



*Cooperative Program in Agricultural Research and Technology for the Northern Region
Programa Cooperativo en Investigación y Tecnología Agrícola para la Región Norte*

**MINUTES OF ELEVENTH ANNUAL MEETING
BOARD OF DIRECTORS OF PROCINORTE
19-20TH November 2009, Ottawa, Canada**

FIRST DRAFT¹

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¹ Nov. 25 Priscila Henríquez, IICA.



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1. Background and Meeting Objectives

The 11th Annual Meeting of the PROCINORTE Board of Directors (BoD), corresponding to the programming year of 2009, took place at the K.W. Neatby Building at the Central Experimental Farm in Ottawa, Ontario, Canada on November 19-20th, 2009.

The main objectives of the meeting were:

- To review the PROCINORTE Executive Secretariat (ES)'s and Task Forces (TF)'s progress to evaluate the results achieved, and
- To analyze progress made with the formulation of the PROCINORTE Strategic Plan

2. Opening Ceremony

Welcoming remarks were given by Dr. Yvon Martel, Chief Scientist (International) of Agriculture and Agri-Food Canada (AAFC). He stressed the importance of PROCINORTE for strengthening technical cooperation among the USA, Canada and Mexico.

Mr. Chris Hansen, Deputy Director General of IICA, addressed participants indicating that the Northern Region is unique because the research and innovation systems are strong in each country, and struggle with the same issues. However, the countries have encountered challenges in finding common projects in the three countries.

Mr. David Hatch, Associate Deputy Director General, Director of the Northern Region, and IICA's Representative in the US, introduced Drs. Priscila Henríquez and Hugo Li Pun, new members of the IICA Washington staff in the USA. Their roles are relevant for technical cooperation and consolidation of strategic alliances. He indicated that PROCINORTE underwent important changes in 2009 with the departure of Dr. Mario Pareja, former Executive Secretary, and that IICA ensures a smooth transition with the appointment of Dr. Henríquez. IICA now has a new Director General, Dr. Victor Villalobos Arámbula, from Mexico. PROCINORTE, he stated, is at a cross-roads, looking into its first ever strategic plan and it should make optimal use of financial and technical resources, defining the PROCINORTE mission and vision. He finished by reassuring the BoD that IICA is convinced that PROCINORTE offers enormous potential and that IICA remains interested in supporting the organization as it makes progress toward fulfilling that potential.

He immediately turned the responsibility of conducting the meeting to Dr. Enrique Astengo (Director of Planning, Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias, Mexico), President of PROCINORTE, who moderated the meeting.



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3. Introduction of Participants

Following the opening ceremony, there was a round of presentations from the participants (see list of participants in Annex 1).

4. Approval of Proposed Agenda

As proposed by the Chair, Dr. Astengo, the BoD approved the proposed agenda (see Annex 2) with the addition of an item on the PROCINORTE presidency.

5. Presentation of PROCINORTE Report 2009

Dr. Henríquez made a presentation highlighting the work carried out by PROCINORTE's ES between January and December 2009, and a general overview of the Task Forces ([click here](#) for the Presentation). The ES confirmed that she will be accountable for improving the PROCINORTE web site.

She presented the budget execution as November 14th which revealed a balance of US\$ 61,163.14 (50.96% of the budget) of unspent funds. The BoD expressed its concern about this situation and discussed how to make the best use of this funding by December 31st, in accordance with IICA's regulations. They decided to discuss resource allocation after the presentation of the Strategic Plan was accepted.

BoD Decision: the BoD approved the report of the ES, subject to decisions on the budget and action plan to be taken later in the meeting

6. Task Forces' Progress Reports for 2009

This section was devoted to consider the reports of the TFs that were presented at the BoD meeting –Library and Information Services, Tropical and Sub-Tropical Fruits and NORGEN. The Plant Health TF and the Animal Health TF chairs participated via teleconference but did not submit actions plans and budget for 2010.

a. Library and Information Services

Ms. Ingrit Monasterios and Danielle Jaques, representing the Library and Information Services TF, presented the activities conducted during the year 2009 as well as their plans and budget for the year 2010 ([click here](#) for the presentation).

