Service of the Americas
SIECA	Secretariat for Central American Economic Integration
SINACATRI	National Training and Technology Transfer System (Mexico)
SIRGEALC	Symposium on Genetic Resources for Latin America and the Caribbean
SISCAL	Integrated National Health, Quality and Safety System (Ecuador)
SLNRWP	St. Lucia Network of Rural Women Producers
SNITA	National Subsystem for Agricultural Research, Transfer and Innovation (Guatemala)
SPS	Sanitary and Phytosanitary Measures
SPS Agreement	Agreement on Sanitary and Phytosanitary Measures (WTO)

SPS Committee	Sanitary and Phytosanitary Measures Committee
STDF	Standards and Trade Development Facility
SVGAFY	St. Vincent and the Grenadines Agricultural Forum for Youth
TD	Transboundary disease
TFO	Trade Facilitation Office (Canada)
TROPIGEN	Genetic Resources Network for the Amazon Humid Tropics
TTABA	Trinidad and Tobago Agri-Business Association
TTGSS	Trinidad and Tobago Goat and Sheep Society
UAC	Small farmer academic unit (UCB, Bolivia)
UAC	Central American Customs Union
UACH	<i>Universidad Austral de Chile</i>
UAEM	<i>Universidad Autónoma del Estado de México</i>
UCB	<i>Universidad Católica Boliviana</i>
UCLA	<i>Universidad Centroccidental Lisandro Alvarado</i> (Venezuela)
UCV	<i>Universidad Central de Venezuela</i>
UDELAR	<i>Universidad de la República</i> (Uruguay)
UERIA	Unit for Risk Assessment in Food Safety (Colombia)
UG	University of Guyana
UN	United Nations Organization
UNA	Universidad Nacional (Costa Rica)
UNA	National University of Asuncion
UNALM	<i>Universidad Nacional Agraria de La Molina</i> (Peru)
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNED	Universidad Estatal a Distancia (Costa Rica)
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICAMP	<i>Universidade Estadual de Campinas</i> (Brazil)
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
VEP	Veterinary Epidemiology Project
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization