



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



FLAGSHIP PROJECT

Competitiveness and sustainability of agricultural chains

for food security and economic development



Progress **2017**

➤ Results, our commitment

Through the Flagship Project *Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development (FP-Chains)*, the Inter-American Institute for Cooperation on Agriculture (IICA) is working to improve the competitive and sustainable performance of agricultural chains through the management of policies, the strengthening of institutions and of public-private capabilities, as well as the support for processes of technological, business, institutional and commercial innovation.

Under the slogan "Our commitment: results," we are sharing the progress achieved in the implementation of the project in 2017.

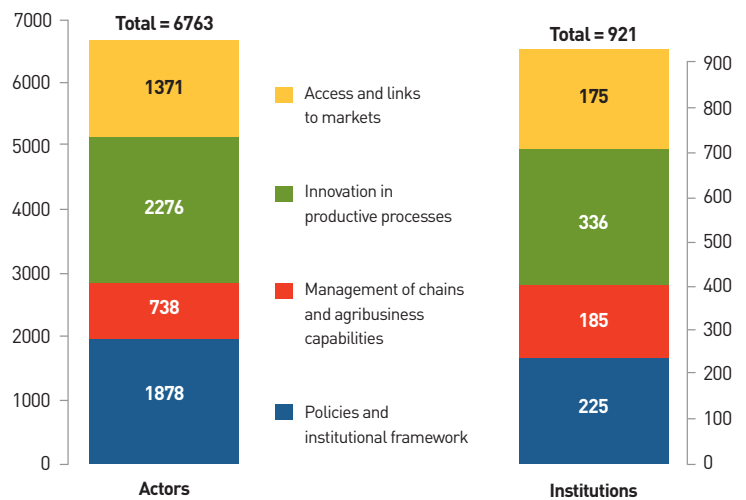


34 Participating countries
68 Agricultural chains or sectors
13 priority agricultural chains with an integrated approach
55 chains or sectors with specific actions

10 prioritized countries	18 countries with specific actions	6 partner countries with specific actions
Argentina Costa Rica El Salvador Honduras Panama Paraguay Peru Trinidad & Tobago Venezuela	Antigua & Barbuda Bahamas Barbados Belize Bolivia Dominica Ecuador Grenada Guatemala	Guyana Haiti Jamaica Nicaragua Dominican Republic St. Kitts & Nevis St. Vincent & the Granadines Saint Lucia Suriname
		Brazil Canada Chile Colombia United States Mexico

6763
 Stakeholders trained

921
 Institutional entities strengthened*



* Due to the diversity of activities implemented under the various components, the name of a given entity or institution may be mentioned more than once.



> IICA's technical cooperation products

181



87

Training events



16

Studies and reports



19

Methodologies and instruments

17

Proposals for policies, strategies and projects



10

Technological options for innovation

21

Processes for information sharing, horizontal cooperation, and knowledge management

11

Consensus-building processes or strategic partnerships

➤ Significant outputs of the FP



At the hemispheric level (in Spanish only)

[Institutional Frameworks to Support Associative Undertakings in Latin America and the Caribbean: An Analysis in Selected Countries](#)

[Marketing Strategies that Facilitate Linkages between Cocoa Producers and Markets](#)

[Economic Evaluation of Animal Health Programs](#)

[Guide to the Preparation of Animal Health Programs with Emphasis on the Design of Intervention Strategies](#)



At the national level (in Spanish only)

[Design and Implementation of National Plans for Antimicrobial Resistance Based on Risk Communication: From Theory to Action \(Uruguay\)](#)

[Exchange of Good Practices for Rural Extension in the Southern Region \(Brazil\)](#)

[Guide to Phytosanitary Management and Safety in Cocoa Groves \(Peru\)](#)

[Conditions for Cocoa Production in Rural Areas of Costa Rica's Northern and Caribbean Regions](#)

[Characterization of Conditions and Opportunities for Costa Rica's Cocoa Market](#)