Some of the most notable achievements of this TF were: the REMBA-Wide Digital Desk Consortium negotiation of license agreements for electronic journals for 2009, the expansion of the REMBA Web Portal and outreach and promotion with



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videos, brochures and posters; training for REMBA members on several topics, the Google Books Project and the National Catalog of Mexican Agricultural Information.

The 2010 action plan for this TF calls for:

- Objective 1: Create sustainability within REMBA (US\$16,000 requested)
- Objective 2: Improve information sharing among NAL, CAL y REMBA (US\$2,500)
- Objective 3: Advance hemispheric access to agricultural information (US\$6,500)

Discussion: The BoD congratulated the TF for advancing hemispheric access to information on agricultural research and emphasized that a key role for the TF is knowledge management and its main clients should remain scientists and researchers. The participants expressed mixed opinions on the future of the TF and its focus on supporting efforts in Mexico, discussing whether their efforts should be more regional. Mr. Hatch challenged the TF to support end users of knowledge such as producers by using distance learning throughout the hemisphere, and by matching PROCINORTE funding with funding from other sources such as the USAID.

b. Genetic Resources- NORGEN

Dr. Candelario Mondragón, elected Chair of NORGEN in October 2009, presented the progress report of NORGEN. He stressed the importance of genetic resources for food security while highlighting the importance of mechanisms to share information and germplasm between the countries. Due to difficulties in coordinating agendas of the members, the 10th annual meeting programmed for early April was held in October. Thus this TF has seen no activity during the year with an unspent budget of US\$18,461.58. Dr. Mondragón presented the request for budget 2010 ([click here](#) for presentation).

Discussion: A general discussion followed on the key objectives of NORGEN, its strategic direction, its potential role to contribute genetic resources policy advice, the relevance of the international treaties for information and germplasm sharing between countries and how NORGEN could play a role, among other issues. The importance of access to genetic resources was emphasized, and Canada urged the other two countries to ratify the *International Treaty on Plant Genetic Resources for Food and Agriculture*.



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c. Tropical and Sub-Tropical Fruits

Dr. Ricardo Goenaga, Chair of the Tropical and Sub-Tropical Fruits TF, presented its main achievements during 2009 and its plans and budget for 2010 ([click here](#) for presentation).

Some of the most notable achievements of this TF were: an updated and complete web site available in English, Spanish and French: <http://www.ars-grin.gov/cgi-bin/may/procinorte/index.cgi>, the attendance of several scientific meetings in which the members of this TF presented the results of joint collaboration, and several publications (scientific papers, brochures, manuals, electronic publications, and others). The TF is currently carrying out four joint projects in topics relevant for the production and postharvest of several fruits of high market value. Dr. Goenaga also presented the ongoing projects and the proposed action plan for 2010.

Discussion: The discussion focused on the impact achieved by the TF, which needs to be made known as the research is very relevant for advancing fruit production, post-harvesting and processing in the three countries and providing scientific support for regulation in this area. It was noted that the three countries are investing a considerable amount of funding in this research while funding from PROCINORTE is utilized for bringing together the researchers at scientific seminars and planning meetings. Their results are documented in the scientific meetings and proceedings, and the TF web page. The BoD challenged the TF to document the in-kind contributions of their respective organizations, such as the time spent on maintaining the web page and other tri-national activities. It was stressed that IICA's role is to facilitate interactions, communications and project execution in the Northern Region, but it is not a donor. The BoD considered that this TF may become self-sustaining when the results of their research demonstrate that it can solve problems for the fruit sector, such as fruit quality and safety issues. The members of the BoD agreed that demonstrating the long-term impacts of the TF's efforts is necessary and requested that the TF compile the most important results achieved in the past ten years.

d. Animal Health

Dr. Eileen Thacker, Chair of the Animal Health Task Force, participated by teleconference and presented a summary report (Annex 3). This past year there was no activity by this Task Force as no contact occurred between Mexico, the US and Canada. In addition, topics of interest to all three countries had not been identified. In a meeting with the ES in October, Dr. Thacker stressed the need to investigate the potential for research collaborations and networking among the governments' animal health researchers. With the emergence of the highly



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publicized H1N1 influenza virus and the re-emergence of TB, communication and collaboration between neighbors becomes increasingly important.

