



Institutional mandates for agribusiness development in Latin America and the Caribbean

Policy mechanisms and instruments



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Editorial coordination: Hernando Riveros, Marvin Blanco, Marcos Sánchez, Eva Gálvez (FAO)

Translation: Paul Murphy

Cover design: Carlos Umaña

Layout: Carlos Umaña

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Acronyms

ABC	Low-Carbon Agriculture Program, Brazil
ACP	Agricultural Competitiveness Programme, Jamaica
ACP	Agribusiness and Commercialization Program, IICA
ADP	Agricultural Export Diversification Program, Guyana
AGEXPORT	Guatemalan Association of Exporters
AGROIDEAS	Program on Compensation for Competitiveness, Peru
AGRORURAL	Program to Develop Agricultural Production in Rural Areas, Peru
AIC	Agro Invest Corporation, Jamaica
ANII	National Research and Innovation Agency, Uruguay
BAIC	Bahamas Agricultural and Industrial Corporation
BB	Bank of Brazil
BNDES	National Development Bank, Brazil
CACER	Argentine Chamber of Certifiers of Food, Organic and Related Products
CAPOC	Argentine Chamber of Certified Organic Producers
CARPE	Program to Create, Provide Technical Assistance to and Establish Networks for the Development of Business Professionals, Uruguay
CIALCO	Short Alternative Circuits, Ecuador
CITE	Technological Information Centers, Peru
CNP	National Production Council, Costa Rica
CNPq	National Scientific and Technological Development Council, Brazil
COHEP	Honduran Council on Private Enterprise
COLCIENCIAS	Administrative Department of Science, Technology and Innovation, Colombia
COMEXI	Foreign Trade and Investments Council, Ecuador
COMRURAL	Rural Competitiveness Program, Honduras
CONAB	National Supply Company, Brazil
CONAL	National Food Commission, Argentina
CONPES	National Economic and Social Policy Council, Colombia
CORPOICA	Colombian Agricultural Research Corporation
DAIR	Rural Agroindustry Directorate of the Rural Development Institute, Nicaragua
DENACOOOP	Department of Cooperativism and Rural Associativism, Brazil
DEPROS	Production and Sustainability Department, Brazil
DIAN	Tax and National Customs Department, Colombia
DICTA	Agricultural Science and Technology Directorate, Honduras
DINAPYME	National Craftwork, Small- and Medium-Scale Enterprises Directorate, Uruguay
DNP	National Planning Department, Colombia
DRE	Equitable Rural Development Program, Colombia
EMBRAPA	Brazilian Agricultural Research Corporation, Brazil
EMPODERAR	Program on Organized Undertakings for Self-managed Rural Development, Bolivia.
EMPRENDESUR	Sustainable Rural Development Program for the Southern Region, Honduras
ERAS	Agrarian Revolution Schools, Ecuador
FAO	United Nations Food and Agriculture Organization
FIDE	FIDE, Inversión y Exportaciones, Honduras
FIMAGO	Strengthening of Infrastructure for the Transportation and Collection of Grains and Oil-seeds (subcomponent), Mexico
FINCAS	Creation of Liquid Guarantees for Funds to Support Producers, Mexico
FOINI	Fund to Promote Investment in Areas Suffering from Moderate to Severe Marginalization, Mexico
FONAGA	National Fund for Guarantees for the Agricultural, Forestry, Fisheries and Rural Sectors, Mexico
FONARPA	Fund for the Management of Agricultural Risks, Mexico
FONDOEMPLEO	National Fund for Work-related Training and the Promotion of Employment, Peru

FUNDER	Foundation for the Development of Rural Businesses, Honduras
ICONTEC	Colombian Technical Standards Institute
IDR	Rural Development Institute, Nicaragua
GDP	Gross Domestic Product
IF	Establishment and Strengthening of Financial Intermediaries, Mexico
IICA	Inter-American Institute for Cooperation on Agriculture
IHCAFE	Honduran Coffee Institute
INDAP	National Agricultural Development Institute, Chile
INEFOP	National Employment and Professional Training Institute, Uruguay
INPI	National Intellectual Property Institute, Argentina
INTA	National Agricultural Technology Institute, Argentina
INTI	National Industrial Technology Institute, Argentina
MADR	Ministry of Agriculture and Rural Development, Colombia
MAG	Ministry of Agriculture and Livestock Farming, Costa Rica, El Salvador and Paraguay
MAGA	Ministry of Agriculture, Livestock Farming and Food, Guatemala
MAGAP	Ministry of Agriculture, Livestock Farming and Fisheries, Ecuador
MAGyP	Ministry of Agriculture, Livestock Farming and Fisheries, Argentina
MAM	Ministry of the Environment, Brazil
MAPA	Ministry of Agriculture, Livestock Farming and Supply, Brazil
MAPO	Argentine Organic Production Movement
MCT	Ministry of Science and Technology, Brazil
MDA	Ministry of Agricultural Development, Brazil
MDIC	Ministry of Industry and Trade, Brazil
MDRyT	Ministry of Rural Development and Lands, Bolivia
MDS	Ministry of Social Development, Brazil
MGAP	Ministry of Livestock Farming, Agriculture and Fisheries, Uruguay
MIDA	Ministry of Agricultural Development, Panama
MIEM	Ministry of Industry, Energy and Mining, Uruguay
MIN	Ministry of National Integration, Brazil
MINAG	Ministry of Agriculture, Peru
MINCETUR	Ministry of Foreign Trade and Tourism, Peru
MIPRO	Ministry of Industry and Productivity, Ecuador
MoA	Ministry of Agriculture and Fisheries, Jamaica
MTPE	Ministry of Labor and Promotion of Employment, Peru
NIEX/DPI	Integration for Exportation Nucleus, Brazil
ODEPA	Agricultural Studies and Policies Office, Chile
OPP	Planning and Budget Office, Uruguay
PAA	Food Acquisition Program, Brazil
PACC	Program on Competitiveness of Clusters and Production Chains, Uruguay
PACPYMES	Program in Support of the Competitiveness and Promotion of Exports, Uruguay
PADEMER	Rural Microenterprise Development Program, Colombia
PAPCH	Program in Support of the Production and Marketing of Vegetables in Paraguay (2010-2014)
PATMIR	Regional Technical Assistance Program for Rural Microfinancing, Mexico
PCM	Chairmanship of the Council of Ministers, Peru
PDI	Investment Development Program, Chile
PDTI	Program for the Development of Indigenous Territories, Chile
PEA	Agri-food Strategic Plan 2010-2016, Argentina
PFA	Program to Support Food Production in the Family Agriculture Sector, Paraguay
PIBA	Agricultural Gross Domestic Product
PIDISA	Inter-departmental Program on Teaching, Research and Services in Agroecology, Mexico
PITTA	Agricultural Research and Technology Transfer Programs, Costa Rica
PNAIR	National Rural Agroindustry Program, Nicaragua

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PPA	Vegetable Production and Marketing Program, Public Purchases Program, Paraguay
PROARGEX	Promotion of High Value Added Food Exports, Argentina
PROCAL II	Program on Quality Management and Food Differentiation Systems, Argentina
PRODAO	Organic Agriculture Program, Argentina
PRODERS	Sustainable Rural Development Program, Paraguay
PRODESAL	Local Development Program, Chile
PRODUCE	Program to Increase Productivity and Improve Competitiveness, Ministry of Production, Peru.
PROFIN	Programs to Expand Rural Funding, Mexico
PROMECOM	Project to Improve Competitiveness and the Rural Economy in Yoro, Honduras
PROMEX	External Markets Program, Peru
PROMPERU	Commission to Promote Peruvian Exports and Tourism, Peru
PRONACOM	National Competitiveness Program, Guatemala
PRONAF	National Program to Strengthen Family Agriculture, Brazil
PRONAF	National Program to Support Family Agriculture, Paraguay
PRONAFOPE	National Livestock Farming Development Program, Paraguay
PRONAGRO	National Agrifood Development Plan, Honduras
PRONATUR	National Rural Tourism Program, Argentina
PRONEGOCIOS	Rural Business Promotion Program, Honduras
PRONERI	Inclusive Rural Businesses Program, Ecuador
PROVAR	Project in Support of Adding Value to Agribusinesses, Mexico
READ	Rural Enterprise and Agricultural Development Project, Guyana
REDAR	Rural Agroindustries Network of Panama
REDIEX	Investment and Exports Network, Paraguay
RedIPA	Food-based SMEs Information Network, Argentina
SAG	Secretariat of Agriculture and Livestock Farming, Honduras
SAGARPA	Secretariat of Agriculture, Livestock Farming, Rural Development, Fisheries and Food, Mexico
SAT	Technical Advisory Service, Chile
SDC	Secretariat of Agricultural Development and Cooperativism, Brazil
SDT	Secretariat of Territorial Development, Brazil
SENA	National Vocational Education Service, Colombia
SENASA	National Agrifood Health and Quality Service, Argentina
SPA	Secretariat of Agricultural Policy, Brazil
SRI	Secretariat of International Relations for the Agribusiness Sector, Brazil
TTABA	Trinidad and Tobago Agribusiness Association
TTMA	Trinidad and Tobago Manufacturers Association
ValorAr	National Value Added Program, Argentina

1. Introduction

This report is submitted in fulfillment of the terms of reference agreed upon and signed by the Inter-American Institute for Cooperation on Agriculture (IICA) and the United Nations Food and Agriculture Organization (FAO), the objective of which is to describe the institutions responsible for supporting agribusiness in Latin America and the Caribbean (LAC).

The report analyzes information obtained via a survey on institutional mandates related to agribusiness, which specialists from the IICA Offices in its member countries conducted with qualified informants from 25 countries which responded to the request to participate. Annex 1 contains the survey form used.

The countries from which information was obtained are Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, Trinidad and Tobago and Uruguay. The results of the survey can be found in Annex 2, consolidated and arranged by groups of countries.

2. Methodology applied in conducting the study

The first stage of the study was to conduct the survey, prepared in advance by the IICA-FAO technical team responsible for coordinating and implementing the study, using different means, depending on the situation in each country, as follows:

- In most cases, personnel at the highest level of the ministries of agriculture, or equivalent body, were interviewed directly;
- In others, workshops were held for certain personnel from the ministries and units attached to them, in which the survey form was filled out as a group or individually, after hearing introductory and motivational presentations; and
- In some others, the forms were filled out by the IICA specialists themselves, based on information provided by the respective IICA Office, given their ongoing interaction with the ministries of agriculture. On some occasions, the form was sent to national counterparts to be validated.

Responsibility for overseeing the application of the survey and ensuring the consistency and relevance of the responses was assigned to the team of international specialists of IICA's Agribusiness and Commercialization Program (ACT), which had technical responsibility for the work. A group within the ACT was responsible for systematizing the information compiled, validating its accuracy (whenever there were doubts regarding the relevance of the responses), clarifying doubts via follow-up consultations, searching for additional information on the Internet, and writing the report.

In order to analyze the information, the countries were divided into four groups, considering first their geographic location and then similar levels of development (applied only in the case of Mexico). The groups are as follows:

- Caribbean: Barbados, Bahamas, Dominica, Grenada, Jamaica, St. Kitts and Nevis and Trinidad and Tobago;
- Central America: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama;
- Andean Region: Bolivia, Colombia, Ecuador and Peru; and
- Southern Region and Mexico: Argentina, Brazil, Chile, Mexico, Paraguay and Uruguay.

3. Institutions with mandates to develop and strengthen agribusiness and agroindustry

In all the countries covered in this study, policy instruments are applied in support of the development of agribusiness and agroindustry. However, they are applied by different bodies in the public or private sectors and differ in terms of level of development, number and scope and of the role they play in the different ministries and in other agencies of the Executive Branch, both at the national and local levels. Below is a brief overview of these institutions, separated by those directly related to the ministries of agriculture and those linked to other bodies in the public sector.

3.1 Countries in which units of the ministry of agriculture have explicit mandates regarding agribusiness and agroindustry

In 75% of the countries covered in this analysis, the ministries of agriculture have specific mandates to support the development of agribusiness and agroindustry. Explicit information was not obtained from the responses from Bahamas, Barbados, Grenada and Trinidad and Tobago, in the Caribbean; Nicaragua, in Central America; Bolivia, in the Andean Region; and Uruguay in the Southern Region. In these countries, such actions are carried out by institutions specialized in aspects of rural development or other economic and social sectors, or by private organizations, in some cases involving units of the ministry of agriculture. This situation is summarized in Table 1.

Table 1: Countries in which the ministries of agriculture have units with explicit mandates regarding agribusiness and agroindustry

	Caribbean	Central America	Andean Region	Southern Region and Mexico
MoA has explicit mandate	Dominica Guyana Jamaica St. Kitts and Nevis	Belize Costa Rica El Salvador Guatemala Honduras Panama	Colombia Ecuador Peru	Argentina Brazil Chile Mexico Paraguay
MoA has no explicit mandate	Bahamas ¹ Barbados ¹ Grenada Trinidad and Tobago	Nicaragua	Bolivia	Uruguay ²

Source: prepared by authors

¹ Information validated by IICA specialist

² Responsible for contributing to the development of the agroindustry sector.

In the 18 countries whose ministries of agriculture are responsible for matters related to agribusiness and agroindustry, the mandate is carried out by units with different hierarchical levels, from under secretariats, vice ministries or equivalent bodies, in the cases of Argentina and Brazil, to areas, units and programs in different countries of the Caribbean and Central America, as shown in Table 2.