[Recommendations for a Plan to Strengthen Cocoa Production and Trade by Small-scale Producers in Costa Rica](#)

[Technical Manual on Cocoa Farming: Latin American Practices \(Costa Rica\)](#)

[Manual on Good Agricultural and Production Practices for Strawberry Farming](#)



➤ Policies and institutional frameworks

The project generated national or international public goods in order to improve the capabilities of countries for managing policies, strengthening institutional frameworks and participating effectively in international forums:

12 Agricultural Chains	7 chains prioritized: cocoa (Costa Rica, Honduras, Panama and Peru), coffee (Peru), floriculture and sheep (Paraguay), goat (Trinidad and Tobago), and specific actions in rice (Costa Rica), cocoa (Colombia and the Dominican Republic) and coffee (Guatemala and Mexico) chains or sectors.
22 Countries	With specific actions that included the participation of technical specialists or institutions from Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, and Uruguay.
42 Technical Cooperation Outputs	3 information exchange, horizontal cooperation, and knowledge management processes; 19 capacity-building events; 9 studies and reports; 2 methodologies and instruments; 8 proposals for policies, plans, projects or regulations; and 1 strategic partnership.
1878	Stakeholders
225	Institutional Entities

Specific actions involved Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, and Uruguay, with collaboration from Spain and Italy. The scope of the component's results extended to the 34 member countries of IICA.

The main topics addressed were:

- International agricultural negotiations and administration of agreements.
- Rules of origin and settlement of disputes in international trade.
- Opportunities and challenges for financing and investing in agricultural chains.
- Systems and methodologies for policy follow-up, monitoring and evaluation.
- Project design with evaluability criteria for the development of agricultural chains.
- Management and governance for chain competitiveness.
- Regulations on food registration.
- Regulations on pesticide use.
- Conflict mediation and risk communication in Agricultural Health and Food Safety (AHFS).
- Performance, vision, and strategies in AHFS.

Information sharing, horizontal cooperation and knowledge management:

3

Linkage and knowledge management processes in topics related to pesticide use, as well as regulations on food registration, which involved two countries of the region and close to **100** stakeholders linked to **5** food health and safety institutions.

2

Information and knowledge management events or services that involved **20** countries of the region in conflict mediation and risk communication in AHFS, as well as the creation of inputs to improve available funding opportunities. A total of **220** stakeholders and **20** institutional entities were involved, and at least one chain was a direct beneficiary.

3

International forums enabled close to **400** stakeholders to learn about sanitary and phytosanitary measures within the framework of the WTO, rules of origin and dispute settlement in international trade. More than **24** countries participated.

1

Process for information exchange on systems and methodologies for following up on, monitoring, and evaluating public policies, with the participation of **50** stakeholders and **8** institutional entities responsible for or directly involved in this topic in Peru.

1

Information service through the WTO-IICA Reference Center for Latin America and the Caribbean, which fielded more than **500** technical queries related to trade, regulations and the administration of agricultural trade agreements. Spain, Italy and **19** countries of the region, as well as **34** institutions, benefited from this service.

Capacity building:

5

Training events on systems and methodologies for monitoring, following up, and evaluating public policies, as well as the design of projects with evaluability criteria. The events included the participation of **137** stakeholders, **34** institutional entities responsible for or directly related to this topic, and **14** countries of the region (Argentina, Brazil, Colombia, Costa Rica, Chile, the Dominican Republic, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru and Uruguay). The events were aimed at the agricultural sector in general, and the coffee and cocoa chains in particular.

7

Training and informational events on the negotiation, monitoring and administration of agricultural trade agreements, which directly benefitted **3** countries, **17** institutions, and more than **520** stakeholders. Transmission of the events via videoconference allowed for reaching all countries of the region.

Consensus building and strategic partnerships:

1

IICA-WTO strategic partnership, enabled IICA to participate as an observer member in **3** meetings of the Committee on Agriculture, within the framework of which the institutions carried out **1** joint work plan on technical cooperation in the areas of trade, regulations, and the administration of international agricultural agreements. Within the framework of this partnership, IICA and WTO also presented **1** report on IICA's contribution to food security.

Studies, reports and methodologies:

3

Newsletters on topics addressed by the WTO Committee on Agriculture (March, June and October of 2017), distributed to close to **80** institutions in IICA's **34** member countries.

4

Newsletter/reports on IICA's contribution to food security, rules of origin in international trade, and mechanisms for dispute settlement, as well as a report on topics addressed during the Eleventh WTO Ministerial Conference in Buenos Aires.

3

Reports on the process of applying the Performance, Vision and Strategy (PVS) methodology in Bolivia, Ecuador, Chile and Paraguay, with the direct involvement of more than **40** stakeholders.

1

PVS methodology adapted for the National Service of Agricultural Health and Food Safety of Bolivia (SENASAG), the Chilean Agency for Food Quality and Safety (ACHIPIA), the Ecuadorian Agency for Quality Assurance in Agriculture (AGROCALIDAD) and the National Service for Plant and Seed Quality and Health of Paraguay (SENAVE).

1

Publication entitled "Agricultural Trade Interests and Challenges at the WTO Ministerial Conference in Buenos Aires," prepared jointly by Bolsa de Cereales (Argentina), the Institute for International Negotiations (INAI), the Group of Producing Countries from the Southern Cone (GPS), the International Centre for Trade and Sustainable Development (ICTSD), the International Food Policy Research Institute (IFPRI) and IICA (through the Center for Strategic Analysis for Agriculture - CAESPA and the Chains FP).

Proposals for policies, strategies, plans and projects:

3

Guides on financing and investment to develop **3** chains (cocoa and chocolate in Costa Rica, goat in Trinidad and Tobago, and floriculture in Paraguay), geared toward the financial sector of **3** countries and with the direct involvement of more than **45** institutional stakeholders of the agrifood and financial sectors.

1

Proposal for management and governance models in Costa Rica's rice chain.

1

Proposal for strategic investments and technical assistance to drive the competitiveness of the cocoa chain in Costa Rica, with active participation by 5 institutional entities of the country.

1

Plan of action for the development of AHFS initiatives (SPS, Codex, MERCOSUR, GAP) that directly benefits **2** chains (floriculture and sheep) in Paraguay, with support from **7** institutional entities in the country.

1

Guide to designing a project for the comprehensive development of the coffee chain in Peru is being drafted with State funding, within the framework of the national plan for the renewal of coffee plantations, and with direct and indirect participation by more than **100** stakeholders and **5** institutional entities linked to the sector.



➤ Management of chains and agribusiness capabilities

42 Agricultural chains	11 of the 13 prioritized chains: poultry in Venezuela; cocoa in Costa Rica, Panama and Peru; dairy goat in Trinidad and Tobago; coffee in Panama; floriculture in Paraguay; fruit in El Salvador; horticulture in Argentina; cashew in Honduras; and sheep in Paraguay. Specific actions in 31 chains or sectors: aquaculture, sesame seed, coffee, ornamental plants, agritourism, avocado, cotton, handicrafts, banana, corn beverages, cocoa, coffee, citrus fruits, strawberry, bean, fruit, basic grains, mushroom, horticulture, milk, corn, honey from three countries, oilseeds, sheep, roots and tubers, grapes, tilapia and okra.
23 Countries	The 10 countries prioritized by the project and 13 additional countries: Antigua and Barbuda, Bolivia, Chile, Dominica, the Dominican Republic, Ecuador, Grenada, Guatemala, Mexico, Nicaragua, St. Kitts & Nevis, St. Vincent & the Grenadines and Saint Lucia.
43 Technical cooperation products	8 processes for consensus-building and coordination in chains; 1 process for information sharing, horizontal cooperation, and knowledge management; 15 studies, methodologies, manuals and guides; 1 proposal, strategy, or plan; 18 capacity-building processes,
738	Stakeholders
185	Institutional entities

Consensus building and coordination in chains:

8 agricultural chains in 6 countries enhanced their management capabilities through various processes aimed at the strengthening of agricultural chain committees and mechanisms for collaboration, as well as the design of strategic and business plans, among other instruments.



Paraguay

The country defined and implemented plans geared toward strengthening competitiveness committees for the floriculture and sheep chains, which were created within the framework of the FP project.



Trinidad and Tobago

Within the framework of the dairy goat chain committee, work was conducted to implement the development plan, focusing mainly on the validation of the manual on dairy goat milk production, the mobilization of resources, the production of forage in order to reduce costs, the construction of milking parlors, and the launch of products to the market.



El Salvador

Preparation of a communication plan and institutional support and promotional materials for the producers' organizations that make up the Federation of Fruit Growers Cooperatives (FECOFRUT). Consultancy services were provided to assist in the development of the "Fraterna" collective brand.



Panama

Support was provided to continue consolidating the coffee and cocoa committees. Efforts were aimed at raising awareness of and driving the adoption of resolutions by stakeholders to formally establish the committee by means of a Ministerial Decree of the Ministry of Agricultural Development (MIDA).



Peru

A work team made up of representatives of the Ministry of Agriculture and Irrigation (MINAGRI), the Peruvian Association of Cocoa Producers (APPCACAO), the United Nations Development Programme (UNDP) and the Civil Procedure Code (CPC) provided chain stakeholders with instruments, procedures, experiences and guidelines for the preparation of national plans. The committee has already defined the scope, road map, organization, draft methodology and timeframe for the stages needed to prepare the national action plan for the cocoa chain.



Costa Rica

A situation analysis of the strawberry chain was developed, and the main obstacles in the economic, social, environmental, and institutional dimensions were identified. In 2018, workshops will be carried out to validate information and develop a work plan with strawberry producers.

Information sharing, horizontal cooperation and knowledge management:

1

Technical visit: 6 stakeholders of the coffee and tilapia chains visited Costa Rica to learn about successful agritourism projects and identify success factors as well as marketing and sustainability strategies that could contribute to consolidating the Agritourism Routes of Honduras.

Studies, methodologies, manuals and guides (in Spanish only):

Progress was achieved in the development of **1** methodology for the management of agricultural chains with a multidimensional approach that addresses competitiveness, environmental sustainability, inclusion and equity, and

9 Manuals of the Hemispheric Program for Institutional Capacity-Building in Associative and Agribusiness Management, focusing on a number of topics including associative management, agribusiness management and commercial management, which are currently in the final publication phase.

1 document entitled [Institutional Frameworks to Support Associative Undertakings in Latin America and the Caribbean: An Analysis in Selected Countries](#).

By means of a joint effort with AECID, 3 studies were developed to support Costa Rica's cocoa chain: [Conditions for Cocoa Production in Rural Areas of Costa Rica's Northern and Caribbean Region](#), [Characterization of Conditions and Opportunities for Costa Rica's Cocoa Market](#), and [Recommendations for a Plan to Strengthen Cocoa Production and Trade by Small-scale Producers in Costa Rica](#).

Proposals, strategies and plans:

1 Communication Plan for the organizations of fruit producers in El Salvador that make up FECOFRUT.

Capacity building:

6 Events designed to strengthen agribusiness and/or commercial capabilities: 3 geared toward strengthening the capabilities of agricultural extension workers in matters related to commercial management in Argentina, Peru and the Dominican Republic; 1 to strengthen the management of small agricultural businesses in Venezuela; 1 on micromarketing in Argentina; and 1 in El Salvador on brand management and product design and packaging.

4 Events related to the strengthening of associative capacities: 2 in the Caribbean, for producers' organizations in 7 countries; 1 in Uruguay for livestock cooperatives; and 1 on associative undertakings for climate change adaptation, geared toward technical specialists and producers of the Humedal Norte de Corrientes region.

3 Events to strengthen capabilities related to the state of the art and the management of chains: 1 course on methodologies for conducting performance analyses in agricultural chains in Uruguay; 1 event on economic analysis of agrifood chains, with a focus on the poultry chain in Venezuela; and 1 event on tools for the establishment of inter-institutional committees, geared toward institutions interested in providing inter-institutional support to the horticulture chain of the Green Belt in the Corrientes province.

4 Training processes focusing on value added in agricultural products; 1 virtual course entitled "Formulation of business plans for the development of agricultural products with value added;" 2 in-person courses on the formulation of business plans for the development of products with value added, in Peru and Honduras; and 1 workshop on the generation of business ideas with value added for Costa Rica's cocoa chain.

1 Training event on leadership and teamwork for technical personnel of the Ministry of Production of the Corrientes Province in Argentina.



> Innovation

24 Agricultural Chains	11 prioritized agricultural chains (meat in Uruguay, floriculture in Paraguay, cocoa in Costa Rica, cashew in Honduras, fruit in El Salvador, cocoa in Peru, cocoa in Panama, coffee in Panama, horticulture in Argentina, poultry in Venezuela, and goat in Trinidad and Tobago), plus onsite training actions in 14 additional chains or sectors (sweet potato in Jamaica; dairy and beef cattle, poultry, and pig in Paraguay; strawberry, palm tree, chayote, dairy and beef cattle in Costa Rica; palm oil and coffee in Honduras; and cheese and eggs in Venezuela).
14 Countries	Argentina, Paraguay, Uruguay, Peru, Venezuela, Panama, Costa Rica, El Salvador, Honduras, Trinidad and Tobago, Jamaica, Chile, Colombia, Bolivia and Brazil.
66 Technical Cooperation Outputs	10 Technological options for innovation; 8 methodologies, studies and proposals; 2 processes related to the sharing of information and experiences, as well as knowledge management; 1 consensus-building process; and 45 capacity-building events.
2276	Stakeholders
336	Institutional Entities

Actions were carried out both at the multinational and hemispheric levels, and in the countries prioritized by the project (Argentina, Costa Rica, El Salvador, Honduras, Jamaica, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, and Venezuela), with emphasis on the priority chains in each one.

The topics addressed in the different processes include:

Implementation of innovations:

Implementation of the plan to produce clear cashew nectar in Honduras, as a strategy for adding value to the false fruit.

Alternatives for market differentiation, introduction of genetic material, crop management practices, harvesting and markets

Good practices for cocoa management and processing in Panama.

Application of good agricultural practices (GAP) in the palm oil, milk, beef cattle, chayote and cocoa chains in Costa Rica.

Methodologies, studies and proposals (in Spanish only):

[Economic Evaluation of Animal Health Programs](#)

[Guide to the Preparation of Animal Health Programs, with Emphasis on the Design of Intervention Strategies](#)

[Technical Manual on Cocoa Farming: Latin American Practices \(Costa Rica\)](#)

[Manual on Good Agricultural and Production Practices for Strawberry Farming \(Costa Rica\)](#)

[Design and Implementation of National Plans for Antimicrobial Resistance Based on Risk Communication: from Theory to Action \(Uruguay\)](#)

[Sharing of Good Rural Extension Practices in the Southern Region \(Brazil\)](#)

[Guide to Phytosanitary and Safety Management in Cocoa Groves \(Peru\)](#)

[Curriculum Design for Training and Extension Activities Geared Toward Increasing the Productivity of the Cocoa and Coffee Chains in Panama](#)

[Study of Capabilities for Innovation in Three Priority Chains \(Floriculture in Paraguay, Goat in Trinidad and Tobago, and Sweet Potato in Jamaica\) and Guide to the Methodological Elements for Conducting this Analysis](#)

Capacity building and sharing of experiences:

- At the national level

- | | |
|--|--|
| <p>2 capacity-building processes in Honduras:</p> <ul style="list-style-type: none"> - Food safety and good manufacturing practices (GMP) in the cashew and coffee chains | <p>1 training process in Paraguay:</p> <ul style="list-style-type: none"> - Innovation and technological adoption processes in key components of the floriculture chain |
| <p>6 training topics in Uruguay:</p> <ul style="list-style-type: none"> - Comprehensive food safety management for food of animal origin, geared toward technical personnel of the Ministry of Livestock, Agriculture and Fisheries of Uruguay - Animal health: control of ticks and bovine parasitic sadness, pathogen control in the poultry chain, and research methodologies in epidemiology - Effective evidence-based risk communication | <p>1 training process in Trinidad and Tobago:</p> <ul style="list-style-type: none"> - Innovation for farm efficiency and productivity, aimed at stakeholders of the dairy goat chain |
| <p>1 training Process for technical specialists in Jamaica:</p> <ul style="list-style-type: none"> - Innovation for the sweet potato chain | <p>1 processes in Argentina:</p> <ul style="list-style-type: none"> - GAP for educators, technical specialists, and producers linked to the horticulture chain, with emphasis on the Corrientes province - Management of post-harvest losses in six chains (in Buenos Aires and Corrientes) |
| | <p>1 process in El Salvador:</p> <ul style="list-style-type: none"> - Application of good practices in fruit associations of El Salvador |

- At the multinational or hemispheric level

Economic evaluation of priority animal health programs in the Permanent Veterinary Committee (PVC) region, Peru and Colombia	Emergency response plans to address diseases in chains
Strengthening of animal health programs in Paraguay and Uruguay	Good rural extension practices (Southern Region)
Programs for epidemiological surveillance of antimicrobial resistance	Innovation capabilities in agricultural chains
Efficient and renewable energy use in value-added processes of agricultural chains	Carbon footprint and environmental benefits associated with agricultural chains (asynchronous virtual course)
Methodology geared toward reducing food losses in value chains (asynchronous virtual course)	



➤ Market access

27 Agricultural chains	8 of the 13 priority chains: floriculture in Paraguay; cocoa in Costa Rica, Peru, and Panama; cashew in Honduras; coffee in Panama; horticulture in Argentina; and dairy goat in Trinidad and Tobago. Specific actions in 19 chains or sectors: sesame seed in Honduras; cocoa in Colombia, Guatemala, Honduras, Ecuador, Mexico, and the Dominican Republic; sugarcane in Costa Rica and Paraguay; meat in Costa Rica; bean, fruit and horticulture in Honduras; corn, plantain, and tomato in Panama; and the meat, fruit and horticulture sectors, under a hemispheric vision focused on AHFS
27 Countries	8 priority countries: Argentina, Costa Rica, El Salvador, Honduras, Panama, Paraguay, Peru and Trinidad & Tobago. Specific actions in 19 countries: Antigua & Barbuda, Bahamas, Barbados, Belize, Brazil, Chile, Colombia, the Dominican Republic, Ecuador, Grenada, Guatemala, Guyana, Haiti, Jamaica, Mexico, Saint Kitts & Nevis, Saint Vincent & the Grenadines, Saint Lucia and the United States.
30 Technical cooperation products	15 processes for information sharing, horizontal cooperation and knowledge management; 1 consensus and partnership-building process; 1 study, methodology, manual or guide; 8 proposals strategies and plans; 5 capacity-building events.
1371	Stakeholders
511	Institutional entities

Information sharing, horizontal cooperation and knowledge management:

1 Meeting entitled “Sharing experiences that favor the commercialization of cocoa and its by-products,” with the participation of 16 stakeholders of the cocoa chain in 9 countries. The event made it possible to analyze policies that foster the chain’s competitiveness, as well as the evolution, situation and prospect for this chain in the participating countries.

1 Fair and 1 business matchmaking event in which producers’ organizations of Panama’s coffee, cocoa, plantain, corn and tomato chains identified commercial options with other links in the chain.

1 Technical visit to learn about innovative channels and instruments that support commercialization in Chile's horticultural areas, in order to support the horticulture chain in the province of Corrientes in Argentina.

1 Technical visit to participate in the Global Floriculture Summit in Ecuador, which made it possible to identify innovations and techniques applied in high-performance, intensive floriculture production, market-based harvest management practices, methods for preserving and maintaining the quality of flowers in vases, and strategies for marketing cut flowers.