Discussion: Dr. Fraleigh presented Dr. Primal Silva, Executive Director for Science Strategies of the Canadian Food Inspection Agency, as Canada's Representative in this TF. The need to identify a Mexican counterpart was again brought up in order for the FT to meet early in 2010 or sooner if possible, to develop an action plan. Dr. Astengo indicated that Mexico would nominate a representative by end of November. The members of the BoD challenged the TF to work on trans-boundary issues that impact trade.

e. Plant Health

Drs. Robert Mangan (USA) and Gary Whitfield (Canada) joined the meeting by teleconference. They indicated that two members of the Plant Health Task Force attended the Huanblongin symposium held in November with people in attendance and registered from seven countries. PROCINORTE was featured prominently as the sponsor for the event, and the TF was recognized for contributing resources.

Dr. Whitfield explained that he could not attend the meeting due to weather problems during his travel to China. They indicated the need to have a meeting and communicate by email to formalize the action plan 2010.

Discussion: The discussion focused on the potential for this TF to address greenhouse diseases which are a considerably large business for the three countries. The budget allocated for 2009 was not spent.

f. General Discussion on Task Forces performance, results and deliverables

A general discussion on the progress/performance of the Task Forces followed. The BoD indicated that the TF should focus on demonstrating their key results and outcomes instead of their activities and stressed the importance of discussing lessons learned to plan for the future. Issues of sustainability were mentioned as important in the future development of strategies for each TF. The TFs should build self-sustaining networks.

The communication strategies implemented by other PROCIS were cited as an example of a mechanism that influences the hemispheric and global agendas. Linking PROCINORTE with other PROCIS and actors, exchanges of experience and information, building linkages with private institutions and linkages between research and technology transfer actors are topics that deserve consideration.



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It was requested that each TF chair present the constraints on the work of their TF, as well as their impressions on how its work could be more effective, creating linkages between the TFs, communicating results to farmers and other stakeholders, and influencing hemispheric agendas.

The BoD requested that the TFs improve their planning strategies to demonstrate the robustness, coherency and success of their projects, including in the planning the goal, annual objectives, and expected results per objective, and the allocation of their PROCINORTE budgets and contributions from the member institutions (either in kind or cash) . The BoD emphasized that the TFs' annual reports should reflect the results and outcomes achieved, and how these are measured.

BoD Decision: the members of the Task Forces will prepare a summary table following a model prepared by the ES highlighting their major accomplishments of the past ten years. This report should be submitted to the ES by January 31st, 2010.

7. Article I. Update on preparation of PROCINORTE Strategic Plan (PSP)

Speaking on behalf of IICA, Mr. Hatch indicated that in 2009 the Institute continued the work initiated in 2008 for the formulation of PROCINORTE Strategic Plan (PSP). The summary matrix prepared by Dr. Pareja was distributed and commented by the members of the BoD, and constituted the starting point for a more ample definition of the formulation of the PSP. The final version of the summary matrix was included in the Minutes of the Xth meeting of the BoD. Mr. Hatch recalled the need for PROCINORTE to interact with key institutions dealing with agricultural issues and food security, in light of the renewed interest in agriculture and rural development. He indicated that every organization needs to identify its comparative advantages, add value, and avoid redundancy. PROCINORTE has incredible potential to address important issues in the three countries, so it is critical to allocate resources in the right way, and truly maximize the potential of PROCINORTE.

He then introduced Mr. Huntington Hobbs, Senior Consultant in Strategic Planning and Resource Mobilization (bio-summary of Huntington Hobbs in Annex 4), who delivered a presentation on his work contributing to formulate the PSP ([click here](#) for presentation).