Table 2: Highest level unit within the ministry of agriculture that carries out direct actions in support of agribusiness and agroindustry

	Caribbean	Central America	Andean Region	Southern Region and Mexico
Vice Ministry Under Secretariat				Argentina Brazil*
Institute Corporation Office	Jamaica			Brazil Chile
Directorate		Guatemala Panamá	Colombia Peru	Argentina Mexico Paraguay
Deputy Directorate Department Division		El Salvador	Ecuador	Brazil
Area Unit Program	Dominica Guyana St. Kitts and Nevis	Belize Honduras Costa Rica		

Source: prepared by authors

* Principal unit responsible for development of agribusiness in the country

Below are the names of these units, based on the information obtained from the survey:

- At the level of vice ministry, secretariat or equivalent body:
 - o In Argentina: the Secretariat of Rural Development and Family Agriculture and the National Directorate for the Processing and Marketing of Agricultural and Forestry Products. The former focuses on small-scale producers who are beginning their activities or find it very difficult to market their products; the second deals with small-scale producers and business operators already linked to markets.
 - o In Brazil, the four secretariats that share the mandate of developing agribusiness are attached to two ministries: Agricultural Development (MDA), which focuses its actions on rural development and poverty alleviation, and Agriculture, Livestock Farming and Supply (MAPA):
 - Secretariat of Agricultural Development and Cooperativism (SDC), of the MAPA
 - Secretariat of Agricultural Policy (SPA), Agribusiness and Sectoral Chambers Department, of the MAPA
 - Secretariat of International Relations for the Agribusiness Sector (SRI), of the MAPA
 - Secretariat of Territorial Development, of the MDA

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- At the level of institute, corporation, office or equivalent body:
 - In Brazil, the National Supply Company (CONAB), of the MAPA
 - In Chile, the National Agricultural Development Institute (INDAP) and the Agricultural Studies and Policies Office (ODEPA), both of the Under Secretariat of Agriculture of the Ministry of Agriculture
 - In Jamaica, the Agricultural Sector Development Unit, of the Ministry of Agriculture and Fisheries (MoA)

- At the level of directorate or equivalent body:
 - In Argentina, the National Directorate for the Processing and Marketing of Agricultural and Forestry Products, of the Under Secretariat of Agriculture of the Secretariat of Agriculture, Livestock Farming and Fisheries (MAGyP)
 - In Colombia, the Directorate of Production Chains of the Ministry of Agriculture and Rural Development (MADR)
 - In Guatemala, within the Ministry of Agriculture, Livestock Farming and Food (MAGA):
 - The Marketing and Trade Department of the Directorate to Strengthen the Organization of Production and Marketing, of the Vice Ministry of Rural Economic Development of the MAGA, which is responsible for matters related to agribusiness
 - The Fruit Department of the Directorate of Agricultural Development, which is responsible for matters related to agroindustry
 - In Mexico, the Under Secretariat for the Promotion of Agribusiness, of the Secretariat of Agriculture, Livestock Farming, Rural Development, Fisheries and Food (SAGARPA)
 - In Panama, the National Agroindustry Directorate, of the Ministry of Agricultural Development (MIDA)
 - In Paraguay, the Commercialization Directorate of the Ministry of Agriculture and Livestock Farming (MAG)
 - In Peru, there are four directorates within the Ministry of Agriculture (MINAG):
 - General Directorate of Agricultural Competitiveness
 - Agribusiness Directorate
 - Promotion of Competitiveness Directorate
 - Agrarian Capitalization Directorate

- At the level of deputy directorate, department, division or equivalent body:
 - In Brazil, two departments of the MAPA:
 - The Rural Cooperativism and Associativism Department (DENACOOOP)
 - The Production and Sustainability Department (DEPROS)
 - In Ecuador, the Commercialization Deputy Directorate of the Ministry of Agriculture, Livestock Farming and Fisheries (MAGAP)
 - In El Salvador, the Agribusiness Division of the Ministry of Agriculture and Livestock Farming (MAG)

- At the level of area, unit or equivalent body:
 - In Belize, the Marketing Unit of the Ministry of Agriculture and Fisheries
 - In Brazil, the Nucleus of Integration for Exportation (NIEX/DPI), of the MAPA
 - In Costa Rica:
 - National Sectoral Programs
 - Agricultural Research and Technology Transfer Programs (PITTA)
 - Dominica, the Agricultural Investment Unit

- o In Guyana, the Agricultural Sector Development Unit
- o In Honduras, the Agribusiness Unit of the Secretariat of Agriculture and Livestock Farming (SAG)
- o In St. Kitts and Nevis, the Marketing Unit

The case of Uruguay is unique in that no unit within the Ministry of Agriculture, Livestock Farming and Fisheries has an explicit mandate to support the development of agribusiness and/or agroindustry. Actions related to these fields are carried out separately within the general directorates of the ministry (Agricultural, Livestock Farming, Forestry) and the rural development project, Uruguay Rural.

According to this information, the countries that have such a unit may be classified in two categories: a) those in which a single unit or basically one unit has the mandate to support the development of agribusiness and agroindustry, and the authority to do so, and b) those in which several units share that mandate and the necessary authority, as can be seen in Table 3.

Table 3: Centralization and decentralization of mandates and the authority to support the development of agribusiness and agroindustry

	Caribbean	Central America	Andean Region	Southern Region and Mexico
Single unit or basically one unit	Dominica Guyana Jamaica St. Kitts and Nevis	Belize El Salvador Honduras Panama	Colombia Ecuador	Mexico Paraguay
Group of units		Costa Rica Guatemala	Peru	Argentina Brazil Chile

Source: prepared by authors

An analysis of the age of the initiatives undertaken by the ministries of agriculture of the region, in the areas of agribusiness and agroindustry, reveals that the most recent one were launched in the Caribbean, while the oldest are in the countries of the South, most of which have been in operation for more than ten years (See Table 4). INDAP in Chile is a special case, having been established almost 40 years ago.

Table 4: Age of the initiatives launched by the ministries of agriculture of Latin America to support the development of agribusiness and agroindustry

	Caribbean	Central America	Andean Region	Southern Region and Mexico
Less than two years	Dominica Jamaica	Belize Guatemala	Ecuador ¹	Argentina ²
Between two and five years	Guyana St. Kitts and Nevis		Peru ³	
Between five and ten years		El Salvador Honduras Panamá		Mexico
More than ten years		Costa Rica	Colombia	Brazil Chile ⁴ Paraguay

Source: prepared by authors

¹ Between 2007 and 2010 another unit performed these duties.

² In 2000, another unit performed these duties.


³ Since 1970, different units with similar mandates have been created and transformed.

⁴ INDAP is the institution with mandates related to agribusiness and agroindustry that has been around the longest (created in 1963) and its name has never been changed.

3.2 Countries in which the specific mandate regarding agribusiness and agroindustry is entrusted to ministries and other organs outside the agricultural sector

In the countries of Latin America, in addition to the ministries of agriculture, a wide range of institutions outside the agricultural sector face the challenge of supporting the development of agribusiness and agroindustry, including:

- The ministries of industry and trade or entities of these sectors, such as: the Ministry of Industry and Trade of Brazil; the Investment and Export Network (REDIEX) of the Ministry of Industry and Trade of Paraguay; the Directorate of Agroindustry of the Ministry of Industry and Productivity (MIPRO) of Ecuador; and the Directorate of Agroindustry of the National Production Council (CNP) of Costa Rica. It is worth noting that within the ministry of agriculture of all the countries mentioned in this category there are units with a mandate related to the development of agribusiness.
- The ministries or entities that focus on the rural milieu or social development such as the Ministry of Social Development (MDA) of Brazil; the Directorate of Rural Agroindustry (DAIR) of the Rural Development Institute (IDR) of Nicaragua; and the Committee of Smallholder Economic Organizations of Bolivia.
- The ministries of economy and finance and entities of the financial sector; for example, the Bahamas Investment Authority, in the Caribbean, and the National Development Bank (BNDES) and the Bank of Brazil (BB), which offer specialized services in the area of agribusiness.



Also of note is the relatively high level of participation of the research, development and innovation sector in Brazil, through the Ministry of Science and Technology (MCT), the National Scientific and Technological Development Council (CNPq), the Brazilian Agricultural Research Corporation (EMBRAPA) and different universities and public research institutions.

In Brazil, the Ministry of the Environment and in Barbados the Ministry of Labor, through its Enterprises Development Division, were mentioned.

A special situation exists in the Caribbean, where institutional initiatives headed by the private sector are being implemented to meet the needs of agribusinesses and agroindustries, such as the Bahamas Agricultural and Industrial Corporation (BAIC) and the Trinidad and Tobago Agribusiness Association (TTABA).

4. Interministerial mechanisms to support the development of agribusiness and agroindustry

In the region, there are some inter-ministerial mechanisms that focus solely on the promotion of agribusiness and agroindustry. The coordinating **committees related to agribusiness** include the following:

- The Ad Hoc Advisory Committee in Support of agribusiness in Honduras
- The Agribusiness Unit and the regional agribusiness committees of the Colombian Agricultural Research Corporation (CORPOICA)

Two **inter-ministerial mechanisms for the coordination of the development of agribusiness** have been identified:

- The Committee on Rural Agroindustry Policies and Rules of Panama
- The Network and Sectoral Working Groups on Agroindustry, of the National Vocational Education Service (SENA) in Colombia

Other than these specific mechanisms, different entities have been established in the countries of the region to coordinate and articulate the actions of different branches of the Executive Branch, which include the **concept of agribusiness within the framework of “expanded agriculture” or “the agricultural chain approach.”** As a result, several coordination bodies have been established that formulate and implement (sub)sectoral policies that can be classified in three categories: (1) chain-specific working groups, committees or councils, (2) bodies that focus on production, research, technology development and innovation; and (3) commissions or committees related to the area of agricultural health and food safety (found in a larger number of countries). Below are details on the presence of each category of bodies in the countries studied:

- **Chain-specific working groups, committees or councils**, with participation of the private sector and different levels of consolidation and scope, present in:
 - The Southern Cone: the sectoral chambers in Brazil, the national commissions and working groups on different products in Chile and the working groups on agricultural products, the sectoral working groups on competitiveness and the working groups on agricultural exports in Paraguay.
 - Mexico: working groups on agrifood systems.
 - Andean Region: the national and regional chain councils in Colombia and the consultative councils in Ecuador.
 - In Central America: chain-specific councils Honduras, Panama and El Salvador and the national programs by agricultural chain in Costa Rica.
- **Mechanisms for coordinating aspects related to production, research, technology development and agricultural innovation**, such as:
 - The Production Office and the Ministerial Office for Innovation in Mexico
 - The Ministry of Production, Employment and Competitiveness in Ecuador

- o The “Production Office” Inter-institutional Committee in Nicaragua
 - o The “Chile: Food and Forestry Power” Council and the working groups, commissions and sub-committees on the production of different products in the family agriculture sector in Chile
 - o The Production Modernization and Diversification Committee, headed by the Ministry of Trade, and the National Council of the Agricultural Sector, directed by the Administrative Department of Science, Technology and Innovation (COLCIENCIAS) in Colombia
 - o The National Biotechnology Commission in Chile
 - o The Biosafety Office in Uruguay.
- **Mechanisms for coordinating aspects related to agricultural health and food safety** which have evolved along with global trends and standards, including:
 - o National Codex Alimentarius committees in almost all the countries
 - o Commissions or committees on good agricultural practices in Bolivia, Chile, Colombia, Ecuador, Paraguay and Peru
 - o Technical standards committees in most of the countries
 - o Technical or consultative commissions or committees on food safety in Costa Rica, Panama and Peru
 - o Advisory committees and commissions on different seals of quality in Argentina.

Other national bodies mentioned less frequently in the survey are included in the categories of: promotion of ecological and organic agriculture (Advisory Commission on Organic Production in Argentina, Ecological Agriculture Committee in Colombia and North West Organics in Guyana), rural development, in Mexico; food security and nutrition, in Guyana, and bio-trade in Colombia.

5. Policy instruments to support the development of agribusiness and agroindustry

For the purposes of this study, the public policy instruments that exist in the countries of the Americas in support of the development of agribusiness and agroindustry have been divided into three categories:

- Policies, plans or strategies for the development of agribusiness and agroindustry
- Significant programs and projects for the development of agribusiness and agroindustry of the ministries of agriculture and other bodies of the Executive Branch. The survey contained a specific question on this category to identify initiatives aimed at promoting the strengthening of agribusiness capabilities and/or the creation of associations as a means of enabling producers and agribusiness operators to enter and compete in markets, given IICA's particular interest in this subject matter.

5.1 Policies, strategies or plans focused specifically on the development of agribusiness and agroindustry in general or aimed a certain subsectors

For the purpose of organizing the information gathered in the survey, the public policy instruments considered in this category have been divided into the following types: laws, policies, plans and strategies.

It is interesting to note that the organizational development presented in Sections 3 and 4 of this report is not directly related to the formulation of laws, and that in most of the countries, instruments in which the State is given a mandate in this regard were not identified. This, in practice, does not mean that governments do not comply with the mandates to support the development of agribusiness and agroindustry. The existence of laws as an instrument of public policy on the topic is more common in the countries of the Andean Region; similar mechanisms were not found in the Caribbean, Central America or the Southern Region. Below is detailed information on those laws:

- In Colombia:
 - o Law 811 of 2003 to strengthen chain-specific organizations, and its enabling regulations.
 - o National Development Plan, Law 1450 of 2011, Article 31, related to technology development, funding for private investment and intellectual property.
- In Peru:
 - o Law N.º 28062 of 2003 “Developing and strengthening agrarian organizations”
 - o Law N.º 28846 of 2006 “Strengthening production chains and clusters”
 - o Law N.º 29064 of 2007 “Re-opening the Agricultural Bank”
- In the 25 countries analyzed, most instruments are in the form of policies, but instruments that include aspects related to agribusiness and agroindustry exist in only seven of them. In addition, other more specific instruments in support of the development of agribusiness and agroindustry are not necessarily applied within the framework of explicit policies. Most of the policies mentioned in the survey can be classified as:

- General in nature, referring to the concept of agrifood sector:
 - State Policy for the Agrifood Sector and Rural Development 2010-2021 of Costa Rica.
 - State Policy for the Agrifood Sector 2004-2021 of Honduras.
- In support of the agricultural sector, with aspects related to agribusiness and agroindustry:
 - National Policy for the Agriculture-Environment System 2007-2025 of Dominica.
 - State Policies for Agriculture in Ecuador 2007-2020.
 - Agricultural Policy 2011-2015 of Guatemala.
 - Modernizing Agriculture in Grenada: An Overview of the National Policy and Strategy 2008 of Grenada.
 - Agricultural and Forestry Biotechnology Policy and Programs of Paraguay.
- Rural development, with elements related to the support for agribusiness and agroindustry, such as the Rural Development Policy for Agriculture 2010 of Ecuador.

Plans are the public policy instruments most commonly applied in the region within this first category of general mechanisms. Plans exist in 14 of the 25 countries that responded to the survey. These plans are detailed below:

- In the Caribbean:
 - Agriculture Sector Plan 2010-2011 of the Bahamas.
 - Medium Term Plan for the Agriculture Sector 2008-2013, Barbados.
 - Agriculture Sector Plan 2009 and the Industry Development Plans, Jamaica.
 - Ministry of Agriculture Strategic Plan 2005-2009, St. Kitts and Nevis.
- In Central America:
 - Medium Term Development Plan 2010-2013, Belize.
 - Plan on Family Agriculture and Rural Entrepreneurship for Nutritional Food Security 2011, El Salvador.
 - Plan of Strategic Action for the Agricultural Sector 2010-2014, Panama.
- In the Andean Region:
 - Documents of the National Council on Economic and Social Policy (CONPES) of the National Planning Department (DNP) for production chains 2008-2010, of Colombia.
 - Agroindustry Development Plan 2006-2010, Ecuador.
 - National Plan for the Productivity and Competitiveness of SMEs 2011-2014, National Export Strategic Plan 2003-2013, Multi-year Strategic Plan of the Ministry of Agriculture 2007-2011/2012-2016, Multi-year Sectoral Strategic Plan of the Production Sector 2007-2011, Strategic plans of the potato, hard yellow corn, poultry-hog farming, and cacao-chocolate chains 2003 and the National Livestock Farming Development Plan 2006-2015, Peru.
- In the Southern Region:
 - Agrifood Strategic Plan 2010-2014 and sectoral strategic plans: wine making 2003, dairy 2009 and beekeeping 2009, Argentina.
 - National Export Plan 2005, Paraguay.
 - Objectives by Production Chain Stages from 2010 on, Measures for the development of value chains 2010 and Strategic planning for sheep farming 2009-2015, Uruguay.

Lastly, **strategies** are instruments mentioned only in the countries of the Southern Region and Mexico:

- Documents on guidelines and instructions for the regional directorates of the INDAP, Chile.
- Operating Rules for the Programs of the SAGARPA, Mexico.
- Agrarian Strategic Framework 2009/2018, Paraguay.
- Uruguay Third Century Strategy. Aspects related to Production. OPP 2009 and Strategic planning for sheep farming 2009-2015, Uruguay.

5.2 Programs or projects that support aspects of the development of agribusiness and agroindustry

In 17 of the 25 countries analyzed, reference is made to these specific instruments of the ministries of agriculture or other public or private bodies on which information was obtained.

In order to organize the information on these instruments and facilitate their analysis, the programs or projects on which information was obtained have been classified in the following categories: a) programs offered by the ministries of agriculture, b) programs offered by public entities other than the ministries of agriculture, and c) programs offered by the private sector.

Outstanding among **the programs of the ministries of agriculture**, given their number and the number of countries in which they are implemented, are those related to: improving competitiveness; promoting the marketing of products from the family agriculture sector; supporting value added activities and the diversification of agricultural incomes; funding; promoting rural entrepreneurship; and promoting territorial development, as seen below:

- (1) Programs to improve competitiveness: 12 programs and projects in eight countries of the four regions analyzed.
 - o In the Caribbean: Agricultural Competitiveness Programme (ACP) 2010, Jamaica.
 - o In Central America:
 - Program to Promote Sustainable Agriculture 2006, Costa Rica.
 - National Competitiveness Program (PRONACOM), Guatemala.
 - Project to Improve Competitiveness and the Rural Economy in Yoro (PROMECON) 2009 and Rural Competitiveness Program (COMRURAL) 2010, Honduras.
 - o In the Andean Region: Program to Develop Agricultural Production in Rural Areas (AGRORURAL) and Program on Compensation for Competitiveness (AGROIDEAS), Peru.
 - o In the Southern Region and Mexico:
 - Technical Advisory Service (SAT) of INDAP, Chile.
 - Program to Promote Agricultural Competitiveness, Program to Support Food Production in the Family Agriculture Sector (PFA) and National Program to Promote Livestock Farming (PRONAF), Paraguay.
 - Livestock Farming Program, Uruguay.
- (2) Programs to support the marketing of products from the family agriculture sector with a clear chain vision: 12 instruments applied in six countries, mostly in the Southern Region, but also present in the Caribbean and Andean Regions,
 - o In the Southern Region:
 - National Program to Strengthen Family Agriculture (PRONAF) and Food Acquisition Program (PAA), Brazil.

- Local Development Program (PRODESAL), Production Partnerships Program and Expo Mundo Rural, of INDAP, Chile.
 - National Program in Support of Family Agriculture (PRONAF), National Vegetable Production and National Public Purchases Program (PPA), Paraguay.
 - o In the Andean Region:
 - Programs on Production Partnerships and Rural Opportunities, Colombia.
 - Inclusive Rural Business Program (PRONERI), Ecuador.
 - o In the Caribbean Region: Value Chain Project, Trinidad y Tobago.
- (3) Programs in support of adding value and diversification of agricultural incomes: seven programs and projects in six countries, in two regions.
- o In Central America:
 - National Rural Agroindustry Program (PNAIR), Nicaragua.
 - Promotion of the Agroindustrial Sector Subprogram, Panama.
 - o In the Southern Region and Mexico:
 - National Value Added Program (ValorAr), Argentina.
 - Geographic Indications of Agricultural Products, MDA, Brazil.
 - Sabores del Campo – Especialidades Campesinas and Rural Tourism Programs, INDAP, Chile.
 - Project in Support of Adding Value to Agribusinesses (PROVAR), Mexico.
- (4) Funding programs: eight instruments almost exclusively in the Southern Region and Mexico, in four countries.
- o In the Southern Region:
 - Special Tobacco Fund, Argentina.
 - Investment Development Program (PDI) and Credit Program, INDAP, Chile.
 - Program in Support of Investment in Equipment and Infrastructure; Program to Increase Rural Funding (PROFIN); Program to Promote and Develop Funding for the Rural Milieu; Regional Technical Assistance Program for Rural Microfinancing (PATMIR) and Fund for the Management of Agricultural Risks (FONARPA), Mexico.
 - o In Central America: IMAS Trust Fund, Costa Rica.
- (5) Programs on rural entrepreneurship: six instruments in three regions, in five countries.
- o In the Andean Region:
 - Program on Organized Undertakings for Self-managed Rural Development (EMPODERAR), Bolivia.
 - Rural Opportunities Program, Colombia.
 - Competitive Funds AGROEMPRENDE, Peru.
 - o In Central America: Program to Support Rural Businesses (PRONEGOCIOS) and Program on Sustainable Rural Development for the Southern Region (EMPRENDESUR), Honduras.
 - o In the Caribbean: Rural Enterprise and Agricultural Development Project (READ), Guyana.
- (6) Territorial development programs aimed at promoting the creation and development of clusters and groupings: five instruments almost exclusively in the Southern Region, in four countries.
- o In the Southern Region and Mexico:
 - Program on Development of Indigenous Territories (PDTI), Chile.
 - Sustainable Rural Development Program (PRODERS) and Paraguay Rural Project, Paraguay.
 - Humid Tropics Project, Mexico.
 - o In the Andean Region: Territorial Production Complexes Program, Bolivia.

Table 5 shows other programs and projects mentioned in the survey that support the development of agribusiness and agroindustry.

Table 5: Other programs and projects of the ministries of agriculture of the Americas in support of the development of agribusiness and agroindustry

	The Caribbean	Central America	Andean Region	Southern Region and Mexico
To support re-search, development and innovation			Technological Innovation Project 2009 (Ecuador)	Innovagro Fund. National Research and Innovation Agency 2006 (Uruguay)
To support exports	<i>Agricultural Export Diversification Program (ADP) 2009 (Guyana)</i>			Program in Support of Competitiveness and the Promotion of Exports 2006 (Uruguay)
Environmental in nature				<i>Low-carbon Agriculture Program (ABC), MAPA (Brazil)</i>

Source: Prepared by authors.

Outstanding among the **programs of entities other than the ministry of agriculture** are those of the industry, trade, innovation and intersectoral coordination sectors. During application of the survey, several informants identified certain institutions, other than the ministries of agriculture, which carry out programs or projects in support of the development of agribusiness and agroindustry, with the industrial sector offering the most and the Andean Region being the site of most such activities:

(1) Programs of the industrial sector:

- o In the Andean Region:
 - Transformation of Production, Ministry of Industry and Tourism, Colombia.
 - Producepyme Agroindustrias Alimentarias, MIPRO, Ecuador.
 - Program to Improve Productivity and Competitiveness, Ministry of Production (PRODUCE), Peru.
- o In the Southern Region: Program in Support of Competitiveness and Promotion of Exports (PACPYMES), of the Ministry of Industry, Energy and Mining (MIEM), Uruguay.

(2) Programs of the trade sector:

- o In the Andean Region:
 - World Class Sectors Program, Ministry of Trade, Colombia.
 - External Markets Programs (PROMEX) and Exporta Peru, of the Commission to Promote Peruvian Exports and Tourism (PROMPERU), Peru.

(3) Programs of the innovation sector:

- o In the Andean Region: Centers and Network of Centers of Technology Innovation (CITE), Innovate Peru, of PRODUCE, and Science and Technology Program, of the Chairmanship of the Council of Ministers (PCM), Peru
- o In the Southern Region: Innovagro Fund, of the National Research and Innovation Agency (ANII), Uruguay.

(4) Programs of intersectoral coordination bodies:

- o In the Andean Region: Sierra Exportadora, attached to the PCM and linking PROMPERU, PRODUCE and MINAG.
- o In the Southern Region: Program on Competitiveness of Clusters and Production Chains, of the Office of Planning and Budget of the Office of the President of the Republic, Uruguay.

Two **private-sector** bodies were identified for their track record and the important services they provide: the Guatemalan Association of Exporters (AGEXPORT), which, in addition to its own actions, implements instruments of the MAGA of Guatemala; and the Project for Private Cooperation for the Comprehensive Development of Rural Communities of San Pedro, of the Rural Association of Paraguay.

5.3 Bodies with policies plans, programs or projects for linking producers and agribusiness operators to markets

Included in this category is information gathered in the survey on mechanisms for linking producers and agribusiness operators to markets, through the strengthening of business skills and/or the ability of the entities to create associations. In 14 countries, 45 bodies have been identified that implement such initiatives, as presented below and summarized in Table 6.

Bodies linked to the ministries of agriculture

• **Andean Region:**

- o In Colombia:
 - Equitable Rural Development Program (DRE)
 - Assistance to Technology Development Project
- o In Ecuador:
 - Short Alternative Circuits (CIALCO), Under Secretariat of Commercialization
 - Agrarian Revolution Schools (ERAS)
- o In Peru:
 - Sierra Sur Project, AGRORURAL
 - Sierra Norte Project, AGRORURAL
 - Partnerships Project, AGRORURAL
 - Corredor Puno-Cusco Project, AGRORURAL
 - PROSAAMER Project, AGRORURAL
 - AGROIDEAS

• **Southern Region and Mexico:**

- o In Argentina:
 - Program on Quality Management and Food Differentiation Systems (PROCAL II)
 - Under Secretariat of Family Agriculture (several programs)
 - Cambio Rural Program of the National Agricultural Technology Institute (INTA) (different mechanisms)

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

- o In Brazil:
 - INTERAGRO
 - Cooperativa de Trabalho PROFICOOP
- o In Chile:
 - Education/Training Program for Women Smallholders
 - Professionalization of Smallholders
 - Management Centers
- o In Mexico:
 - Market Development Component (Interdepartmental Program on Teaching, Research and Service in Agroecology (PIDISA) and PROMERCADO Program)
 - Post-production Management Component (PROVAR, Subcomponent Strengthening of infrastructure for the transportation and collection of grains and oilseeds, FIMAGO; Infrastructure, Slaughterhouses and Establishments TIF, Infrastructure for Livestock Preparation Centers)
- **In Central America:**
 - o In Costa Rica:
 - Comprehensive Agricultural Marketing Program
 - Project: Sustainable Development of the Binational Sixaola River Basin
 - Recognition of Environmental Benefits for Sustainable Production Projects
 - o In Honduras: National Agrifood Development Program (PRONAGRO)
- **In the Caribbean:**
 - o In Dominica:
 - Regional FAO Project GTFS/RLA/141/ITA Promoting CARICOM/CARIFORUM Food Security
 - Pineapple Value Chain Committee driven by Nature Island Pineapple Producers Association
 - o In Guyana: Jagdeo Initiative
 - o In Trinidad and Tobago: Agricultural Incentive Programme

Bodies linked to other entities of the Executive Branch and the private sector

- **Related to support for small- and medium-scale enterprises and entrepreneurship**
 - o In Argentina: Under Secretariat for Small- and Medium-scale Enterprises, of the Ministry of Industry
 - o In Bolivia: Vice Ministry of Small- and Medium-scale Enterprises
 - o In Uruguay:
 - Program to Create, Provide Technical Assistance to and Establish Networks for the Development of Business Professionals (CARPE), Component on Support for Micro-, Small- and Medium-Scale Enterprises (National Directorate of Craftworks, Small- and Medium-Scale Enterprises, DINAPYME/MIEM and ANII)
 - Emprendedor: Program in Support of Entrepreneurs (DINAPYME/MIEM)
- **Related to the generation, guarantee and quality of employment:**
 - o In Argentina: Several programs aimed at the institutional strengthening of the Ministry of Labor
 - o In Peru: National Fund for Work-related Training and Promotion of Employment (FONDOEMPLLEO), Ministry of Labor and Promotion of Employment
 - o In Uruguay: National Institute of Employment and Professional Training (INEFOP)

- **Other bodies headed by the private sector:**
 - o In Colombia:
 - National Biotrade Program, Ministry of Environment and Sustainable Development
 - Biotrade Fund
 - Committee on Legal Stability, Agroindustrial Initiatives and Free Trade Zones, Ministry of Trade, Industry and Tourism
 - o In Peru: Creating and strengthening agroexport trade associations, PRODUCE
- **Headed by the private sector under agreement with the public sector:**
 - o In Colombia:
 - MEGA Initiative of the Chamber of Commerce of Bogota
 - Fruit and Vegetable Promotion Fund

Table 6: Other initiatives promoted by the ministries of agriculture and other institutions in the Americas to strengthen agribusiness skills and promote the formation of associations

Region	Country	Initiative
Initiative promoted by the Ministries of Agriculture		
Andean Region:	Colombia	<ul style="list-style-type: none"> • DRE • Assistance to Technology Development Project • Fruit and Vegetable Promotion Fund
	Ecuador	<ul style="list-style-type: none"> • CIALCO, Under Secretariat of Commercialization. • ERAS
	Peru	<ul style="list-style-type: none"> • Sierra Sur Project , AGRORURAL • Sierra Norte Project, AGRORURAL • Partnerships Project, AGRORURAL • Corredor Puno-Cusco Project, AGRORURAL • PROSAAMER Project, AGRORURAL • AGROIDEAS
Southern Region and Mexico	Argentina	<ul style="list-style-type: none"> • PROCAL II • Under Secretariat of Family Agriculture (several programs) • Cambio Rural Program of the INTA (different mechanisms)
	Brazil	<ul style="list-style-type: none"> • INTERAGRO • PROFICOOP
	Chile	<ul style="list-style-type: none"> • Education/Training Program for Women Smallholders • Professionalization of Smallholders • Management Centers
	Mexico	<ul style="list-style-type: none"> • Market Development Component (PIDISA and PROMERCADO) • Post-production Management Component (PROVAR, FIMAGO, Infrastructure, Slaughterhouses and Establishments TIF, Infrastructure for Livestock Preparation Centers)

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Region	Country	Initiative
Initiative promoted by the Ministries of Agriculture		
Central America	Costa Rica	<ul style="list-style-type: none"> • Comprehensive Agricultural Marketing Program • Project: Sustainable Development of the Binational Sixaola River Basin • Recognition of Environmental Benefits for Sustainable Production Projects
	Honduras	<ul style="list-style-type: none"> • PRONAGRO
The Caribbean	Dominica	<ul style="list-style-type: none"> • FAO Regional Project GTFS/RLA/141/ITA Promoting CARICOM/CARI-FORUM Food Security • Pineapple Value Chain Committee driven by Nature Island Pineapple Producers Association
	Guyana	<ul style="list-style-type: none"> • Jagdeo Initiative
	Trinidad and Tobago	<ul style="list-style-type: none"> • Agricultural Incentive Programme

Initiatives promoted by other institutions or organizations		
Andean Region	Bolivia	<ul style="list-style-type: none"> • Vice Ministry of Micro- and Small-scale Enterprises
	Peru	<ul style="list-style-type: none"> • FONDOEMPLEO, Ministry of Labor and Promotion of Employment • Creating and Strengthening Agroexport Trade Associations, PRODUCE
	Colombia	<ul style="list-style-type: none"> • MEGA Initiative, Chamber of Commerce of Bogota • National Biotrade Program, Ministry of Environment and Sustainable Development • Biotrade Fund • Committee on Legal Stability, Agroindustrial Initiatives and Free Trade Zones, Ministry of Trade, Industry and Tourism
Southern Region and Mexico	Argentina	<ul style="list-style-type: none"> • Under Secretariat of Small- and Medium-scale Enterprises, Ministry of Industry • Several programs aimed at the institutional strengthening of the Ministry of Labor
	Uruguay	<ul style="list-style-type: none"> • (CARPE), Component on Support for Micro-, Small- and Medium-Scale Enterprises, DINAPYME/MIEM and ANII) • Entrepreneur: Programs in Support of Entrepreneurs (DINAPYME/MIEM) • INEFOP
Central America	Costa Rica	<ul style="list-style-type: none"> • Food Industry Nucleus, National Vocational Education Institute

Source: Prepared by authors

6. Conclusions

Based on the information compiled via the survey, the following **general conclusion** can be drawn: in the 25 countries covered in this study, policy instruments are applied in support of agribusiness and agroindustry by different bodies of the public or private sector that vary in terms of level of development, number and scope and in the role they play in the ministries and other organs of the Executive Branch, at both the national and local levels.

