



USAID | **EL SALVADOR**
FROM THE AMERICAN PEOPLE

PRO-SANIDAD AGROPECUARIA E INOCUIDAD ALIMENTARIA PROJECT (PROSAIA)

Final Report

March 31, 2006

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

PRO-SANIDAD AGROPECUARIA E INOCUIDAD ALIMENTARIA PROJECT (PROSAIA)

Final Report

USAID Contract No. PCE-I-821-99-00003-00

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

ACRONYMS	1
EXECUTIVE SUMMARY	3
PROJECT OVERVIEW	5
Project Setting.	5
Project Highlights	7
MAJOR ACCOMPLISHMENTS AND THE PROSAIA APPROACH.	9
Strengthen SPS Institutional Capacity of the MAG	10
Increased Competitiveness of Salvadoran Agribusiness.	15
Increased Salvadoran Compliance with U.S. Pesticide Regulations and Use.	29
PROBLEMS ENCOUNTERED, LESSONS LEARNED, AND BEST PRACTICES	33
Problems Encountered	33
Lessons Learned	34
Best Practices	35
PRIORITY AREAS FOR FUTURE WORK.	37
What's Next?	37
Suggested SME Support	39
CD-ROM INDEX	42

ACRONYMS

AAC	AAC Consulting Group
APA	Asociación de Proveedores Agropecuarios
APHIS	Animal and Plant Health Inspection Service
CAFTA	Central America Free Trade Agreement
CAMAGRO	Cámara Agropecuaria y Agroindustrial de El Salvador
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COP	Chief of Party
CTO	Cognizant Technical Officer
DGSVA	Dirección General de Sanidad Vegetal y Animal
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization of the United Nations
FDA	Food and Drug Administration
FIFRA	Federal Insecticide, Fungicide and Rodenticide Act
FSIS	Food Safety and Inspection Service
FTAA	Free Trade Agreement of the Americas
GAP	Good Agricultural Practices
GMP	Good Manufacturing Practices
GOES	Government of El Salvador
HACCP	Hazard Analysis and Critical Control Point
KAS	Knowledge Assessment Surveys
MAG	Ministerio de Agricultura y Ganadería
MINEC	Ministerio de Economía
MSPAS	Ministerio de Salud Pública y Asistencia Social
OIRSA	Organismo Internacional Regional de Sanidad Agropecuaria
PROSAIA	PRO Agriculture Health and Food Safety in El Salvador
PRSV	Papaya Ring Spot Virus
RAISE IQC	Rural and Agricultural Incomes with a Sustainable Environment Indefinite Quantity Contract
SME	Small and Medium Enterprise
SPS	Sanitary and Phytosanitary Standards
SSOP	Sanitation Standard Operating Procedures
USAID	United States Agency for International Development
USDA	United States Department of Agriculture

EXECUTIVE SUMMARY

The PROSAIA project, a task order under the RAISE IQC, had an initial ceiling amount of \$787,212 subsequently amended to a final value of \$1,287,154. The project started on June 2, 2004 and concluded on March 31, 2006.

The project had three main objectives:

- To strengthen the SPS institutional capacity of the Ministry of Agriculture and Livestock
- To increase the competitiveness of Salvadoran agribusiness
- To increase knowledge of MAG personnel and the private sector on pesticide registration, use, and control for greater compatibility with the United States system

Removal of tariffs and increased competition for Salvadoran agricultural and food producers under the Central American Free Trade Agreement (CAFTA) posed important technical challenges for the Government of El Salvador (GOES), producer organizations, and producers. Building human/technical capacities was PROSAIA's main objective, particularly to fortify knowledge and train technicians and entrepreneurs to comply with U.S. food import requirements.

The project's staff was knowledgeable in the highly technical subject matter and the institutional SPS complexities in El Salvador (an intricate network of organizations involved in policy, inspection, monitoring, and enforcement). They successfully assisted and trained personnel from the ministries of Agriculture and Livestock (MAG), Economy (MINEC), and Health (MSPAS). The project built local human capacities by providing a series of local and overseas intensive technical training seminars, workshops, presentations, field trips,

market linkage events, and direct technical assistance endeavors. The learning curve was steep for Salvadoran technicians from both public and private organizations, as well as for producers and exporters.

PROSAIA addressed important deficiencies and proved to be an important venue for Salvadoran exporters by focusing on technical and non-tariff trade obstacles. An important example of a non-tariff barrier that affects El Salvador is U.S. food labeling requirements, the primary cause of all FDA refusals and detentions of Salvadoran food exports to the United States. To address this need, PROSAIA trained technicians from private and public sector organizations on labeling requirements. This cadre of local experts later formed the technical labeling committee that continues to provide critical support to local businesses. Initial accomplishments indicate a reduction in FDA refusals for Salvadoran foods due to deficient labeling from 62 percent in 2004 to 46 percent in 2005, according to MINEC Competitiveness Intelligence Division.

Because data collection and dissemination were also critical bottlenecks for MAG, USAID-PROSAIA created phytosanitary and fruit fly databases. These systems allow the GOES to harmonize data collection and reporting methodologies in order to strengthen its technical base and promote fresh fruit and vegetable exports.

To increase knowledge sharing, the project developed technical manuals, reports, guidelines and reference materials developed throughout the life of the project. In addition to making all materials available to all trainees and technical assistance recipients, the information remains available to all users in a Web page developed in collaboration with CAMAGRO and included on the CAMAGRO Web site (www.camagro.com). The page includes links to SPS documents and information, project reports, presentations, manuals, and reference materials that are easily accessed in user-friendly formats and are being shared with multiple users. Visits to the page have grown from less than 10,000 to approximately 40,000 every trimester.

The project provided specialized training to 409 government and private sector technicians and 401 entrepreneurs. PROSAIA progress went above and beyond its expected capacity building achievements: every dollar invested by USAID under this task order also generated \$1.59 in local investment and \$2.25 in export contracts.

In addition to these trainings, the project provided 16 small companies with individualized training and technical assistance. Project guidance and recommendations to these companies generated more than \$2,050,000 in local investments, including more than \$1,050,000 in direct local investment and an expected \$1,000,000 in financed investment. Two client beneficiaries obtained \$2,900,000 in export contracts.

PROJECT OVERVIEW

USAID/El Salvador's Pro Sanidad Agropecuaria e Inocuidad Alimentaria (PROSAIA) project was implemented by Chemonics International Inc. in association with Texas A&M University (TAMU). Originally planned as a 12-month project under the Rural and Agriculture Incomes with a Sustainable Environment Indefinite Quantity Contract (RAISE IQC) valued at US\$787,212, the contract was signed on June 2, 2004 and expected to end on June 31, 2005. After a one-month, no cost extension, PROSAIA received a full nine-month extension in July 2005 with increased funding of \$499,942.

PROJECT SETTING

Globalization heralds increased competition for Salvadoran agricultural and food producers under multilateral trade pacts, CAFTA, and the upcoming Free Trade Agreement of the Americas (FTAA). While formal trade barriers (e.g., tariffs) will be eliminated under these agreements, international standards designed to protect human, plant, animal, and environmental health and food safety present a series of non-tariff requirements that exporting member countries must meet.

Salvadoran public and private sector entities generally lack the knowledge of U.S. Sanitary and Phytosanitary Standards (SPS), pesticide regulations, product admissibility, entry regulations, and laboratory and marketing procedures to introduce new agricultural products to the U.S. market. Agricultural exports to the United States face refusals and detentions that result from a series of product-related problems. Such problems are typified by lack of knowledge, limited information, and inadequate sanitary and phytosanitary measures.

During CAFTA negotiations, the Government of El Salvador identified as limiting factors sanitary and phytosanitary deficiencies and pesticide issues in the public and private sector. In response to these identified deficiencies, the U.S. Government initiated PROSAIA under the RAISE IQC. PROSAIA assisted the Ministry of Agriculture and Livestock, Ministry of Economy, Ministry of Health, Salvadoran entrepreneurs, and private sector organizations to better understand and comply with U.S. sanitary and phytosanitary standards through training, seminars and technical assistance in sanitary, phytosanitary measures, labeling, and pesticide issues.

During the first phase of the project, PROSAIA provided hands-on technical assistance and training in Hazard Analysis and Critical Control Points (HACCP), Good Agricultural Practices (GAP), Good Manufacturing Practices (GMP), Sanitation Standard Operating Procedures (SSOP), and marketing procedures to five private sector companies.

Along with representatives from public and private organizations, these companies participated in a study tour of Miami, Fla. where they had the opportunity to observe U.S. federal agency import procedures, visit cold storage facilities, visit customs brokers, and meet with buyers to discuss marketing opportunities. Eleven additional companies received direct training and technical assistance during the extension.

BASIC PROJECT SUMMARY IN NUMBERS

USAID investment	\$1,287,154
Technicians trained	409
Entrepreneurs trained	401
Local investments from local beneficiaries	\$2,050,000
Export contracts	\$2,900,000

In addition to providing specialized training to 810 professionals, every dollar invested by USAID in the PROSAIA project generated \$1.59 in local investment and \$2.25 in export contracts.

“The work on food labeling created a lot of progress for El Salvador. FDA refusals for Salvadoran food imports decreased.”

**AMY ANGEL
FUSADES**

PROJECT HIGHLIGHTS

- Developed a flowchart to illustrate and explain the steps involved for the importation of Salvadoran fresh and processed food products into the United States
- Provided HACCP training/assistance to 16 private sector companies
- Organized a study tour in Miami for GOES and private sector stakeholders and beneficiaries focused on U.S. importation requirements
- Developed a Web page within the CAMAGRO Web site and provided information on SPS guidelines geared for Salvadoran exporters, policymakers, and industry representatives (including Spanish-language export manual for Salvadoran fruits and vegetables to the United States)
- Developed a pesticide and biological agent manual for five minor ethnic crops (loroco, chipilin, pacaya, chufle, and flor de izote)
- Provided training on food labeling per FDA import regulations for public and private sector representatives
- Sent six MAG professionals to the USDA-approved Spanish language red meat and poultry training course in Puerto Rico
- Provided advanced HACCP training to previously trained MAG personnel
- Created labeling committee with participants from 10 government and non-government institutions
- Conducted a seminar for the dairy industry
- Provided training on ISO 22,000 to the public and private sectors
- Provided traceability training to the public and private sectors
- Organized study tour to Washington, D.C. for the Salvadoran labeling committee to refine their labeling knowledge, receive training on nutritional supplements, and make critical contacts in USDA and FDA
- Strengthened local capacities by training 409 public and private sector technicians and 401 entrepreneurs
- Generated more than \$2,050,000 in local investments made by project beneficiaries, including more than \$1,050,000 in direct local investment and an expected \$1,000,000 in financed investment. (See profile of Lorocosal on page 16.)
- Generated \$2,900,000 in export contracts for two client beneficiaries (See profiles of Lorocosal and Grupo GRV on pages 16 and 21.).

CHAPTER ONE

MAJOR ACCOMPLISHMENTS AND THE PROSAIA APPROACH

Training consisted of information sessions with master presentations by experts and practical workshops that included group activities and question and answer sessions. When appropriate, field trips to production and processing facilities were included to provide direct assistance to trainees and familiarize them with accurate procedures. The PROSAIA approach to measuring institutional capacity goes beyond the number of staff persons trained.

Diverse representation. Early on PROSAIA discovered hosting trainees from government and the private sector together was most effective given their own lack of knowledge about the other with regard to capabilities and resources within vital institutions or government agencies. The different representatives from multiple government agencies and the private sector generated interesting dialogue; each made personal and professional contacts and imparted a better understanding of what their respective agencies and organizations bring to the table.

Expert instructors. Chemonics provided high-quality experts familiar with the situation in El Salvador. Most were teaching professionals fluent in Spanish, requiring no translation. As indicated by feedback received from private sector participants, trainers went beyond teaching and frequently forfeited their evenings and free time to provide answers and solutions to individual problems faced by private sector firms. This helped participants understand actions they needed to implement to overcome trade regulations previously viewed as barriers.

Responsiveness. PROSAIA developed additional training and tools to fulfill stakeholder needs. Examples of activities not originally included in the contract were the labeling training seminar, the executive presentation on the SPS flowchart, ISO 22,000 training, creation of the fruit fly database and training, and the labeling committee study tour to Washington, D.C.

Monitoring and evaluation. As part of the monitoring and evaluation plan, PROSAIA developed knowledge assessment surveys (KAS) to measure training impact. Training participants were given a pre- and post-training survey, usually a multiple-choice questionnaire. At the bottom of the page is a table showing the survey results.

STRENGTHEN SPS INSTITUTIONAL CAPACITY OF THE MAG

PROSAIA provided technical assistance and training, including updated information technology to strengthen the SPS capacity of technical personnel within the GOES. The objective was to ensure that government agencies have access to qualified, trained inspectors who know the regulations and requirements for animal and plant product entry into the United States.

TRAINING	NUMBER OF SURVEY PARTICIPANTS	PRE-TRAINING RESULTS (% Correct)	POST-TRAINING RESULTS (% Correct)
GMP training (Alvarenga)	13	43	61
Labeling training Nov 05 (Labeling Committee)	17	45	74
Advanced HACCP (Castillo, Rodriguez)	30	51	86
Pesticide Certification (Calderon, Gonzalez)	23	37	70
Labeling training Feb 06 (Labeling Committee)	15	42	76
ISO 22,000 training (Woller)	30	68	73
Traceability training (Woller)	26	50	64
Pesticide Actualization & Harmonization of Regs. (Stevenson)	16	27	32
AVERAGE PERCENT CORRECT		45	67

NUMBER OF PUBLIC SECTOR TECHNICIANS TRAINED ON SPS

MAG	256
MINEC	21
MSPAS	11
EXPORTA	11
CONACYT	4
UES	4
TOTAL	311

PROSAIA targeted SPS training toward inspectors, supervisors, regulators and law enforcement officers of the Ministerio de Agricultura y Ganadería (MAG), Ministerio de Economía (MINEC), and Ministerio de Salud Pública y Asistencia Social (MSPAS). Participants became familiar with food safety risks and risk measurement and mitigation, governing U.S. regulatory agencies, and where to find SPS information.

The PROSAIA team built on ongoing SPS initiatives and focused resources and training to further build human and institutional capacity in SPS compliance. During project start-up, the PROSAIA team met with representatives from MAG, MINEC, and MSPAS to introduce them to the project and form key contacts at each ministry who would be responsible for selecting technicians for the training programs. Due to the technical specificity of the subject matter, major emphasis was given to the MAG.

Please see Annexes A, B, and C for a detailed view of all training activities and project results. Annex A is a table of all training activities delivered to the public sector. This annex also describes all PROSAIA events conducted in public, private, and pesticide training sessions. Annex B quantifies training by providing number of people/technicians trained. It disaggregates the information by public (including specific GOES agencies) and private sector individuals and by gender. Annex C is a graphic representation of the Project Results Framework. The annex provides a comparison between the project's contractual requirements and its accomplishments. The chart on page 15 is a brief synopsis of major accomplishments.

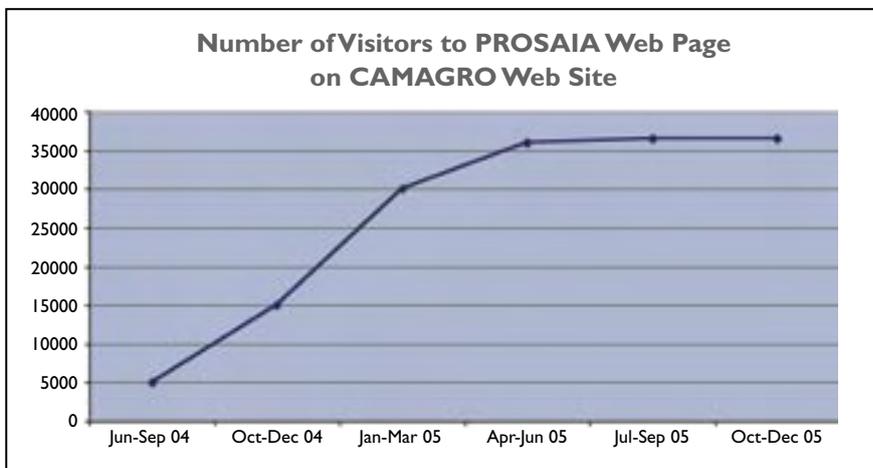
SPS manuals. In July 2005, PROSAIA completed a Spanish-language export manual for Salvadoran fruits and vegetables to the United States. The manual includes U.S. import regulations and provides

direct guidance for Salvadoran food exporters. The hard copy materials were submitted to the CTO and its electronic version was placed in the CAMAGRO Web site: www.camagro.com/AgroExportaciones. The manual addresses the following topics:

- Phytosanitary import requirements of USDA/APHIS
- The list of admissible fresh Salvadoran products into the United States
- Export definitions, risk analysis, authorized products, quarantine procedures, free zones, areas under surveillance, and inspection

In addition to the fruits and vegetables manual, PROSAIA developed an annotated flowchart that illustrates and explains steps to export fresh and processed Salvadoran food products into the U.S. market. The information in the flowchart is current and includes information on the Bio-terrorism Act of 2002 as well as country of origin labeling requirements and other laws affecting Salvadoran goods entering the United States. This information is available on the CAMAGRO Web site. The manual illustrates and explains through graphics and writing the most essential information for exporters on U.S. rules and regulations and main enforcing agencies such as the USDA, FDA, and the U.S. Department of Homeland Security. The manual is divided in two sections containing information on fresh fruits and vegetables and meats on the first and processed foods on the second.

CAMAGRO Web site. The PROSAIA project, in collaboration with CAMAGRO, developed a Web page during the first quarter of the project. The page is part of the CAMAGRO Web site and includes links to SPS documents and information. Most of the reports and presentations were created by PROSAIA specialists throughout the life of the project to provide reference materials for Salvadoran public and private sector technicians and entrepreneurs. Annex D lists all of the documents posted currently on the Web site.



“The fruit fly database requires standardization of the trapping system in internationally accepted protocol, permits an agile management of data for a specific pest in a specific area, brings all information into one location where it is stored electronically in computers or on CDs, and is simple enough for field technicians to code and feed current information into the system.”

**HELMER ESQUIVEL
DIRECTOR, PLANT HEALTH
FOR THE MINISTRY OF
AGRICULTURE**

Easily accessed in user-friendly formats, these documents have been shared with thousands of users, as evidenced by the amount of visitors reported by CAMAGRO. On the previous page is a graph that illustrates the number of visitors to the project's Web page from June 2004 through December 2005. Information for the last quarter (January through March 2006) was not available at the time this report was written.

Fruit fly database. PROSAIA assisted the GOES/MAG in strengthening and modernizing its national phytosanitary system through the establishment of a national fruit fly database. It harmonizes data collection with other international and national systems and allows effective use of geographic information systems (GIS). Technicians were trained in gathering information and in data input and the use of the database in conjunction with GIS. This is an effective tool to assist in the establishment of fruit fly free and low prevalence zones in El Salvador to guarantee freedom from infestation and facilitate admissibility of non-traditional fruits and vegetables into importing countries.

Phytosanitary database. PROSAIA created a database that contains information on technical visits, agricultural producers, pesticides, and crops that fall within the monitoring scope of the MAG. This database provides a long-needed tool that facilitates information access and analysis and simplifies the decision-making ability for MAG technicians. Previously, inspection results and technical recommendations were filled out on an antiquated form that was characterized as an inefficient and cumbersome recordkeeping tool. Technicians had to conduct a full file-search every time they needed to find information. The electronic database expedites and eases information searches for technicians and removes previous labor-intensive chores.

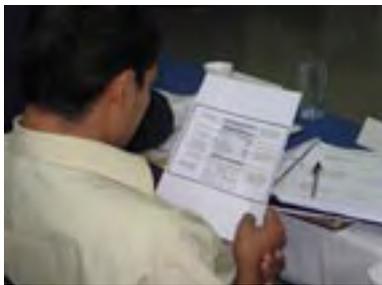
Creating the database included training the staff on using and adding additional information to the system and providing them a user manual.

Publication of Frutales manual Principales enfermedades y artrópodos de los frutales (avocado, marañón, y coco). PROSAIA published a technical manual, *Principales enfermedades y artrópodos de los frutales (avocado, marañón, y coco)*, which contained information on the main pests and diseases affecting avocados, cashews, and coconuts in El Salvador. The manual provided solutions for the MAG/Frutales program and is a valuable resource for producers and exporters and a practical guideline for field technicians. It was published in hard copies for MAG officers and made widely available in PDF format on the CAMAGRO Web site.

SUCCESS STORY

El Salvador Food Labeling Technical Committee

USAID forms inter-institutional committee that provides training and technical assistance related to food labeling to Salvadoran exporters



A labeling training participant reviews an FDA nutrition label. Participants worked in groups to study labels and presented their observations to the group.

Labeling Committee institutions included: Chamber of Agriculture of El Salvador (CAMAGRO), Chamber of Commerce of El Salvador (CAMARASAL), Cooperation of Salvadoran Exporters (COEXPORT), Export Promotion Agency of El Salvador (EXPORTA), Foundation for the Promotion of Competitiveness for Micro and Small Enterprises (CENTROPYME), Ministry of Agriculture (MAG), Ministry of Economy (MINEC), National Council on Science and Technology (CONACYT), Economic and Social Development Foundation of El Salvador (FUSADES), the USAID-EXPRO project, and the USAID-PROSAIA project.

According to the Import Refusal Reports from U.S. Food and Drug Administration, over half of rejections of Salvadoran food products are due to incorrectly labeled products. In response, the PROSAIA project contracted former FDA specialists to conduct a four-day labeling workshop in May 2005. Technicians from current and potential exporters of food products, public sector institutions, and non-governmental agencies dealing with exporting issues attended the workshop.

This activity created new technical capacities in El Salvador and generated interest in labeling. Consequently, PROSAIA formed a technical labeling committee that meets regularly to discuss labeling issues, provides training, and fields labeling questions from companies interested in exporting to the United States. The committee promotes the cooperation and collaboration of labeling specialists from ten diverse organizations joined by the common goal of assisting small and medium private-sector enterprises in their efforts to export agricultural products to the United States. Committee results include:

- 90 private-sector and 11 public-sector technicians trained, including staff of universities, laboratories, and graphic design firms
- 110 training manuals and plastic-labeling guides distributed to assist technicians
- Nine committee members traveled to Washington, D.C. to meet with the FDA and USDA, attend a one-day workshop on nutritional supplement labels, and visit area supermarkets carrying Salvadoran food products
- 15 representatives from universities, laboratories and graphic designers trained
- 90 companies received direct assistance in correctly labeling their products
- FDA product refusals for Salvadoran products due to deficient labeling were reduced from 62% (2004) to 46% (2005), according to MINEC Competitiveness Intelligence Division

INCREASED COMPETITIVENESS OF SALVADORAN AGRIBUSINESS

Salvadoran SMEs generally lack the knowledge of SPS regulations, product admissibility, entry regulations, and marketing procedures needed to introduce new agricultural products to the U.S. market. Globalization brings increased competition for Salvadoran agricultural and food producers, particularly under multilateral trade pacts and CAFTA. Formal trade barriers will be eliminated under these agreements, while international standards — geared to protect human, plant, animal and environmental health and safety — are based on science and risk assessment and present a series of non-tariff rules governing member country exports.

Salvadoran exports face refusals and detentions typified by lack of knowledge, inadequate information, and limited training in sanitary and phytosanitary measures. PROSAIA supported the private sector by improving access to SPS export information, providing training and technical assistance to local entrepreneurs already exporting or are interested in exporting to the United States, and increasing agribusiness competitiveness. PROSAIA trained 397 private sector technicians on SPS issues: See Annex E for the list of small and medium enterprises trained.

OBJECTIVE	REQUIRED NUMBER OF TRAINEES	ACTUAL NUMBER OF TRAINEES	PERCENTAGE MET
GOES technicians trained to assist exporters on SPS-related issues	100	392	392
SMEs trained to comply with U.S. requirements in terms of SPS	60	129 (329 individuals)	215
SMEs meeting SPS requirements and exporting to the United States	15	16	106
MAG and private sector technicians trained to assist exporters and producers on pesticide issues	100	118	118
Lab technicians trained in methodologies compatible with U.S. system to measure pesticide residues in food products	10	18	180

TECHNICAL ASSISTANCE TO 16 SMEs

Lorocosal, S.A. de C.V. Lorocosal is a small- to medium-sized company dedicated to the production, processing, exporting and marketing of fresh loroco in the U.S. market. With growing market demand for loroco within the ethnic and nostalgic markets, Lorocosal, with 39 Salvadoran members and 163 associated and individual producers, meets all regulatory conditions for importation into the United States and has been exporting for the past two and a half years. However, the company faced challenges in quality control, transportation, processing, and marketing that affected its short-term profitability with the potential to cause sanitary problems in the future.

Although this company realized its shortcomings, its owners were initially reluctant to receive direct technical assistance. The PROSAIA team, however, was successful in building a relationship with the group's board of directors, and provided a series of specialized technical training events that addressed HACCP, GMP, GAP, Sanitary Standard and Operating Procedures (SSOP), food safety, and labeling, followed by direct technical assistance in HACCP. PROSAIA's HACCP specialist, Miguel Montesino, identified critical quality and food safety problems and recommended solutions for the entire supply and marketing chain. The company's limited resources prevented it from fully implementing the project's recommendations and continued to delay its plans to move to a new facility in 2005 and purchase a new cold storage room. High turnover of personnel reduced the availability of a work force well trained in GAP, GMP, and SSOP.

Specialized marketing training provided by marketing specialist Antonio Calzada addressed commercial issues relative to sales, billing, letters of credit, business plans, buyer and client relationships, and customs brokers. This training was reinforced by a study tour to Miami, where a company director visited supermarkets, observed U.S. regulatory agency procedures that affect Salvadoran imports, and met with potential buyers and Miami-based Salvadoran government officials.

Lorocosal benefited from the PROSAIA project through its exposure to improved sanitary systems, better trained producers and staff, and the realities of U.S. export markets and regulatory agencies. With continued strong demand (currently receiving \$6 to \$12 per pound for fresh loroco exports), the company is optimistic about future growth. To address its transportation problems, Lorocosal is now sending shipments via DHL Express.

After working with this company throughout the life of PROSAIA, we finally found that all joint efforts to take the company to a more successful level have paid off. According to Lorocosal Director Arnulfo Figueroa, the company has annual purchasing contracts from

international clients for \$2,500,000 and he expects to sign additional contracts in the near future. Based on these expectations, Lorocosal production and processing capabilities require strengthening. The company's contracts will enable it to access a line of credit to invest \$1,000,000 to improve the processing facility, purchase new equipment, and increase loroco production by 100 manzanas. In addition, as indicated during the Miami study tour, increased demand for fresh loroco represents an immediate opportunity to generate 85 direct and 144 indirect jobs in farming operations.

The Lorocosal experience represents an important accomplishment for the PROSAIA project and a major economic impact for the 39 grower-members and the 163 associated and individual producers from across the country that rely on loroco for their livelihoods.

Promundo, S.A. de C.V. Promundo produces and processes green iguanas for meat. Their main products are fresh-frozen iguana carcasses and iguana soup (concentrated broth called garrobo soup). The primary focus is the U.S. export market, where these products are classified as exotic. The products fall within the jurisdiction of the U.S. Food and Drug Administration (FDA) that enforces food safety regulations and under the U.S. Fish and Wildlife Service that enforces the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

Promundo exported fresh frozen iguana meat to the United States for three years until its product failed to comply with import regulations due to inadequate handling shipment. In one shipment the cold chain was broken, the FDA detected salmonella, and the product was refused. Promundo also had errors in export documentation that resulted in partial shipment losses.

“The project’s technical assistance helped us restart our exports to the United States.”

**CLAUDIA DE CHANG
PROMUNDO**

PROSAIA food safety and food processing consultants met with Promundo technicians and discussed technical issues related to salmonella infection of reptiles: eliminating or mitigating the risk of salmonella, the probability of cross-contamination during slaughter, good agricultural and manufacturing practices, and a HACCP plan. The PROSAIA HACCP specialist conducted an analysis, recommended steps to implement HACCP, and provided hands-on assistance to ensure successful implementation. Nonetheless, sporadic production practices during any given month causes high staff rotation and difficulty in maintaining properly trained personnel. In addition, PROSAIA addressed the company's labeling deficiencies in raw and cooked products by providing training and individual consultation on labeling issues.

As a result of PROSAIA support, the company implemented changes in the processing facility, allowing it to streamline the slaughtering, skinning, disinfecting, and cooking procedures; improve dramatically

SUCCESS STORY

Would You Like Your Iguana Shaken or Stirred?

USAID helps small businesses take advantage of the growing opportunities for non-traditional exports to the U.S.



Project Manager Claudia de Chang, seen here with a one of Promundo's prize specimens, says: "Without all the support we have received from PROSAIA, we would still be a long way from recommending exports to the U.S. Fortunately, we now [are] resuming shipments."

With a reputation for being the most entrepreneurial culture in Central America, and with the implementation of CAFTA, El Salvador is increasingly looking to expanding trade with the United States to boost economic growth and mitigate poverty. Like many developing countries that struggle to compete in markets for traditional commodities, in El Salvador the identification of niche opportunities for non-traditional products appears a more feasible option.

Unfortunately, the reality of exporting is complex, particularly for those small and medium agro-industrial enterprises that have to respond to a growing list of U.S. food safety requirements. Recognizing these challenges, USAID implemented the PROSAIA Project, designed to improve awareness and strengthen capacity in El Salvador to more effectively address issues of food safety and animal and plant health, and ultimately to increase exports and generate more economic growth and employment.

Promundo S.A. de C.V. is one company that has benefited from PROSAIA support. With a growing market demand in the United States for iguana meat and with all regulatory conditions met, the rug was pulled from under them when a transport problem led to a shipment being contaminated with salmonella and falling foul of FDA inspectors. Fortunately help was at hand, and Promundo began to work closely with PROSAIA staff to identify critical problem areas and to put in place adequate solutions over the entire production-marketing chain. The company has successfully shipped new exports and is optimistic about future growth.

According to Project Manager Claudia de Chang, Promundo benefited via:

- Access to high-quality, specialized technical advice via a series of professional training events that enhanced knowledge and provided up-to-date information
- Exposures to the realities of U.S. export markets and regulatory bodies through a study tour to Miami
- Improved systems, new infrastructure, and better trained staff, developed with advice and consultancy provided via PROSAIA

The Promundo experience represents a success for PROSAIA and for the company's 40 workers. Most come from the small rural town of Rosario la Paz, and all rely on the company for their livelihoods.

internal standards; and design food-handling methods to eliminate surface contamination. Promundo estimates that an investment of \$35,000 was made in improvements to its operation. Additionally, product labels were being redesigned to meet Environmental Protection Agency (EPA) requirements and provide a better product description.

The company resumed exportation and five shipments have been made. Four of the five shipments passed inspection. The fifth shipment was detained due to salmonella contamination and the FDA has been asked to retest. If this detection is confirmed, it will mean Promundo remains in the “automatic detention list” until it passes five successful import inspections.

The company continues providing full-time employment to its production and processing staff of approximately 50, including men (70 percent) and women (30 percent) from the town of Rosario La Paz, Department of La Paz.

To address concerns of a diminishing wild iguana population in El Salvador, Promundo operates a program of releasing adult iguanas back into the wild.

Lácteos de Metapán, S.A. de C.V. Lácteos de Metapán is a small family business that produces and markets cheese, cream, and juices for the Salvadoran and Guatemalan markets. Owner Cesar Figueroa and several managers attended PROSAIA training courses on food safety and processing. They had set a mid-term goal to export cheese to the U.S. market after participating in a marketing fair in Los Angeles and were interested in making changes in their processing facility and incorporating procedures to improve sanitary conditions.

According to Mr. Figueroa, PROSAIA training in food safety, HACCP, GAP, GMP and marketing was quite helpful to his company, and the study tour to Miami provided the vision and motivation to define his company’s goal to export cheese to the United States. The trip to Miami afforded him the opportunity to learn first-hand about U.S. regulatory agencies and their responsibilities, meet customs brokers, visit supermarkets to “see the competition,” and meet potential buyers.

Based on PROSAIA training and technical assistance, Lácteos de Metapán made important improvements to its processing facility. The improvements amounted to over \$100,000 and included:

- Paving the access road to the plant and all parking and vehicle traffic areas surrounding its processing plant
- Separating the water purification and flavored drinks production units from the dairy production line

- Cleaning the dry products warehouse
- Building a designated dining area for employees, repairing walls, installing a new refrigerator, and replacing wooden cheese molds with stainless steel molds
- Improving product flow in the processing area to prevent cross-contamination
- Providing uniforms for processing plant and sales personnel
- Improving garbage handling
- Initiating the process of data generation and registers as the company moves toward HACCP compliance

Although slow, progress has been continual and more improvements are being programmed as the company moves toward HACCP compliance. Eduardo Umaña, PROSAIA HACCP specialist, provided training to production personnel in good manufacturing practices, which resulted in the establishment of an SSOP (standardized procedures for cleaning and disinfecting) program and introduced the analysis of dangers and critical points that will lead to eventual compliance with HACCP.

Dr Luis Osorio, PROSAIA dairy processing expert who heads the dairy program at Zamorano University, provided technical assistance in production, quality, sanitation and FDA regulations. In addition, Lácteos de Metapán designed new labels for its products in compliance with FDA and USDA requirements after receiving training and technical assistance from the project.

Because of the company's progress, Lácteos de Metapán was selected as one of only seven cheese-producing companies in El Salvador for U.S. Food and Drug Administration (FDA) inspection. Although the FDA visit to Lácteos de Metapán was cancelled, it was a stimulus to work more closely with the PROSAIA HACCP specialist and make the changes necessary to meet strict FDA regulations and export cheese to the United States.

Mr. Figueroa foresees expansion from 7,000 to 20,000 bottles (750 milliliters = 0.2 gallons or 3.17 cups per bottle) per day for the export market. This would increase cheese production capabilities from 1,300 to 2,200 pounds of cheese. He also foresees expanding his staff from 76 (44 men and 32 women) to 110 employees, as his vision for exportation materializes. With these changes and improvements in infrastructure, and quality and sanitary measures directed toward a formalized HACCP plan, Lácteos de Metapán is gearing up for exporting Salvadoran dairy products to the United States in six to 12 months.

Grupo GRV, S.A. de C.V. Grupo GRV is a family-owned company that produces red silk beans. Although the red silk bean represents a preferred basic staple for Salvadoran consumers in the United States, it is a highly competed item, with neighboring countries exporting their own red bean. Market prices and competition became additional issues to SPS barriers as deterrents to exportation.

Grupo GRV traditionally sold its beans on the local market, but recent analysis of Latin markets in the United States prompted Grupo GRV to prepare for the export market. The company attended all PROSAIA training on food safety, food processing, HACCP, GAP, GMP, SSOP, marketing, and labeling.

“We had a steep learning curve and we were able to initiate our exports thanks to PROSAIA training, technical assistance, and advice.”

**GALO AND KELLY RAMIREZ
GRUPO GRV**

Grupo GRV also received technical assistance from PROSAIA and participated in the Miami study tour. In Miami, Kelly Ramirez, Grupo GRV financial manager, made commercial contacts interested in purchase of red silk beans. The trip also made her aware of the price sensitivity associated with whole dry beans, causing her to rethink the company’s export strategy. Grupo GRV has maintained contact with potential buyers since the study tour and has discussed export strategies and made several negotiation attempts over prices and volume.

USAID projects PROSAIA and EXPRO further assisted Grupo GRV with its export dreams. Galo and Kelly Ramirez met with a representative from Bestway Supermarkets, a Korean-owned U.S. supermarket chain in the Washington, D.C. area. After lengthy negotiations, an initial purchase order was made for one container of red silk beans, along with the drafting of a contract agreement to provide similar monthly exports.

The first shipment of 43,200 pounds was sent during the last week of February 2006 and was valued at \$28,600 (\$0.66/lb.). Retail prices for red silk beans in the Washington area average over \$2.00/lb., thus generating over \$1.30/lb. in economic benefits along the U.S. chain. Current monthly export projections for the upcoming year indicate approximately \$400,000 in exports.

Grupo GRV had no experience exporting products when it joined the PROSAIA project. The company now foresees continued exportation of red silk beans, with an initial capacity of one container per month, and is interested in finding additional buyers, expanding available supply, and pursuing new export-oriented products.

Based on PROSAIA recommendations, along with the upcoming exports, GRV is investing \$50,000 in upgrades to its facilities. Farming activities employ 20 full-time people and 30 to 40 part-timers during labor-intensive agronomic practices. The new export opportunities would initially enable the company to double its staff. Grupo GRV is certainly a PROSAIA success story.

Cremería Delmy (Ortiza, S.A. de C.V.) Cremería Delmy is a family company that evolved from a micro-marketing and distribution operation into a formal dairy processing facility where all products are pasteurized. Delmy has a full line of cheeses and creams sold and distributed to local supermarkets, convenience stores, hotels, and restaurants in El Salvador. The company also imports and distributes Nicaraguan and U.S. dairy products in El Salvador.

Several Delmy representatives and technicians attended PROSAIA training on food safety, food processing, HACCP, GAP, GMP, and SSOP. The PROSAIA project provided the company with direct training and technical assistance to implement food safety practices (HACCP and GMP specifically) to enable them to reach export-level quality.

While Delmy's focus has been the local market, the company's management team identified opportunities to export to the United States, which has prompted the company to invest in a new modern processing facility. The direct technical assistance and employee training PROSAIA provided as the company builds its new plant will allow it to respond to both local and international customers. In addition, representatives made commercial contacts interested in container loads of hard cheese in blocks (20-22 kg), and totaling up to 250,000 to 300,000 pounds of hard cheese per month during the Miami study tour.

Although Cremería Delmy has not been inspected by the FDA and is not ready to export its products to the United States, immediate sales opportunities are a motive to begin an international sales initiative. The company currently employs 57 people in the processing plant.

Plans to continue working with Delmy were included in the second phase of the project, but internal adjustments in Delmy caused by an unfortunate accident suffered by its general manager forced them to concentrate efforts in supplying the local demand. Although Delmy did not receive technical assistance from PROSAIA in phase II, previous training and technical assistance will help them take up its original expansion and exportation plans again.

“Our company made important changes in its processes based on PROSAIA recommendations.”

**ADELA DE MERINO
SUPER MARINO**

Super Marino, S.A. de C.V. Super Marino is a company that specializes in processing and marketing fresh and ready-to-eat seafood products, particularly ceviche cocktails. The company is making improvements to its processing techniques in order to comply with the strict sanitary requirements for exporting seafood products to the United States.

Company representatives attended the PROSAIA labeling training and a PROSAIA HACCP specialist reviewed the company's HACCP plan to ensure compliance and assisted in evaluating sanitary procedures. HACCP specialist Ofelia Rodríguez made recommendations on extending the shelf life of Super Marino's product and provided technical support in production, quality, sanitation, and international

standards of microbiology and HACCP. She also advised the company on how to validate its HACCP system and obtain certification of its HACCP plan.

An international market representative from Super Marino attended PROSAIA market-readiness workshop, where detailed information, examples, and export plans were developed. The company is preparing to make its first export shipment to the United States. Due to Super Marino's advanced level of compliance with the principles of HACCP, the labeling training and technical assistance in sanitation that PROSAIA also provided were important contributions in making the final step toward exportation.

Cooperativa Yutathui (El Jobo). Cooperativa Yutathui, brand name El Jobo, is a dairy cooperative with a medium-term goal to export cheese and dairy products to the United States. It was inspected by the FDA in May 2005 and expects to begin export in late 2006. The PROSAIA HACCP specialist visited the production facility and provided recommendations and assistance to modify the processing line to prevent cross-contamination. He assisted in calibrating thermometers, thermographs, and pasteurization equipment, and verified the flow, time, and temperatures of the equipment.

PROSAIA provided individualized training sessions to production and maintenance personnel and general instruction to management in GMP, SSOP, HACCP, GAP, and labeling. Dr. Luis Osorio visited El Jobo and provided guidance in production technology, quality, sanitation, and FDA regulations. Based on recommendations by the FDA and PROSAIA, El Jobo is investing \$125,000-\$150,000 in new processing equipment to modernize its production facility. Full-time staff includes 33 people (15 women and 18 men) in total for production and sales.

Tropix, S.A. de C.V. Tropix produces and sells ethnic products such as horchata and cebada (powdered drinks) and has been exporting for several years. The company exports its own brands and also produces private labels under contract for exportation. Tropix is a small company with nine men and 16 women (seven of which are part time). PROSAIA began assisting Tropix through a direct request from a local stakeholder, EXPORTA, and company representatives attended several training events in HACCP and sanitation. Although Tropix has not experienced problems exporting, some of its U.S. and local buyers/exporters have requested HACCP compliance.

The PROSAIA HACCP specialist assessed the production facility and identified a lack of knowledge among staff members about the basics of GMP and sanitation. The plant managers were very proactive in the process and hired a technical specialist to implement the project's suggestions.

“PROSAIA was the solution to our company’s quality and food safety challenges.”

**NANCY VELA
TROPIC**

The HACCP specialist provided employee training in GMP and sanitation and reported that the company has made major improvements. Food safety specialist Ofelia Rodriguez visited the facility and made recommendations as well. The Tropix manager participated in labeling training and redesigned her label to become fully FDA compliant. An investment of approximately \$1,500 was sufficient for Tropix to clean up operations, organize its process, and purchase uniforms, among other improvements. The company estimates that exports will grow in volume and frequency due to the improvements made in both production and sanitation procedures.

The experience of Tropix illustrates that change can often be made without great expense if the need is adequately identified in a timely manner and management is directly involved in the implementation of improvement recommendations.

Florence Pastelería and Café (Comebien S.A. de C.V.). Comebien was recommended to us by officials in the Ministry of Economy who recognized PROSAIA’s capabilities to assist local companies in overcoming food safety challenges and to help them prepare to export. Comebien employs 19 men and 46 women, is a well-established bakery and restaurant with various outlets in El Salvador, and its brand is widely recognized and appreciated by local consumers and nostalgic buyers in the United States. Demand in the United States has been partially met by the informal exportation in suitcases, but the company wanted to further develop its products for export and incorporate sanitary procedures through the implementation of HACCP, in anticipation of new CAFTA opportunities.

Our initial analysis indicated that the production facility was about 60 percent compliant with HACCP requirements. In response, the company hired a part-time production manager to implement our recommendations. The PROSAIA local HACCP specialist provided training to production and sales personnel in GMP, SSOP, and gave an introduction to HACCP. Food safety specialist Ofelia Rodriguez met with management and made additional recommendations for improvement.

Design for Comebien’s new packaging was greatly supported by the company’s manager participation in our labeling training. Our estimates indicate that Comebien invested approximately \$9,000 in production changes to improve product flow, purchase uniforms, and develop the nutrition label. While a HACCP system is not completely implemented, significant improvement has occurred and potential for export has been greatly enhanced. The company has recently hired a full-time, technically qualified production manager and is in the process of contracting an HACCP specialist to continue working toward compliance.

Industria “LYA”, S.A. de C.V. Industria “LYA” has exported for years and has indicated a desire to improve operations to include HACCP and other sanitary programs within the production facility. The owners attended food safety and labeling training and indicated a need for technical assistance. However, due to internal economic and production problems, they declined to participate in the project’s technical assistance component.

Panadería Mónico (PANSAL, S.A. de C.V.) PANSAL produces a popular semita (fruit-filled cookie) under the Panadería Mónico brand name. Large quantities of semita are carried to the United States in personal luggage for the Christmas season. PROSAIA began working with this company during the project’s second phase. At that time, the company’s management team expressed interest in improving the quality of PANSAL’s product to enter the formal export market.

Our initial analysis of the production facility revealed poor sanitary conditions, including a lack of pest control, lack of adequate sanitary facilities, unclean production facility, lack of registers, and a questionable water supply. All findings were shared with the management with recommendations for improvement. To date, only minimal improvements have been made to improve the facility conditions. The company seems to underestimate the importance of sanitation, lacks technicians and has not supported training activities offered, and has not made significant improvement in facilities or operations. As before, PANSAL continues to export in the informal market, employing a total of 10 men and 10 women.

Encurtidos Rosita. Encurtidos Rosita is a small family-owned company that has produced pickled products for local supermarkets for more than 25 years. However, local competition has increased, particularly since many of its customers are now making their own products. This prompted the company to look at the export market as a growth opportunity to improve the business. Company representatives attended PROSAIA training related to GMP, food safety, marketing, and labeling.

Additionally, the PROSAIA HACCP specialist worked with the company and recommended production facility changes, including a new cold storage facility, packaging changes, and sanitary improvements. The company has invested approximately \$20,000 in its packing facility and is currently considering packaging its product in 8-ounce glass jars instead of plastic containers, which would require the purchasing of a sterilizing machine. Encurtidos Rosita is a small but serious company that has benefited greatly from PROSAIA’s technical assistance and training.

Carbonero, S.A. de C.V. Carbonero produced a unique product, café de maíz (corn coffee), that is based on a traditional recipe common to Salvadorans and Central Americans. The company was selling its

SUCCESS STORY

Small Salvadoran Producer Exports Beans to U.S.

USAID helps first-time exporters successfully ship red silk beans to a D.C. supermarket chain



Galo and Kelly Ramirez, owners of Grupo GRV, sent their first shipment of red silk beans to supermarkets in the Washington, D.C. area. In a letter to USAID, Galo wrote, "As a result of all the work, support, determination, and dedication [we received], our dream was made possible; on February 24, 2006 we sent our first shipment, a container of 432 quintales — approximately 20.6 tons — of Salvadoran red silk beans to Washington, D.C."

Grupo GRV is a family-owned company that produces several agricultural crops, including red silk beans. Its traditional practice was to market production domestically, but Grupo GRV's recent analysis of Latin markets in the U.S. prompted the company to prepare for the export market. Company employees attended all USAID/PROSAIA trainings available to them on topics related to food safety and processing, marketing, and food labeling. They also received direct technical assistance from a PROSAIA HACCP specialist and participated in a study tour to Miami.

The trip to Miami gave them new commercial contacts interested in purchasing their red silk beans. They were introduced to the role of U.S. regulatory agencies and other import procedures. They also became aware of the price sensitivity associated with whole dry beans, and this led them to reengineer their export strategy.

Although the red silk bean represents a special need for the Salvadoran ethnic market in the United States, the local market is highly competitive, with surrounding countries exporting their own red beans. Rethinking its strategy paid off for GRV, since low market prices and competition from those countries had presented earlier concerns and challenges in addition to the SPS barriers.

Joint work between USAID-funded projects — a proven PROSAIA practice — provided the initial export sales opportunity for this company. The USAID/EXPRO project introduced Grupo GRV to a representative of Bestway, a Latin-food supermarket chain in Washington, D.C. Following lengthy negotiations, Bestway placed an initial purchase order for one container of red silk beans, valued at \$28,600, and a verbal commitment for similar monthly orders.

While preparing the first shipment, the second order arrived at GRV headquarters. Further negotiations have begun to convert the verbal commitment into an annual purchasing contract. Galo Ramirez, the company owner, expects to recover his initial investment in special packaging and labeling by the third container load.

products on the local market, gained sales momentum and planned to introduce it into the United States as a nostalgic product first, and later as a coffee substitute. Carbonero participated in food safety, GMP, marketing, and label training, and started to receive technical assistance. However, the owners made a decision to sell their business and immigrate to the United States. PROSAIA has no further information about the continuation of the business.

Gotera, S.A. de C. V. Gotera is a family-owned and operated business that exports beans, pastries, exotic fruit preserves (mango, pacaya, jocote, and nance), and powdered drinks such as horchata. The initial analysis of the company revealed its familiarity with good manufacturing practices, but it was not really committed to the process.

With plans to move to a much larger facility and increase exports, the company owners had a desire to incorporate food safety considerations into the building plans. The PROSAIA food safety specialist worked with the owners and an architect making recommendations to improve the plant layout and include features for sanitary food production and handling. The general manager and the owners participated in PROSAIA training events and the PROSAIA food safety specialist provided training in GAP and food safety to production employees. Having previously experienced problems with labeling, they participated in the training for proper product labeling.

Chemonics' Marketing Specialist Antonio Calzada met with them in September 2005 to discuss marketing strategies and areas of possible market expansion. They have purchased land and are in the process of planning a new production facility for a total investment of approximately \$350,000, including land construction and equipment. Gotera employs 21 men and four women.

As a producer/exporter, the company continues to process food products and has numerous production/processing contracts with local producers. This is a market-driven organization that fills previously identified market needs in the United States with products aimed at Latino markets. The company supplies supermarket chains in the United States through its sister company, Mama Lycha, located in Houston, Texas. While it provides direct distribution to clients around its headquarters, its business network, through sub-distributors and representatives, extends to Washington D.C., New York, Arkansas, Illinois, and Louisiana.

PROLACSA, S.A. de C. V. This company produces juices for the local market under the brand names RABINA, Puro Jugo, and Tropi DeLight and wants to export juices to the United States. PROLACSA recognizes the importance of a HACCP plan to facilitate its entry into the U.S. market. Company representatives attended marketing and food safety training. Project technical assistance included recom-

mendations for retrofitting a new production facility and training production employees in GMP. Alejandro Castillo, TAMU HACCP specialist, reviewed modifications for the new production facility and recommended additional changes. Approximately \$290,000 is being invested in the new production facility and modifications to the sanitary and production processes. A significant number of these recommendations have been incorporated into the plant and others are still being considered.

The PROSAIA food safety specialist trained 20 production employees in GMP and food safety and provided assistance in the development of GMP and SSOP manuals. The company's initial target is to begin exportation of frozen fruit pulp (coco, passion fruit, and lime) in October 2006, followed later by pasteurized fruit juices, to include coconut and other tropical fruits.

Productos Salvadoreños, S.A. de C.V. Productos Salvadoreños is a small family-owned business exporting local powdered drinks such as horchata, cebada, chilate, and chuco. The owner has exported informally for the past 15 years but only formed a company two years ago. The company reported \$83,000 in exports for 2004 but did not provide data for 2005 due to insignificant exports for that year and deficient recordkeeping.

None of the owners or employees has a technical background. The owner's daughter, Patricia Aguilera, has a business degree and attended HACCP training sponsored by EXPORTA. The company participated in the food safety, labeling, and marketing training and has decided to work toward GAP and HACCP compliance and redesign its label. The company is meeting its marketing needs with assistance from EXPRO and made a visit to the United States in October 2005. The company has 10 employees (three men and seven women).

PROSAIA met with the company to review plans for production facility renovation and made recommendations to improve the flow of product, storage of product, raw materials, and improvements. This major remodeling is projected to cost approximately \$10,000.

INCREASED SALVADORAN COMPLIANCE WITH U.S. PESTICIDE REGULATIONS AND USE

The MAG required technical assistance and training on several pesticide-related topics in order to improve its capacity to properly advise farmers and enterprises on pesticides and, as a result, help growers meet export requirements. The country’s pesticide registry contains products that are banned or controlled in the United States and whose residues could prevent export of some agricultural products. In addition to harmful residues, improper handling and disposal procedures contaminate air and drinking water. All of these factors, along with unsafe management and deficient knowledge, pose a constant threat to Salvadorans and hinder possible export opportunities.

NUMBER OF TECHNICIANS TRAINED ON PESTICIDES	
MAG	85
MSPAS	9
UES	4
Private Sector	38
TOTAL	136

“PROSAIA was a great facilitator for technical information flow between the public and private sectors. It was one of the first projects that focused on public-private partnerships and worked with both groups to build technical capacities.”

**OSCAR FIGUEROA
ASOCIACIÓN DE
PROVEEDORES AGRÍCOLAS**

The objective of the pesticides component was to ensure that GOES and private sector representative organizations have qualified professionals and inspectors trained in regulations and requirements for pesticide applications, regulations, and registry in the United States. Workshops focused on pesticide risks and the measurement and mitigation of these risks, U.S. Environmental Protection Agency (EPA) regulations, and how to obtain information. The PROSAIA project trained 136 public and private sector technicians on pesticides to assist exporters, agricultural producers, and laboratory technicians.

Per the contract, PROSAIA designed a train-the-trainer course on pesticide handling and safety. This training was originally designed to train MAG and private sector trainers of the Asociación de Proveedores Agrícolas (APA), who were to implement a system to certify pesticide applicators. MAG planned for these trainers to train and certify 3,000 pesticide applicators throughout the country, using \$90,000 of PL480 funding. But changes in MAG program priorities diverted the funds to other uses, so the Organismo Internacional Regional de Sanidad Agropecuaria (OIRSA) diverted \$80,000 in funding.

With APA cooperation, OIRSA provided training to the trainers originally designated for the PROSAIA training. To adjust to this change, PROSAIA focused the training on topics not addressed in the aforementioned APA training. Topics included the effects of pesticides

on the environment, pesticides and human health, classification of pesticides, pesticide application equipment, and pesticide registries.

Additional changes within MAG shifted the ministry's priorities and further diverted funds in January 2005. We were notified that only \$12,000 remained for training farmers in pesticide use. The adjustment curtailed MAG's training plans to instruct 375 farmers in 15 events in the poorest municipalities of the country: Corola, Guatajagua, Gualocoti, Joateca, San Isidro, Carolina, San Antonio, Nueva Granada, Jutiapa, Cinquera, Cuisnahuat, Caluco, San Fernando, Cancaste, and Guaymango. Actual training was finally conducted in only three of these municipalities at an estimated cost of \$3,000 (\$1,000 per event).

For 2006, MAG has money programmed to conduct training in very poor municipalities using PROSAIA-trained pesticide trainers. MAG plans to use available funds to conduct 12 events at an approximate cost of \$12,000 to \$14,000. APA has been granted approximately \$130,000 by the EPA to conduct field training in pesticide use. PROSAIA-trained trainers from both APA and MAG will play a large role in conducting this training in the municipalities.

As a result of these train-the-trainer exercises, the MAG has a well-qualified team of trainers supplemented by CENTA and APA technicians who, with additional resources, can pursue the original plans to train and certify rural farmers. According to MAG, USAID-PROSAIA train-the-trainer events adequately prepared sufficient personnel to conduct the necessary training. They are still in need of resources for field training.

The second phase in our project was directed toward reinforcing previous training on regulations and requirements for pesticide applications, regulations, and registry in the United States with an emphasis on practical application of regulations. Workshops focused on pesticide risks and risk measurement and mitigation, familiarity with EPA regulations, and how to obtain information. Train-the-trainer workshops also reinforced prior activities for trainers, increasing their pool by including CENTA personnel.

Pesticide manual. PROSAIA produced a technical manual and practical guide on the biological pesticides approved by the EPA and MAG as of May 2005 that affect five potential export crops (flor de azote, pacaya, chipilín, chufle, and loroco). The manual will serve as an important resource for Salvadoran agricultural producers interested in exporting to the U.S. market.

In addition to the manual, a quick reference guide was also developed to provide quick access for technicians to identify pests and infestation symptoms in the field. A special emphasis was placed on the im-

portance of biological products, because synthetic pesticides approved for minor species often do not exist. Specifically, the manual includes the following information:

- *Pests.* Scientific and common names of pests that affect the following crops: flor de azote, pacaya, chipilín, chuffe, and loroco; description of the reproductive cycles of the principle pests, as well as the times of greatest prevalence; and illustrations of the pests and their effect on crops.
- *Biological pesticides.* Commercial and common names of pesticides/biological products approved by EPA and MAG for pest control, information on product use and management and security measures (e.g., instructions on the label), and purchasing of the products.
- *User guide.* Guide on methodologies for application of each biological pesticidal product for the respective crop, including recommendations for frequency of use, concentration, or dilution.

The biological products included in the manual are scientifically proven to control the pests that affect the crops we researched. The pesticides pose little risk to human health, according to international guidelines, and we recommended usage methods based on their proven safety.

The GOES currently does not have guidelines on recommended pesticides on these specific ethnic crops, and the international community does not include these crops as targets because the crops are minor species indigenous to Central America. The Salvadoran government typically restricts its approval search to EPA-approved chemicals. The products included in the pesticides manual not only provide an environmentally viable alternative but furnish economically viable options to control damaging pests while safeguarding human health with an innocuous option.

“PROSAIA had an immediate positive impact at the company level. It was very practical, worked on building competitiveness, and created an important group of local experts.”

**LEONOR DIAZ DE POCASANGRE
COEXPORT**

CHAPTER TWO

PROBLEMS ENCOUNTERED, LESSONS LEARNED, AND BEST PRACTICES

Although PROSAIA successfully accomplished its goals and has made a positive impact within its finite resources and timeframe, the road was not always smooth and there were lessons learned along the way. Below, we mention problems we encountered, highlight these lessons, and underscore best practices that helped make PROSAIA a success.

PROBLEMS ENCOUNTERED

Changing players. Personnel changed continually within the GOES as the new government agencies matured and defined program priorities. These shifts and resulting policy changes required that PROSAIA adjust program activities and react administratively to meet the needs of the newly-named officials. A notable change was MAG personnel participating in red meat and poultry training in Puerto Rico late in the process of obtaining J-1 visas. With new personnel and technical staff, confirming names in advance and providing adequate visa processing time was difficult.

Conflicting schedules. Although the training schedule was originally well planned, weather events (hurricanes in Florida), conflicts with other training events, national and religious holidays, and trainer availability made a balanced schedule extremely difficult to arrange. Additionally, some principal trainers were university professors, so training dates had to be adjusted to coincide with their teaching schedules.

Short time frame. One year for selection of private sector participants, technical assistance, and demonstration of results was not sufficient time to adequately resolve technical issues affecting exports or to measure additional product exported. Consequently, progress was mea-

sured by the progress made in eliminating barriers. The 10-month extension allowed the opportunity to see some success with exports being resumed or beginning for some of the companies, specifically Promundo and GRV.

Low private sector participation. Private sector participation in training sessions was sporadic due to the need to “attend to business.” Rather than the four- or five-day training events conducted, future private sector training needs to be more focused, with perhaps a day of classroom training and a one-day workshop demonstrating the application of classroom training.

Lack of public sector trainee buy-in. Although the public sector employees attended and participated in the training activities, participants had less than 100 percent enthusiasm at times. The MAG agreed to provide certain numbers of public sector employees to be trained in various tasks and directors were instructed to provide their employees for training. Often, superiors did not take into account the employees’ position or knowledge relevant to a given training subject; their primary concern was filling the seats. This could have been avoided with less focus on numbers of people trained and more emphasis on training the right staff members.