The presentation was divided into the following sections:

- Background and process
- Strategic outline for PROCINORTE
- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)



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- Gap Analysis: Stakeholder Perspective, Financial Perspective, Internal Business Perspective, Innovation Perspective
- Strategic Destination Statement, Issues:
 - (1) geographical focus
 - (2) thematic focus
 - (3) proactive vs. reactive,
 - (4) financing,
 - (5) organizational structure.

After the presentation, there was a discussion facilitated by Mr. Hobbs on the presented analysis evaluating the options and implications for the BoD and TF. The organizational structure model in Slide 21 was presented as an alternative for PROCINORTE functioning and would require involvement at more senior level in each country, with the actual BoD becoming a middle level.

The BoD agreed on the following Key Strategic Decisions:

BoD Decisions:

- a. **Strategic Destination Statement Issue 1: Geographic Focus is on PROCINORTE, strengthening the three countries, with outreach to other regions and some spillover effects when possible.**
- b. **Strategic Destination Statement Issue 2: Main thematic focus will be on agricultural research & innovation, moving towards trans-border plant and animal health research, food safety and capacity building for trade, environment, biotechnology and other themes as appropriate.**
- c. **Strategic Destination Statement Issue 3. PROCINORTE should be proactive but react when necessary if the mechanism is effective (a proactive plan for reactive events).**
- d. **Strategic Destination Statement Issue 4: Financing of PROCINORTE should be based on the implementation of a realistic financial growth strategy: develop a compelling Business Plan for the next three years.**
- e. **Strategic Destination Statement Issue 5. Organizational Structure. The proposed coordination model is premature, and enhanced senior policy involvement will depend on the success of the new Business Plan and its promotion.**

Having made these agreements, the BoD instructed the ES to continue the development of the PSP, for which the next steps will be:

- Develop a draft Strategic Plan based on the documentation prepared for the 11th meeting of the PROCINORTE BoD and the consensus decisions they reached on key issues for defining a PSP.



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- This draft PSP will be circulated to the PROCINORTE BoD for their review and comments. With this input, the ES will then prepare a final draft of the PSP.
- Concurrently, the ES will develop an outline of a Business Plan for review and comment by the PROCINORTE BoD. With this input, the ES will then prepare a final draft of the Business Plan for the approval of the BoD. A key consideration will be to seek to enhance the profile and visibility of PROCINORTE, both to improve its efficacy, and to prepare for consideration of changes to its organizational structure.

8. Article II. PROCINORTE Action Plan and Budget 2010

The BoD reviewed the action plan proposed by the ES for the year 2010 and made a few adjustments (see Annex 5). Given that not all TFs have presented their 2009 Annual Report or their 2010 Action Plan and Budget requests, the BoD made the following decisions:

BoD Decisions:

- a. request clarification from IICA HQ on regulations to utilize uncommitted funding allocated to 2009***
- b. request the Tropical and Sub-Tropical Fruits Task Force, Animal Health Task Force and Plant Health Task Force to utilize their 2009 budget on planned activities and to hold their planning meetings before December 31st 2009***
- c. the TFs will prepare annual plans demonstrating linkages between activities, expected outputs and contribution to each TF purpose, according to matrix to be sent by ES***
- d. budgets for 2010 were agreed for the TFs as follows:***
 - ***Information and Libraries (\$25,000)***
 - ***NORGEN (\$ 20,000)***
 - ***Tropical and Sub-tropical Fruits (\$ 24,000)***
 - ***Animal Health (\$15,500)***
 - ***Plant Health (\$15,500)***

9. Various Issues Related to PROCINORTE Upkeep

Dr. Enrique Astengo was ratified as President of PROCINORTE BoD for another year.



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10. Next Meeting of the Board of Directors

On behalf of IICA, Mr. Hatch invited the members of the BoD to hold the next meeting at IICA HQ in Coronado, Costa Rica.

BoD Decision: The Board unanimously accepted the offer from IICA and will study the best timing to hold the XIIth Annual meeting.

