

出國報告〈出國類別：其他〉

參加美國「領袖人才參訪計畫
(International Visitor Leadership
Program, IVLP)」報告

服務機關：行政院農業委員會動植物防疫檢疫局

姓名職稱：蔡馨儀 科長

派赴國家：美國

出國期間：112年6月3日至6月25日

報告日期：112年9月15日

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摘要

領袖人才參訪計畫 (International Visitor Leadership Program, IVLP) 為美國國務院舉辦的短期專業交流旗艦計畫，迄今已辦理逾 80 年，本次參訪主題為「美國農業貿易與食品安全」(U.S. Agricultural Trade and Food Safety)，於 112 年 6 月 3 日至 6 月 25 日赴美國華盛頓特區、科羅拉多州丹佛、密蘇里州堪薩斯市及佛羅里達州邁阿密等地，與來自歐、亞、美及非洲等 17 國代表共同拜會美國相關農業貿易及食品安全等公、私部門、學術單位及非政府組織，就相關議題進行討論交流，以瞭解美國在推動本議題上之各項重要農業政策、工作項目、研究發展及成果目標。本次共計參訪 10 餘個單位，與美國農業貿易與食品安全領域專家學者及各國代表交換意見並建立聯繫。

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壹、緣起與目的

領袖人才參訪計畫 (International Visitor Leadership Program, IVLP) 為美國國務院舉辦之短期專業交流旗艦計畫 (附件 1)，邀請由美國駐各國大使館或代表處推薦，並通過美國國務院審核之全球新興和卓越領袖赴美進行短期參訪，自 1940 年開辦迄今已逾 80 年，計超過 22 萬名訪客赴美交流。美國長期致力於建立夥伴關係，藉由本計畫豐富的專業及文化交流活動，深化美國與世界各地的連結，交流期間舉開各項符合項目主題之專業會議，並支持美國的外交政策目標，其最重要之目的為建立美國社區和政策制定者與來自全球具相似專業背景之新興領導人長期聯繫網絡，進行有意義的人際關係互動。

IVLP 計畫主題範圍廣泛，涵蓋公民教育、打擊人口販運、打擊暴力極端主義、民主、多樣性、教育、選舉過程、能源安全、創業精神、環境保護、食品安全、全球健康、人權、新聞學、國家安全、美國外交政策、志願服務、女性領導力及青年領導力等項目，並由美國國務院與非營利組織 (屬於 Global Ties U.S. 網絡的成員) 合作管理。本次參訪主題為「美國農業貿易與食品安全」(U.S. Agricultural Trade and Food Safety) (附件 2)，全程活動係由全球民用研究與發展基金會 (CRDF Global) 統籌負責處理行政庶務，與來自奧地利、捷克、波蘭、西班牙、土耳其、亞塞拜然、塞爾維亞、烏茲別克、科威特、越南、智利、象牙海岸、迦納、賴比瑞亞、奈及利亞、烏干達及辛巴威等歐、亞、美及非洲 17 國代表拜會美國華盛頓特區、科羅拉多州丹佛、密蘇里州堪薩斯市 (或內布拉斯加州林肯) 及佛羅里達州邁阿密等地 10 餘處公、私部門、學術單位及非政府組織，就美國農業貿易及食品安全議題之各項重要農業政策、工作項目、研究發展及成果目標進行探討及交流，吸取美國及他國經驗。

貳、參訪行程紀要

日期	行程內容
6月3日(六)	啟程-前往美國華府。
美國首都華盛頓特區 (Washington, DC)	
6月4日(日)	1. 分享會：國際訪客聯絡人與團員互相認識及自我介紹 2. 城市觀光：華盛頓特區歷史解說導覽 (圖1)
6月5日(一)	1. 開幕會議：美國國務院教育文化事務局及 CRDF Global 進行行程規劃說明及填送文件；團員正式自我介紹 2. 開幕午宴：美國國務院招待 3. 主題演講：羅素集團 (The Russell Group) 簡介及公私協力經驗分享
6月6日(二)	1. 美國聯邦政府制度簡報 2. 美國大宗穀物市場開放、大豆貿易與食品安全等議題之分析與對外政策 (US Department of State)(圖2) 3. 晚宴：CRDF Global 接待餐會
6月7日(三)	1. 遊說 (Lobbying) 及農場法案 (Farm Bill) 概論 (圖3) 2. 美國農部組織架構、業務簡介、貿易能力建設、食品安全及相關計畫
6月8日(四)	搭機前往科羅拉多州丹佛
科羅拉多州丹佛 (Denver, Colorado)	
6月9日(五)	美國牧場商業模式及其土地管理 (West Bijou-Savory Institute) (圖4)
6月10日(六)	丹佛市文化參訪
6月11日(日)	美國家庭文化體驗 (圖5)
6月12日(一)	1. 校園巡禮；瞭解水資源循環利用，及在社區的農業倡議及夥伴關係 (Colorado State University Spur Campus-Hydro Building)(圖6) 2. 科羅拉多州農業部組織架構及業務職掌、科羅拉多州特色農產品及其營銷方式管理與農業調解計畫 (Colorado Department of Agriculture)
6月13日(二)	1. 文化參訪 (圖7) 2. 糧食再分配、協助減少糧食不安全及促進健康公平等食品正義議題 (Denver Food Rescue)

	3. 分享非營利組織之獨特運作模式，並討論其工作坊計畫如何解決貧困、糧食不安全及氣候議題 (EarthLinks Inc. Colorado)(圖8)
6月14日(三)	分組移動 1. 第一組：搭機前往密蘇里州堪薩斯市 (Kansas City, Missouri)(參加本組) 2. 第二組：搭機前往內布拉斯加州林肯 (Lincoln, Nebraska)
密蘇里州堪薩斯市 (Kansas City, Missouri)	
6月15日(四)	1. 堪薩斯大學動物科學及工業學系與堪薩斯州食品安全及安保計畫之研究、教育及服務項目 (Kansas State University)(圖9) 2. 校園巡禮
6月16日(五)	1. 密蘇里4-H農業計畫執行項目、國際合作及重點領域 2. 政府資源及土地管理政策 (Missouri Department of Conservation)(圖10) 3. 農業環境影響、堪薩斯農業商業利益政策及發展
6月17日(六)	1. 志願服務 (KC Farm School)(圖11) 2. 堪薩斯市文化參訪
6月18日(日)	堪薩斯市文化參訪
6月19日(一)	1. 參觀農藥工廠 (Bayer Corporation)(圖12) 2. 農產品生產、加工、運輸垂直結構及國際市場開發之運作 (Seaboard Corporation)
6月20日(二)	搭機前往佛羅里達州邁阿密
佛羅里達州邁阿密 (Miami, Florida)	
6月21日(三)	1. 邁阿密港口系統及多式聯運互連性之高效運作模式 (PortMiami) 2. 邁阿密港口巡禮 (圖13) 3. 參觀邁阿密國際機場植物檢疫站及燻蒸中心 (Miami Plant Inspection Station)(圖14)
6月22日(四)	1. 參觀當地熱帶水果家庭農場 (Robert is Here) 2. 行動規劃會議
6月23日(五)	閉幕會議：美國國務院教育文化事務局及 CRDF Global 聽取團員心得報告 (圖15及圖16)