Pre- and post-training surveys did not capture knowledge obtained. As part of the monitoring and evaluation plan, PROSAIA handed out pre- and post-training surveys for the training activities during the base contract period. The goal of the surveys was to gauge the knowledge obtained through each training event based on the number of correct answers before and after the training. However, because many participants were not present for both surveys, or elected not to participate, the surveys did not always accurately show a change. For the extension, PROSAIA required participants to include their names on the surveys and only participants who attended the entire course were included in the results.

LESSONS LEARNED

Working relationships: Make and maintain as many working relationships as possible at the highest level. Considering that managers and decision makers often are technically qualified only marginally, we scheduled seminars for executive-level personnel to hear summaries of primary SPS training subjects. In the end, however, we concluded that building personal relationships up to the executive level affords better results rather than hosting an executive seminar. Ultimately, executives invited to the seminars almost entirely delegated attendance to mid-level managers already working with us.

Take into account participants’ schedule and location. In order to make the most of expatriate and third country national experts’ time, training typically lasted four days and covered many topics within a sub-

“Training activities helped our technicians with their learning-by-doing approach.”

**ALCIDES NAVARRO
MAG-DGSVA**

ject area. Especially with the private sector, however, participants did not have the time or attention span for four days of classroom time. A lesson learned is to reduce the number of training days and topics covered, or break up the training in different modules.

Balance theoretical with practical exercises. Participants benefited more from training that included group exercises, field trips, and other practical applications. These activities not only gave the opportunity for participants to practice what they learned, but also made the training more dynamic and interesting.

Provide reference materials. Training sessions where copies of technical training documents were provided were more useful to the participants than binders with only copies of the presentations. Participants reported that they did not refer back to the PowerPoint presentations after the training. Technical documents, on the other hand, will be available to trainees long after the project ends and will provide them with ready information and practical solutions.

Conduct training away from job site. When PROSAIA held training at the Ministry of Agriculture, ministry employees were routinely pulled out of the classroom to tend to work-related issues. Holding training away from institutions where participants worked reduced the number of interruptions. Additionally, participants should be asked to turn off their cell phones or sit near the exit so they will not disturb the class when they accept calls.

BEST PRACTICES

Web page. The agricultural chamber of commerce (CAMAGRO) Web page proved to be a useful tool for sharing information between trainees and the general agricultural community. This Web page is visited by thousands monthly and is easily updated. Additionally, placing the technical SPS information on this Web page guarantees the information will remain available beyond project end.

High-quality technical assistance. By all accounts, the 16 SMEs that received technical assistance benefited the most. All companies expressed satisfaction with the quality of consultancy provided (see letter from Grupo GRV to USAID in Annex F). Their newly acquired knowledge was reinforced by one-on-one consultations with SPS specialists. Companies that received direct assistance from the beginning also attended multiple training sessions and gained first-hand experience on the Miami study tour.

Inclusion. Relationship-building is facilitated by including public and private sector trainees in the same training session rather than hosting them in separate training events. Inviting a mix of representatives from agencies, ministries, and the private and public sectors to the same training created an interesting dialogue between the different

groups and strengthened working relationships and fomented a spirit of collaboration.

Study tours. Two of the most successful PROSAIA activities were the study tours to Miami and Washington D.C. The Miami study tour included GOES representatives and the five original companies that received technical assistance. The week before the study tour, agribusiness specialist Antonio Calzada provided a presentation of agenda items and guidelines on the study tour. He conducted an international marketing training workshop for all participants and worked one-on-one with each company individually to better understand their concerns and shortcomings for exporting their products.

Activities during the tour included visits to U.S. regulatory agencies (USDA, FDA, Customs, and Fish & Wildlife, to name a few), customs brokers, buyers, markets, supermarkets, and visits for specialized needs of the individual participant. Feedback from participants indicated that their priority areas were addressed to fulfill their needs and expectations.

PROSAIA's Washington D.C. tour was a cost-shared PROSAIA activity, where 55 percent of the cost was covered by Salvadoran organizations and the rest by USAID funds. It included nine participants of the Salvadoran agricultural labeling committee. On a five-day trip, committee members visited the USDA Food Safety and Inspection Service (FSIS) and the FDA. They received training on nutritional supplements by private labeling consultants AAC.

Overall, these visits provided committee members with important contacts for future consultation. Participants visited various supermarkets, both large and small, to compare labels, view ethnic products from Latin American countries, and to better understand the importance of proper labeling. Comments from the Ministry of Economy participant in a letter to the PROSAIA Cognizant Technical Officer (See Annex G) were very positive about the tour's benefits.

Repetition is key. Participants that attended a single training were exposed to topics and ideas about SPS but were not necessarily able to apply the knowledge learned on the job. In contrast, companies that received technical assistance and public sector technicians attending multiple training sessions were better able to put newly acquired capabilities into practice.

Professional management. Chemonics' technical and administrative managers provided public and private sector participants with quality products and provided USAID with on-time quality deliverables. To assure administrative effectiveness, Chemonics provided a professional administrative manager at no cost to the USAID project during the first 13 months of the project.

CHAPTER THREE

PRIORITY AREAS FOR FUTURE WORK

During the past 22 months, PROSAIA has helped lay a foundation for understanding and compliance with U.S. sanitary and phytosanitary standards for the Ministry of Agriculture and Livestock and Salvadoran entrepreneurs. Given the institutional SPS complexity in El Salvador and the highly technical subject matter, all was not easy.

Through a series of local and overseas intensive and extensive technical training seminars, workshops, presentations, field trips, market linkage events, and direct technical assistance endeavors, the project built local human capacities. The learning curve was steep for Salvadoran technicians from both public and private organizations, as well as for producers and exporters.

WHAT'S NEXT?

Clearly, SPS measures, food safety, label training, and export regulations must render Salvadoran exports fully compliant. Further training for additional urban and rural audiences must continue to ensure public and private compliance and enhance SME competitiveness. Quality training and follow-up for government agencies and the private sector will be an ongoing need. The following are suggestions.

Focus on industries. Focus on specific industries to get higher returns from training investment by having training specialists present more product/industry-directed training in areas such as seafood, dairy, fruits, processed foods, juices, and others. Training would be reinforced with either industry or individual assistance or both. (See local SPS expert specialty teams on page 38.)

Modernize existing systems. Provide specialized training for MAG inspectors to strengthen inspection practices. A particular example is the quarantine system that has not changed in the past 40 years. New perspectives and techniques based on the latest technologies, policies, and agreements will be needed in El Salvador, particularly with CAFTA.

Generate buy-in at higher levels. Increase buy-in from decision makers — those high-level government officials and industry leaders who need to better understand technical issues dictating SPS compliance. Increased personal contact with officials and private sector impresarios will help them understand the need for long-term commitment to training and keeping abreast of regulations governing international markets.

Mentoring system for new trainers. Develop a mentoring system for train-the-trainer events to hold follow-up activities or provide assistance to reinforce newly acquired skills. This will reap immediate benefits from recently built local capacities among newly trained trainers (i.e., U.S. system for monitoring and auditing SPS requirements for beef and poultry, labeling training, and pesticide applicators).

Update and expand market links. Market linkage activities provide valuable contact information with government agencies (import regulations) and commercial (importers, distributors, brokers, wholesales, retailers, etc.). The study tour to Miami, for instance, was an effective tool in providing the incentive to export for the private sector participants. While follow-through is crucial to maintain relationships, efforts are limited to the scope of the activity and information-sharing among delegates from local public and private organizations. Providing information to more firms about newly created market connections is a crucial follow-up activity.

Expanding contacts is also critical in strategic market locations (i.e., Los Angeles, New York, Washington, D.C.) with vast target consumer groups (e.g., Salvadoran communities). There is no better substitute for a direct visit to the marketplace: it is a hands-on, practical methodology that instructs potential exporters about the market and its regulations/requirements and commercial opportunities. New market contacts build opportunities for Salvadoran entrepreneurs and enhance the public sector's savvy about foreign markets and international trade.

Sponsor expert specialty teams. Government and non-government organizations should form committees or teams of newly trained experts to use their training and knowledge in specialty areas such as labeling, HACCP, GAP, and GMP. In turn these teams can train SMEs and provide technical assistance in compliance with SPS regulations.

This approach proved highly successful with the PROSAIA-sponsored labeling committee that worked with private sector participants to maintain a trained group of labeling specialists to support Salvadoran entrepreneurs. These specialists keep up-to-date on the latest food labeling requirements and guidelines issued by the U.S. agencies such as the FDA and USDA-FSIS. This concept can easily be extended to other areas of SPS (HACCP, SSOP, GAP, and GMP) by maintaining a corps of experts to conduct focused training, allowing for application and retention of the knowledge.

SUGGESTED SME SUPPORT

Earlier in this report we provided a detailed description on project beneficiaries who received individualized technical assistance. In this segment, we highlight several companies that could benefit substantially from additional USAID support and make immediate applications, changes, or modifications that would generate important returns on investment assistance.

Lácteos de Metapán. This company has made slow but steady progress and its owner, Mr. Cesar Figueroa, is serious about exporting cheese. The company's seriousness is evidenced by \$100,000 in upgrades to its facilities. At present, local sales make up the vast majority of the company's earnings and regional exports to Guatemala account for less than 10 percent of sales. Growing demand in regional markets, the company's interest in improving its processes to fulfill U.S. requirements, and expected purchase orders (40,000-80,000 pounds per month) provide incentive to access further technical assistance in food safety, marketing, and exporting. In addition, the company could also benefit by having access to credits/finance.

Comebien (Florence). After several months working with Comebien, the company finally hired a technical staff member to implement food safety procedures. As a result, the company gradually made improvements in processing and is approaching the stage in which it could start exporting. The company's pastries and baked goods are well known by local Salvadorans who have shared these products with their relatives abroad. Acceptance within the Salvadoran ethnic community in the United States is not an issue, but full compliance with U.S. requirements (food safety, labeling, etc.) and marketing/exporting knowledge is still needed. Thus, this company would benefit from additional technical assistance in those areas and could also gain export momentum by having access to financial resources.

Grupo GRV. The small firm managed by owners Kelly and Galo Ramirez can benefit from additional assistance. As previously mentioned, the company was growing its beans for the local market, where its product was sold in bulk (large sacks) to wholesalers at the main central market in San Salvador (La Tiendona) or common artisan markets. With USAID assistance, Grupo GRV exported for

the first time individually packaged bags (1-4 pounds) for a retailer in Washington, D.C. The company's recent success led to additional purchase orders that are quickly turning into a supply contract for monthly container loads with the same client. Current and future growth poses a challenge, and this is the area where Grupo GRV would benefit from continued assistance. The company would value having a sounding board for its ideas and problems as it increases exportation of beans on a recurrent basis and searches for other products to export. Access to financial resources would also benefit this company.

Tropix. Tropix's powdered drinks have gained acceptance in the U.S. market as the company exported under its own brands and through production contracts with other Salvadoran exporters. The latter, as previously mentioned, requested the implementation of HACCP systems. USAID support allowed this company to gear towards reaching this goal. Tropix would benefit tremendously from continued technical assistance in food safety in order to continue exporting and to expand market opportunities. The company's current concern concentrates on meeting higher sanitary standards.

Lorocosal. This firm has succeeded in its export efforts and utilized assistance effectively, particularly after it opened its doors to USAID consultants. It moved from occasional to frequent exports to the United States and gained, according to company director Arnulfo Figueroa, export contracts totaling \$2.5 million that enabled it to access \$1.0 million in financing to improve its facilities. As the company continues enhancing its production/processing and export operations, it will need additional guidance on food safety, packaging, marketing and exporting, and further access to financial resources to continue growth. Due to its large base of partners (39) and producers (over 100), additional growth would translate into direct economic benefits and impact to rural producers, service providers, etc.

PROLACSA. A recognized fruit juice producer and marketer in the local market, this company is very interested in exporting its tropical frozen fruit pulp to the United States and expects to begin exporting juice by October 2006. As evidenced by a \$290,000 investment, this company is committed to improving its facilities in order to comply with food safety requirements. Upcoming exports and increased sales in the local and regional markets will pose additional needs for further assistance in food safety, marketing, and exporting. Also, having access to financial resources would be beneficial for PROLACSA in order to take advantage of new market opportunities.

Super Marino. A well recognized local seafood processor, this company specializes in fresh and ready-to-eat seafood products, particularly ceviche cocktails. The company is improving its processing techniques to comply with U.S. import requirements. In addition to

its export-oriented activities, the company recently gained access as a supplier to La Fragua supermarkets (a Wal-Mart chain) in El Salvador. Supermarkets in this chain service the Central American region, and current local entry poses an important opportunity for Super Marino to position itself as a regional supplier. Its marketing strategy at the local level has been to place its own refrigerated equipment at each store (to efficiently manage their cold-chain) and to place its own staff at each retail location.

As recommended by PROSAIA food safety specialists, extending product shelf life is crucial for Super Marino's success in the marketplace. Thus, the company could benefit from additional technical support in production, quality, sanitation, and international safety standards (HACCP microbiology, validation of its HACCP system, and obtain certification of its HACCP plan). The company could also benefit from marketing support and access to financial resources to parallel its growth opportunities.