Likewise, a number of conclusions have been reached **regarding the mandates of the ministries of agriculture**, including:

- In 75% of the countries covered in this study, the ministries of agriculture have specific mandates to support the development of agribusiness and agroindustry; those countries are: Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru and St. Kitts and Nevis.
- In these 18 countries, whose ministries of agriculture are responsible for matters related to the development of agribusiness and agroindustry, this responsibility is assigned to bodies at different hierarchical levels within the ministry. The mandates are given to entities at a higher hierarchical level in countries of the South; and in the Caribbean and Central America mostly to units or areas. An analysis of the age of the institutional initiatives of the ministries of agriculture of the region in the areas of agribusiness and agroindustry reveals that the most recent were launched in the Caribbean, while the oldest are in the countries of the South, most of which have been in operation for more than ten years.

In addition, **conclusions have been reached regarding the mandates of other branches of the Executive Branch**, and how they are linked to the ministries of agriculture.

- In addition to being met by the ministries of agriculture, the needs of the countries studied vis-à-vis the development of agribusiness and agroindustry are met by a wide range of institutions including the ministries of industry and trade or entities of the production and trade sector, the ministries or entities that focus on the rural milieu or social development and the ministries of economy and finance and entities of the financial sector.
- A special situation exists in the Caribbean, where institutional initiatives are underway, headed by the private sector to meet the demands related to agribusiness and agroindustry, such as the BAIC in the Bahamas and the TTABA in Trinidad and Tobago.

- Given the importance being attached to quality and safety today, not only from the perspective of public health, but also as a requirement for the food trade and to understand agribusiness in the context of expanded agriculture and the production chain, the countries have been implementing different mechanisms to coordinate. According to the survey, these can be classified in three categories: commissions or committees related to agricultural health and food safety; chain-specific working groups, committees or councils; and bodies that coordinate matters related to production, research, technology development and innovation.

As regards general **rules and regulations**, the conclusion is that:

- In terms of countries, the hierarchical level of the public bodies assigned to carry out the activities covered by this study, and the age of the bodies, the initiatives do not appear to be directly related to the existence of the rules and regulations that govern their actions. With the exception of Colombia and Peru in the Andean Region, no laws were found that mandate the State to support and promote the development of agribusiness and agroindustry. Nor were many policies identified that support the activity, except in Costa Rica, Dominica, Grenada, Guatemala, Honduras and Paraguay, through instruments that are neither explicit nor specialized.
- Plans constitute the public policy instrument most applied in the region, in 15 of the 25 countries that responded to the survey, to wit: Bahamas, Barbados, Jamaica and St. Kitts and Nevis in the Caribbean; Belize, El Salvador and Panama in Central America; Colombia, Ecuador and Peru in the Andean Region, and Argentina, Paraguay and Uruguay in the Southern Region.

Lastly, as regards **instruments for the implementation of public policy**, it can be stated that:

- Outstanding among the programs of the ministries of agriculture, given their number and the number of countries in which they are implemented, are those related to: improving competitiveness (in the Caribbean, in Jamaica; in Central America, in Costa Rica, Guatemala and Honduras; in the Andean Region, in Peru, and in the Southern Region, Chile, Paraguay y Uruguay); promoting the marketing of products from the family farming sector (in the Southern Region, in Brazil, Chile and Paraguay; in the Andean Region, in Colombia and Ecuador, and in the Caribbean, in Trinidad and Tobago); support for value added activities (in Central America, in Nicaragua and Panama, and in the Southern Region, in Argentina, Brazil, Chile and Mexico); funding (in Central America, in Costa Rica, and in the Southern Region, in Argentina, Chile and Mexico); the promotion of rural entrepreneurship (in the Andean Region, in Bolivia, Colombia and Peru, in Central America, in Honduras, and in the Caribbean, in Guyana); and the creation and development of clusters or groups with a territorial approach (in the Andean Region, in Bolivia, and in the Southern Region, in Chile, Paraguay and Mexico).
- Programs and projects aimed at strengthening business skills and favoring the creation of associations are the most applied public policy instrument, headed by the ministries of agriculture in 13 countries (in the Andean Region, in Colombia, Ecuador and Peru; in Central America, in Costa Rica and Honduras; in the Caribbean, in Dominica, Guyana and Trinidad and Tobago, and in the Southern Region, in Argentina, Brazil, Chile and Mexico).
- In addition to the initiatives of the ministries of agriculture, programs and projects also exist to support the development of agribusiness and agroindustry, mostly in the ministries of labor, trade and science and technology or equivalent bodies, and in Interministerial and intersectoral coordination bodies.

7. Recommendations regarding the countries in which detailed studies should be conducted

The following criteria were taken into consideration in selecting the countries in which the six detailed studies called for in the second stage of the work will be conducted, the goal being to identify and describe outstanding, novel and proven institutional practices that can serve as a reference for other countries.

- The hierarchical level of the body within the ministry of agriculture that has a direct mandate to support the development of agribusiness and agroindustry.
- Centralization or decentralization of entities with responsibilities in the development of agribusiness and agroindustry.
- Age of initiatives of the ministries of agriculture with a direct mandate to support the development of agribusiness and agroindustry.
- Existence of mechanisms for intersectoral coordination and public-private dialogue.
- Existence of programs or projects underway, headed by the ministries of agriculture or bodies attached to them.
- Importance and level of development of the expanded agricultural sector vis-à-vis their sectors of the economy.
- Elements relating to the existence of a favorable business environment.

The hierarchical level of the body within the ministry of agriculture that has a direct mandate to support the development of agribusiness and agroindustry

Preference is given to those countries in which the bodies with a mandate and the necessary authority to support the development of agribusiness and agroindustry are at the highest hierarchical levels of the ministries of agriculture. Included in this criterion are the different names by which the bodies are known in the different countries.

As indicated in Table 2 of the report, at the first level are:

- Argentina
- Brazil
- Chile

At the second level:

- Guatemala
- Mexico
- Panama
- Paraguay
- Peru

Centralization or decentralization of entities with responsibilities for the development of agribusiness and agroindustry

Preference is given to those countries in which the authority and mandate to support the development of agribusiness and agroindustry are concentrated in one or more units of the ministries of agriculture or attached to them. According to Table 3, they are:

- Belize
- Chile
- Dominica
- El Salvador
- Ecuador
- Guyana
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- St. Kitts and Nevis

Age of initiatives of the ministries of agriculture with a direct mandate to support the development of agribusiness and agroindustry

Priority is given to those countries whose initiatives have been around the longest or have the longest tradition, even though the names of the units have been changed over time. The countries fall in two levels:

First level:

- Argentina
- Brazil
- Chile
- Colombia
- Costa Rica
- Ecuador
- Paraguay

Second Level:

- El Salvador
- Honduras
- Mexico
- Panama

Existence of mechanisms for intersectoral coordination and public-private dialogue

Priority is given to those countries that have developed spaces for intersectoral coordination and articulation for the standardization of policies and the application of policy instruments aimed at promoting the development of markets and technical change. Spaces for interaction on topics such as Codex Alimentarius, good agricultural practices and similar topics are not considered since in most of the countries analyzed, they are no longer a factor for differentiation. Examples are:

- **Chile**
 - o Chile: Food and Forestry Power Council
 - o National commissions and working groups for different products
 - o Commissions and sub-committees on smallholder family agriculture for different products
 - o National Biotechnology Commission of Chile

- **Colombia**
 - o The Production Modernization and Diversification Committee, headed by the Ministry of Trade
 - o National Agricultural Sector Council, headed by COLCIENCIAS
 - o National and regional chain-specific councils

- **Ecuador**
 - o Ministry for the Coordination of Production, Employment and Competitiveness
 - o Consultative councils

- **Mexico**
 - o The Production Office and the Ministerial Office of Innovation
 - o Working groups on product systems

- **Paraguay**
 - o Working groups on agricultural products
 - o Sectoral working groups on competitiveness
 - o Working groups on agricultural exports

Existence of programs or projects underway, headed by the ministries of agriculture or bodies attached to them

Countries are given priority not only because of the number of projects identified in the survey, but also because of their size, track record and level of implementation, taking as a reference information from the survey and the knowledge of the IICA specialists in the countries. Examples are:

- **Argentina**
 - o ValorAr and its different projects
 - o Special Tobacco Fund

- **Brazil**
 - o PRONAF
 - o PAA
 - o Geographic Indications of Agricultural Products, MDA

- **Chile**
 - o SAT
 - o PRODESAL
 - o Production Partnerships Program
 - o PDI
 - o Credit Program
 - o Expo Mundo Rural
 - o Sabores del Campo - Especialidades Campesinas Program

- o Rural Tourism Program
- o PDTI
- **Colombia:**
 - o Production Partnerships Program
 - o Rural Opportunities Program
 - o EMPRENDER Program
- **Honduras**
 - o COMRURAL
 - o PROMECOM
 - o PRONEGOCIOS
 - o EMPRENDESUR
- **Mexico**
 - o PROVAR
 - o Program to Support Investment in Equipment and Infrastructure
 - o PROFIN
 - o Program to Promote and Develop Funding for the Rural Milieu
 - o PATMIR
 - o FONARPA
 - o Humid Tropics Project
- **Paraguay**
 - o Program to Promote Agricultural Competitiveness
 - o PFA
 - o PRONAFOPE
 - o PRONAF
 - o Program in Support of the Production and Marketing of Vegetables
 - o PPA
 - o PRODERS
 - o Paraguay Rural Project
- **Peru**
 - o AGRORURAL
 - o AGROIDEAS
 - o Competitive funds AGROEMPRENDE

Given their social, economic and political characteristics, the following countries are also mentioned:

- **Bolivia**
 - o EMPODERAR
 - o Territorial Production Complexes Program
- **Guyana**
 - o READ
- **Jamaica**
 - o ACP

Importance and level of development of the expanded agricultural sector vis-à-vis other sectors of the economy

In evaluating this criterion, the indicators developed by the FAO-ECLAC-IICA working group, which prepares an annual report on the contribution of expanded agricultural sector to the economy, were used as a reference, establishing a ratio between expanded agricultural gross domestic product (PIBA) and total gross domestic product (GDP).

According to data obtained on 22 countries of the Americas, calculated using this measurement (the data is included in a working document being prepared), the figures for 2011 make it possible, for purposes of this study, to establish two categories of countries: those with a value between 28 and 36% and those that received lower values between 16 and 21 %. In the countries with the highest value for this indicator, with relatively small economies, agriculture and agribusiness play an important role:

• **First level: countries with expanded PIBA/GDP between 28 and 36%**

- o Guyana: 35.26 %
- o Nicaragua: 29.79 %
- o Paraguay: 28.38 %
- o Bolivia: 25.53 %

• **Second level: countries with expanded PIBA /GDP between 16 and 21%**

- o Guatemala: 20.43 %
- o Honduras: 19.16 %
- o El Salvador: 16.76 %
- o Belize: 16.66 %

Elements relating to the existence of a favorable business environment.

In analyzing this criterion, we used the ease of doing business index, created by the World Bank, which rates factors such as clear and stable rules and regulations, simplicity of administrative procedures and protection of intellectual property. According to the scale of 183 countries prepared on the basis of this index, two categories of countries were established for purposes of this report

• **First level: countries in the first 45 positions on the scale:**

Country	Position
o Mexico	35
o Peru	36
o Colombia	39
o Chile	43

• **Second level: countries in the first 90 positions on the scale:**

Country	Position
o Panama	72
o Bahamas	77
o Jamaica	81
o El Salvador	86
o St. Kitts and Nevis	87
o Dominica	88

Selection

After analyzing these different criteria, we recommend that detailed studies be conducted in the following countries:

- Chile, Paraguay and Mexico, which stood out in all the criteria related to institutional initiative and in one of the two macro criteria.
- Argentina and Brazil, which have important institutional initiatives, but did not stand out in all the criteria and are not among the countries best qualified, in terms of the relative importance of agribusiness (Argentina is one of the countries that does not have information on the weight of expanded agriculture in its economy, even through this sector, without a doubt, plays a key role), and are not included in the index taken into consideration in rating the business atmosphere.
- Colombia, Honduras, Peru and Jamaica, where there are less outstanding institutional initiatives than in the two previous groups, but which received important ratings in one of the two macro criteria and are representative in three of the four regions (Andean Region, Central America and the Caribbean).

Annexes

Annex 1:

Survey Form

Scoping Survey:

Ministry of Agriculture mandates and organizational capacity related to agribusiness and agro-industries

Purpose

The Rural Infrastructure and Agro-Industries Division of FAO, in partnership with the Agribusiness and Commercialization Program (PAC) of IICA are undertaking a “scoping survey” in order to identify ministries of agriculture that have initiated programmes and reforms in order to reinforce their mandates and capacity related to agribusiness and agro-industries development. The results from the scoping survey will be used to select some ministries for in depth case appraisals. The information from the scoping survey and the case appraisals will be shared among FAO and IICA member countries and used as a basis for improving the guidance and technical support that FAO and IICA provide to ministries of agriculture and other actors involved with agri-food systems in the countries.

Survey Completion

The questionnaire has five brief questions, each with a short follow up section. Please insert replies to the main question even if the information called for in the follow up section is not known. For the follow up questions, if more than one name is known (of a unit, working group, document or programme) feel free to add additional lines.

The completed survey should be returned as an email attachment to: hernando.riveros@iica.int , and daniel.rodriguez@iica.int.

Section A: Institutional mandates

1. Has one (or more) specific units been established in the Ministry of Agriculture with responsibility to support agribusiness and/or agro-industries development?

Yes No

If yes,

What is the name of unit(s)? When established?

2. Has one (or more) cross-ministerial committee, working group or other such cross-ministerial mechanism been established involving the MoA and other ministries with responsibility related to agribusiness or agro-industries development?

Yes No

What is the name of committee/working group(s)?

When established?

Contact information of the person(s) that could provide further details about this question

Contact

Phone

E-mail

Section B: Strategies, policies, programmes

3. Is there one or more a strategy, planning or policy document specifically on agribusiness or agro-industries development (in general or sub-sector specific), or a closely related issue such as private sector development in agriculture?

Yes No

If yes, what is the name of the document(s)?

When established?

4. Is there one or more agricultural sector strategy, planning or policy document that has one or more specific sections pertaining to agribusiness or agro-industries development?

Yes No

If yes, what is the name of the document(s)?
When established?

5. Is there one or more major programme that represents a strategic initiative of the MoA, as well as perhaps other ministries, to support overall or specific aspects (e.g. clusters or value chains) of agribusiness or agro-industries development?

Yes No

If yes, what is the name of the programme(s)? When launched?

Contact information of the person(s) that could provide further details about this question

Contact *Phone* *E-mail*

6. Among these general or sectorial initiatives; are there any additional policies, planning, strategies or programs that are identifiable, focused in promoting the strengthening of agribusiness and/ or associativity capacities for linking producers and agribusiness entrepreneurs to markets in a competitive manner?

Yes No

If yes, what is the name of the programme(s)? When launched?

Section C: Contact details

Contact person Telephone E-mail

Could you kindly suggest other people who may be able to provide additional information/documents on this matter?