6月24日(六)	搭機返回臺灣
6月25日(日)	抵達臺灣

參、參訪重點摘錄

一、 美國首都華盛頓特區 (Washington, DC)

(一) 開幕會議 (Project Opening)

由美國國務院教育文化事務局國際訪客辦公室計畫官員 (Program Officer, Office of International Visitors) Ms. Sara Delson 主持開幕會議，CRDF Global 計畫負責人 (Project Lead) Mr. Bryan Wells 及旅行與後勤協調員 (Travel & Logistics Coordinator) Ms. Nataliia Vornyk 協辦。首先由負責本次計畫庶務聯繫之 4 名國際訪客聯絡人 (International Visitor Liaison) 及團員依序自我介紹，團員除介紹服務機關、專業領域背景外，並須說明本次計畫興趣項目及希冀獲得之幫助；另由美國國務院官員簡介「領袖人才參訪計畫」歷史及特色，及由 CRDF Global 說明參訪行程中可能遭遇問題及可提供協助項目。

(二) 主題演講 (Keynote Address)

由羅素集團 (The Russell Group) 董事 (Principal) Ms. Ashlee Johnson 及 Mr. Tyson Redpath 簡介該集團創始過程及主要服務項目，並分享公私協力經驗。演講重點涵蓋介紹食品安全及農業領域的重要主題、挑戰、機遇和當代問題，也為美國農業的現狀提供方向，並分享及討論美國政府與美國農業主要參與者之間的關係。

(三) 美國聯邦政府制度簡報 (Federalism Briefing)

由首都傳播集團 (Capital Communications Group, CCG) 總裁 (President) Mr. Akram Elias 概述美國政府機關結構及美國民間社會性質，為小組即將舉行的會議提供背景。

(四) 美國國務院 (U. S. Department of State)

美國國務院是美國聯邦行政部門，向總統提供建議，並在國際事務和外交政策議題上代表國家；國務院負責美國的國際關係，與外國實體談判條約及協議，並在

聯合國代表美國。本次會議由美國國務院教育文化事務局國際訪客辦公室計畫官員 Ms. Sara Delso 主持，與美國國務院經濟和商業事務局-糧食政策與安全、貿易政策與計劃處處長 (Chief, Food Policy and Security, Trade Policy and Programs, Bureau of Economic and Business Affairs Department of state) Mr. Seth Vaughn 及美國國務院經濟和商業事務局-農業政策辦公室全球糧食安全杰斐遜研究員 (Jefferson Fellow, Global Food Security, Office of Agricultural Policy, Bureau of Economic and Business Affairs Department of State) Mr. John Leslie 共同座談，會議重點在於介紹該部門所資助於支持貿易發展及農業可持續發展的項目，如氣候變遷、美國大宗穀物市場開放、大豆貿易與食品安全等議題之分析與對外政策。

(五) 羅素集團 (The Russell Group)

羅素集團是一家兩黨政府關係公司，專注糧食及農業公共政策議題，該集團憑藉在美國國會、行政部門、商界及民間社會工作經驗，直接倡導與整個農業政策領域的客戶戰略遠見結合，本次簡報由總裁 Mr. Randy Russell 及董事 Ms. Jessica Schulken 分享美國遊說 (Lobbying) 及農場法案 (Farm Bill) 概論與實例。

(六) 美國農業部 (U. S. Department of Agriculture)

由美國農業部高級顧問 (Senior Advisor) Mr. Lee Gross 及美國農業部食品安全檢驗局 (FSIS) 計畫分析師 (Program Analyst) Mr. Michael Osifat 簡報美國農業部組織架構、業務簡介、貿易能力建設、食品安全、相關計畫、海外服務項目。FSIS 執掌在於確保肉類、家禽及加工雞蛋供應衛生、安全，並貼有適當標籤，本次座談亦分享 FSIS 在美國農業系統中之作用，及應對 21 世紀食源性挑戰之預防政策與實踐。

二、 科羅拉多州丹佛 (Denver, Colorado)

(一) 西比茹-薩沃里研究所 (West Bijou-Savory Institute)

野牛牧場位於丹佛郊外，為佔地 7,500 英畝之草原，也是國家自然地標，於 2017 年移交薩沃里長期管理。本次參訪由 Flower Hill 研究所的區域技術援助協調主任 (Regional TA Provider Director at the Flower Hill Institute) Mr. Dave Carter 帶領團員參觀牧場及其設施，以瞭解美國牧場商業經營模式及其土地管理模式，該研究所為非營利組織，負責協調美國農業部農業營銷服務處建立的技術援助網絡，以支持生產者尋求創造更具彈性、多樣化和公平的肉類和肉類產品。

(二) 美國家庭文化體驗 (Home Hospitality)

本體驗活動為領袖人才參訪計畫重要文化活動之一，透過拜訪美國當地家庭及共同用餐，融入在地生活體驗。本次團隊共分成 5 組，於指定時間內至受訪家庭體驗在地生活，進行深度文化交流。

(三) 科羅拉多州立大學 (CSU Spur)

CSU Spur 為丹佛一處新的教育、研究及社區共享場域，專注於科學及藝術，重點項目為動物生命、醫學、農業及相關研究，並將農業帶入生活，讓人們了解食物來源、全球人口快速增長所面臨的挑戰，以及如何參與塑造我們的糧食未來。其全年免費向公眾開放，並針對社區需求及興趣舉辦課程 (食農教育)、研討會與活動，本次行程由參與及推廣項目辦公室主任 (Director of Office of Engagement and Extension Programs) Mr. Dan Goldhamer 負責解說，主要聚焦於瞭解水資源循環利用、都市農園建置、社區農業倡議及夥伴關係，並帶領團員參觀校園。

(四) 科羅拉多州農業部 (Colorado Department of Agriculture)

由計畫行政人員 (Program Administrator) Mr. Leif Jacobsen 及營銷計畫和策略倡議主任 (Director, Marketing Programs & Strategic Initiatives) 簡報科羅拉多州農業部組織架構、業務職掌、科羅拉多州特色農產品及其營銷管理與農業調解計畫，內容涵蓋農產品檢驗、安全及營銷方式。科羅拉多州農業部致力於加強和推進科

羅拉多州農業，促進安全及優質農產品之供應，以保護消費者、環境及自然資源；目前在市場端（傳統市場、超市及餐廳等）已使用特有品牌（COLORADO PROUD）推廣科羅拉多州優質農產品，除本地販售食用外，亦持續推進至美國各州及外銷市場。

(五) 丹佛食品救援組織 (Denver Food Rescue)

由丹佛食品計畫總監 Ms. Jamie Anderson 與團員座談，瞭解丹佛當地糧食再分配、協助減少糧食不安全及促進健康公平等食品正義議題。Ms. Jamie Anderson 於 2016 年成為丹佛食品救援組織的志願者，並於 2020 年 7 月投入此處全職工作，負責指導食品計畫。丹佛食品救援組織透過拯救原本會被雜貨店、農貿市場和農產品經銷商丟棄的優質新鮮農產品和易腐爛食品，提高丹佛社區的健康公平性，在組織內志願者的幫助下，救援的食物被運送到丹佛社區，並通過免費雜貨計畫（NCGP）直接分發，提供有需求之弱勢族群，也減少食物浪費。

(六) EarthLinks 公司 (EarthLinks Inc. Colorado)

由執行董事 Ms. Kathleen (Cass) Cronan 分享非營利組織之獨特運作模式，並討論其工作坊計畫如何解決貧困、糧食不安全及氣候議題。Ms. Kathleen (Cass) Cronan 在丹佛地區從事法律工作 30 多年，擁有與丹佛非營利社區（特別是為無家可歸者和低收入人群提供服務的組織）合作的豐富經驗；EarthLinks 透過以地球為中心的計畫創造機會，於 25 年來持續致力於幫助無家可歸者及低收入民眾實現個人轉變與自我價值，並深入社區服務。

三、 密蘇里州堪薩斯市 (Kansas City, Missouri)

(一) 堪薩斯州立大學 (Kansas State University)

與該校國際項目辦公室副教務長 Mr. Grant Chapman、動物科學及工業學系 Dr. James Drouillard 教授及 Dr. Jason Warner 助理教授（牛犢專家）、診斷醫學/病理

學系 Dr. Justin Kastner 教授及食品科學研究所 Dr. Randall Phebus 教授共同座談有關該系與堪薩斯州食品安全及安保計畫之研究、教育及服務項目。動物科學及工業學系重點課程包括營養、生殖、遺傳學、行為、肉類科學與食品科學，並執行有關生產、管理及農業綜合技能等相關研究，透過教學、研究及教育等管道，為學生、畜牧生產者及動物和食品工業提供服務。該校另於 2001 年成立食品科學研究所，該所主要項目領域之一為保障食品安全，並為食品行業提供研究和技術援助。本次行程除座談外，另由副教務長 Mr. Grant Chapman 帶領團員參觀校園，及介紹動物科學及工業學系於校內產製販售之乳製品。

(二) 密蘇里 4-H 農業計畫 (Missouri 4-H)

於聯合車站 (Union Station) 與密蘇里 4-H 農業計畫助理主任 (Assistant Director) Ms. Stephanie Femrite 會面，並由其向團隊簡報此農業計畫執行項目、國際合作及重點領域，此農業計畫涵蓋領域廣，重點領域包括生物學、環境科學、農業科學和獸醫科學，可為年輕人提供基本生活技能，協助未來升學及就業，並通過當地俱樂部、學校和贈款資助計畫獲得資源。

(三) 密蘇里州環境保育部 (Missouri Department of Conservation)

由密蘇里州環境保育部農業聯絡官員 (Agriculture Liaison) Mr. Greg Collier 向團隊簡報政府資源及土地管理政策，該部負責管理《保護區法》及其他旨在幫助當地實體及個人保護自然資源的法律，Mr. Greg Collier 於本次座談亦分享該機構如何於土地利用及自然資源保育之間取得平衡，並介紹保育區內農地採行之有害生物防治措施，例如訂定可施用化學藥劑時機、以棲架保育猛禽及瀕危鳥類等。

(四) 堪薩斯市農業商業委員會 (Agricultural Business Council of Kansas City)

於廣場圖書館 (Plaza Library) 與委員會主席 (Chairman) Mr. Bob Petersen 及職員 Mr. Erica Venancio 會面，該委員會為堪薩斯州與密蘇里州農業組織、食品工業及

農企業之協會，倡導食品、纖維、農業科學及相關行業增長及最佳實踐，本次座談重點聚焦在農業環境影響、堪薩斯農業商業利益政策及發展等議題。

(五) 堪薩斯市農場學校 (KC Farm School)

堪薩斯市農場學校通過農場實踐經驗及職業教育，作為當地民眾假日學習農務及志願服務之場域，與土壤、食物、社區及志願服務提供鏈結；活動由聯合創始人兼執行董事 (Co-Founder and Executive Director) Ms. Alicia Ellingsworth 先向團員說明農場歷史、種植農作物種類及提供民眾志願服務項目，團員於此體驗志願服務，擔任半日志工協助農田除草，並在農場享用當地種植農產品所烹飪之午餐。

(六) 拜耳公司 (Bayer Corporation)

由該公司變革管理、傳播及外部總監 (Director of Change Management, Communications, and External) Mr. Katie Mahr 接待團員，簡報該公司歷史、業務項目、研發與販售產品及參觀農藥工廠。

(七) Seaboard Corporation

此公司為一家多元化的農產品生產、加工及運輸公司，業務遍及四大洲；在美國主要從事豬肉生產加工及遠洋運輸，在國際上主要從事商品銷售、穀物加工、糖生產及發電。本此參訪由國際銷售副總裁 (Vice President of International Sales) Mr. Aaron Hunerdosse 簡報該公司在農產品生產、加工、運輸垂直結構及國際市場開發之運作。

四、 佛羅里達州邁阿密 (Miami, Florida)

(一) 邁阿密港口 (PortMiami)

由邁阿密港口辦公室主任 Mr. Richard R. de Villiers 向團隊簡報港口營運現況，及配合國家淨零碳排政策規劃執行相關措施。該港口地理位置優越，為美國最繁忙的港口之一，結合商業貿易及郵輪業務，獲全世界認可成為世界郵輪之都及貨運

之都美洲之門，提供當地及全美重要經濟貢獻與大量就業機會。邁阿密港口約為 20 家航運公司提供服務，企業掛靠經營服務亞洲、加勒比海、中美洲、歐洲、中東、北美及南美等 100 多國、250 個港口，現仍繼續致力於重大資本開發改進。本次行程亦參訪邁阿密港口貨櫃作業區，瞭解港口處理龐大貨櫃之電腦遠端操控作業模式，以有效率且相對安全模式運作，同時也參觀貨櫃場及郵輪停靠區。

(二) 邁阿密國際機場植物檢疫站 (Miami Plant Inspection Station)

由美國農業部 (USDA) 動植物健康檢驗服務 (APHIS) 植物健康州長 (State Plant Health Director) Mr. Richard Miranda 簡報該單位業務職掌、植物檢疫及緊急防疫業務執行現況。APHIS 致力於保護美國動植物資源免受農業害蟲及疾病危害，主要職責多元，涵蓋保護及促進美國農業健康、監管基因工程生物體，管理《動物福利法》並執行野生動物損害管理活動等，儘可能滿足美國農業部門所有利益相關者的需求；簡報另說明於邊境偵察到目標害蟲或疾病時，所採取之緊急措施，及與受影響之貿易國製定協議及建立夥伴關係，以快速管理或撲滅疫情，降低對美國農業潛在之病蟲害威脅。本次行程亦至植物檢疫站及燻蒸中心第一線作業區參觀檢疫人員現場實務操作，含出口檢疫櫃台、植物檢疫物暫時囤放區、泰國進口蘭花切花現場檢疫作業、邊境檢疫實驗室及檢出有害生物標本製作與存放等。

(三) 熱帶果樹農場 (Robert is Here)

由佛羅里達大學食品及農業科學研究所家園農業中心 (UF/IFAS Extension) 在地農業專家 Ms. Teresa Olczyk 陪同團隊參觀 Robert is Here 農場，並於接駁車上提供有關 UF IFAS 推廣辦公室及該地區農業資訊。Robert is Here 為當地一處家庭農場，其創辦人 Robert 專門研究熱帶果樹，曾出現於美國各地節目、新聞及報章雜誌專訪，目前交由第二代經營，農場種植果樹包含芒果、鱷梨及波羅蜜，本次參訪除瞭解此家庭農場歷史外，亦參訪農場販售部 (Robert is Here Fruit Stand)，

瞭解佛州當地農產品營銷模式，及園藝作物整體栽培情形。

(四) 行動規劃會議 (Action Planning Session)

由 Global Ties 邁阿密團隊 Ms. Linda Seals 及 Dr. Lisa Krimsky 舉辦行動規劃會議，以類似工作坊形式，提供團隊結構化的時間來反思計畫期間的經驗項目，透過團隊分組，提供團員機會分享各自心得及總結，以及返國後如何將計畫期間所獲得之經驗及資源運用於職場。

(五) 閉幕會議 (Program Closing)

由美國國務院教育文化事務局國際訪客辦公室計畫官員 Ms. Sara Delson 及 CRDF Global 計畫負責人 Mr. Bryan Wells 聽取團員心得報告，除自願代表分享 5 處參訪城市 (華盛頓特區、丹佛、堪薩斯市、林肯及邁阿密) 心得之 5 名團員報告外，個別團員均須逐一報告本次計畫參訪心得。

肆、心得與建議

- 一、領袖人才參訪計畫最大價值在於建立夥伴關係，透過美國號召邀集全球具相似專業背景之新興領導人共同赴美參訪，建立美方及各國團員間之長期聯繫網絡。此計畫主題項目廣泛，組織團隊前雖已先聚焦篩選，但全程項目要完全符合各團員專業領域或現職工作仍有難度，惟經由美方細心安排，仍可於參訪活動中學習到許多美國及他國於推動農業貿易及食品安全議題之策略規劃及遭遇困難，特別是在運用公眾力量推動重大農業政策議題部分。
- 二、臺灣因外交困境，以往可參與之國際性組織及會議有限，透過美國主辦之領袖人才參訪計畫邀訪，得以提供我國專業人才機會赴美與他國人才共同參訪學習及交流，本次主題項目行程內容對於我國在推動相關農業重要政策議題上，如化學農業減量、淨零排放、食農教育、青農返鄉及農業缺工等全球重要農業議題均有莫大助益，可藉由他國經驗適時調修，使我國於政策議題規劃時，增加推動成功機會及減少錯誤發生。
- 三、另因近年新冠肺炎疫情影響及國情、民族性等差異，本次參訪時間於 111 年 12 月即已確定，但行程概述於訪美行前一周才取得初步資料，最終確定版本有關參訪團員背景資料、參訪城市、機關/單位及議題安排、主題演講等，甚至於抵達華府住宿飯店才獲得活動手冊大綱，接續參訪城市行程資料也大多是在移動前 3 天內才取得，嚴重壓縮事前準備工作時間，需利用休息時間快速消化行程內容及準備與談資料，對於臨場應變力有極大考驗，建議未來參訪人員可於獲得錄取通知時即預為多方準備；同時也在回國赴美國在台協會報告時回饋此意見，以利未來調整改善，讓此計畫發揮更大價值。
- 四、本計畫於美國在台協會主責單位為文化新聞組，獲選參訪人員除學習專業主題項目外，文化體驗也是活動重要一環，透過美國國務院精心安排之各項豐富文化體驗活動，可深入瞭解彼此國家風土民俗，建議未來我國有機會推薦人員參與時，應積極把握機會，除語言及專業能力部分外，生活習俗等話題也是私下交流重點，皆可預為準備。

伍、附圖



圖 1、華盛頓特區歷史解說導覽



圖 2、團員於美國國務院一樓大廳合影



圖 3、與羅素集團座談有關美國遊說及農場法案概論與實例



圖 4、參訪西比茹-薩沃里研究所，瞭解美國牧場商業經營模式及其土地管理模式



圖 5、美國家庭文化體驗



圖 6、參觀科羅拉多州立大學 Spur 校區之屋頂農園，瞭解水資源循環利用



圖 7、參觀科羅拉多州特有地質景觀-紅石公園及露天劇場



圖 8、於 EarthLinks 座談瞭解美國非營利組織解決貧困、糧食不安全及氣候議題運作模式



圖 9、於堪薩斯州立大學座談有關食品安全相關研究、教育及服務項目



圖 10、參訪密蘇里州環境保育部，瞭解政府資源利用及土地管理政策



圖 11、於堪薩斯市農場學校體驗志願服務



圖 12、參觀拜耳農藥公司



圖 13、團隊參觀邁阿密港口



圖 14、參觀邁阿密國際機場植物檢疫站執行進口泰國蘭花檢疫作業



圖 15、閉幕會議後，團隊與美國國務院教育文化事務局及 CRDF Global 計畫負責人合影



圖 16、返國前歡送餐會，團員招待美方計畫工作人員及國務院計畫承辦官員

陸、附件

附件 1、領袖人才參訪計畫 (IVLP) 一頁簡介

附件 2、計畫項目概述

THE UNITED STATES DEPARTMENT OF STATE

International Visitor Leadership Program



PROJECT THEMES:

- » Civic Education
- » Combating Trafficking in Persons
- » Countering Violent Extremism
- » Democracy
- » Diversity
- » Education
- » Election Processes
- » Energy Security
- » Entrepreneurship
- » Environmental Protection
- » Food Security and Safety
- » Global Health
- » Human Rights
- » Journalism
- » National Security
- » U.S. Foreign Policy
- » Volunteerism
- » Women's Leadership
- » Youth Leadership

The International Visitor Leadership Program (IVLP) is the U.S. Department of State's premier professional exchange program. Through short-term exchanges with interlocutors in the United States, current and emerging foreign leaders in a variety of fields develop lasting relationships with their American counterparts. Meetings reflect the participants' professional interests and support the foreign policy goals of the United States. IVLP participants are nominated and selected by diplomats at U.S. missions abroad.

Since 1940, the IVLP, with the help of a dedicated network of partner organizations, has introduced over 225,000 participants to communities throughout the United States.

WHO MANAGES THE IVLP?

The U.S. Department of State administers the IVLP in cooperation with a group of non-profit organizations based in Washington D.C. along with community-based non-profit organizations across the country that are members of the Global Ties U.S. network.

WHAT IS THE IMPACT OF IVLP?

- » More than 500 IVLP participants have become heads of state or government and thousands of others have become leaders in their respective fields, evidence that the IVLP is an opportunity for American communities and policy makers to develop relationships with emerging leaders and build long-term influence through networking.
- » Through visits to a variety of U.S. communities, the IVLP enables meaningful people-to-people interactions between foreigners and Americans, building cultural bridges and strengthening citizen diplomacy.
- » The IVLP allows participants to explore issues in the U.S. context, meet American professional counterparts, learn more about U.S. society, and understand American values.



HOW ARE U.S. PROFESSIONALS & CITIZEN DIPLOMATS ENGAGED IN THIS WORK?

There are currently more than 80 members of the Global Ties U.S. network of community-based organizations, serving all 50 states and engaging over 30,000 volunteers to develop in-person and virtual professional programs, arrange cultural activities, and provide home hospitality experiences for International Visitors.

HOW CAN I BE A PART OF THIS WORK?

To get involved and expand your world, visit eca.state.gov/ivlp or the Global Ties U.S. website at globaltiesus.org.

2020



International Visitor Leadership Program
U.S. Department of State

U.S. DEPARTMENT OF STATE

Bureau of Educational and Cultural Affairs

exchanges.state.gov/ivlp | [f](https://www.facebook.com/StateIVLP) StateIVLP | [t](https://twitter.com/StateIVLP) StateIVLP | [i](https://www.instagram.com/StateIVLP) @StateIVLP

PROJECT PROPOSAL OUTLINE

U.S. AGRICULTURAL TRADE AND FOOD SAFETY

A Multi-Regional Project

June 5 – 24, 2023

The Department of State has outlined the following specific objectives for this project:

- Examine U.S. policies and programs related to agricultural trade, food safety and sustainable agriculture;
- Analyze the political, social, environmental, and economic forces that influence U.S. agricultural trade policies;
- Explore how U.S. food commodities are regulated and marketed, from farm-to-table to international export; and
- Assess how federal, regional and local programs for agricultural research, inspection, trade promotion and resource conservation help ensure U.S. agricultural competitiveness in the global marketplace.

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						June 3 <i>International Arrival</i> Washington, DC
4 COVID test (antigen), DC City Tour, Sharing Session	5 Project Opening, Federalism Briefing	6 Program Day COVID test (antigen)	7 Program Day	8 Flight to CBM Stop #1 Denver, CO	9 Program Day	10 Cultural Day
11 Free Day	12 Program Day COVID test (antigen)	13 Program Day	14 Flight to CBM Stops #2, #3 Lincoln, NE Kansas City, MO	15 Program Day	16 Program Day	17 Cultural Day COVID test (antigen)
18 Free Day	19 Program Day	20 Flight to CBM Stop #4 Miami, FL	21 Program Day	22 Program Day	23 COVID test (antigen) Project Closing	24 <i>International Departure</i>

All appointments noted below are pending unless otherwise indicated.

To ensure the safety of all participants and programmers, the itinerary outlined below is subject to change in an effort to comply with current COVID-19 safety protocols and to respond to evolving conditions. Meetings in Washington, DC and city stops may be held outdoors (weather permitting) in order to facilitate safer gatherings, as recommended by the U.S. Centers for Disease Control and Prevention.

Washington, D.C. (Saturday, June 3 – Thursday, June 8, 2023)

Themes: Federal government initiatives
International agricultural policy

City Tour of Washington, D.C.: A tour of Washington’s major landmarks and institutions will be provided to illustrate the structure of U.S. government, as well as the vibrancy of U.S. political and cultural traditions.

Sharing Session: An opportunity will be made for participants to meet each other in a semi-formal, guided conversation and share their backgrounds, ideas, and goals for the project.

Program Opening: Welcome session and program overview with Department of State and CRDF Global staff. CBM staff from Denver, Lincoln, Kansas City, and Miami will be invited to participate and introduce themselves. An opening luncheon will be hosted by the Department of State immediately after the project opening session.

Federalism Briefing: A conversation with an expert on U.S. government and politics will address the structure of U.S. government institutions and the nature of U.S. civil society, providing context for the group’s upcoming sessions.

Keynote: A keynote address with a local expert on agriculture in the United States will highlight major themes, challenges, opportunities, and contemporary questions within the field, to provide an orientation to the current state of U.S. agriculture. The speaker will focus on the relationship between the U.S. government and key players in U.S. agriculture.

U.S. Department of State: The U.S. Department of State is the United States federal executive department that advises the President and represents the country in international affairs and foreign policy issues. The State Department is responsible for the international relations of the United States, negotiating treaties and agreements with foreign entities, and representing the United States at the United Nations. A meeting at the State Department will highlight the programs sponsored by the department that support trade development and agricultural sustainability.

The Russell Group: The Russell Group is a bipartisan government relations firm focused exclusively on food and agriculture public policy. With staff experience in the U.S. Congress, executive branch, business, and civil society, the Russell Group pairs direct advocacy with strategic foresight for clients across the agricultural policy landscape.

Food Safety and Inspection Service, U.S. Department of Agriculture: The USDA’s Food Safety and Inspection Service (FSIS) ensures that meat, poultry and processed egg supplies are wholesome, safe and properly labeled. A meeting with FSIS staff will give a broad overview of the Department’s role in the U.S. agricultural system. It will also demonstrate the prevention-based policies and practices the department is using to meet the foodborne challenges of the 21st century head on.

Cultural activities: Opportunities will be available to participate in cultural activities in Washington, DC.

City Stop #1: Denver, Colorado (Thursday, June 8 – Wednesday, June 14, 2023)

Themes: Food justice
Regulation and marketing

Colorado Department of Agriculture: The Colorado Department of Agriculture seeks to strengthen and advance Colorado agriculture, promote a safe and high-quality food supply, protect consumers, and foster responsible stewardship of the environment and natural resources. The department's many divisions address multiple facets of agriculture in Colorado. Meetings with two divisions will highlight the ways the department supports Coloradans and governs the inspection, safety, and marketing of Colorado agricultural products.

The Inspection & Consumer Services Division provides inspection of animal feed, fertilizer, anhydrous ammonia tanks, eggs, grain warehouses, agricultural commodity handlers and dealers, custom meat and wild game processors, door to door food sales companies, weighing and measuring devices, and packages for correct weight and pricing. It also provides pet animal facility inspection and licensing as well as metrology and other regulatory laboratory services, such as feed, fertilizer, groundwater and pesticide testing.

The Markets Division helps Colorado food and agricultural companies sell their products in local (via Colorado Proud branding), regional, national and international markets. It collects livestock and produce market news from around the state, oversees nine market orders, grades and inspects fruits and vegetables and helps promote Colorado wines through the Colorado Wine Board.

CSU Spur: CSU Spur is a new educational, research, and community destination in Denver focusing on the sciences and the arts with an emphasis on animal life, medicine, agriculture, and research. CSU Spur is free and open to the public year-round and hosts classes, workshops, and events that are responsive to community-identified needs and interests. Terra at CSU Spur brings agriculture to life, allowing people to understand where their food comes from, the challenges that lie ahead as the global population grows rapidly, and how we can all participate in shaping our food future. A tour of the CSU Spur campus will highlight Terra's agricultural initiatives and partnerships in the community.

Spomer Bison Ranch: The Spomer Bison Ranch is located north of Denver and has been owned and operated by the same family since the turn of the century. The ranch is home to the Red Barn Bison Company, Spomer Stable, and the Hayes Farm. The ranch market sells USDA-inspected steaks, roasts, sausage, and jerky. A tour of the ranch and its facilities will showcase an example of a U.S. ranch business model and its land management.

Denver Food Rescue: Denver Food Rescue (DFR) increases health equity with Denver neighborhoods by rescuing high-quality, fresh produce and perishable foods that would otherwise be thrown away by grocery stores, farmers' markets, and produce distributors. With the help of volunteers, the food DFR rescues is delivered (often biked!) to Denver neighborhoods for direct distribution at No Cost Grocery Programs (NCGPs). NCGPs are co-created with existing community organizations like schools, recreation centers, and nonprofits that are already established and trusted within the neighborhood, decreasing transportation barriers. Residents of the NCGP community lead the distribution of rescued food; many also help with food rescue shifts. This participation decreases the stigma of traditional food pantries, empowering each neighborhood to create a program that is appropriate for their culture & community. Staff will demonstrate how local food redistribution helps decrease food insecurity and promote health equity.

EarthLinks: For 25 years, EarthLinks has been cultivating personal transformation and self-worth with people experiencing homelessness and poverty. The EarthLinks Workshop is a social-enterprise program where participants who are homeless and low-income do organic gardening and create Earth-friendly products and are paid an hourly stipend for their work. While participants design products that are sold to

the public, all food grown in the EarthLinks garden is used directly by participants or donated to the neighborhood, easing food-insecurity for participants and local residents. EarthLinks staff will share their unique model and discuss how their Workshop Program tackles poverty, food insecurity, and climate issues.

Home Hospitality: An opportunity will be made available for informal conversation with local Coloradans in their homes to share a meal, to hear about life in Denver, and to learn about each other's experiences.

Cultural activities: Opportunities will be available to participate in cultural activities in Denver, including a day trip to Red Rocks Amphitheatre and a visit to local farmers markets, featuring area farmers and artisans.

City Stop #2: Lincoln, Nebraska (Wednesday, June 14 – Tuesday, June 20, 2023)

Themes: State-level policy development and governance
 Agricultural community education

International Trade Office, Nebraska Department of Agriculture: The Nebraska Department of Agriculture's International Trade Office (ITO) supports local agriculture businesses in their efforts to access and reach international markets. As a major agricultural producing state with a population of fewer than 2 million people, selling the state's agricultural products throughout the United States and around the world is vital to Nebraska's agricultural success. Nebraska exported \$7.1 billion in agricultural products in 2020, led by soybeans, beef, corn, pork, and wheat. A meeting with the ITO will highlight how the state government is involved in the international economics of agriculture. The Nebraska Secretary of State may also be in attendance to speak about the state's participation in international trade missions.

Institute of Agriculture and Natural Resources (IANR), University of Nebraska Lincoln (UNL): IANR was created in response to concerns about agriculture not being given due financial support and attention in Nebraska. The institute is composed of the College of Agricultural Sciences and Natural Resources (CASNR), the Agricultural Research Division (ARD), Nebraska Extension and the ARD and Extension components of three departments in the College of Education and Human Sciences. IANR innovation in research, teaching, and extension education places Nebraska on the leading edge of food production, environmental stewardship, human nutrition, business development, and youth engagement.

UNL Clayton Yeutter Institute of International Trade & Finance: Named for Clayton Yeutter – UNL alumnus, renowned trade expert, and Secretary of Agriculture under George H.W. Bush – the Institute aims to prepare students from the colleges of agriculture, business administration, and law to understand, participate in, and shape global trade and finance in an increasingly interconnected world. It connects all of these disciplines together to shape future leaders in international trade. The Institute focuses on being a community that understands and adapts well to the global world. A meeting with faculty and staff will discuss how economic forces impact food supply and pricing in the U.S. and around the world.

UNL National Drought Mitigation Center: This center helps people, organizations, and institutions build resilience to drought through monitoring and planning, and it is the academic partner and web host of the U.S. Drought Monitor. The Center's capabilities include climatology, social science, and public engagement, and they will work at all scales, from individual ranches to local, state, and tribal government, and countries around the world. The National Drought Mitigation Center has had a strong international component since it was established, building on the earlier success of the International Drought Information Center. The agricultural industry is severely impacted by the increasing and severity of droughts. Staff at this center will address how new international partnerships are established to address droughts.

Nebraska Farm Bureau: The Nebraska Farm Bureau is a grassroots, state-wide organization dedicated to supporting farm and ranch families - more than 61,000 families across Nebraska are Farm Bureau members. According to the Nebraska Farm Bureau public policy position, international trade and the growth of overseas markets for Nebraska agricultural products is vital for the future economic success of farm and ranch families and Nebraska's broader economy. A meeting with staff will focus on the Farm Bureau's mission to enrich the lives of farm and ranch families and enhance Nebraska agriculture through meaningful advocacy, education, and leadership development.

The Greenery: The Greenery is a state-of-the-art hydroponic farm in a shipping container, producing the equivalent of a 2.5-acre farm. The plants grow vertically indoors, getting nutrition and light from LEDs. The Greenery is one of the only farms in the United States run entirely by afterschool youth. The project is a collaboration between Beyond School Bells (an afterschool program) and Freight Farms (the manufacturer of the containers). The Greenery is one of the initiatives underneath the umbrella of The Bay, a youth-only home for misfits in Lincoln. Included at the Bay is a one-of-a-kind community space, featuring the state's only public indoor skatepark, student-run coffee shop, concert venue, media lab, and production suites. The Greenery recently added a Lincoln Public School Focus Program for entrepreneurial-minded students. A tour of the Greenery will feature the many programs of the Bay and how agriculture can be used as a tool for community and personal development.

Nebraska 4-H: 4-H is America's largest youth development organization - empowering nearly six million young people across the U.S. and 140,000 across Nebraska with the skills to lead for a lifetime. They do this through clubs, camps, school enrichment, afterschool, special interest, and clover kid programs. Along with learning about specific subjects, youth practice life skills, such as responsibility, goal setting, and communication. The focus of these opportunities remains the total development of the young person. In 4-H, projects, contests, and shows are utilized as a vehicle for human growth and development. Nebraska 4-H is run through the Institute of Agriculture and Natural Resources at UNL. A meeting with leaders and participants in 4-H will showcase the community education and youth development efforts of the organization. A volunteer opportunity will be requested.

Panel – Innovation and Start-ups: A panel discussion featuring several local agriculture start-ups will highlight the unique approaches, solutions, and challenges faced by small-scale local entrepreneurs in Nebraska. Panelists requested include:

Presage Analytics: Presage Analytics provides quality data management software and is a cutting edge food, beverage and chemical manufacturing solution. Presage Analytics is a suite of software tools for food and beverage facilities. As an innovative solution, Presage Analytics keeps up with an ever-changing regulatory environment by simplifying data collection and quality control. Their primary objective is to provide the tools necessary to collect data and information while remaining compliant with current standards and certifications. To do so, they focus on Recipe & Batch Management, Regulatory Compliance, and Work Order Management.

Grain Weevil: The Grain Weevil is a grain bin safety and management robot that directly engages the surface of the grain. Grain bins are dirty, dangerous workplaces. The robot keeps that farmer with a shovel out of the bin by leveling, breaking crusts, doing inspections and feeding grain into the extraction augers. The Grain Weevil robot protects people and profits by controlling risk, costs, and quality within post-harvest grain storage processes. It improves farmer well-being by reducing grain bin entry and lowering long-term risks. It also improves grain quality by increasing management frequency, reducing labor costs, reducing loss, and allowing longer-term grain storage.

Birds Eye Robotics: Birds Eye Robotics was specifically designed at the request of poultry growers to reduce the labor demand and cost. The upkeep and maintenance of poultry houses is

hard work. With continual pressure in agriculture labor markets, Birds Eye's autonomous robotic solution aims to connect cutting edge technology with farmer common sense. Birds Eye navigates broiler houses with 20,000+ birds, commercial feeders, water lines and migration fences. Artificial intelligence recognizes mortality and removes them with a 90% reduction in labor. A robotic solution to increasing feed conversion encourages bird stimulation throughout the house. This improves bird welfare and efficiency.

Marble Technologies: Marble Technologies builds automated systems to revolutionize food supply chains, beginning with the meat industry. Marble is building a technology platform for the processing facility of the future. Integrating the power of AI, next-gen software, computer vision, robotics, data analytics, and advanced process engineering, the platform overcomes traditional challenges like product variability and task complexity. The first solution in their platform is an Automated Pack-off System. Following the vacuum sealer, the Automated Pack-off System identifies, weighs, sorts, and boxes each product. This system reduces labor, improves quality assurance, and advances worker safety and ergonomics. Their goals include labor reduction, yield optimization, and operational efficiency.

Farm Tour: A visit to a local Nebraska farm will feature standard U.S. corporate farming techniques, including the use of GMOs and enhanced technologies.

Cultural activities: Opportunities will be available to participate in cultural activities in Lincoln, Nebraska, including a tour of the state capitol building.

City Stop #3: Kansas City, Missouri (Wednesday, June 14 – Tuesday, June 20, 2023)

Themes: State-level policy development and governance
Research and development

Kansas State University: Kansas State University was the first public institution of higher education in the State of Kansas. Located about two hours from Kansas City, the university specializes in agricultural studies and research. The university has professors and researchers within various departments and programs related the agriculture who will feature their areas of expertise, provide a tour of the campus and grounds, and share how the university system educates current and future agricultural leaders.

Kansas State Department of Animal Sciences and Industry: This comprehensive unit is supported by about 50 faculty members devoted to research, teaching, and extension activities related to domestic farm animal species. The department has approximately 750 undergraduate students advised in the department and about 120 graduate students pursuing both M.S. and Ph.D. degrees. Beef and dairy cattle, sheep, swine, horses, and poultry are studied, as well as the products they produce. Effective instruction is a constant goal of the Department of Animal Sciences and Industry. Several animal science faculty members have recently received national and international recognition for their accomplishments in teaching and or research. Faculty and students will lead a discussion about keeping livestock healthy for the sake of food safety.

Kansas State Food Safety and Security Program: In 2001, Kansas State formed the Food Science Institute (FSI) to facilitate initiatives across five colleges and 11 departments; Food Safety and Security is one of the major program areas of the Institute. FSI facilitates undergraduate, graduate, and distance education programs and provides both research and technical assistance for the food industries. 57 nationally and internationally recognized faculty from five colleges and 13 departments serve as teachers, mentors, researchers, and extension specialists in areas including food chemistry, food microbiology, food safety, veterinary medicine, cereal science, dairy science, meat science, food service, sensory analysis, food engineering, human nutrition, and product development. In a meeting with FSI and their Food Safety and Security Program, faculty and staff

will focus on how the program prepares future industry professionals to meet safety standards and continue ongoing innovations in the field.

Roundtable Discussion: A roundtable discussion with Kansas Corn and the Agricultural Business Council of Kansas City will cover how the organizations work toward similar goals, developing markets, leading innovative education programs that serve and represent growers, managing cooperator projects, and collaborating across the corn industry.

Kansas Corn: Kansas Corn is comprised of two groups who work to build the future of corn: the Kansas Corn Growers Association (KCGA) and the Kansas Corn Commission (KCC). KCGA is the association that represents its members in regulatory and legislative efforts. KCC is the checkoff commission that determines how the one-cent-per-bushel Kansas corn checkoff is invested in the areas of market development, education, promotion, and research. Staff from Kansas Corn will highlight innovations in the production and distribution of corn, along with an overview of the challenges and solutions seen within the market.

Agricultural Business Council of Kansas City: The Agricultural Business Council (ABC) of Kansas City is an association that advocates growth and awareness of food, fiber, agro-science, and related industries in the Kansas City region. The Council's mission is to enhance greater understanding of the industry by joining together Kansas and Missouri agricultural organizations, agribusinesses, and other key leaders. The alliance includes more than 200 individuals, businesses and organizations. It has proved to be a success as a networking opportunity and a forum to hear from government officials and industry executives about state-wide policy and business developments. The Council seeks to be an advocate for agriculture and agricultural economic growth in this region.

Division of Conservation, Missouri Department of Agriculture: The Kansas Department of Agriculture, Division of Conservation, works to protect and enhance Kansas' natural resources through the development, implementation, and maintenance of policies, guidelines, and programs designed to assist local governments and individuals in conserving the state's renewable resources. The Division of Conservation (DOC) administers the Conservation Districts' Law and other laws designed to assist local entities and individuals in conserving their natural resources. A meeting with officials will focus on contemporary conversations and occasional conflict related to government policies on resource and land management.

Bayer Corporation: Kansas City is the headquarters location for Bayer Corporation's Agriculture Division. The 2,000 employees of the division research, manufacture, market and sell products that help ensure the health of food, animals, and family pets; that protect homes, lawns, and gardens from harmful insects; and that enable farmers, both in the U.S. and around the world, to keep their crops safe from plant diseases, insects, and weeds. A meeting with Bayer Corporation Health Care and Animal Health Division will discuss the pesticide and agricultural markets, as well as the ongoing trends for protecting food and animals around the world.

Seaboard Corporation: An agricultural products production, processing, and transportation company with operations on 4 continents, Seaboard Corporation is headquartered in Kansas City. In a meeting with Seaboard, staff will discuss the entire vertical structure of food production and transportation, including in international markets along with the corporate aspect of agriculture.

Green Acres Urban Farm and Research Project: Connected to East High School, Green Acres Urban Farms and Research Project is a hands-on learning environment for students to explore different techniques of sustainable gardening, including aquaponics. Connected to the 4-H club at East High School, the farm provides food for the city of Kansas City and students at the high school.

KC Farm School: KC Farm School is a local community farm providing fresh produce to Wyandotte County in Kansas, providing educational activities and connecting the local community to the land and its food. A volunteer activity alongside local citizens at the Farm School will provide a hands-on opportunity to better understand the Kansas City area’s people and agricultural systems.

Cultural activities: Opportunities will be available to participate in cultural activities in Kansas City, Missouri, including a visit to the National Agricultural Center and Hall of Fame.

City Stop #4: Miami, Florida (Tuesday, June 20 – Saturday, June 24, 2023)

Themes: Agricultural inspection
 Action planning

PortMiami: The port of Miami’s deepwater docks and location make it the world’s busiest cruise ship port; it also hosts a busy cargo terminal. PortMiami keeps cargo flowing by working closely with industry partners including Miami International Airport, the top U.S. airport in international cargo volume. Goods entering PortMiami can reach the majority of the U.S. within four days. A conversation with port staff will highlight the port systems and multimodal interconnectivity that allows for the efficient movement of goods into and out of the port.

U.S. Customs and Border Protection (CBP): With more than 60,000 employees, U.S. Customs and Border Protection is one of the world's largest law enforcement organizations. It is charged with keeping terrorists and their weapons out of the U.S. while facilitating lawful international travel and trade. As the United States’ first unified border entity, CBP takes a comprehensive approach to border management and control, combining customs, immigration, border security, and agricultural protection into one coordinated and supportive activity. A meeting with officers stationed at the Port of Miami will focus on the policies and procedures used by the CBP to secure incoming international agricultural trade.

Department of Food and Nutrition, Miami-Dade County Public Schools: Miami-Dade County Public Schools’ Department of Food and Nutrition has the mission to safeguard the nutritional integrity and well-being of children in Miami-Dade, through the management of school food service and nutrition education programs consistent with their nutritional needs, by serving nutritionally adequate meals. Their “Farm to School” Programs allow school systems to source locally-grown produce for school breakfast, lunch, and snack programs.

LNB Groves: LNB Groves is known for its tropical fruits, landscaping bamboo, and turmeric. It was founded in 1980 by the current owners’ parents. A tour of this local family-owned fruit farm will highlight the practices of USDA-certified organic farms in the Miami area, providing insight into the strengths and challenges of similar farms across the United States.

Facilitated Synthesis and Action-Planning Session: This session will provide structured time to reflect on the IVLP experience during the project and synthesize the lessons learned. Opportunities will be made available to share the ideas and approaches gathered from the project, as well as time to formulate next steps upon the return home.

Project Closing: State Department and CRDF Global staff will conduct a project closing session in order to gather information about project successes, areas for improvement, best practices taken from the four city stops, and ideas for future collaboration with each other and with U.S. professionals featured in the project.

Group assignments

The division of participants in the two groups visiting Lincoln, Nebraska and Kansas City, Missouri was based on factors including professional backgrounds and responsibilities, employers, and regional and gender diversity to support a balance of shared experiences and diverse viewpoints among participants.

Team Lincoln: Supported by Liaisons **TBD and TBD**

- Mr. Andreas Thurner, Austria
- Mr. David Zima, Czech Republic
- Mr. Mohammed Ghafour Majeed Khoshnaw, Iraq
- Mr. Hamad J A M Alkulaib, Kuwait
- Mr. Sam Royal Yoryor III, Liberia
- Mr. Kolawole Lumumba Adeniji, Nigeria
- Mr. Branislav Jovanovic, Serbia
- Ms. Azza Mahmoud Nouri Elamin, Sudan
- Mr. Ramin Gasanov, Uzbekistan
- Ms. Thi Huynh Mai Huynh, Vietnam

Team Kansas City: Supported by Liaisons **TBD and TBD**

- Mr. Anar Azimov, Azerbaijan
- Mr. Esteban Eduardo Canales Ramirez, Chile
- Mr. Bi Tra Faustin Lohouri, Cote d'Ivoire
- Mr. John Owusu, Ghana
- Mr. Mohammad F E Mehdawi, Palestinian Territories
- Mr. Krzysztof Podhajski, Poland
- Mr. Kadirhan Tekcan, Republic of Turkiye
- Mr. Carlos Romero Cuadrado, Spain
- Ms. Xin Yi Tsai, Taiwan
- Ms. Mazvita Sheila Chiduwa, Zimbabwe