1 Culinary Conference of the Caribbean and fourth edition of the Caribbean Junior Culinary Conference, which seek to empower culinary professionals as experts in promoting the use of local food in Caribbean cuisine. The events provided an opportunity to discuss the establishment of a Caribbean Culinary Partnership. A total of 55 stakeholders and 12 institutions of the culinary and agricultural industries were involved, and 14 "champions" were identified to assist in promoting a culinary-agricultural partnership.

9 information-sharing events at the national, regional and hemispheric levels, which made it possible to strengthen the capabilities of 70 stakeholders from Brazil's and Chile's government and private sectors in matters related to compliance with the Food Safety Modernization Act (FSMA). At least 50 representatives of the official plant health services of 25 countries strengthened their technical knowledge in order to discuss impactful phytosanitary standards and topics. Additionally, 30 and 200 representatives of national veterinary services and the private sector, respectively, of twelve different countries strengthened their capacity to conduct economic impact evaluations focusing on animal health, control of foot-and-mouth disease, veterinary drugs and food safety standards.

Consensus building and partnerships:

1 Caribbean Culinary Association was strengthened through the establishment of a work team made up of **4** chefs in the region, responsible for establishing the institutional and managerial framework needed to register chefs throughout the region as members of the association and to establish strategies and activities for the sector. The organization receives support from IICA, the Caribbean Tourism Organization (CTO) and the Caribbean Hotel and Tourism Association (CHTA).

Studies, methodologies, manuals, and guides:

1 Document entitled *“Marketing Strategies that Facilitate Linkages between Cocoa Producers and Markets,”* which details various institutional support models and cases of cocoa producers’ organizations that have established successful market linkages, identifying conditioning and success factors for their development. The document also examines different factors that successful cases have in common, based on each scheme.

Proposals, strategies, and plans:

The FP consolidated the “One Village, One Product” (OVOP) movement in 6 Costa Rican cantons, as well as the management of a marketing platform that involves the integration and implementation of 1 D-Hope project, the generation of 1 municipal brand for Turrialba, and the implementation of capacity-building processes in topics related to experience economy for market access.

1	Proposal for a mechanism for the commercial management of organizations related to fair trade in Costa Rica.
1	Differentiation strategy for the floriculture chain that includes a product catalog and 2 national plans for the meat and for organic sugar chains in Paraguay.
1	Strategy for the commercialization of cashew by-products in Honduras.
1	Proposal for a regional mechanism that promotes value-added processes in the Chorotega and Caribbean regions of Costa Rica.

Capacity-building processes:

2

Online agro-ecotourism courses, through which 210 people in **17** countries enhanced their expertise for linking producers with the tourism sector, through a strategy involving short marketing circuits and the diversification of income through the development of agritourism services.

1

Process for strengthening aspects geared toward facilitating linkages between dairy goat chain producers in Trinidad and Tobago and supermarket chains at the national level.

2

Capacity-building processes (one in Honduras and another in Panama), geared toward enhancing successful participation in fairs and trade missions.

Contact Us

Daniel Rodríguez

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

James French

Principal Officer of Competitiveness and
Sustainability of Agricultural Chains
james.french@iica.int

Joaquín Arias

Coordinator of Component 1 Policies and
Institution Framework
International Specialist in Policies
and Sectoral Analysis
joaquin.arias@iica.int

Federico Ganduglia

Coordinator of Component 2 Management of
Chains and Agribusiness Capacities
Specialist in Policies and Agribusinesses
federico.ganduglia@iica.int

Viviana Palmieri

Coordinator of Component 3 Innovation for
Productivity, Efficiency and Sustainability
Specialist in Management of Technological
Innovation
viviana.palmieri@iica.int

Manuel Messina

Coordinator of Component 4 Access and
Linkages to Markets
Specialist in Agribusinesses and Marketing
manuel.messina@iica.int

Telephone: (202) 458-6959

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