Name Telephone E-mail

Annexes

Annex 2:

Results of the survey by groups of countries

2.1. The Caribbean

SYSTEMATIZATION OF THE RESULTS OF THE SURVEY FOR THE CARIBBEAN

1. Institutional mandates

Country	Specific units of the ministry of agriculture with responsibility for the development of agribusiness and agroindustry		
	Name	Year	Observations
Dominica	Agricultural Investment Unit	October 2009	
Grenada			
Guyana	Agricultural Sector Development Unit and Agricultural Export Diversification Program (ADP)	2007	
Jamaica	Agricultural Sector Development Unit, Ministry of Agriculture and Fisheries (MoA)		
St. Kitts and Nevis	Marketing Unit	2006	

Country	Interministerial mechanisms within which the ministry of agriculture and other ministries have responsibilities related to the development of agribusiness or agroindustry		
	Name	Year	Observations
Bahamas			
Barbados			
Dominica			
Grenada			
Guyana	1. National Aquaculture Association of Guyana 2. North West Organics 3. Mainstay/Whyaka Farmers' Group 4. *** 5. Parliamentary Sectoral Committee on Rising Food Prices 6. National Food and Nutrition Security Technical Working Group		Jimmy Bhojedat, 227-3752, jimmy.bhojedat@asdumoa.com *** Victoria Group ***MOA/GBTI Revolving Fund (through the ADP)
Jamaica			
St. Kitts and Nevis	Not named.		The working group has no name. Its members are Clyde Thompson, Director of Cooperatives of the Department of Cooperatives, Augustine Merchant, Coordinator of IICA/ St. Kitts and Nevis, and Alistair Edwards (Marketing/Agricultural Officer) of the Ministry of Agriculture, 2007.

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Country	Specific units of ministries or bodies other than the ministries of agriculture, with responsibilities for the development of agribusiness and agroindustry		
	Name	Year	Observations
Bahamas	Bahamas Investment Authority		Domestic Investment Board/Bahamas Investment Authority under the Ministry of Finance
	Bahamas Agricultural and Industrial Corporation (BAIC)	1981	1981 and statutes revised in 1987/1992
Barbados	Farm Management Desk, Division of Industry	Late 1980s or early 1990s	
Jamaica	Agro Invest Corporation (AIC)	October 2009	
Trinidad and Tobago	Enterprises Development Division	2011	Ministry of Labour Small and Micro Enterprises
	Trinidad and Tobago Agribusiness Association (TTABA)	2006	Private development organization. The minister of agriculture and others sit on its Board of Directors.

Country	Interministerial mechanisms in which the ministry of agriculture has no responsibilities regarding the development of agribusiness and agroindustry		
	Name	Year	Observations

2. Policies, plans or strategies

Country	Policies, strategies or plans focused specifically on the development of agribusiness or agroindustry in general, or directed at certain subsectors		
	Name of the document	Year	Observations
Bahamas	Agriculture Sector Plan for the Bahamas; Work Plan/Annual Report 2010-2011	2010	
Barbados	2008 – 2013 Medium Term Plan for the Agriculture Sector		
Dominica			
Grenada			
Guyana	Agricultural Export Diversification Program (ADP)	2009	
Jamaica	Industry Development Plans		Unpublished
St. Kitts and Nevis	Ministry of Agriculture Strategic Plan 2005-2009	2005	
Trinidad and Tobago			

3. Programs or Projects

Country	Significant programs or projects of the ministry of agriculture in support of aspects of the development of agribusiness or agroindustry		
	Name	Year	Observations
Bahamas	Country identified priority areas (Country Agric Framework)	July 2010	Jacqueline Fox, 242 325 7502, businesslady70@hotmail.com
Barbados	Development of the Value Onion Chain	2010	Andre Devonish, Senior Agricultural Assistant 435-5007, andredevonish@yahoo.com
Dominica	N.B. National Policy for the Agriculture-Environment System 2007-2025.		Aún en su versión preliminar.
Grenada	Modernizing Agriculture in Grenada: An Overview of the National Policy and Strategy	December 2008	
Guyana	Agricultural Export Diversification Program (ADP)	2009	Elizabeth Ramlal, 592-227-3752, asdumoa@yahoo.com
	Rural Enterprise and Agricultural Development Project (READ)	2009	Justin McKenzie, 592-227-3752, justinm_2525@yahoo.com
	Food and Nutrition Security Strategy for Guyana	2011	Jimmy Bhojedat, 592-227-3752, jimmy.bhojedat@asdumoa.com Nizam Hassan, 592-227-5809, nhassan@newgmc.com
Jamaica	Jamaica Agriculture Sector Plan	September 2009	
	Agricultural Competitiveness Programme (ACP)	2010	Hershell Brown, 382-9137/927-1506, habrown@moa.gov.jm , Chief Executive Officer, Agro Invest Corporation (AIC), C/o Ministry of Agriculture
St. Kitts and Nevis	Agricultural Development Strategy	2007-2011	Gene Knight, Policy Analyst, 1 869 465 0758, ppuminag@gmail.com
Trinidad and Tobago	TTABA's Strategic Plan 2010-2015	2010	
	TT M1015 Value Chain Project	2010	Natasha Mustapha 675-8862 Ext 233, CEO, Trinidad and Tobago Manufacturers Association (TTMA)

Country	Significant programs or projects of ministries or bodies other than the ministry of agriculture in support of aspects of the development of agribusiness or agroindustry		
	Name	Year	Observations
Guyana	Phase Two of the Grow More Food Campaign	2011	

4. Initiatives to promote the strengthening of agribusiness skills and/or the creation of associations

Country	Significant policies, plans, programs or projects of the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete on markets		
	Name	Year	Observations
Bahamas			
Barbados			
Dominica	FAO regional project GTFS/RLA/141/ITA "Promoting CARICOM/CARIFORUM Food Security"; Pineapple Value Chain Committee driven by Nature Island Pineapple Producers Association		
Guyana	Jagdeo Initiative	2004	
	National Development Strategy	2001 – 2010	
	National Competitiveness Strategy	2006	
	Low Carbon Development Strategy	2010 (Final)	
Trinidad and Tobago	Agricultural Incentive Programme	2011	

Country	Significant policies, plans, programs or projects of the ministry of agriculture or bodies other than the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete in markets		
	Name	Year	Observations
Bahamas			No name provided for initiative mentioned

2.2. Central America

SYSTEMATIZATION OF THE RESULTS OF THE SURVEY FOR CENTRAL AMERICA

1. Institutional mandates

Country	Specific units of the ministry of agriculture with responsibility for the development of agribusiness and agroindustry		
	Name	Year	Observations
Belize	Ministry of Agriculture and Fisheries -Marketing Unit		
Costa Rica	National sectoral programs Agricultural Research and Technology Transfer Programs (PITTA)	1987	Programs for the rice, cacao, milk, beef cattle, citrus, onion, potato, heart of palm, tomato, tropical roots, pineapple, musacae non-traditional fruits chains, protected environments, small species, organic agriculture, biofuels and rural youths. The focus is on primary production.
El Salvador	Agribusiness Division	2004	
Guatemala	Trade and Marketing Department of the Directorate to Strengthen the Organization of Production and Marketing, of the Vice Ministry of Rural Economic Development (MAGA) Agricultural Development Directorate, Fruit Department	2011	Established under governmental agreement 338-2010. Creation began on January 15, 2011.
Honduras	Agribusiness Unit of the Secretariat of Agriculture and Livestock Farming (SAG).	2002	
Nicaragua			
Panamá	National Agroindustry Directorate, Ministry of Agricultural Development (MIDA).	2005	

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Country	Interministerial mechanisms in which the ministry of agriculture and other ministries have responsibilities related to the development of agribusiness or agroindustry		
	Name	Year	Observations
Belize			
Costa Rica	National Programs by Agricultural Chains	1980	
El Salvador			
Guatemala			
Honduras	Ad hoc advisory committee in support of agribusiness	2011	
Nicaragua	Interinstitutional Committee "Production Office"	2010	
Panama	National Consultative Commission on Food Safety	2005	
	Technical Committee on Food Safety	2008	
	Committee on Rules and Regulations for Rural Agroindustry	2008	

Country	Specific units of ministries or bodies other than the ministries of agriculture, with responsibilities for the development of agribusiness and agroindustry		
	Name	Year	Observations
Belize			
Costa Rica	Agroindustry Directorate, National Production Council	1990	Less active in recent years
El Salvador			
Guatemala			
Honduras			
Nicaragua	Rural Agroindustry Directorate (DAIR) of the Rural Development Institute (IDR).	2011	
Panama			

Country	Interministerial mechanisms in which the ministry of agriculture has no responsibilities regarding the development of agribusiness and agroindustry		
	Name	Year	Observations
Belize			
Costa Rica			
El Salvador			
Guatemala			
Honduras			
Nicaragua			
Panama			

2. Policies, plans or strategies

Country	Policies, strategies or plans focused specifically on the development of agribusiness or agroindustry in general, or directed at certain subsectors		
	Name del document	Year	Observations
Belice	Medium Term Development Plan 2010-2013	2010	
Costa Rica	State Policy for the Agrifood Sector and Rural Development 2010-2021	2011	
El Salvador	Plan on Family Agriculture and Rural Entrepreneurship for Nutritional Food Security	2011	
Guatemala	Agricultural Policy 2011-2015	2011	
Honduras	State Policy for the Agrifood Sector 2004-2021	2004	
Nicaragua			
Panama	Plan of Strategic Action for the Agricultural Sector 2010-2014	2010	

3. Programs or Projects

Country	Significant programs or projects of the ministry of agriculture in support of aspects of the development of agribusiness or agroindustry		
	Name	Year	Observations
Belize	National Medium Term Development Strategy		
Costa Rica	Program to Foster Sustainable Development	2006	
	IMAS Trust Fund, MAG Transfers	Permanent	
El Salvador	Family Agriculture Plan	2011	
Guatemala	National Competitive Program PRONACOM		
Honduras	Project to Improve Competitiveness and the Rural Economy in Yoro (PROMECON)	2009	(Northern Honduras)
	Rural Business Promotion Program (PRONEGOCIOS)	2010	
	Rural Competitiveness (COMRURAL) EMPRENDESUR (southern Honduras)	2010 2011	
	Horizontes del Norte	2012	(Northern Honduras)
Nicaragua	National Rural Agroindustry Program (PNAIR)	2011	
Panama	Subprogram 7 of the Agricultural Sector – Promoting the Agricultural Sector	2010	

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Country	Significant programs or projects of ministries or bodies other than the ministry of agriculture in support of aspects of the development of agribusiness or agroindustry		
	Name	Year	Observations
Guatemala	Guatemalan Association of Exporters (AGEXPORT)		The MAGA has support instruments that are implemented by AGEXPORT.
Belize			
Honduras			
El Salvador			
Nicaragua			
Costa Rica			
Panama			

4. Initiatives to promote the strengthening of agribusiness skills and/or the creation of associations

Country	Significant policies, plans, programs or projects of the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete on markets		
	Name	Year	Observations
Belize			
Costa Rica	Rural Development Program Strategic Plans of the Comprehensive Agricultural Marketing Program Project: Sustainable Development of the Binational Sixaola River Basin Recognition of Environmental Benefits for Sustainable Production Projects	2008	
El Salvador			
Guatemala			
Honduras	National Agrifood Development Program (PRONAGRO), SAG (Coordination of Agrifood Chains) Directorate of Agricultural Science and Technology (DICTA) (Business management)		
Nicaragua	National Rural Agroindustry Program (PNAIR)	2011	
Panama	Agro Chains for the Agricultural Sector - 2010 Territorial Rural Development Strategy	2010	

Country	Significant policies, plans, programs or projects of ministries or bodies other than the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete in markets		
	Name	Year	Observations
Belize			
Costa Rica			
El Salvador			
Guatemala			
Honduras	PYME RURAL (Swiss Cooperation) ACCESO (Fintrac – USAID Funds) Foundation for the Development of Rural Businesses (FUNDER) Investment and Exports (FIDE) Honduran Coffee Institute (IHCAFE) Honduran Private Enterprise Council (COHEP)		
Nicaragua			
Panama	Rural Agroindustry Network of Panama (REDAR)	2009	

2.3. Andean Region

SYSTEMATIZATION OF THE RESULTS OF THE SURVEY FOR THE ANDEAN REGION

1. Institutional mandates

Country	Specific units of the ministry of agriculture with responsibility for the development of agribusiness and agroindustry		
	Name	Year	Observations
Bolivia			
Colombia	Chains Directorate	1995	No specific activities related to the development of agribusiness and agroindustry, but considers them within the chain approach.
Ecuador	Commercialization Deputy Directorate of the Ministry of Agriculture, Livestock Farming and Fisheries (MAGAP)	2010	Between 2007 and 2010, the Agroindustry Directorate existed within the Under Secretariat of Strategic Orientation of the MAGAP.
Peru	General Directorate of Agricultural Competitiveness	2008	Other bodies with mandates in these areas existed before: the General Directorate of Agroindustry and Commercialization, from 1970 to 1992 approximately; the General Directorate of Agricultural Promotion, from 2001 to 2008, and the Agribusiness and Market Access Unit in 2008.
	Agribusiness Directorate and its areas: * Development of supply and trade facilitation * International negotiations	2008	
	Directorate to Promote Competitiveness	2008	
	Agrarian Capitalization Directorate	2008	

Country	Interministerial mechanisms within which the ministry of agriculture and other ministries have responsibilities related to the development of agribusiness and agroindustry		
	Name	Year	Observations
Bolivia			
Colombia	<p>Agribusiness Unit and Regional Agribusiness Committee of CORPOICA</p> <p>Modernization and diversification of production, together with the Ministry of Trade.</p> <p>Committee on Natural Ingredients - Andi - Mincomercio Minambiente (SENA)</p> <p>Technical Standards, Colombian Technical Standards Institute (ICONTEC)</p> <p>Minagricultura with Minprotección Social on topics related to food</p> <p>National Codex Alimentarius Committee Minagricultura Mincomercio. 1998.</p> <p>Ecological Agriculture Committee 2007, with Ministry of the Environment</p> <p>Some efforts with Corporación Colombia International.</p> <p>Biotrade Group</p> <p>Work with the Tax and National Customs Department (DIAN), to deal with contraband.</p> <p>SENA Network - Agroindustry.</p> <p>Colciencias - National Agricultural Sector Council</p> <p>Sectoral Working Groups of SENA, Working Group on Income Generation, with National Planning Department (DNP).</p>	<p>2007</p> <p>2008</p>	<p>Focuses on technology development projects</p>
Ecuador	<p>Ministry for Production, Employment and Competitiveness, Vice Ministry of Rural Development</p> <p>The Under Secretariat of Commercialization carries out joint efforts with the Ministry of Foreign Relations, the Ministry of Industry and Productivity (MIPRO), SENASI and the Foreign Trade and Investments Council (COMEXI)</p>		<p>Between 2008 and 2009, the Agroindustry Committee was established, with the participation of the MAGAP, the Ministry of Industry and Trade (today, MIPRO) and IICA.</p>

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Perú	<p>Committee on aspects related to agricultural health and food safety, with the participation of the Ministries of Health, Production and Agriculture</p> <p>Working groups with the Ministries of Foreign Trade and Tourism, Foreign Relations, Production and Agriculture to address the topic of international trade negotiations</p> <p>Temporary working groups to address matters such as policy formulation, programs, plans, standards, regulations, organization of events and conflict resolution, among others</p>		
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Country	Specific units of ministries or bodies other than the ministries of agriculture, with responsibilities for the development of agribusiness and agroindustry		
	Name	Year	Observations
Bolivia	<p>Project “Bolivia Competitive in Trade and Business”</p> <p><i>Fundación Valles</i></p> <p><i>Fundación Norte</i></p> <p>Committee of Smallholder Economic Organizations</p>		
Colombia			
Ecuador			
Peru			