CD ROM INDEX

PROSAIA TRAINING ACTIVITIES	ANNEX A
PROSAIA TRAINING NUMBERS	ANNEX B
PROJECT RESULTS FRAMEWORK	ANNEX C
DOCUMENTS POSTED ON THE CAMAGRO WEB SITE	ANNEX D
PRIVATE SECTOR COMPANIES AT PROSAIA TRAINING EVENTS	ANNEX E
LETTER FROM GRUPO GRV TO USAID	ANNEX F
COMMENDATION LETTER FROM MINISTRY OF ECONOMY TO USAID	ANNEX G

ANNEX A

PROSAIA training activities

PUBLIC SECTOR TRAINING			
Training Activity	Date	Topics Covered	Trainer
Introduction to US import regulations, food safety practices, standards and requirements for fresh and preserved fruits and vegetables	Sept. 16-23, 2004	Import procedures, GMP, SSOP, introduction to HACCP for fruits and vegetables	Robert Vilece
Instructing training of trainers for MAG and MINEC technicians on SPS issues related to animal products	Dec. 6-10, 2004	USDA, FDA, US Homeland Security requirements, safe livestock and aquaculture production practices, GMP, SSOP, HACCP for dairy, fish, and animal products	Alejandro Castillo
Risk assessment and food safety seminar	Feb. 21-25, 2005	General hygiene practices, laboratory tests, food poisoning and allergies, general food safety procedures, natural toxins, food allergies and anaphylaxes, hygiene and safety, toxicology of genetically modified organisms, and proper food handling practices and regulations.	Rebeca Garcia Lopez, Rodrigo Santibanez, Daisy Avila, Gloria Calderon
FSIS meat and poultry inspection seminar for international government inspection officials (Mayaguez, Puerto Rico)	May 10-27, 2005	Overview of FSIS, introduction to HACCP, pathogen reduction, import and export procedures, equivalence, animal production, and field visits to import and export locations and processing and slaughter plants	FSIS
SIG and Databases training	May 16-20, 2005	Fruit fly trapping techniques compatible with data collection, information gathering, data input into the database and its use in conjunction with the geographic information system	Luis Fernando Morales
Advanced HACCP training	Nov. 29- Dec. 1, 2005	General HACCP prerequisites, control of food hazards, pre-HACCP activities, development of HACCP plans, product/process selection, and verification of prerequisite programs and critical control points.	Alejandro Castillo, Ofelia Rodriguez
ISO 22,000	Feb. 13-14, 2006	Definition of ISO 22,000 and intended users; importance of the standard examples from buyers (supermarket chains, food companies, etc.) who require food safety management systems; benefits of ISO 22,000 for the users, stakeholders, and beneficiaries; and benefits of implementing ISO 22,000 for El Salvador.	Thierry Woller
Traceability training	Feb. 15-17, 2006	Definition, advantages, scope, and characteristics of traceability; worldwide and national legislation requirements; implementation of traceability programs for plant and animal products; objectives and procedures for a recall program.	Thierry Woller
Labeling Committee Study Tour to Washington, D.C.	Feb. 27- Mar. 3, 2006	USDA and FDA labeling requirements, nutrition supplement labeling requirement, visits to distributors of Salvadoran products in the D.C. area.	Antonio Calzada and AAC Consulting Group, FDA & USDA-FSIS

PRIVATE SECTOR TRAINING			
Training Activity	Date	Topics Covered	Trainer
Animal Health and Food Safety	Oct. 13-16, 2004	International standard setting organizations for animal health; plant health and certification processes; USDA-APHIS veterinary services; FSIS, FDA, and U.S. Homeland Security requirements for animal products; relevant diseases; compliance with importing country regulations through collaboration with MAG animal disease surveillance programs (hog cholera, avian influenza, etc.); trade benefits of eradicating endemic animal pests; and compliance with MAG animal and plant quarantine inspectors to prevent entry of exotic pests and diseases	Percy Hawkes
Fruits and vegetables and food safety training	Oct. 18-20, 2004	Introduction to general USDA, FDA, and US Homeland Security import regulations for fresh fruits and vegetables; specific interest fruits and vegetables (loroco, chipilin, strawberries, papaya, and cantaloupes); import and labeling requirements; GMP; HACCP and control in fruits and vegetables; and good agricultural practices for fresh produce	Alejandro Castillo
Dairy and Food Safety Training	Oct. 27-29, 2004	Introduction to food safety with an emphasis on animal products, dairy products, facilities; HACCP specific to dairy products with an emphasis on cheese; the most common causes for food borne illnesses (infections, intoxications) with specific discussions on bacteria, viruses, and parasites; and standard sanitary operating procedures (SSOP)	Gabriela Perez
Importation Procedures for Maradol Papaya	Oct. 27-29, 2004	Explanation of Section 319.56-2w "Administrative instruction; conditions governing the entry of papayas from Central America and Brazil" requirements; forming relationship between MAG and papaya growers to meet USDA APHIS requirements; permanent trapping system recommendations for Ceratitis capitata (med fly) to comply with USDA APHIS requirements; protocol regarding papaya cropping and harvesting; plan development for a packing house; PRSV (papaya ring spot virus) and regulatory control programs; and USDA APHIS - MAG protocol for exportation of papayas from El Salvador to the United States	Aldo Malavasi
Food Hygiene and International Standards	Nov. 10-11, 2004	Introduction to international standards (types of standards and audits); importance and relevance to Salvadoran food producers; common food safety problems in El Salvador; refusals of Salvadoran products in the US; and overcoming detention and refusal problems.	Doris Jaime
Market Linkages: Preparing for Export	March 7, 2005	Tools and information on international trade, agribusiness marketing and business procedures, market information, export promotion, brokers and buyers, and consumers	Antonio Calzada
US Export Requirements Study Tour to Miami	Mar. 13-19, 2005	U.S. regulatory agencies requirements and procedures, providing tools and information on trade, agribusiness marketing and business procedures, market information, export promotion, and brokers and buyers.	Antonio Calzada

Food Labeling	May 3-5, 2005	Label review procedure at the Food and Drug Administration (FDA), key information to include on labels, labeling of foods in special categories, and key recommendations for the labels of participating entrepreneurs to bring their labels into compliance with FDA standards. The workshop included two days of lectures and two days of practical exercises to train participants how to create food labels, per FDA's standards	AAC Consulting Group (Betty Campbell, Giselle Leon)
Food Labeling	Aug. 30-31, 2005	Based on the labeling training in May, this training conducted by the labeling committee, included label review procedure at the Food and Drug Administration (FDA), key information to include on labels, labeling of foods in special categories, and key recommendations for the labels of participating entrepreneurs to bring their labels into compliance with FDA standards.	El Salvador Food Labeling Committee
Market Linkages: Preparing for Export	Sep. 14, 2005	Tools and information on international trade, agribusiness marketing and business procedures, market information, export promotion, brokers and buyers, and consumers	Antonio Calzada
Good Manufacturing Practices	Oct. 25-27, 2005	The training gave an introduction to the importance of food safety and its impact on society, a review of microbiology as it applies to food production and food safety, and an in-depth analysis of CFR 110, the federal code that addresses Good Manufacturing Practices.	Carlos Alvarenga
Food Labeling	Nov. 10-11, 2005	Based on the labeling training in May, this training conducted by the labeling committee, included label review procedure at the Food and Drug Administration (FDA), key information to include on labels, labeling of foods in special categories, and key recommendations for the labels of participating entrepreneurs to bring their labels into compliance with FDA standards.	El Salvador Food Labeling Committee
Dairy Processing	Nov. 25, 2005	Overview of the current situation of the dairy industry in El Salvador and presentations on the quality of raw milk, milk composition, pasteurization of dairy products, HACCP prerequisites and HACCP in the dairy industry.	Luis Osorio
Food Labeling	Feb. 2-3, 2006	Based on the labeling training in May, this training conducted by the labeling committee, included label review procedure at the Food and Drug Administration (FDA), key information to include on labels, labeling of foods in special categories, and key recommendations for the labels of participating entrepreneurs to bring their labels into compliance with FDA standards.	El Salvador Food Labeling Committee

PESTICIDE TRAINING ACTIVITIES			
Training Activity	Date	Topics Covered	Trainer
Train-the-trainer on Pesticides Handling and Safety	Mar. 14-18, 2005	Effects of pesticides on the environment, pesticides and human health, classification of pesticides, pesticide application equipment, and pesticide registries, presentation skills, use of audiovisual aids, and gauging knowledge of the persons to be trained prior to the trainings and presentation techniques	Gloria Calderon, Roosevelt Gonzalez
Regulations for the Registration of Pesticides	Apr. 5-8, 2005	US Laws, Salvadoran laws, EPA registration process, EPA re-registration process, performance goals and measures, and study evaluations	Mario Pareja
Regulations for the Use, Commercialization and Auditing Systems for the Quality Control of Pesticides	Apr. 12-15, 2005	Harmonization of regulations for use and marketing of pesticides, auditing systems for quality control, Food and Agricultural Organization of the United Nations (FAO) International Code of Conduct, Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA), Law to control pesticides, fertilizers and chemical and biological products used for agricultural purposes (El Salvador), Law for Plant and Animal Health (El Salvador)	Mario Pareja, Roosevelt Gonzales
Pesticides Residue Training	Apr. 18-22, 2005	EPA pesticide tolerances, regulations and methodologies, Codex Alimentarius' decisions on maximum pesticide residue limits, good laboratory practices	Romeo Martinez, Gloria Calderon
Certification Issuance procedures for Applicators and Equipment	Jan. 17-19, 2006	Legislation of pesticides; pesticides regulations; classification of pesticides; principles of plant health; integrated control of pesticides; pesticides and human health: introduction to the toxicology clinic, signs and symptoms of poisoning, and first aid in the case of poisoning; pesticides handling: guidelines for safe usage and emergency procedures in case of accidents; pesticides equipment and calibration	Roosevelt Gonzalez, Gloria Calderon
EPA Updated Pesticide Registration Regulations/Procedures	Mar. 6-8, 2006	Overview of U.S. pesticide laws and regulations, pesticide registration, special registrations and permits, FQPA 1996 - risk analysis and pesticide registration risk analysis procedures, pesticide tolerances, pesticide re-registration.	Douglass Stevenson
Harmonization of Regulations for Use and Marketing of Pesticides	Mar.9-10, 2006	Pesticide registration, agricultural pesticide registration process procedures for equivalence, evaluation criteria for pesticide use on non-traditional export crops, establishing tolerances, current tolerances for non-traditional crops imported to the U.S., sources of information on pesticide registration in the U.S.	Douglass Stevenson

ANNEX B

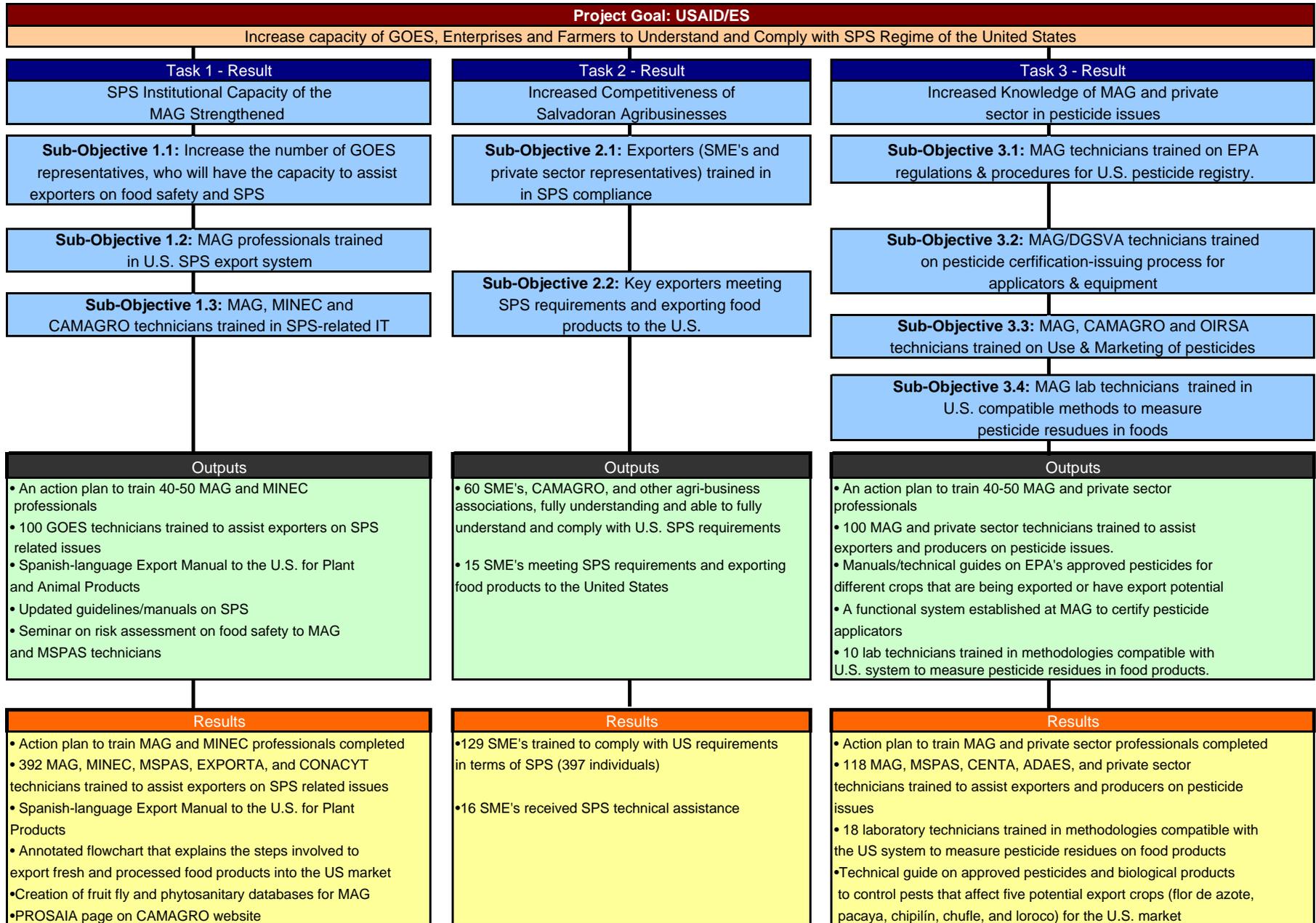
PROSAIA training numbers

Training	MAG	MINEC	MSPAS	EXPORTA	FRUTALES	CONACYT	UES	Public Sector Total	Private Sector	Training Total	# of Males	# of Females
Public Sector												
Food Safety: Fresh Fruits and Vegetables Bob Vilece (Sept 16-23, 2004)	41	3						44	0	44	32	12
Food Safety: Animal Products Alejandro Castillo (Dec 6-10, 2004)	39	2	2	1				44	2	46	35	11
Risk Assessment Seminar Lopez, Santibanez, Calderon, Avila (Feb 21-25, 2005)	34	2	5		2			43	6	49	38	11
FSIS Meat and Poultry Inspection Seminar Puerto Rico (May 10-27, 2005)	6							6	0	6	4	2
SIG and Databases Luis Fernando Morales (May 16-20, 2005)	10							10	0	10	8	2
Advanced HACCP Training Castillo (Nov 29-Dec 1, 2005)	31							31	1	32	14	18
Introduction to ISO 22,000 Thierry Woller (Feb 13-14, 2006)	30							30	10	40	19	21
Traceability Training Thierry Woller (Feb 15-17, 2006)	26	1					1	28	17	45	18	27
Labeling Committee study tour to Washington, D.C.(Feb 27-Mar 3, 2006)		1		2		1		4	4	8	1	7