The meeting was officially closed at 2.00 pm. Dr. Marc Savard (AAFC Research Branch, ECORC) presented the work of Research Branch and especially the Eastern Cereal and Oilseed Research Centre (ECORC). Dr. Owen Landsdale hosted a demonstration of the Canadian National Collection of Insects, Arachnids & Nematodes. Scientific presentations were made by Dr. François Melloche (harmonic radar to track insects), Dr. David Lapen (water management), Dr. Bao-Luo Ma (abiotic crop production stresses), and Dr. Carlos Monreal (intelligent fertilizers, bioproducts from animal wastes and crop residus).



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**ANNEX 1
LIST OF PARTICIPANTS**

Dr. Enrique Astengo	President of PROCINORTE (MEXICO)	Coordinator Planning and Development Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias- INIFAP Av. Progreso No. 5 Col. Del Carmen, Coyoacán C.P. 04110, México, D.F. Office phone: 52 (55) 3871-8731 Fax: 52 (55) 5554-8123 E-mail: astengo.enrique@inifap.gob.mx
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ANNEX 2

AGENDA

ELEVENTH ANNUAL MEETING OF THE BOARD OF DIRECTORS OF PROCINORTE

November 19 - 20, 2009

K.W. Neatby Building, Central Experimental Farm, in Ottawa, Ontario

<u>Thursday, Nov. 19 / Jueves 19 de Noviembre</u>	
9:00	Welcoming remarks / Palabras de bienvenida <ul style="list-style-type: none"> • Dr. Yvon Martel, Chief Scientist (International), Agriculture and Agri-Food Canada • Mr. David Hatch, IICA Northern Region Director /Director de la Región Norte de IICA
9:30	Approval of draft agenda / Aprobación de la agenda propuesta <ul style="list-style-type: none"> • Dr. Enrique Astengo López, President of PROCINORTE / Presidente de PROCINORTE
9:40 – 10:00	Update on PROCINORTE / Actualización sobre PROCINORTE <ul style="list-style-type: none"> • Dra. Priscila Henríquez, Executive Secretary of PROCINORTE / Secretaria Ejecutiva de PROCINORTE
10:00 – 10:15	Coffee break / Café
10:15	Task Forces' progress reports for 2009 / Informes de avances de los Grupos de Trabajo en 2009 <u>Note:</u> A representative from each Task Force will make a presentation <u>Nota:</u> Un representante de cada Grupo de Trabajo realizará una presentación.
10:15 -11:00	Agricultural Library and Information Services Task Force / Grupo de Trabajo en Bibliotecas Agrícolas y Servicios de Información <ul style="list-style-type: none"> • Ms. Danielle Jacques and Ms. Ingrit Monasterios, on behalf of Dra. Maria Pisa, Chair
11:00 - 11:45	Genetic Resources Task Force (NORGEN)/ Grupo de Trabajo en Recursos Genéticos (NORGEN) <ul style="list-style-type: none"> • Dr. Candelario Mondragón, Chair
11:45 – 12:00	Tropical and Subtropical Fruits Task Force / Grupo de Trabajo en Frutales Tropicales y Subtropicales <ul style="list-style-type: none"> • Dr. Ricardo Goenaga, Chair
12:00– 14:00	Luncheon / Almuerzo



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14:00 – 14:45	Plant Health Task Force / Grupo de Trabajo en Sanidad Vegetal <ul style="list-style-type: none"> • Dr. Robert Mangan, Chair
14:45 – 15:30	Animal Health Task Force / Grupo de Trabajo en Salud Animal <ul style="list-style-type: none"> • Dr. Eileen Thacker, Chair
15:30 – 17:00	General Discussion on Task Forces performance, results and deliverables/ Discusión General sobre la actuación y resultados de los Grupos de Trabajo
17:00	End of day 1 / Fin del día 1
18:30	Informal Dinner New Dubrovnik Restaurant, 1170 Carling Avenue, Ottawa, ON K1Z 7K6, (613) 722-1490
<u>Friday, Nov. 20 / Viernes, 20 Noviembre</u>	
9:00 – 10:00	Update on preparation of PROCINORTE Strategic Plan What has been done and the process ahead <ul style="list-style-type: none"> • Dr. Priscila Henriquez • Mr. Huntington Hobbs (consultant)
10:00 - 10:15	Coffee Break / Café
10:15 – 12:00	PROCINORTE 2010 Work Plan / Plan de Trabajo 2010
12:00 – 12:30	Additional Business / Asuntos Adicionales Next PROCINORTE meeting (Date & Place) / Próxima Reunión del PROCINORTE (Fecha y Lugar)
12:30 – 13:30	Luncheon / Almuerzo
13:30 – 14:00	Closing Ceremony / Clausura. Dr. Enrique Astengo President of PROCINORTE / Presidente de PROCINORTE
14:00 – 16:30	Scientific Presentations and Tour, AAFC Research Branch Presentaciones Científicas y Tour por las instalaciones de AAFC Research Branch Hosted by Dr. Marc Savard, Research Manager, ECORC Directeur de recherche, CRECO Agriculture and Agri-Food Canada Agriculture et Agroalimentaire Canada



ANNEX 3

Summary of PROCINORTE Animal Health Task Force

Prepared Dr. Eileen Thacker, Chair of the Animal Health Task Force

This past year there was no activity by this Task Force as no contact occurred among Mexico, the US and Canada. In addition, identification of topics of interest to all 3 countries had not been advanced. Previously, the Animal Health Task Force, lead by Dr. Cyril Gay, National Program Leader for Animal Health, USDA-ARS, held a workshop with participants from each of the three countries to discuss potential collaborations on December 20, 2006 in Washington DC. The group reviewed priorities within their respective countries and selected diseases that fell within following categories:

1. Diseases that impact the movement /trade of animals between countries
2. Diseases that can have significant economic or public health impact

Sixteen diseases were identified, but the priorities between countries within the triad differed. It was proposed that workshops be organized with scientists representing the individual countries and would address research priorities and objectives, proposed accomplishments and the future actions required.

Past subjects of meetings included;

- 2004 – Tuberculosis diagnostics, held at USDA-NVSL, Ames, Iowa
- 2005 - Bovine tuberculosis held at Palo Alto, Distrito Federal, Mexico
- 2005 – Ticks and Newcastle’s Disease were discussed in Denver, Colorado
- 2006 – Newcastle Disease and Avian Influenza in Honolulu, Hawaii.

After the 2006 meeting, members from Mexico and Canada needed to be replaced, so minimal activity occurred. In 2008, Dr. Eileen Thacker, National Program Leader for Animal Health, became the chairperson for the Animal Health Task Force, replacing Dr. Gay.

October 21, 2009 an ARS-IICA meeting was held with Huntington Hobbs and Priscila Henriquez, the Executive Secretary of PROCINORTE in conjunction with the USDA National Agricultural Library. At that meeting, the potential of re-invigorating the Animal Health Task Force was discussed. This is an optimal time to investigate the potential for research collaborations as well as establishing a formal network of government animal health research in North America.

With the emergence of the novel H1N1 influenza virus and the re-emergence of TB in many cattle herds, communication and collaboration between neighbors becomes increasingly important. Providing a source of information of research



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efforts between countries is important to prevent duplication of research and facilitate communication of findings of research projects from each country. Therefore, we are hoping to identify counterparts in each of the three countries that will facilitate this interaction. It was also proposed that once individuals are identified, PROCINORTE leadership in each country should become attached to a position/laboratory/office, to ensure continuation in the event of personnel changes.

The emergence of the novel H1N1 virus with the potential for spread in pigs, humans and possibly poultry is an ideal topic for a PROCINORTE sponsored Workshop organized for scientists and researchers from the three countries. The goal of the workshop would be to present ongoing research on H1N1 by scientists in the three countries, identify knowledge gaps, outline a feasible research plan to be conducted by the partners and set up a communication network to continue the interaction between countries. One important goal of this Workshop would be to set up a network for communicating information more broadly on diseases of importance to animal health between the three countries. This workshop would also set up a committee that would continue the interactions and identify potential subjects for research needs, establish active collaborations and address communication needs for the task force. We propose that PROCINORTE provide funding for the initial workshop to be held in late spring 2010.

Diseases know no boundaries and with the emergence of new diseases the re-emergence of problem diseases, and the concern for introduction of foreign animal diseases, intentionally or not, makes this an ideal time to re-energize the trilateral PROCINORTE Task Force on Animal Health.



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ANNEX 4

Bio-summary of Huntington Hobbs

Huntington Hobbs began his professional career in the private sector, working for IBM and Procter & Gamble. In 1979 he became the first MBA to join the Green Revolution when he joined Norman Borlaug and CIMMYT in Mexico to bring improved management to the resources that agricultural research was attracting. In the next 30 years, he worked as a management specialist in rural development in over 70 countries. He was based for 5 years at IICA headquarters working as regional representative for an international agricultural research center. He has been an advisor to the Rockefeller family on investments for rural development, and was Director for Agriculture at the Millennium Challenge Corporation, where he helped manage US\$ 1 billion in US foreign aid. He currently resides near Washington DC and works as a consultant in Strategic Planning and Resource Mobilization.



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ANNEX 5

Proposed Action Plan and Budget for 2010

OBJECTIVE 1

Promote dialogue to identify priority research issues common to the three countries and to influence the regional, hemispheric and global agendas.

ACTIONS	RESPONSIBLE	DEADLINE
1.1. Complete the PROCINORTE Strategic Plan in view of its adoption	The Executive Secretary & BoD	Draft by March 2010
1.2. Begin development of a compelling Business Plan with a three year horizon.	The Executive Secretary & BoD	Draft to BoD by December 2010
1.2. Implement PROCINORTE activities as indicated in the Strategic Plan	The Executive Secretary & BoD	December 2010
1.3. Take advantage of opportunities at relevant meetings to present PROCINORTE purpose, progress and accomplishments	ES & BoD	December 2010

OBJECTIVE 2

To facilitate the exchange of experiences, information and training through the building of linkages among public and private country institutions of the Northern region (PROCINORTE) and between the major research and technology transfer actors in the region, hemisphere and the world.

ACTION	RESPONSIBLE	DEADLINE
2.1 Present the accomplishments of PROCINORTE at meetings of agricultural research and technology forums (i.e. FORAGRO Executive Committee Meeting and GFAR)	President & ES	December 2010
2.2 Continuously improve and update the PROCINORTE web site with the Task Forces information and BoD reports and other relevant information	ES, IICA, Task Forces	On going
2.3 Identify issues PROCINORTE wants to collaborate with other PROCI via teleconference with PROCI or other means Request Executive Secretariats of other PROCIs and FORAGRO to provide information on their institution's activities, programs and priorities.	ES and IICA	Ongoing



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OBJECTIVE 3

To facilitate collaboration among the countries to solve problems of mutual interest.

ACTIONS	RESPONSIBLE	DEADLINE
3.1 Support Action Plans proposed by Task Forces within the allocated budgets	ES	December 1, 2010
3.2 As appropriate make a presentation of the achievements of PROCINORTE to higher level northern region decision makers in the three countries in order to get support	Members of BoD, ES and President	December 2010

OBJECTIVE 4

Definition of PROCINORTE's institutional issues

ACTIONS	RESPONSIBLE	DEADLINE
4.1. Send recognition letters for Task Force members that have not already received one	ES	July 2010



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BUDGET 2010²

Objeto de Gasto Mayor:		Justificación:	Recursos IICA (en US\$):
Capacitación a terceros, eventos de coop. técnica	3		100,000
Viajes oficiales	4		4,000
Publicaciones	5		1,000
Materiales e insumos	5		1,000
Mejoras en terrenos y edificios	6		1,000
Comunicaciones y servicios públicos	7		2,000
Consultores	8		16,600
Traducciones	8		
Actos oficiales, seguros y gastos bancarios	9		1,000
TOTAL			126,600

² The PROCINORTE Budget will be managed in accordance with IICA regulations.