Country	Interministerial mechanisms in which the ministry of agriculture has no responsibilities regarding the development of agribusiness and agroindustry		
	Name	Year	Observations
Bolivia			
Colombia			
Ecuador			
Peru			

2. Policies, plans or strategies

Country	Policies, strategies or plans focused specifically on the development of agribusiness or agroindustry in general, or directed at certain subsectors		
	Name of the document	Year	Observations
Bolivia			
Colombia	<p>Law 811 of 2003 on the strengthening of chain organizations, and its enabling regulations</p> <p>Turning agricultural activities into a business, Directorate of Trade and Funding of the Ministry of Agriculture</p> <p>Documents of the National Economic and Social Policy Council (CONPES) of the National Planning Department (DNP) for production chains, 2008-2010</p> <p>Competitiveness agreements of the chains</p>	<p>2003</p> <p>2009</p>	<p>Available on the Ministry of Agriculture web page (Empresarización)</p> <p>Available at http://www.ica.gov.co/Normatividad/Normas-Nacionales/Conpes.aspx.</p> <p>Available at www.sioc.gov.co</p>
Ecuador	Agroindustry Development Plan 2006-2010	2006	Concluded
Peru	<p>Law N.º 28062 “Development and strengthening of agrarian organizations”</p> <p>Strategic plans of the potato, hard yellow corn, poultry/hog farming and cacao/chocolate chains</p> <p>National Livestock Farming Development Plan 2006-2015</p> <p>Law N.º 28846 “Strengthening of production chains and clusters”</p> <p>Law N.º 29064 “Re-opening the Agricultural Bank”</p> <p>Strategic Guidelines for the Development of Micro-, Small- and Medium-Scale Agroindustries</p>	<p>2003</p> <p>2003</p> <p>2006</p> <p>2006</p> <p>2007</p> <p>2011</p>	

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Country	Policies, strategies or plans for agriculture in general or for any of its subsectors that contain one or more sections specifically related to the development of agribusiness or agroindustry		
	Name of the document	Year	Observations
Bolivia			
Colombia	National Development Plan, Law 1450 of 2011, Article 31 (related to technology development, funding for private investment and intellectual property)	2011	
	Conpes 2697 on biotechnology, June 2011.	2011	Available at http://www.minagricultura.gov.co/07presupuesto/07a_apoy_econom.aspx .
	Different projects of the ministry of agriculture to strengthen competitiveness through policies and programs		Available on the web site of the Ministry of Agriculture.
	Guide for ecological agriculture		
	Modernization and diversification of production, Ministry of Agriculture		http://www.minagricultura.gov.co/10gestion/transformacion.aspx
	In the biofuels sector: Intersectoral commission to classify production zones, production systems, residues and use of byproducts	2009	Available for consultation in competitiveness agreements
	In sugar cane and coffee, use of biomass		Available at http://www.agronet.gov.co/agronetweb/
Use of biopackaging based on cassava flour			
SENA Agreement on Science and Technology	2007	Available on the SENA web page.	
Ecuador	State Policies for Agriculture in Ecuador 2007-2020	2007	
	Plan Nacional del Buen Vivir	2009	
	Agenda for the Modernization and Diversification of Production	2010	
	Production Code	2011	
	Rural Development Policies for Agriculture	2010	

Peru	National Plan for the Productivity and Competitiveness of SMEs 2011-2021	2011 próxima publicación	
	National Strategic Export Plan 2003-2013	2003	
	Multi-year Sectoral Strategic Plan of the Ministry of Agriculture 2007-2011	2007	
	Multi-year Sectoral Strategic Plan of the Production Sector 2011-2015	2010	
	Strategic Guidelines for National Development 2010-2021: Bicentennial Plan	2011	
	Multi-year Sectoral Strategic Plan of the Ministry of Agriculture 2012-2016	2011	

3. Programs or Projects

Country	Significant programs or projects of the ministry of agriculture in support of aspects of the development of agribusiness or agroindustry		
	Name	Year	Observations
Bolivia	Program on Organized Undertakings for Self-managed Rural Development (EMPODERAR) of the Ministry of Rural Development and Lands (MDRyT)	2009	Support for the development of agribusiness or agroindustry is not mentioned as one of its objectives.
	Territorial Production Complexes Program of the MDRyT	2009	
Colombia	Production Partnerships Program	2003	The Rural Micro Enterprise Development Plan(PADEMER) was implemented in (1997-2006) and focused on support of rural micro enterprises
	Rural Opportunities Program	2007	
Ecuador	Inclusive Rural Businesses Program(PRONERI)	2010	
	Technology Innovation Project	2009	
Peru	Agrarian Production Development Program (AGRORORURAL), Ministry of Agriculture (MINAG)	2008	
	Program on Compensation for Competitiveness (AGROIDEAS), MINAG	2008	
	Agroemprende, Competitive Funds of the Ministry of Agriculture (MINAG)	2009	

4. Initiatives to promote the strengthening of agribusiness skills and/or the creation of associations

Country	Significant policies, plans, programs or projects of the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete on markets		
	Name	Year	Observations
Bolivia			
Colombia	<p>Equitable Rural Development Program (DRE). Comprehensive development component, which promotes the association of producers and seeks to strengthen competitiveness</p> <p>Project to provide assistance for technology development in the Colombian agricultural sector</p>	<p>2011</p> <p>2005</p>	<p>Available at http://www.minagricultura.gov.co/02componentes/02cyt_02b_%20centroprov.aspx.</p>
Ecuador	<p>Short Alternative Circuits (CIALCO), Under Secretariat of Commercialization, MAGAP</p> <p>Agrarian Revolution Schools (ERAS)</p>		<p>Supports the linking of small-scale producers and actors of the informal economy with the final consumer, through mechanisms such as fairs.</p> <p>They apply the Field School methodology Campo. http://www.magap.gob.ec/mag01/index.php?option=com_wrapper&view=wrapper&Itemid=249</p>
Peru	<p>Sierra Sur Project (strategies: trade promotion events and business initiative contests AGRORURAL, MINAG</p> <p>Sierra Norte Project (Component: development of business initiatives and strengthening of financial assets), AGRORURAL, MINAG</p> <p>Partnerships Project (promotion of rural businesses component)</p> <p>Corredor Puno-Cusco Project (Component: Sustainability of investments to strengthen rural markets in the Puno Cusco Corridor area and input for the design of public policies), AGRORURAL, MINAG</p> <p>PROSAAMER Project (Component: Business Advisory Services), AGRORURAL, MINAG</p> <p>Nonrefundable financing to encourage the creation of associations, management and the adoption of technology, AGROIDEAS, MINAG</p>		<p>http://www.agrorural.gob.pe/sierra-sur.html</p> <p>http://www.agrorural.gob.pe/sierra-norte.html</p> <p>http://www.agrorural.gob.pe/aliados.html</p> <p>http://www.agrorural.gob.pe/corredor-puno-cuzco.html</p> <p>http://www.agrorural.gob.pe/prosaamer.html</p> <p>http://www.agroideas.gob.pe/portal/</p>

Institutional mandates for agribusiness development in Latin America and the Caribbean.
Policy mechanisms and instruments

Country	Significant policies, plans, programs or projects of ministries or bodies other than the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete on markets		
	Name	Year	Observations
Bolivia	Institutional Strategic Plan, Deputy Ministry of Small- and Medium-Scale Enterprise 2011-2015	2011	Target population of plan includes associations, micro enterprises and small-scale producers (AMYPEs) and smallholder, indigenous and original economic organizations (OECA).
Colombia	MEGA Initiative of the Chamber of Commerce of Bogota	2005	Focuses its activities in the Department of Cundinamarca; Works on topics related to quality, trade initiatives and in general business development.
	National Biotrade Program, Ministry of the Environment	2004	
	Biotrade Fund	2005	Administered by Asohofrucol
	Fruit and Vegetable Development Fund Committee on Legal Stability, Agroindustrial Initiatives and Free Trade Zones, Ministry of Trade		
Ecuador			
Peru	Creating and strengthening agroexport trade associations, PRODUCE		http://media.peru.info/Catalogo/attach/PEI_PROMPERU_REFORMULA-DO_2008-2012_VF.pdf

2.4. Southern Region and Mexico

SYSTEMATIZATION OF THE RESULTS OF THE SURVEY FOR THE SOUTHERN REGION AND MEXICO

1. Institutional mandates

Country	Specific units of the ministry of agriculture with responsibility for the development of agribusiness and agroindustry		
	Name	Year	Observations
Argentina	Secretariat of Agriculture, Livestock Farming and Fisheries, National Directorate for the Processing and Marketing of Agricultural and Forestry Products, Ministry of Agriculture, Livestock Farming and Fisheries (MAGyP)	2010	90 % of actions are carried out by this Secretariat, formerly carried out by the Under Secretariat of Agriculture, Livestock Farming and Fisheries.
	Secretariat of Rural Development and Family Agriculture, MAGyP	2010	Focuses on small-scale family agroindustry. In the past, the Under Secretariat of Rural Development and Family Agriculture carried out these activities.
Brazil	In Brazil, there are two ministries with mandates in relation to the development of the agricultural sector and rural life: the Ministry of Agriculture, Livestock Farming and Supply (MAPA) and the Ministry of Agricultural Development (MDA), in which different units regulate different aspects of agribusiness.		The following web pages contain information that assists in understanding the complexity of their work: http://www.agricultura.gov.br/ http://portal.mda.gov.br/portal/ http://www.finep.gov.br/fundos_setoriais/ct_agro/documentos/ct-agro00diretrizes.pdf
	Within the MAPA there are bodies such as:	1992	http://www.fapeagro.org.br/plano_estrategico.php
	• The Secretariat of Agricultural Development and Cooperativism (SDC)		
	• The Secretariat of Agricultural Policy (SPA) - <i>The Department of Agribusiness and Sectoral Chambers</i>	1992	http://www.agricultura.gov.br/arq_editor/REGIMENTO%20INTERNO%20-%20CONSAGRO_0.pdf
	• <i>The Secretariat of International Relations for the Agribusiness Sector (SRI)</i> - <i>The Integration for Exportation Nucleus (NIEX/DPI)</i>	1998	
	• The Rural Cooperativism and Associativism Department (DENACOOB) • The Production and Sustainability Department (DEPROS) • The National Supply Company (CONAB)	2005	This entity is responsible for the generation of information on agribusiness and for the management of public reserves of foodstuffs and their distribution, http://www.conab.gov.br
Within the MDA: • The Secretariat of Territorial Development. In addition, important activities are carried out by regions and subregions of the country.			

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Chile	National Agricultural Development Institute (INDAP), Under Secretariat of Agriculture, Ministry of Agriculture Agricultural Studies and Policies Office (ODEPA), Under Secretariat of Agriculture, Ministry of Agriculture	1963	The Institute belongs to the group of agricultural services and institutions of the Under Secretariat of Agriculture, whose structure is decentralized in 15 regions, through area agencies and offices from Arica (northern zone) to Porvenir (Tierra del Fuego). This entity generates information on agricultural markets. Along these same lines, the Ministry is developing the “Agri-mundo” competitive intelligence platform (August 2011).
Paraguay	Directorate of Commercialization of the Ministry of Agriculture and Livestock Farming (MAG)	1992	
Uruguay			There is no specific unit in the Ministry of Livestock Farming, Agriculture and Fisheries (MGAP) which focuses on agribusiness.
Mexico	Under Secretariat for the Promotion of Agribusiness, of the Secretariat of Agriculture, Livestock Farming, Rural Development, Fisheries and Food (SAGARPA)	2001	

Country	Interministerial mechanisms in which the Ministry of Agriculture and other ministries have responsibilities related to the development of agribusiness and agroindustry		
	Name	Year	Observations
Argentina	Advisory Committee on the Argentine Foods Seal.	2005	Made up of sector chambers (private sector), the National Agrifood Health and Quality Service (SENASA), the National Industrial Technology Institute (INTI), the National Agricultural Technology Institute (INTA), the Ministry of Foreign Affairs, the tourism sector and the MAGyP, among others.
	Articulation between Argentine Foods Seal of the MAGYP and the Institutional Strengthening Area of the Ministry of Labor	2009	
	National Advisory Commission on Geographic Indication and Denomination of Origin	2009	Standing consultative body of the GI and DO Registration Office of the MAGyP, made up of SENASA, INTI, INTA, the National Industrial Property Institute (INPI), provincial representatives, the Representative of the National Foods Commission (CONAL) and Representative of the MAGyP, among others.
	Advisory Commission on Organic Production		Made up of the MAGyP, IICA, SENASA, the Argentine Organic Production Movement (MAPO), the Argentine Chamber of Certified Organic Producers (CAPOC), The Argentine Chamber of Certifiers of Food, Organic and Related Products (CACER), INTA and Fundación Exportar, among others.

Brazil	Sectoral chambers of different chains		Made up of producers, processors, marketers, the banking sector and other actors of the chains who discuss problems and strategies for their development.
Chile	Chile: Food and Forestry Power Council Council to Promote Agroforestry Exports National Milk, Meat, Wheat, Rice, Corn, Wine, Olive Oil and Organic Agriculture Commissions Working groups, commissions and subcommittees on smallholder family agriculture production of wine, corn and milk Working groups on beekeeping, sheep farming and berries in the Maule region Advisory Council on the Pisco Denomination of Origin and other issues related to this production sector National Forestry Committee Commission on Good Agricultural Practices		The recently created Working Group on the Competitiveness of Agriculture (August 2011) has addressed those issues that affect the competitiveness of the agroexport sector as a whole, including those that affect the agroindustrial sector.
Paraguay	Working group on Agricultural Products for Export, Investment and Exports Network (REDIEX) Working group on agricultural products/sectoral working groups on competitiveness, Program to Promote Productivity, MAG National GAP Commission	2006 2010 2010	
Uruguay			No one mechanism focuses specifically on issues related to agribusiness and agroindustry. The MGAP participates in Interministerial coordination bodies: the Production Office, created in 2008, and the Ministerial Innovation Office, created in 2005.
Mexico	Mexican Council on Sustainable Rural Development Inter-Secretariat Commission on Sustainable Rural Development Working groups on agrifood systems	2001 2001	

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Country	Specific units of ministries or bodies other than the ministries of agriculture, with responsibilities for the development of agribusiness and agroindustry		
	Name	Year	Observations
Argentina			
Brasil	<p>In addition to the ministries of agriculture, the following also have responsibility for agribusiness:</p> <ul style="list-style-type: none"> • Ministry of Social Development (MDS) • Ministry of National Integration (MIN) • Ministry of the Environment (MAM) • Ministry of Industry and Trade (MDIC) • Ministry of Science and Technology (MCT) • National Council on Scientific and Technological Development (CNPq) • National Development Bank (BNDES) • Bank of Brazil (BB) • The Brazilian Agricultural Research Corporation (EMBRAPA) • Universities and public research institutions with their differences and regional and subregional specificities 		<p>Further information is available on the following web pages:</p> <p>http://www.integracao.gov.br/ http://www.mma.gov.br/sitio/ http://www.mct.gov.br/ http://www.mdic.gov.br/sitio/ http://www.cnpq.br/ http://www.unb.br/aluno_de_graduacao/cursos/gestao_do_agronegocio http://www.portaldoagronegocio.com.br/conteudo.php?id=23256 http://www.fieg.org.br/site/conteudo.php?id=145 http://www.mfrural.com.br/agronegocio.asp http://www.santahelena.ueg.br/apostilas/leucivaldo/2008 http://revistas.fee.tche.br/index.php/indicadores/article http://dgp.cnpq.br/buscaoperacional</p>
Chile			
Paraguay	REDIEX of the Ministry of Industry and Trade	2006	
Uruguay			
Mexico			