Training	MAG	MINEC	MSPAS	EXPORTA	FRUTALES	CONACYT	UES	Public Sector Total	Private Sector	Training Total	# of Males	# of Females
Private Sector												
Animal Health and Food Safety Percy Hawkes (Oct 13-16, 2004)	4	1						5	25	30	17	13
Food Safety: Fresh Fruits and Vegetables Alejandro Castillo (Oct 18-20, 2004)	7	2			1			10	19	29	17	12
Food Safety: Dairy Gabriela Perez (Oct 27-29, 2004)	3	1						4	18	22	14	8
Food Safety: Papaya Aldo Malavasi (Oct 27-29, 2004)	7				1			8	15	23	18	5
International Standards Doris Jaime (Nov 10-11, 2004)	1	1					1	3	36	39	23	16
Market Linkages Antonio Calzada (March 7, 2005)	4	1		1				6	18	24	6	18
Miami Study Tour Antonio Calzada (Mar 13-19, 2005)	2	1		1				4	6	10	7	3
Food Labeling Training AAC Consulting (May 3-5, 2005)	2	3		3		2		10	16	26	8	18
Food Labeling Training Labeling Committee (Aug 30-31, 2005)	1							1	27	28	8	20
Market Linkages Antonio Calzada (Sep 14, 2005)	1							1	18	19	8	11
Good Manufacturing Practices Carlos Alvarenga (Oct 25-27, 2005)	2							2	24	26	11	15
Food Labeling Training Labeling Committee (Nov 10-11, 2005)	1		2	1				4	34	38	12	26
Dairy Processing Training Luis Osorio (Nov 25, 2005)	3	2	1				1	7	38	45	33	12
Food Labeling Training Labeling Committee (Feb 2-3 2006)	1		1	2		1	1	6	29	35	12	23

Training	MAG	MINEC	MSPAS	EXPORTA	FRUTALES	CONACYT	UES	Public Sector Total	Private Sector	Training Total	# of Males	# of Females
Pesticides												
Pesticide Certification Training Calderon, Gonzalez (Mar 14-18, 2005)	15							15	4	19	15	4
Pesticide Registration Training Mario Pareja (Apr 5-8, 2005)	2		2					4	17	21	17	4
Pesticide Harmonization Training Mario Pareja (Apr 12-15, 2005)	14		4					18	11	29	23	6
Pesticide Residue Training Romeo Martinez (Apr 18-22, 2005)	9		3				4	16	2	18	5	13
Pesticide Certification Training Calderon, Gonzalez (Jan 24-27, 2006)	28							28	0	28	22	6
EPA registration and Harmonization of Regulations Douglass Stevenson (Mar 6-10, 2006)	17							17	4	21	17	4
TOTAL	341	21	20	11	4	4	8	409	401	810	462	348
								50%	50%	100%	57%	43%

ANNEX C. PROJECT RESULTS FRAMEWORK



ANNEX D

Documents Posted on the CAMAGRO Website

Sanidad e Inocuidad – General

- 1) HACCP
- 2) Programa de Saneamiento
- 3) Reglas de Importación y Etiquetas
- 4) Buenas Prácticas de Manufactura
- 5) Lácteos, HACCP, GMPs y SSOPs
- 6) Los Elementos Básicos de un Programa del Saneamiento para el manejo de alimentos y su procesamiento
- 7) Buenas prácticas de manufactura, empaque y almacenamiento de alimentos para los seres humanos
- 8) HACCP, Presentación Principal
- 9) Control de calidad en alimentos
- 10) Inocuidad y microbiología del agua
- 11) Alergenos y Anafilaxis
- 12) Alimentos derivados de la biotecnología moderna
- 13) Higiene e Inocuidad
- 14) Principios básicos de la evaluación del riesgo
- 15) Sistemas de gestión de inocuidad
- 16) Toxinas de origen natural
- 17) Prerrequisitos para un sistema HACCP
- 18) Repaso de un plan HACCP
- 19) Procedimientos operacionales estandarizados de sanitización

Sanidad e Inocuidad – Vegetal

- 20) Áreas libres y el enfoque de sistemas en el control de la mosca de la fruta
- 21) Aspectos cuarentenarios en moscas de la fruta
- 22) Código de regulaciones federales para Papaya
- 23) Guía técnica de las principales antópodas y enfermedades de los frutales

Sanidad e Inocuidad – Animal

- 24) Pautas de inocuidad y seguridad en el transporte y distribución de Carne, Aves y Productos de Huevos
- 25) Análisis de riesgo para encefalopatía espongiforme bovina – EEB (BSE) – para El Salvador
- 26) Enfermedades de importancia comercial en animales
- 27) Sanidad Animal y comercio internacional
- 28) Desempeño, Visión y Estrategia para servicios veterinarios nacionales

Plaguicidas

- 29) Aspectos del uso y exposición a los plaguicidas en El Salvador
- 30) Manual técnico para el control de plagas en Chipilín, Chufle, Flor de Izote, Loroco y Pacaya
- 31) Guía rápida de referencia para el control de plagas en Chipilín, Chufle, Flor de Izote, Loroco y Pacaya

Competitividad de los Agronegocios Salvadoreños

- 32) Etiquetado de alimentos, preguntas y respuestas
- 33) Normas y regulaciones aplicables a las exportaciones
- 34) Importación de productos específicos
- 35) Sitios Web de interés para exportadores de productos de origen animal a EEUU
- 36) Regulaciones sanitarias para exportar
- 37) Vínculos de Mercado: Preparación para Exportar
- 38) Gira de estudio a agencias reguladoras de los Estados Unidos
- 39) Diagrama de Regulaciones Estadounidenses para alimentos frescos y procesados

Annex E. Private Sector Companies at PROSAIA training events

	Company	Contact Person	Phone or Email	Product(s)	Products Interested in Exporting	Training Attended
1	PROLECHE	Ricardo Araujo	2243-3810/15	Dairy	Cheese, dairy products	Animal health and food safety
2	Embutidos de El Salvador Kreef	Elsy Aracelly Cáceres	2248-7500	Dairy products	Dairy products	Animal health and food safety*, Food Hygiene and Safety
3	Sello de Oro	Alvaro Cornejo	2344-4200	Poultry Products	Meat	Animal health and food safety
4	Quesería la Perla	Roberto Fuentes y Ana Ma. de Fuentes	2222-0018	Dairy	Dairy products	Animal health and food safety, Dairy and food safety
5	Alileche	Rafael González	2263-8826	Dairy	Dairy products	Animal health and food safety*
6	PROLECHE	Margarita de Granillo	2243-3810	Dairy	Dairy products	Animal health and food safety
7	CAMPAC	Ricardo Hernández	2274-0578	Seafood	Shrimp, fish	Animal health and food safety
8	ASPORC	Karla Hernández	2260-7177	Pork		Animal health and food safety, Food Hygiene and Safety
9	HACEIRO/ASPORC	Mirna de Halimbourg	2243-2878	Pork		Animal health and food safety
10	Avicola Salvadoreña	Manolo López	2202-1000	Chicken	Chicken	Animal health and food safety
11	Agricultor Sonsonate	José Felipe Ramos	2451-2152	Dairy		Animal health and food safety
12	Coop. Yutathyi El Jobo	Mauricio Rodríguez Chapetón	2401-7786/87	Dairy	Cheese, dairy products	Animal health and food safety, dairy processing, GMP, food labeling
13	Foremost, S.A. de C.V.	Ana Concepción Yanes	2223-9144	Milk, flavored milks, ice cream	Ice cream, fruit drinks	Animal health and food safety, Food Hygiene and Safety, dairy processing
14	Fundeagros	Edgardo Barillas	2257-8570	Dairy		Animal health and food safety*, Dairy and food safety
15	Hagro, S.A. de C.V.	Enrique Halimbourg	2243-2878	Pork products		Animal health and food safety*
16	LOROCOSAL	Arnulfo Figueroa	lorocosal@lorocosal.com	Loroco	Loroco	Fruits and vegetables and food safety, Food hygiene and safety, Risk assessment seminar, Market linkages, Miami study tour, Food Labeling
17	Pajarito	Saul y Moises Daboub	cdaboub@hotmail.com	Papaya	Papaya	Fruits and vegetables and food safety, Export procedures for Maradol papaya

18	Propapaya	Alfredo Fuentes	alfredofuentes200@hotmail.com	Papaya	Papaya	Fruits and vegetables and food safety
19	Los Nacimientos/Frudex La Libertad	Rhina de Rehmann	r.rehmann@integra.com.sv	cashew, pitahaya, ginger, plantain, banana, indigo, zacate de limón, teberinto	Cashew and pitahaya	Fruits and vegetables and food safety
20	CRIO Inversiones	Carolina B. Rivera	2271-1935/0812	Nostalgic products	Frozen pupusas and tamales	Fruits and vegetables and food safety, Food hygiene and safety, GMP, traceability, ISO 22,000
21	Reprodin	Jose Antenor Romero	joseantenor@telesal.net	Fruits, vegetables and fish		Fruits and vegetables and food safety, Dairy and food safety
22	Grupo GRV	Kelly and Galo Ramirez	grupogrv@navegante.com.sv	Red silk beans	Red silk beans	Fruits and vegetables and food safety, Dairy and food safety, Food hygiene and safety, Risk assessment seminar, Market linkages, Miami study tour, Food labeling
23	Atiocoyo sur	Luis Anibar Santos	atiocoyosur@integra.com.sv			Fruits and vegetables and food safety*
24	Finca Bangamayo	Alicia de Serrano	aliciabarillas@hotmail.com	Loroco, papaya, noni (Morinda citrifolia), aloe vera, pipían (cucurbita pepo, l)	Loroco, sábila	Fruits and vegetables and food safety
25	CARDOCOFFEE	Gabriel Pacheco Hernandez	GabrielPacheco_Gap@hotmail.com	Bayer products	Papaya	Export procedures for Maradol papaya, Market linkages
26	AVIVERSAL	Maricela de Carrillo	marchihernandez@hotmail.com	Nursery plants	Plants	Export procedures for Maradol papaya
27	PROPAPAYA	Juan Carlos Infantozzi	jciba@terra.com	Papaya	Papaya	Export procedures for Maradol papaya
28	PROPAPAYA	Alfredo Cardoza	cardocoffee@hotmail.com	Papaya	Papaya	Export procedures for Maradol papaya*
29	FRUDE La Paz	Carlos Armando Argueta	promedic@netconsa.com			Export procedures for Maradol papaya
30	ZARHEMLA	Haydee Ruth A. de Martinez	zarahemla_sv@hotmail.com	Fruit jams and jellies	Fruit jams and jellies	Export procedures for Maradol papaya
31	Borgonovo Baldocchi	Oscar Antonio Diaz	ozkr_diazlopez@yahoo.es	Papaya	Papaya	Export procedures for Maradol papaya
32	Agricola San Alfredo/Ricardo Quiñonez	Jose Antonio Martinez A.	josemart25@yahoo.com	Papaya	Papaya	Export procedures for Maradol papaya*
33	Finca Don Jose	Maria Esther Quijada	estherquim@yahoo.com	Papaya, Guayaba		Export procedures for Maradol papaya*
34	La Salud	Guillermo Barahona Diaz	mito@salud.com.sv	Dairy, juices, bottled water	Long-preserve milk, cheese	Dairy and food safety

35	PROMUNDO	Claudia de Chang	claudia72@elsalvador.com	Iguana	Iguana meat, iguana soup	Dairy and food safety*, Risk assessment seminar, Market linkages, Miami study tour, Food Labeling
36	Lacteos San Jose	Mardoqueo Martinez		Dairy	yogurt, cultured cheese	Dairy and food safety, dairy processing
37	Lacteos de Metapan	Cesar B. Figueroa S.	lacteosdemetapan@navegante.com.sv	Cheese	Cheese, dairy products	Dairy and food safety, Risk assessment seminar, Market linkages, Miami study tour, dairy processing
38	Ortiza S.A. de C.V.	Francisco Ortiz	cacha1976@yahoo.com	Dairy	Dairy products	Dairy and food safety, Food hygiene and safety, Market linkages, Miami study tour
39	Lacteos Moreno	Carlos Armando Moreno	lacteos_mo@hotmail.com	Dairy	Dairy products	Dairy and food safety, dairy processing
40	Santo Tomas	Gumercindo Arias		Dairy	Cheese, dairy products	Dairy and food safety
41	Cooperativa Ganadera de Sonsonate	Luis Edwin Genoves	genovos@salud.com.sv	Dairy	Dairy products	Dairy and food safety
42	Lacteos Morazan	Leandro A. Flores		Dairy	Dairy products	Dairy and food safety*
43	ZEROB	Marcela Zelada Diaz	zerob@elsalvador.com	Medicinal teas, indigo	Medicinal teas, indigo	Food hygiene and safety
44	Cooperativa Ganadera Corinto Morazan	Juan Benitez	juanmanuelbenitez@yahoo.com	Dairy	Cheese, dairy products	Food hygiene and safety
45	Inversiones M y H (Loroco)	Jose Ricardo Martinez	myindustrias@integra.com.sv	Loroco and other nostalgic crops	Loroco, jocotes (<i>Spondias spp.</i>), tamales, horchata, pupusas	Food hygiene and safety
46	Dulces La Negrita	Marcelo Rene Villacorta H.	marcelo_29@yahoo.com.mx	Traditional candy	Traditional candy	Food hygiene and safety, food labeling
47	GEMUSE	Dagoberto Valdivieso	dagoberto_valdivieso@yahoo.com	Red bean, paste, atado de dulce	Red bean, paste, atado de dulce	Food hygiene and safety
48	ISMARSA	Erica Halliday	ismarsa@integra.com.sv	Seafood	Seafood	Food hygiene and safety
49	Bon Appetit	Alex Alonso Murillo	alexfonsi26@hotmail.com	Non-carbonated beverages	Non-carbonated beverages	Food hygiene and safety
50	Agua Fresca	Carlos Napoleon Leon	naleon@integra.com.sv	Bottled water, fruit juices	Bottled water, fruit juices	Food hygiene and safety
51	Sol y Pan S.A. de C.V.	Jesus Interiano	jesusinteriano@yahoo.com.mx	Bakery goods	Bread	Food hygiene and safety

52	Kasal productos	Dagoberto Rivas	kasalrivas@yahoo.com.mx	Pickled cabbage, spices	Pickled cabbage, spices	Food hygiene and safety
53	Industrial de alimentos y Postres	Veronica Elena Maceda	veronicamacedaartigahoo.com	Bakery goods	Bakery goods	Food hygiene and safety
54	Industrial de alimentos y Postres	Otoniel Armando Rodriguez	ottonielrz@hotmail.com	Bakery goods	Bakery goods	Food hygiene and safety
55	CULTIVAR/ PROSERQUISA	Cecilia Palma de Cruz	proserquisa@telesal.net	lemon seasoning, rosa de jamaica (<u>Hibiscus sabdariffa</u>) infusion	lemon salt and seasoning	Food hygiene and safety, Market linkages
56	AGROSANIA	Luis Murillo	2243-2775	Cheese	Cheese	Food hygiene and safety, food labeling, dairy processing
57	RIGMART			Chocolate tables for cocoa beverage	Chocolate tables for cocoa beverage	Food hygiene and safety
58	CONMIAGRO, S.A.	Mario Gordillo		vegetable and animal products for industrial uses	Tea	Food hygiene and safety
59	Green bread	Connie Ayala	brandyalberto@yahoo.com	Bread	Whole-wheat bread	Food hygiene and safety
60	Productos La Canasta	Claudia y Madecadel Barriere	2257-5763	Spices, drink mixes	spices, drink mixes	Risk assessment seminar, Market linkages, Food labeling
61	Pan San Antonio	Ricardo A. Lemus	2276-6203	Bakery goods	Semita, cachitos, salpores	Market linkages, food labeling
62	TACUBA ORGANICO	Blanca Margarita de Gil	2263-4217/2275-6037	pulpa de mango, chutney y mermelada de mango	pulpa de mango, chutney y mermelada de mango	Market linkages
63	Exportadora Rio Grande	Sara Elizabeth Torres/Luis ernesto Fuentes	2258-7099	Corn tamales, tortillas, pupusas, frozen fruits, drink mixes, natural spices	Corn tamales, tortillas, pupusas, frozen fruits, drink mixes, natural spices	Market linkages, food labeling
64	VALPEK, S.A. DE C.V.	Fernando Aguilar	7700-6429			Market linkages