País	Mecanismos interministeriales dentro de los cuales el Ministerio de Agricultura no tiene responsabilidades en relación con el desarrollo de agronegocios y agroindustrias		
	Nombre	Año	Observaciones
Argentina			
Brazil			
Chile			
Paraguay			
Uruguay			
Mexico			

2. Policies, plans or strategies

Country	Policies, strategies or plans focused specifically on the development of agribusiness or agroindustry in general, or directed at certain subsectors		
	Name of the document	Year	Observations
Argentina	Agrifood Strategic Plan 2010-2016 (PEA)	2011	
Brazil			
Chile	Documents on guidelines and instructions for the regional directorates of the INDAP, (periodic)		
Paraguay	National Export Plan	2005	
Uruguay	Objectives by production chain – Stage from 2010 on	2010	For the beef, cereal, oilseed, dairy, wood, poultry, pork, citrus and cotton-textile-clothing chains. Available at: http://www.miem.gub.uy/portal/agxppdwn?5,10,529,O,S,0,5656%3BS%3B1%3B144
	Measures for the development of value chains	2010	For the meat, grains, dairy, wood, poultry, pork and citrus chains. Available at: http://www.miem.gub.uy/portal/agxppdwn?5,10,529,O,S,0,5655%3BS%3B1%3B144
	Final report of the consultancy on agroindustrial chains within the framework of the PENCTI	2008	Available at http://www.anii.org.uy/imagenes/libro_cadenas_agroindustriales.pdf

Country	Policies, strategies or plans for agriculture in general or for any of its subsectors that contain one or more sections specifically related to the development of agribusiness or agroindustry		
	Name of the document	Year	Observations
Argentina	Winemaking Strategic Plan	2003	
	Dairy Strategic Plan	2009	
	Beekeeping Strategic Plan	2009	
Brazil			
Chile			
Paraguay	Agrarian Strategic Framework 2009/2018	2008	
	Law to Promote and Monitor Organic Production	2008	
	Policy and Programs on Agricultural and Forestry Biotechnology of Paraguay	2011	

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Uruguay	Strategy: Uruguay Third Century – Aspects of Production - OPP	2009	Available at http://decon.edu.uy/~zuleika/modulo/EstrategiaUruguayTercerSiglo-AspectosProductivos%20(1).pdf
	Strategic Planning of the Sheep Farming Sector in Uruguay 2009-2015	2008	Available at http://www.sul.org.uy/Plan_estrategico/PLANIFICACION%20ESTRATEGICA%20DEL%20RUBRO%20OVINO.pdf
Mexico	Operating rules for the programs of SAGARPA		

3. Programs or Projects

Country	Significant programs or projects of the Ministry of Agriculture in support of the development of agribusiness or agroindustry		
	Name	Year	Observations
Argentina	National Value Added Program (ValorAr)	2008	Include projects such as: <ul style="list-style-type: none"> • Argentine Food Seals • GI and DO • Food Quality and Differentiation Management Program (PROCAL II) • Organic Agriculture Program (PRO-DAO) • National Rural Tourism Program (PRONATUR) • Food SMEs Information Network (RedIPA) • Promotion of Food Exports with High Value Added (PROARGEX)
	Special Tobacco Fund	1985	
	Law on Sheep Farming	2000	
Brasil	National Program to Strengthen Family Agriculture (PRONAF)		Details at: http://portal.mda.gov.br/portal/saf/programas/pronaf
	Geographic Indication of Agricultural Products, MDA		Supports the marketing of family agriculture products
	Food Acquisition Program (PAA)		
	Low-carbon Agriculture Program (ABC), MAPA		

Chile	<p>Within the INDAP:</p> <ul style="list-style-type: none"> • Investment Development Program (PDI) • Sabores del Campo - Especialidades Campesinas Program • Technical Advisory Services (SAT) • Production partnerships • Credit Program • Local Development Program (PRODESAL) • Program on Development of Indigenous Territories (PDTI) • Expo Mundo Rural • Rural tourism 	<p>Early 1970s</p> <p>1996</p>	<p>Provides bonuses to co-fund investment projects aimed at modernizing production projects.</p> <p>Provides technical and trade support under the brand Sabores del Campo.</p> <p>Provides comprehensive technical advisory services to farmers engaged in family agriculture, individuals and grouped together in smallholder associative businesses.</p> <p>Promotes and strengthens ties between buyer and seller to ensure trade relations that are transparent and sustainable over time</p> <p>Service that provides access to loans for working capital and investments in production.</p> <p>Service that facilitates the creation of partnerships and agreements to ensure that the joint efforts of all those involved in the process lead to economic, social, human and environmental development. It has three focuses: self-consumption and subsistence, production of surpluses for sale, and the development of entrepreneurial skills.</p> <p>Facilitates the development of the families in indigenous communities, indigenous associations and de facto groups, in order to increase their production and productivity and increase their management capabilities, so they can market their products more successfully on the market</p> <p>Fair held annually to promote the food, goods and services provided by smallholders from the companies that use the INDAP.</p> <p>Promotes and supports rural tourism as an alternative for the small-scale farmer and family.</p>
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Paraguay	Program to Promote Agrarian Competitiveness	2010	
	Program to Promote the Production of Food in the Family Agriculture Sector (PFA)	2010	
	National Program to Support Family Agriculture (PRONAF)	2008	
	Program on Sustainable Rural Development (PRODERS)	2010	
	Paraguay Rural Project	2007	
	Program to Support the Production and Marketing of Vegetables in Paraguay (2010-2014) (PAPCH)	2010	
	Public Purchases Program (PPA)		
National Livestock Farming Promotion Program (PRONAFOPE)			
Uruguay	Livestock Program (MGAP)	2005	Available at: http://magap.gub.uy/portal/
	Innovagro Fund. National Research and Innovation Agency	2006	Available at: http://www.diprode.opp.gub.uy/pacc/default.htm
	Program to Support the Competitiveness and Promotion of Exports	2006	Available at: http://www.pacpymes.gub.uy/web/clusters
Mexico	Program to Support Investment in Equipment and Infrastructure		Fund to Promote Investment in Areas Suffering from Moderate to Severe Marginalization
	Program to Expand Rural Funding (PROFIN)		
	Program for the Promotion and Development of Funding for the Rural Milieu and, within it,:		
	<ul style="list-style-type: none"> • The National Fund of Guarantees for the Agricultural, Forestry, Fisheries and Rural Sectors (FONAGA) • The establishment of liquid guarantees for funds to support producers (FINCAS) • The establishment and strengthening of financial intermediaries(IF) 		
	Humid Tropics Project		
	Project in Support of Adding Value to Agribusiness (PROVAR)		
	Regional Technical Assistance Project for Rural Microfinancing(PATMIR)		
Fund for the Management of Agricultural Risks (FONARPA)			

Country	Significant programs or projects of ministries or bodies other than the ministry of agriculture in support of aspects of the development of agribusiness or agroindustry		
	Name	Year	Observations
Argentina			
Brazil			
Chile			
Paraguay	Project on Private Cooperation for the comprehensive development of the communities of San Pedro, Rural Association of Paraguay		
Uruguay	Innovagro Fund, National Research and Innovation Agency (ANII)	2009	Available at: http://www.anii.org.uy/web/node/88
	Program on Competitiveness of Clusters and Production Chains (PACC), Office of Planning and Budget (OPP)	2006	Available at: http://www.diprode.opp.gub.uy/pacc/default.htm
	Program in Support of the Competitiveness and Promotion of Exports (PACPYMES), Ministry of Industry, Energy and Mining (MIEM)	2006	Available at: http://www.pacpymes.gub.uy/web/clusters

4. Intervenciones para promover el fortalecimiento de capacidades agremiarias y/o la asociatividad

Country	Significant policies, plans, programs or projects of the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete on markets		
	Name	Year	Observations
Argentina	Specific activities of PROCAL II		
	Different programs of the Under Secretariat of Family Agriculture		
	Different programs of the Cambio Rural Program of INTA		
Brasil	INTERAGRO		Organization of agribusiness production chains
	PROFICOOP		Professionalization of the management of cooperatives and creation of cooperation networks

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Chile	<p>Education/Training Women Smallholders</p> <p>Professionalization of Smallholders</p> <p>Management centers</p>		<p>Provide education/training on how to turn the production initiatives of small-scale or smallholder agricultural producers into businesses.</p> <p>Seeks to improve the technical skills small-scale producers need to carry out their activities in keeping with the standards and quality required in the corresponding agribusiness sector.</p> <p>Promotes and supports the development of business management capabilities for small-scale producers and their organizations, through management centers that implement systems to monitor the businesses served and the economic sector in which they participate/</p>
Paraguay			
Uruguay			
Mexico	<p>Market Development Component (PIDISA and PROMERCADO)</p> <p>Post-production Management Component (PROVAR, FIMAGO, Infrastructure, Slaughterhouses and Establishments TIF, infrastructure for livestock preparation centers)</p>		

Country	Significant policies, plans, programs or projects of ministries or bodies other than the ministry of agriculture focused on promoting the strengthening of agribusiness skills and/or the creation of associations so that producers and agribusiness operators can link themselves to and compete on markets		
	Name	Year	Observations
Argentina	<p>Different programs of the Under Secretariat of Small and Medium Enterprises of the Ministry of Industry</p> <p>Different institutional strengthening programs of the Ministry of Labor</p>		
Brazil			
Chile			
Paraguay			
Uruguay	<p>Emprendedor – Program to support Entrepreneurs (DINAPYME/MIEM)</p> <p>Program to Create, Provide Technical Assistance and Establish Networks for Business Professionalization (CARPE), Component in support of micro, small and medium enterprises (DINAPYME/MIEM and ANII)</p> <p>National Employment and Professional Training Institute (INEFOP).</p>		<p>Available at: http://miem.gub.uy/</p> <p>Available at: http://www.anii.org.uy/web/convocatorias/programa-carpe-mipymes-0</p> <p>Available at: http://www.inefop.org.uy/index.html</p>
Mexico			

Annexes

Annex 3

Data Base

The Caribbean

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Bahamas	*Benjamin Rahming	General Manager, BAIC	242 322 3740	<i>benjaminrahming@baic.gov.bs</i>
	Phillip Miller	Under Secretary, MAMR	242 3257502	<i>Phillipmiller@bahamas.gov.bs</i>
	*Arnold Dorsett,	Deputy General Manager, Agriculture, BAIC	242 322 3740	<i>arnolddorsett@baic.gov.bs</i>
	*Jacqueline Fox		242 325 7502	<i>businesslady70@hotmail.com</i>
Barbados	*Andre Devonish	Senior Agricultural Assistant	435-5007	<i>andredevonish@yahoo.com</i>
	Suzette Edey-Babb	Chief Economist (ag)	434-5036	<i>suzette.edeybabb@gmail.com</i>
	* Katrina White	Senior Economist (ag)	434-5035	<i>kat.ad.white@gmail.com</i>
Dominica	Winston Magloire	Technical Officer (Projects), Division of Agriculture	(767)266-3814	<i>wmagloire@gmail.com</i>
	*Samuel Carrette	Permanent Secretary, Ministry of Agriculture and Forestry	(767)266-3282	<i>psagriculture@cwdom.dm</i>
Granada	Daniel Lewis	Acting Chief Agriculture Officer, Ministry of Agriculture, Forestry and Fisheries	(473) 440 3083	<i>dannypoo2009@hotmail.com</i>
	* Jimmy Lindsay	Marketing Officer, Ministry of Agriculture, Forestry and Fisheries	(473) 440 3083	<i>shemlindsay@gmail.com</i>
Guyana	* Jimmy Bhojedat		592-227-3752	<i>jimmy.bhojedat@asdumoa.com</i>
	* Elizabeth Ramlal		592-227-3752	<i>asdumoa@yahoo.com</i>
	* Justin McKenzie		592-227-3752	<i>justinm_2525@yahoo.com</i>
	* Jimmy Bhojedat		592-227-3752	<i>jimmy.bhojedat@asdumoa.com</i>
	*Nizam Hassan		592-227-5809	<i>nhassan@newgmc.com</i>
	George Jervis	Permanent Secretary, Ministry of Agriculture	592-227-5527	<i>george_jervis36@yahoo.com</i>
	* Jimmy Bhojedat	Project Coordinator ASSP and ADP Projects, MOA	592-227-3752/226-4253	<i>Jimmy.Bhojedat@asdumoa.com</i>
	*Bobby Gossai	Senior Analyst, MOA	674-1860643-3843	<i>senioranalyst@agriculture.gov.gy</i>
Jamaica	Hershell Brown	Chief Executive Officer, Agro Invest Corporation (AIC), C/o Ministry of Agriculture	382-9137/927-1506 (876)927-2818/1160	<i>habrown@moa.gov.jm</i>
	*Zuleikha Budhan	Principal Director, Agricultural Planning and Policy, Ministry of Agriculture, Lands and Fisheries	(876)927-2818/1160	<i>zabudhan@moa.gov.jm</i>
St. Kitts and Nevis	*Clyde Thompson	Director of Cooperatives	1 869 465 9185	<i>clyderhonna@hotmail.com</i>
	*Augustine Merchant	Country Leader –IICA	1 869 465 5104	<i>iicastkn@thecable.net</i>
	*Gene Knight	Policy Analyst	1 869 465 0758	<i>ppuminag@gmail.com</i>
	Alistair Edwards	Marketing/Agricultural Officer	1 869 465 2335	<i>ealstair@hotmail.com</i>
	*Ashton Stanley	Director of Agriculture	1 869 465 2335	<i>doaskb@gmail.com</i>
Trinidad and Tobago	*Makesi Alexander		786-6867	
	*Natasha Mustapha	CEO, Trinidad and Tobago Manufacturers	675-8862 Ext. 233	
	Beena Persad		798-3224	<i>bpersad@malmr.gov.tt</i>
		622-1221 Ext. 2140		

*Recommended

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Central America and Mexico

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Belice	Andrew Harrison José Castellanos Fernando Tzib		822-2241 822-2241 822-2241	<i>agmarketingbz@gmail.com</i> <i>jmarcastellanos@yahoo.com</i> <i>tzib@wisc.edu</i>
Costa Rica	Tania López Lee Gustavo Ulate Arlyne Alfaro Erick Quirós	Viceministra MAG Gerente PIMA Coordinadora del Servicio de Información e Inteligencia de Mercados Director de Operaciones Regionales y Extensión Agropecuaria	8707-4924	<i>tlopez@mag.go.cr</i> <i>gulate@pima.go.cr</i> <i>aalfaro@cnp.go.cr</i> <i>equiros@mag.go.cr</i>
El Salvador	Claudia Gutiérrez		2210-1821	<i>claudia.gutierrez@mag.gob.sv</i>
Guatemala	Henry Stuardo Ortiz Paiz Corina Pérez Aripina Pedroza		(502) 5059-1183 (502) 59663883 24212464	<i>comercioymercadeomaga@gmail.com</i> <i>coryperez3@hotmail.com</i> <i>apedroza@pronacom.org</i>
Honduras	Dr. Juan Carlos Ordoñez Javier Barahona Ing. Ángel Meza Lic. Lilibiana Sánchez Ing. Enid Cuellar Iván Rodríguez	Viceministro Coordinador Unidad de Agronegocios SAG Fundación para el Desarrollo Empresarial Rural (FUNDER) Inversión y Exportaciones – FIDE Fundación Hondureña de Investigación Agrícola Sistema de Información de Mercados de Productos Agrícolas - FHIA-SIMPAH	(504) 2239-9338 (504) 2232-4605 (504) 2235-4996 (504)221-6304 (504) 2235-8983 (504) 2232-1654	<i>jot65@hotmail.com</i> <i>javierbarahonahn@yahoo.com</i> <i>amezafunder@gmail.com</i> <i>lsanchez@fidehonduras.com</i> <i>simpah@fhia-hn.org</i> <i>ir@swisscontact.org.hn</i>
Nicaragua	German Flores Francisco H. Vega Orlando Duarte Sebastián Salinas Víctor Murillo Carla Castro Eddy Ambpi Arkangel Abunza	Director Agroindustria IDR Especialista en Agroindustria MIFIC INTA SCC INFOCCOP TELCOR MAG-FOR	22558777 22558777 22670161 22780469 83591096 22708039 22760511	<i>german.flores@idr.gob.ni</i> <i>francisco.vega@idr.gob.ni</i> <i>oduarte@mific.gob.ni</i> <i>wachas_64@yahoo.com</i> <i>victor_murillo@yahoo.com</i> <i>kcastro@infocoop.gob.ni</i> <i>eampie@telcor.gob.ni</i> <i>arkangel.abaunza@magfor.gob.ni</i>
Panamá	Marcelino Mudarra Róger Ureña Vásquez Didier Batista Wedleys Tejedor	Director Nacional de Agroindustrias del MIDA Técnico MIDA Técnico MIDA Investigador UTP	998-4027 998-4027; 6662-8637 998-4027 290-8414	<i>agroindustria_05@hotmail.com</i> <i>rogeru520@hotmail.com</i> <i>didy200108@yahoo.com</i> <i>wtejedor@hotmail.com</i>

Andean Region

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Bolivia	Alejandro Tarifa	Analista, Viceministerio de Desarrollo Rural, MDRyT	70150436	atarifaB@gmail.com
	Luis Antonio Cabrerizo	Analista, Viceministerio de Desarrollo Rural, MDRyT	77266927	La_cabrerizo@yahoo.com
	Silvia Alemán (IICA)	Especialista en Desarrollo Rural y Agronegocios, IICA	705-35350	silvia.aleman@iica.int
Colombia	Diego Arístizabal	CORPOICA	3175176516	
	Juan Carlos Castro	Transformación Productiva Mincomercio	6067676, ext. 1287. 3153078055.	jcastro@mincomercio.gov.co
	Jaime Concha	Andi. Ingredientes Naturales.	3268500, ext. 2236	montrube@yahoo.com cncacao@etb.net.co
	Mónica Trujillo	Secretaría Técnica Cadena Cacao	3138303008	
	Bernardo Saénz	Subdirector de Fiscalización Aduanera Asignado	6070920	
	Augusto Triana	MADR	3005590443 3341199, ext. 470	
	Manuel Sánchez	MADR	3006213610	msanchez@minagricultura.gov.co
	Álvaro Portilla	Dirección de Cadenas Productivas, MADR	6258480	aportilla@minagricultura.gov.co
	Luis Fernando Segura Edison Suárez	Secretario Técnico, Mesas Sectoriales., MADR	3815000 5945839, ext. 335 3002731401	
	Claudia Sofía Rodríguez	Colciencias, Secretario del Consejo Nacional del Sector Agropecuario	3341199, ext. 443 3134411351	
	Camilo Quintero	DNP	3341199, ext. 159	
	Andrés Silva Mora	Banco Agrario		ansilva@minagricultura.gov.co
	Alejandro Mesa Nieto	Dirección Oportunidades Rurales, MADR	3341199, ext. 444	amesa@minagricultura.gov.co
	Néstor Hernández	Gerente Proyecto Alianzas Productivas, MADR	3341199	nestor.hernandez@minagricultura.gov.co
	Fernando Leyva	Coordinador Técnico, Proyectos de Investigación, Unidad de Desarrollo Tecnológico, MADR	3113413406 3152405694 3206861706	
	Luis Eugenio Cifuentes			eugenio.cifuentes@minagricultura.gov.co
Luz Dary Patiño	Director de Política Sectorial, MADR	3164472107		
Ricardo Rodríguez	Dirección de Desarrollo Tecnológico, MADR	6067676, ext. 1467.	rrodriguez@minagricultura.gov.co	
Javier León	SENA, Dirección de Tecnología	5941000		

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Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Colombia	Aura Libia Espinosa	Oportunidades Rurales, Servicios Empresariales, MADR Universidad de Nariño	22070000	<i>marcela.pena@iica.int</i> <i>yadira.pena@iica.int</i>
	Milena Agudelo	CREPIC – Cauca, Centro Regional de Productividad		
	Claudia Betancourt	Profesional, Estabilidad jurídica, Ministerio de Comercio		
	Marcela Peña	Proyecto MEGA, Cámara de Comercio de Bogotá		
	Yadira Peña	Especialista en Agronegocios y Desarrollo Rural, IICA Especialista en Competitividad, IICA		
Ecuador	Norma Rodas	Técnica de la Dirección de Comercialización, MAGAP	593-2-396000 098144736 2546690 3960100	<i>nrodas@magap.gob.ec</i>
	Clara Delgado	Técnica de la Dirección de Fomento Agrícola, MAGAP		<i>cdelgado@magap.gob.ec</i>
	Magda Salazar	Directora del PRONER		<i>msalazar@magap.gob.ec</i>
	María Gabriela Albán	Técnica de la Dirección de Comercialización, MAGAP		<i>malvan@magap.gob.ec</i>
	David Vanegas	Técnico coordinador agroindustrias-alimentos, MIPRO		<i>dvanegas@mipro.gob.ec</i> <i>devanegas@yahoo.com</i>
	Juan Diego Cortez Julio Chang	Técnico agroindustrias-calidad, MIPRO		<i>dcortez@mipro.gob.ec</i> <i>jchang@mipro.gob.ec</i>
	Elizabeth Barsallo	Asesor en agroindustria del Ministro del MIPRO		<i>ebarsallo@mipro.gob.ec</i>
	Mauricio Proaño	Directora de MIPYMES, MIPRO		<i>mproaño@magap.gob.ec</i>
	Marco Villegas	Director de Comercialización del MAGAP		<i>mvillegas@magap.gob.ec</i>

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Perú	William Arteaga Donayre	Coordinador, Programa Agroindustria, PROMPERU	616-7400, anexo 2303	<i>warteaga@promperu.gob.pe</i>
	Javier Butrón Fuentes	Director de Competitividad del Ministerio de la Producción, PRODUCE	616-2222, anexo 1828	<i>jbutron@produce.gob.pe</i>
	Pedro Canales	Director de Agronegocios, MINAG	711-3700, anexo 2128	<i>pcanales@minag.gob.pe</i>
	Juan Cabrera	Especialista de la Dirección de Agronegocios del MINAG	711-3700, anexo 2128	<i>jucabrera@minag.gob.pe</i>
	Miguel Watts	Especialista de la Dirección de Agronegocios del MINAG	711-3700, anexo 2128	<i>mwatts@minag.gob.pe</i>
	Fanny Santi	Especialista de la Dirección de Agronegocios del MINAG	711-3700, anexo 2128	<i>fsanti@minag.gob.pe</i>
	Magno Meyhuay	Especialista de la Dirección de Agronegocios del MINAG	711-3700, anexo 2128	<i>mmahuey@minag.gob.pe</i>
	José Quintanilla	Especialista de la Dirección de Agronegocios del MINAG	711-3700, anexo 2128	<i>jquintanilla@minag.gob.pe</i>
	María Elena Rojas	Directora de la Unidad de Política Sectorial, MINAG	711-3700, anexo 2329	<i>merojas@minag.gob.pe</i>
Inés Carazo	Directora de la Oficina Técnica de la Red de Centros de Innovación Tecnológica (CITE), PRODUCE	616-2222, anexo 1314	<i>mcarazo@produce.gob.pe</i>	

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Southern Region

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Argentina	Ciro Guillermo Negri	Responsable del Sello “Alimentos Argentinos, una elección natural”	4349-2175	<i>gunegri@minagri.gob.ar</i>
	Héctor Niubó	Responsable de “Indicaciones geográficas”	4349-2186	<i>hniubio@minagri.gob.ar</i>
	Pablo Morón	A/C de la Dirección de Promoción de Calidad de Productos Agrícolas y Forestales	4349-2253	<i>pmoron@minagri.gob.ar</i>
	Juan Manuel Alderete	Responsable del Programa VALORAR y Coordinador de Gestión de la Calidad y Diferenciación de Alimentos (PROCAL II)	4349-2041 4349-2359	<i>jalder@minagri.gob.ar</i>
	Natalia Curcio	Responsable de la Cadena de Producción Orgánica	43492155	<i>ncurcio@minagri.gob.ar</i>
	Celina Moreno	Responsable de Servicios para PyMES (RedIPA)	43491383	<i>cemoreno@minagri.gob.ar</i>
	Eugenio Corradini	Excoordinador del Programa de Agricultura Orgánica (PRODAO), PROSAP.	4349-2000	<i>ecorradini@prosap.gov.ar</i>
	Carla Campos Bilvao	Secretaria de Desarrollo Rural y Agricultura Familiar	4349-2041	<i>carcan@minagri.gob.ar</i>
	Emiliano Pérez Caravello	Técnico en Gestión de la Calidad y Diferenciación de Alimentos (PROCAL II)	4349-2041	<i>emperez@minagri.gob.ar</i>
	Ivana Colamarino	Técnico en Gestión de la Calidad y Diferenciación de Alimentos (PROCAL II)	4349-2186	<i>icolam@minagri.gob.ar</i>
	Laura Domínguez	Técnico en Indicaciones Geográficas	4334-8282	<i>lvdomi@minagri.gob.ar</i>
Graciela Lacaze	Especialista del IICA		<i>glacaze@iica.org.ar</i>	

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Brasil	Ronaldo Trecenti		(61) 34419752	<i>trecenti@campo.com.br</i>
	Rogério Dias		(61) 3218 2828	<i>rogerio.dias@agricultura.gov.br</i>
	Mario Cesar Luz Ferreira		(61) 3312 2275	<i>mario.ferreira@conab.gov.br</i>
	Kelma C. M. S. Cruz		(61) 3312 6360	<i>Kelma.cruz@conab.gov.br</i>
	Carlos Tavares		(61) 33126240	<i>sugof@conab.gov.br</i>
	Eduardo Mello Mazzoleni		61) 3218 2610	<i>eduardo.mazzoleni@agricultura.gov.br</i>

Country	Names of persons who responded to the survey or were mentioned as potential sources of information	Position	Telephone	E-mail
Chile	Ramón Arrau	Jefe de Fomento, INDAP	6908120	<i>rarrau@indap.cl</i>
	Marcela Lagos	Encargada Nacional del Programa de Desarrollo de Inversiones (PDI), INDAP		<i>malagos@indap.cl</i>
	Jimena del Pilar Acuña Lagos	Programa Sabores del Campo, Especialidades Campesinas, INDAP	6908187	<i>jacuna@indap.cl</i>
	Juan Pablo Rodríguez del Real	Encargado Nacional, Servicio de Asistencia Técnica, INDAP		<i>jprodriguez@indap.cl</i>
	Rodrigo Pavez	Encargado Nacional, Programa Alianzas Productivas, INDAP	6908361	<i>rpavez@indap.cl</i>
	Bernardita Del Carmen Figueroa Vega	Encargada Nacional, Centros de Gestión, INDAP	6908140	<i>bfigueroa@indap.cl</i>
	Luis Alfaro Lucero	Jefe de la División de Asistencia Financiera, INDAP	6908186	<i>lalfaro@indap.cl</i>
	David Aracena Lasserre	Encargado del Sistema de Incentivos para la Agrosostenibilidad de los Suelos Agropecuarios, INDAP		<i>daracena@indap.cl</i>
	María Emilia Undurraga	Encargada del Programa de Desarrollo Local (PRODESAL) y del Programa de Desarrollo Territorial Indígena (PDTI), INDAP	6908370	<i>mundurraga@indap.cl</i>
	América Belmar	Formación y Capacitación para Mujeres Campesinas, INDAP	2252511, anexo 113	<i>abelmar@indap.cl</i>
	Karin Edwards Caballero	Encargada de Turismo Rural y Ferias Expomundo Rural, INDAP	3973026 3973150	<i>kedwards@indap.cl</i>
	Angélica Baruel	Especialista en Agronegocios, IICA		<i>abaruel@iica.cl</i>
	Ema Laval Molkenbuhr	Jefe del Departamento de Política Agraria, ODEPA		<i>elaval@odepa.gob.cl</i>
	Bernabé Tapia Cruz	Analista, Agroindustria, ODEPA		<i>btapia@odepa.gob.cl</i>

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Paraguay	Andrés Wehrle	Viceministro del MAG	59521 447-473	<i>vagricultura@mag.gov.py</i>
	Adalberto Morínigo	Director de Comercialización, MAG		
	Amílcar Cazal	Director de Programas Sectoriales (REDIEX), MIC	616 3034	<i>acazal@redix.gov.py</i>
	Pánfilo Ortiz	Director de la Dirección General de Planificación, MAG	59521 582-290	<i>paortiz@gmail.com o dgp@mag.gov.py</i>
	Manuel Roja	Técnico del Programa Paraguay Rural	021-449631	<i>dc@mag.gov.py</i>
	Emilio Valiente	Director del Proyecto Paraguay Rural	021-449631 0982 244043	<i>valientevaliente@gmail.com</i>
	Nicanor Invernizzi	General del Proyecto de Desarrollo Rural Sostenible (PRODERS)	021-447250	<i>invernizzinic07@hotmail.com</i>
	Carolina Mallada	Directora de la Unidad de Políticas Agrarias, DGP/MAG	021-447250	<i>c_mallada@yahoo.com</i>
	Santiago Bertoni	Director de la Unidad de Comercio Internacional e Integración, DGP/MAG	59521 490 740	<i>Uci.dgp@gmail.com</i>
	Fátima Almada	Especialista del IICA		<i>iica@iica.org.py</i>
Uruguay	Carlos Paolino	Director de OPYPA/MGAP	24126362	<i>cpaolino@mgap.gub.uy</i>
	José Carlos Taddeo	Director Programa Ganadero	2308 440	<i>jtaddeo@mgap.gub.uy</i>
	Mariana Sienra	Coordinadora Programa de Competitividad Conglomerados y Cadenas Productivas	29084271 int. 2050	<i>msienra@opp.gub.uy</i>
	Pablo Villar	Director de DINAPYME	29017716	<i>pablo.villar@dinapyme.miem.gub.uy</i>
	Alejandra Bentancur	Especialista en Agronegocios, IICA	24101676 int.122	<i>alejandra.bentancur@iica.int</i>



Agribusiness and
Commercialization Program (PAC)

Inter-American Institute for Cooperation
on Agriculture (IICA)

5757 Blue Lagoon Drive
Suite 200, Miami, FL 33126, EEUU
Tel. 1 (305) 260-9010 / e-mail: iica.mi@iica.int
www.iica.int/pac

Rural Infrastructure and Agro-Industries Division (AGS)
Food and Agriculture Organization of the
United Nations (FAO)

Viale delle Terme di Caracalla,
00153 Rome, Italy
www.fao.org/ag/ags
AG-Registry@fao.org
fax: +39 06 57053057