65	Agroindustrias Moreno	Martha Alicia Moreno	2330-9589	Honey	Honey	Market linkages
66	GARMOL	Carmen de Garcia	222-7142	Vegetables y frozen ethnic products and sauces	Loroco, vegetables, iguana soup, paterna, canned jalapeños	Market linkages, food labeling
67	SHUCHIL	Matilde Carrillo de Palomo	2274-2781	Natural jams and jellies	maracuya jam, organic soaps, carao syrup	Market linkages, food labeling
68	Tropix, S.A. de C.V.	Nancy Vela	2274-7262	Powdered drink mixes	drink mixes (horchata, atol, cebada), tamales, pupusas	Food labeling
69	PLANTOSA	Roberto Juan Flores	2236-5272	Coffee and dehydrated beans	Coffee and dehydrated beans	Food labeling
70	El Carbonero S.A. de C.V.	Hortensia Martinez	2235-2390	Corn coffee	Corn coffee	Food labeling, market linkages, GMP
71	Industrias Lya	Juan Trigueros	2282-0570	Processed foods (chow mein, rice and beans)	Chow mein, rice and beans	Market linkages, GMP
72	Prolacsa S.A. de C.V.	Salvador Turcios	2270-0474	Fruit juices	Fruit juices	Market linkages
73	Super Marino S.A. de C.V.	Marco Antonio Menendez	2264-5466	Seafood	Ceviches, seafood cocktails	Food labeling, market linkages, traceability
74	Comebien S.A. de C.V.	Gloria de Alas	2287-4444	Bakery products	Bakery products	Food labeling, market linkages, GMP
75	Productos Salvadoreños S.A. de C.V.	Patricia Aguilera	2289-5123	Powdered drinks	Horchata, cebada, cililate, alhuachte, chuco	Market linkages, food labeling
76	Encurtidos Rosita	Juan Carlos Torres	2293-0645	Pickled vegetables	Pickeled vegetables	Market linkages, food labeling
77	Cooperativa de Caficultores La Union	Alicia Morales	2220-8326	Coffee	Coffee	Market linkages

78	Toty Gourmet	Augusto Ramirez	2429-1774	Tamarindo sauce	Tamarindo sauce	Market linkages, food labeling
79	Frutos del Sol	Rodrigo Larios	2287-9988	Dehydrated fruits, tomatoes and mushrooms	Dehydrated fruits	Market linkages
80	Lácteos San Luis Isla	Connie Aguila	2451-1820	Dairy products	Cheese	Market linkages, food labeling
81	Reamerica S.A. de C.V.	Maritza de Recinos	2264-5716	Chutney mango, chile morron, jalapeno	Chutney mango, chile morron, jalapeno	Market linkages, food labeling
82	Pan Ediviges	Mirella de Aguilar	2260-3328	Bakery Products	Bakery Products	Market linkages
83	Limonera Joya de Cerén	Rosa Inés Zelaya	2279-3340	Limes	Limes	Market linkages
84	Jewbb S.A. de C.V.	Eliu Ramos	2221-1903	Sea food	Sea food	Market linkages
85	HealthCo Products S.A. de C.V.	Claudia Evelyn de López	2248-7400	Vitamins suplementes	Vitamins suplementes	Food labeling
86	Samaritana S.A. de C.V.	Nora Guadalupe Vides	2282-6603	Oatmeal, chao mein, flour, atoles, worchester sauce, soja	Oatmeal, chao mein, flour, atoles, worchester sauce, soja	Food labeling
87	Sabores Cosco S.A. de C.V.	Karina Rocío Santos	2228-9902	Escences, Vanilla, mint, strawberry, etc.	Escences, Vanilla, mint, strawberry, etc.	Food labeling
88	Lactosa S.A. de C.V.	Rosy Zuleta	2248-6623	Dairy products	Dairy products	Food labeling
89	Pahnas S.A. de C.V.	Irma Eugenia de Papini	2278-1305	Pupusas, tamales de elote	Pupusas, tamales de elote	Food labeling
90	Pasteles de El Salvador S.A. de C.V.	Reyna del Carmen Alas	2319-4863	Bakery products	Bakery products	Food labeling

91	Gotera S.A. de C.V.	René Octavio Padilla	2280-8385	processed foods	beans, pastries, powdered drinks, jams	Food labeling, traceability
92	Delights S.A. de C.V.	Maria Eugenia de Ludwick	2264-3785	Bakery products	Bakery products	Food labeling
93	Productos Especiales Salvadoreños S.A. de C.V.	José Benedicto Martínez	2263-1638	Chocolate, horchata de morro, chan, cebada	Chocolate, horchata de morro, chan, cebada	Food labeling
94	Pan Eduviges	Mirella de Aguilar	2260-3328	Bakery Products	Bakery Products	Food labeling
95	Petacones S.A. de C.V.	Francisco Morales	Framo66@hotmail.com	Dairy products	Dairy products	Food labeling
96	Lácteos Merino	Nelson Iván Merino		Dairy products	Dairy products	Dairy processing
97	Lácteos La Isla	Luis de Jesús Merino		Dairy products	Dairy products	Dairy processing
98	Procesos Lácteos S.A. de C.V.	Walter Gómez Bonilla		Dairy products	Dairy products	Dairy processing
99	Klean Chemicals	Wilfredo Paniagua Pacheco		Sanitizers	Sanitizers	Dairy processing
100	Lácteos de la Hacienda	Roberto Hernández Meza		Dairy products	Dairy products	Dairy processing
101	Pronatza	María del Socorro		Dairy products	Dairy products	Dairy processing
102	Confeti	Ramón Castro		Dairy products	Dairy products	Dairy processing
103	Roceli S.A. de C.V.	Mauricio Valdivieso		Dairy products	Dairy products	Dairy processing

104	Promotora e industria	Mauricio Linares		Dairy products	Dairy products	Dairy processing
105	Aquanova	Carlos Alberto Cruz		Dairy products	Dairy products	Dairy processing
106	Ross Foods	César Mendoza		Dairy products	Dairy products	Dairy processing
107	Agrobran	Doris de Burgos		Dairy products	Dairy products	Dairy processing
108	Agronatura	Esperanza de Cuellar		Dairy products	Dairy products	Dairy processing
109	Molsa S.A. de C.V.	Rosalice Arevalo	2319-2527	Flour, cookies	Cookies	Food labeling, traceability, ISO 22,000
110	Helados Rio Soto	Guadalupe Medina	2221-7200	Ice cream	Ice cream	Food labeling
111	Etimisa	Mario Fuentes	22607655	Labeling		Food labeling
112	Drogueria Hermel	José Edgardo Mejía	2274-9644	Powdered drink mixes	Powdered drink mixes	Food labeling
113	Mama Dulce	Axa Esther Urrutia	2512-5580	Pineapple and fig jelly	Cristalized fruits	Food labeling
114	Pan de Oriente	Francisco Werner	2221-8364	Bakery products	Bakery products	Food labeling
115	Bocadeli S.A. de C.V.	Irma Ortega	2297-4000	Snack foods	Snack foods	Food labeling, traceability
116	Sabores Instantáneos Salvadoreños	Anabel de Romero	2270-3223	Horchata, cebada, atol chuco	Horchata, cebada, atol chuco	Food labeling

117	Arrocera San Francisco	Viky Martínez Q	2213-1111	Rice	Rice	Food labeling, traceability, ISO 22,000
118	Panaderia Monico	Nancy de Mendoza	2228-0592	Bakery products	Bakery products	Food labeling
119	Casa Bazzini	Miguel Mancía Arrue	23385400	Nuts, dehydrated fruits	Nuts, dehydrated fruits	Food labeling
120	Bella Fruta	Gilberto Orlando Angulo	2293-5443	Pineapple and strawberry jelly, cristalized figs and fruits	Pineapple and strawberry jelly, cristalized figs and fruits	Food labeling
121	Pan Lucha	Regina de Sisniega	2440-2561	Bakery products	Bakery products	Food labeling
122	Gabriela Ramos	Maria Gabriela	2288-0914			Food labeling
123	Alimentos Etnicos Centroamericanos S.A. de C.V.	Erick Mendoza Flamenco	2241-7170	Semita de pina, guayaba, panela, dulce de leche	Semita de pina, guayaba, panela, dulce de leche	Food labeling
124	Negocios Orelca S.A. de C.V. (Panaderia Orellana)	Adela Valdes de Carranza	2382-3446	Bakery products	Bakery products	Food labeling
125	Equal Latin American Corp. S.A. de C.V.	Rodolfo Torres Astacio	2264-0283	Sugar		Food labeling
126	GUANAPACK	Gerardo Gutierrez		Snack packs	Snack packs	Food labeling
127	Industrias de Alimentos y Postres	Claudia Avelar		Pastries	Pastries	Food labeling
128	McCormick	Ivette Girón	2212-8511	Mayonnaise, spices, sauces	Sauces	ISO 22,000, Labeling
129	Promotora Cinco	Mario Antonio Rodríguez		Frozen ethnic products	Pupusas, tamales, encurtidos	ISO 22,000

ANNEX F

Letter from Grupo GRV to USAID

San Salvador, 7 de marzo de 2006

Señor
Mark Silverman
Director de la Agencia para el Desarrollo
Internacional. AID.

Reciba un cordial y atento saludo deseándole muchos éxitos en su prestigioso cargo, a la vez aprovecho la oportunidad para rendirle nuestras más sinceras muestras de agradecimiento por todo el apoyo brindado a nuestra empresa a través del Proyecto Pro Sanidad Agropecuaria e Inocuidad Alimentaria (PROSAIA) y el programa de exportaciones de la Micro Pequeña y Mediana empresa – EXPRO.

Deseo expresar agradecimiento especial al Sr. Rafael Eduardo Cuellar, Gerente de Proyecto de la oficina de Crecimiento Económico, quien en forma profesional efectuó una conjugación de los dos proyectos; al Dr. Ed L. Ayers, Director del Proyecto PROSAIA, por haber hecho un excelente trabajo, brindándonos en todo momento su apoyo incondicional, asesorándonos con mucha paciencia y sabiduría, solventándonos cualquier tipo de problema de manera inmediata y eficaz, también puedo mencionar al Lic. Federico Aguilar y la Sra. Claudia de Geissman de EXPRO, por su dinamismo, entusiasmo y gracias al programa de ferias de exposición de productos logramos conocer a nuestro primer cliente en Washington DC.

Como resultado de todo el trabajo, esfuerzo, empeño, dedicación de todos los que de una manera u otra colaboraron para hacer posible nuestro sueño, el día 24 de febrero del corriente año efectuamos nuestra primera exportación; un contenedor de 432 quintales de frijól rojo salvadoreño con destino a Washington DC.

Para concluir quiero decirle que personas como ustedes contribuyen a engrandecer nuestro país, apoyando a la empresa privada, impulsando el desarrollo económico, creando oportunidades en el mercado internacional, estrechando cada vez más nuestros lazos de amistad entre el noble pueblo de los Estados Unidos de América y el laborioso pueblo de El Salvador.

Atentamente,

Galo César Ramírez Villalta
GRUPO GRV S.A. DE C.V.

ANNEX G

Commendation Letter from Ministry of Economy to USAID

From: Alicia Urquilla - Wed 3/8/2006
To: Rafael Cuellar - USAID
Subject: Misión Comité de Etiquetado Washington

Estimado Rafael:

Después de saludarte y desearte muchos éxitos en las labores que emprendes, quiero comentarte en rasgos generales los resultados obtenidos en la Gira de Estudio en Washington del Comité de Etiquetado, la cual fue coordinada por Chemonics International.

Los lugares visitados fueron: FDA, USDA, el seminario de Suplementos Nutricionales por el Grupo Consultivo AAC y las visitas a los supermercados en Washington. Quiero comentarte que los lugares visitados fueron muy atinados y las personas que nos recibieron en las agencias reguladoras fueron de alto nivel, es decir, los jefes directos de cada departamento o sección de la FDA, de acuerdo a los tópicos que el Comité sugirió con anterioridad. De igual forma fuimos recibidos en la agencia USDA, en las cuales se nos brindó toda la atención requerida, dándole la importancia al Comité de Etiquetado como una entidad formal.

La información obtenida durante toda esta gira será de mucha utilidad para el quehacer diario de los integrantes del Comité, ya que ha venido a reafirmar e incrementar nuestros conocimientos, además, de los contactos potenciales que hemos conocido en las visitas, favorecerá nuestras labores en las diferentes instituciones que representamos.

También es de reconocer y agradecer el profesionalismo de Chemonics International en la preparación de esta gira de estudio, ya que fuimos recibidos con mucha hospitalidad por todas las personas que fueron asignadas para la consecución de todas las actividades, y estuvieron pendientes de todos los detalles para que esta gira de estudio obtuviera el éxito, tanto en las actividades de la agenda, como en los requerimientos de todos los participantes de una manera proactiva.

Comentarte también que esta gira de estudio tuvo un valor agregado ya que nuestras expectativas llegaron más allá de lo esperado, porque en la última mañana antes de salir al aeropuerto, se incluyó en la agenda un tour histórico de los principales monumentos de Washington, incrementando de esta forma nuestro acervo cultural además del etiquetado y brindarnos un rato de esparcimiento después de la apretada agenda que tuvimos pero muy beneficiosa, yo creo que fue para mandarnos con la mente relajada, muy buen detalle!!!!.

Realmente te quiero felicitar por los resultados exitosos obtenidos por el Proyecto PROSAIA que esta a tu cargo en AID, ya que está dejando una capacidad humana especializada y por la proactividad en darle solución a los problemas existentes en nuestro país.

Espero que este informe sea de tu agrado, así como lo ha sido para todos los miembros del Comité de Etiquetado.

Saludos,

Alicia Urquilla
Inteligencia Competitiva
DCE / Ministerio de Economía
San Salvador, El Salvador, C.A.
Tel.: (503) 2231-5845 Fax: (503) 2231-5841
Email: aurquilla@minec.gob.sv
Visite: <http://www.minec.gob.sv>

United States Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, D.C. 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov