

BIBLIOTECA
12 DIC. 2001

IICA-CIDIA
UNIDAD DE SERVICIOS
BIBLIOTECARIOS Y DE
DOCUMENTACION



ANNUAL REPORT 1993



INTER - AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

Digitized by Google

1875
1876
1877
1878
1879
1880
1881
1882
1883
1884
1885
1886
1887
1888
1889
1890
1891
1892
1893
1894
1895
1896
1897
1898
1899
1900

Contents

Foreword	2
<hr/>	
Chapter 1. 1993: Shaping a New Vision of Agriculture	3
<i>Concentration on Specific Sub-Areas</i>	5
<i>Changes in the Operating Structure</i>	11
<i>Human and Financial Resources</i>	12
<i>Inter-institutional Relations</i>	13
<hr/>	
Chapter 2. IICA's Multinational Action	15
<i>Program I: Agricultural Policy Analysis and Planning</i>	16
<i>Program II: Technology Generation and Transfer</i>	20
<i>Program III: Organization and Management for Rural Development</i>	27
<i>Program IV: Trade and Integration</i>	32
<i>Program V: Agricultural Health</i>	37
<i>Center for Programs and Investment Projects (CEPPI)</i>	41
<i>Directorate for Information, Communications, Training and Institutional Affairs (DICCAI)</i>	44
<hr/>	
Chapter 3. IICA in the Countries	49
<i>Central Area</i>	50
<i>Caribbean Area</i>	64
<i>Andean Area</i>	78
<i>Southern Area</i>	85
<hr/>	
Chapter 4. Cooperation with International Agencies and Donor Countries	95
<i>Cooperation with Canada and the United States of America</i>	96
<i>Cooperation with Agencies of the Inter-American System</i>	97
<i>Cooperation with Regional and Subregional Agencies</i>	99
<i>Cooperation with Agencies of the United Nations System</i>	101
<i>Cooperation with Governments and Institutions of Permanent Observers and Donors</i>	103
<hr/>	
Chapter 5. Institutional Structure	105
<i>Origin, Legal Bases, Structure and Objectives</i>	106
<i>Thirteenth Regular Meeting of the Executive Committee</i>	106
<i>Seventh Regular Meeting of the Inter-American Board of Agriculture</i>	107
<i>Institutional Organization</i>	107
<i>Human and Financial Resources</i>	113
<hr/>	
Glossary	120

ANNUAL REPORT 1993



INTER - AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

Digitized by Google

Foreword

I am pleased to present the 1993 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA), in compliance with the rules established by the Inter-American Board of Agriculture (IABA) and the Executive Committee of the Institute.

This Report, the last under my administration, presents a summary of the Institute's orientation and actions during 1993, which reflect the guidelines set forth in the 1987-1993 Medium Term Plan, the mandates issued during the Sixth Regular Meeting of the IABA and the Tenth Regular Meeting of the Inter-American Conference of Ministers of Agriculture (ICMA), as well as the requests of the member countries.

For the Institute, the year 1993 meant the consolidation of a trend that began in 1987 at the Ninth ICMA, during which a proposal for the conceptual and operational restructuring of IICA was put forth, which culminated in a new vision of agriculture in Latin America and the Caribbean based on competitiveness, equity and sustainability.

The Annual Report presents a systematic review of the Institute's achievements during 1993, carried out through national, subregional and hemispheric technical cooperation actions.

Chapter 1 summarizes the fundamental principles that have guided the strategy of the 1987-1993 Medium Term Plan: concentration on specific subject areas, adjustment of the Institute's operating structure in light of the changing international context, the effective use of human and financial resources, and the strengthening of inter-institutional relations.

Chapter 2 describes the hemispheric, multinational and national technical support actions carried out by IICA through its five Programs, the Center for Programs and Investment projects (CEPPI) and the Directorate for Information, Communications, Training and Institutional Affairs (DICCAI).

Chapter 3 summarizes IICA's action in the countries of Latin America and the Caribbean, with reference to specific projects carried out in each one.

Chapter 4 describes cooperation with other international agencies and donor countries, as well as the characteristics and scope of such cooperation, through projects jointly funded with extra-quota resources.

Chapter 5 provides information on the structure of IICA; it also discusses the Institute's human resources and financial standing for the period under review.

I would like to express my gratitude to all those persons, IICA personnel and others, who supported our efforts to build new roads for agriculture in the countries of the Americas.


Martin E. Piñeiro
Director General

00001277



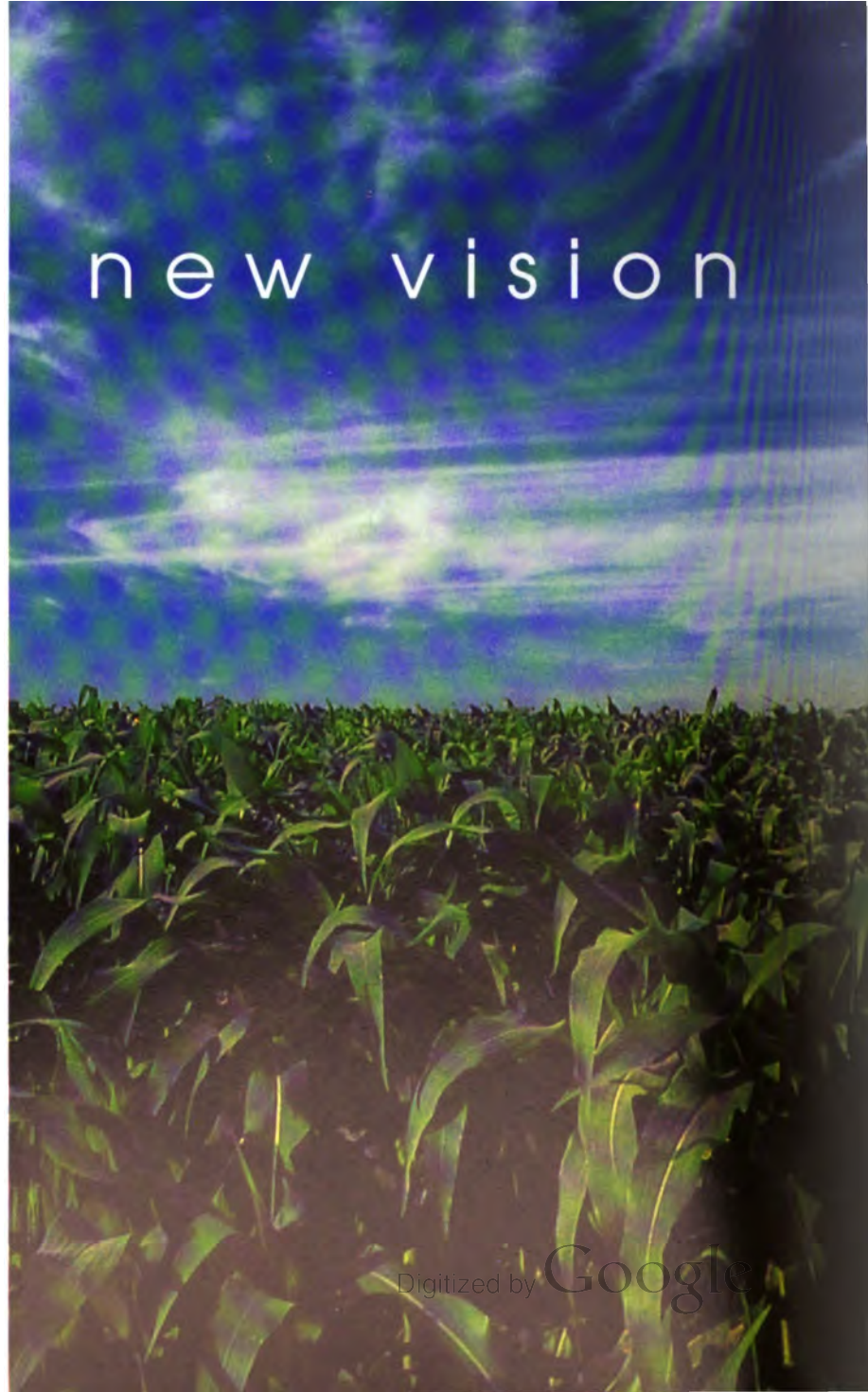
Chapter 1

1993:
Shaping a New Vision
of Agriculture

1993:
Shaping a
of agriculture

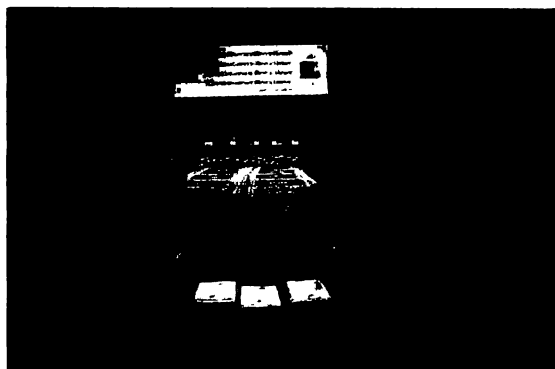
For IICA, 1993 was a year in which the objectives set forth in the mandates of the Ninth and Tenth ICMA were consolidated; it also represented the culmination of eight years of institutional development in response to changes in the region and worldwide.

n e w v i s i o n



In 1993, the Institute carried out a wide range of technical cooperation activities in support of its member countries with a view to strengthening its compliance with the policy mandates handed down by the Tenth ICMA, in Madrid in 1991. The impact of the achievements consolidated a trend that began six years ago during the Ninth ICMA (Ottawa, 1987), which gave rise to considerable conceptual and organizational change at IICA, as set out in the 1987-1993 Medium Term Plan (MTP).

The Institute's actions in 1993 should be viewed in the context of the profound economic and political changes that have taken place in the hemisphere over the past ten years. These changes have been part and parcel of a globalization process that accelerated with the end of the Cold War. They are also the result of the extraordinary advances made in the region as a result of the spread of democratic governments, trade opening and regional integration.



IICA carried out the mandates set forth in key international meetings such as the Tenth ICMA.

The agricultural sector was considerably affected by these changes, and IICA, responding to the political mandates of its governing bodies, was always in touch with and often anticipated such changes, showing strategic foresight and a capacity to adapt to new circumstances. The political mandates issued at the Ottawa and Madrid meetings, as well as the implementation of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC), are examples of this.

Chapter I has been organized around the four key points of the current Medium Term Plan:

- Concentration on specific subject areas.
- Adjustment of the Institute's operating structure to the changing international context.
- Efficient use of human and financial resources.
- Strengthening of interinstitutional relations.

Concentration on specific subject areas

One of the key aspects of the strategy of the 1987-1993 Medium Term Plan (MTP) was to reduce the number of IICA's Programs from ten to five, which was accomplished rapidly, beginning in the first year of the present administration. This policy, which is still in effect, served to concentrate available resources in a limited number of priority subject areas to ensure a greater impact and better use of the Institute's resources.

The mandate received in Madrid called for priority to be attached to the topics of **competitiveness, sustainability and equity**. In response, changes were made in the operations of the five Programs to enhance joint efforts among them, and in the Institute's portfolio of projects, in order to address new topics that require a comprehensive, inter-Program approach.

One of the principal changes was the transfer of the multinational projects of Program I (Agricultural Policy Analysis and Planning) to Program IV (Trade and Integration). In doing so, the bulk of region-wide actions in support of trade and integration were concentrated under Program IV. This enabled Program I to focus its efforts on institutional development in the sector, to define a new view of the agri-food complex, and to develop methodological tools for analyzing agri-food chains. Another important change was the transfer of Program IV's rural agroindustry activities to Program III (Organization and Management for Rural Development), given the fact that this topic is closely linked to the issue of rural development.

In order to incorporate the three key topics mentioned above into the Programs' activities, a **comprehensive** and **inter-Program approach** was taken, involving all the technical units.

For example, the Institute's approach to competitiveness involves agri-food policy design by Program I, technological innovation by Program II (Technology Generation and Transfer), the incorporation of small farmers into the agricultural modernization process by Program III, and the promotion of trade and the removal of animal and plant health barriers by Programs IV and V (Agricultural Health). This across-the-board approach also applies to the topics of sustainability and equity, and has required the Programs to work more closely together, without losing their uniqueness.

In order to ensure effective management and coordination, it was decided that certain Program Directorates would assume primary responsibility for each of the new topics. Thus, Program II was asked to take the lead in promoting sustainability, Program III would spearhead the issue of equity, and

Program I would do the same with competitiveness. This has enhanced the participation of all the Programs in the conceptual development and implementation of technical cooperation activities, without the need to create new technical units.

As a result, substantial progress was made in developing the conceptual base for each of the three topics, and technical cooperation actions have begun in the countries. The Strategy Development Committee provided the forum where the Programs discussed and came to agreement on actions to be taken and approaches to be used in addressing each topic.

As far as **competitiveness** is concerned, progress has been made at both the regional and national levels. At the hemispheric level, IICA advanced in defining conceptual and methodological approaches in collaboration with CIRAD, INCAE and IDRC. In Central America, and pursuant to the Agricultural Commitment signed in Panama, support was given for analyzing and facilitating public and private sec-



IICA's five Programs augmented their collaboration through more joint projects.



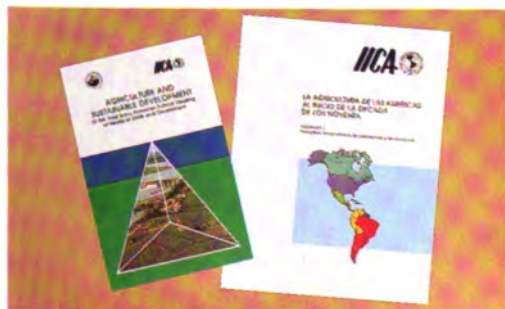
Improving LAC competitiveness is a principal IICA goal.

tor coordination in agri-food chains, which has provided a better understanding of the dynamics of individual commodities and the actions that must be taken to boost their competitiveness internationally. Within the context of MERCOSUR, studies are being conducted in Argentina with the Secretariat of Agriculture, Livestock and Fisheries (SAGyP) and the Ministry of Economy, while in Uruguay, similar efforts are under way with the National Agricultural Research Institute (INIA) and the Ministry of Livestock, Agriculture and Fisheries (MGAP). A study on agri-food circuits was conducted in Venezuela and support was provided for a broad-ranging discussion of the major problems affecting the agricultural sector.

In connection with **agricultural sustainability**, the Institute is achieving a position of leadership in conceptual development and in promoting technical-scientific exchanges at the regional level. Prior to the Third Ibero-American Summit Meeting of Heads of State and Government, IICA was invited to draft a proposal addressing the topic of sustainable agricultural development for the presidents. The proposal was studied and endorsed by a group of Ibero-American experts and subsequently presented at the



IICA established a position of leadership in the conceptualization of agricultural sustainability.



The Institute brought out important publications on competitiveness and sustainability.

Summit Meeting by Costa Rican President Rafael Angel Calderon Fournier. The Institute was also instrumental in creating the Inter-American Advisory Group on Sustainable Agricultural Development and Natural Resources, which brings together renowned technical experts and authorities from the hemisphere. The Group's mission is to help implement the proposals set forth in Agenda 21, from the perspective of the Americas.

The Institute is clear that this is an area in which it cannot work alone, so it has provided support to inter-institutional cooperation within the inter-American system, where it is working actively with the *ad hoc* working group for follow-up on Agenda 21



in Latin America and the Caribbean, convened by the Secretary General of the OAS. In addition, the Institute is working in close collaboration with the Earth Council and the UNEP to develop indicators for evaluating sustainable agricultural development, and to design information systems that will be accessible to all the countries of the region. It is also working with the IDB in assessing the role of investment projects in promoting sustainable agriculture and equity.

At the Institute itself, seminars were held at Headquarters and in the subregions to disseminate ideas and share experiences, and to define an agenda for the Institute with broad participation and consensus.

Regarding **equity**, special emphasis was placed on the participation of small farmers, both men and women, in economic and institutional modernization. To this end, the Institute has fostered actions to improve the position of small farmers on the markets; it has also promoted the development of rural agroindustry and the strengthening of business capabilities of small farmers' organizations, as in the case of the Caribbean. IICA has played an important role in designing a new generation of rural development projects that incorporate the concepts of microregions and decentralization, which has given rise to stronger relations with international development banks. IICA has supported actions to demonstrate women's important role in agricultural activities in the hemisphere. Finally, the Institute has advocated institutional changes in agricultural organizations of the region in order to ensure that rural men and women are treated equitably. Support for these efforts was received from CIDA, IDB, IFAD, UNIFEM and many European cooperation agencies.

Special mention should be made of the Institute's efforts in **human resource development**. Basic to IICA's training strategy is a hemispheric program that has brought together all the training activities the Programs had been carrying out separately. For example, Program III's training program for trainers, and Program I's work with the EDI (World Bank) on sectoral policies were placed under an "umbrella" that unifies methodologies, communications materials and types of audiences. IICA's training efforts target both an outside and in-house audience. Training outside of IICA aims to strengthen national counterparts, while the aim of internal training is to update the knowledge and skills of IICA's staff members on topics that are constantly undergoing change.

As a result of the process of consolidation undertaken during the last two years, the Institute's portfolio of projects now offers a suitable **balance between hemispheric, subregional and national projects**. This makes it possible for IICA to respond to the priorities of the governments of the Member States, as expressed in hemispheric fora, such as the IABA and the ICMA; of regional fora that promote subregional integration, and as set forth in agreements reached by IICA Representatives in the countries with national authorities. At present, IICA's portfolio consists of 122 projects, of which 18 are hemispheric, 26 multinational or subregional and 78 national in scope. Far from being isolated instruments, these three types of projects are **coordinated** in such a way as to mutually **reinforce** each other.

With an increased emphasis on equity, IICA pays special attention to small producers, both women and men.

An example of this collaboration is the hemispheric project on Trade Liberalization and the Promotion of Foreign Agricultural Trade, the principal objective of which is to monitor on an ongoing basis the developments of multilateral negotiations through statistical analyses that seek to determine their economic impact in the region. This information is vitally important in the context of the Uruguay Round of the General Agreement on Tariffs and Trade (GATT) and is used as an input for the multinational projects—of regional scope—that support trade and integration, including plant and animal health questions addressed by Program V. Here, both the hemispheric and multinational projects complement and strengthen the actions carried out by national projects to modernize trade systems in the member countries.

An innovative activity in the region has been the Institute's efforts to promote the establishment of agricultural commodity exchanges, which are an

important mechanism for making trade more transparent and facilitating regional integration. Agricultural commodity exchanges in Costa Rica and Guatemala began operations last year, and since then steering committees have been established in El Salvador, Bolivia, Nicaragua, Panama and Venezuela. During a recent meeting of executives of agricultural commodity exchanges of the hemisphere, held in Guayaquil, Ecuador, it was decided to found the American Association of Agricultural Commodity Exchanges, as a mechanism to link and coordinate existing exchanges in Brazil, Colombia and Ecuador, and those currently being developed. In addition, the Buenos Aires Grain Exchange has offered to share the experience it has gained over 140 years in organizing, operating and developing these activities with the other countries of the hemisphere. Finally, it is interesting to note that the Chicago and Minneapolis Boards of Trade are currently funding courses on stock-exchange mechanisms in many countries of the region.

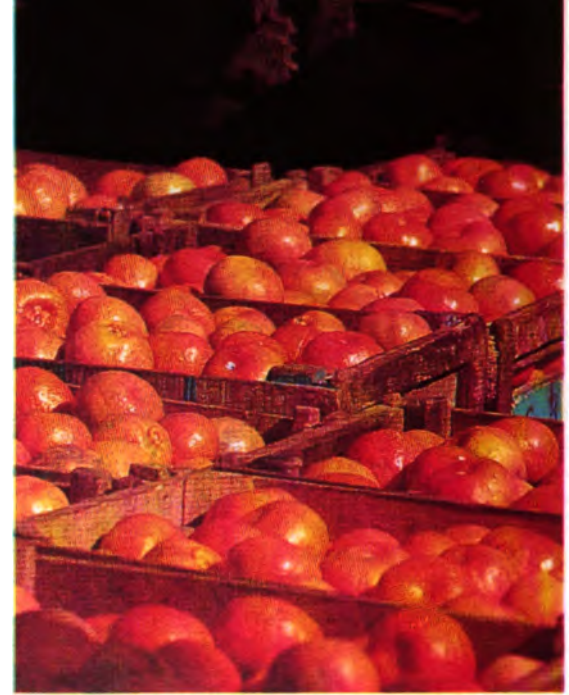


Increasingly open international commerce was promoted.

Multinational or subregional projects that support regional integration are an important component of the Institute's efforts. The following are some of the more important achievements attained during 1993:

-In the **Central Area**, as a result of agreements reached with the ministers of the Area after the signing of the Agricultural Commitment in Panama, adjustments were made in IICA's portfolio of projects, placing emphasis on actions to support the modernization of small-scale farmers, and to create a regional technology generation and transfer system. At the same time, and with a view to promoting regional trade, actions were carried out to harmonize plant and animal health legislation. Lastly, studies were conducted on the agri-food chains of a group of basic commodities including rice, cane sugar and meat.

-In the **Caribbean Area**, since the current MTP went into effect, the Institute has worked with the CARICOM Secretariat to coordinate a strategy specifically tailored to the circumstances of this subregion. During the past year, the project Facilitating Caribbean-Latin American Linkages for Agricultural Development was reformulated, with a view to accelerating the process of bringing the Caribbean and Latin America closer together. Two especially successful projects are entering their second phase of execution. The first supports the development of tropical fruit crops in the Caribbean and aims to bring together, by late 1997, the research, training and extension efforts of national and regional institutions involved with this topic. Secondly, through CARAPHIN, an animal health and plant protection information and data monitoring system is being established. It is hoped that this network will contribute to controlling the problem of the *Amblyomma variegatum* tick, which threatens to spread to the mainland.



New international market niches were actively sought for LAC products.

-In the **Andean Area**, the Institute responded to a request from the governments of the subregion, which received JUNTA approval, to reformulate and merge two multinational projects on animal and plant health into a single agricultural health project aiming to facilitate regional and international trade. This new project is particularly important given the agreements being reached within the framework of the G3 (Colombia, Mexico and Venezuela) and the bilateral free trade and economic complementarity agreements being promoted. Also noteworthy is the progress made in developing an information system for designing agricultural policy, as well as the reciprocal cooperation efforts in technology generation and transfer through PROCINDINO.



-Lastly, in the **Southern Area**, in addition to the support IICA provided to the CONASUR Secretariat, important progress was also made in the field of agricultural health through CORESA and COSAVE. A committee on technical norms was established, and the work of PROCISUR to exchange and develop technology was strengthened. A project will be implemented to support the retraining of small farmers, through a contract signed by the European Community with MERCOSUR. An innovation in the operations of CONASUR has been the participation of private sector representatives in its deliberations on subregional integration.

To wind up the analysis of the portfolio of projects, mention should be made of some innovative **national** projects. In Venezuela, a cycle of workshops and seminars involving both the public and private sectors was held to promote discussions on the future of agriculture in the country. In Guatemala, at the request of Minister of Agriculture of Guatemala, support was given to a process consisting of discussions, consultations and reaching agreement between the public and private sectors on a national agricultural agenda. The Institute is playing an important role in the activities bringing together the various national counterparts and serving as a technical advisor. Another innovative initiative is under way in El Salvador, where work to strengthen the Agricultural Technology Center (CENTA) is being supported by a consortium made up of the Brazilian Institute of Agricultural Research (EMBRAPA), Argentina's National Institute of Agricultural Technology (INTA), Venezuela's National Agricultural Research Fund (FONAIAP) and Colombia's Agricultural Institute (ICA).

These examples bring to light the increasing complexity of technical cooperation which is being called upon to serve a growing number of clients and

beneficiaries, and which requires more multi-agency actions to tackle the problems constraining agricultural development.

Changes in the operating structure

The profound changes that have taken place in the region and worldwide have brought about important changes in the priorities and style of the Institute's work, making it necessary to adjust its structure on an ongoing basis. For the most part, the changes made over the last two years have aimed at consolidating a structure whose main objective is to expedite decision making and improve the **responsiveness** and **timeliness** of the technical cooperation provided by IICA.

At **Headquarters**, the nature of the mandates issued in Madrid required that changes be made in the system of **institutional management committees**. This system can be characterized roughly as being made up of three interconnected gears: 1) the **Strategy Development Committee**, through which the Programs reach agreement on topics requiring strategic vision; essentially these are inter-Program in nature and will orient the actions of the Institute over the medium and long terms; 2) the **Programming Committee**, which approves and allocates resources for those proposals that are of priority to the countries and are technically sound; and 3) the **Coordinating Committee for Operations**, which is re-

Important progress was made in agricultural health measures.



responsible for overseeing and providing follow-up on the overall operations of the Institute, especially those linked to the execution of technical cooperation projects. At this level, short-term decisions and the daily operations of the Institute come together.

These committees have been essential in increasing the effectiveness of decision making, strengthening internal coordination and broadening participation in the Institute's decision-making process.

Also in 1993, final adjustments were made in the structure of the **General Directorate** by merging the Inter-American Agricultural Documentation and Information Center (CIDIA) and the Directorate for Coordination of Institutional Affairs (DICA) into a new unit called the Directorate for Information, Communications, Training and Institutional Affairs (DICCIA). In the 1994-1995 Program Budget, the position of Assistant Deputy Director General for Operations was eliminated and the Directorates of Area Operations were restructured. With these adjustments at Headquarters, the number of positions classified as D or above (positions of trust) have been cut back to 15. Several Institute units (Programming and Evaluation, Finance, Human Resources and Document Transmittal) have made significant advances in upgrading information-handling mechanisms; considerable progress has also been reported in the area of automatization, which gives the different decision-making levels access to timely and reliable information.

The most important development regarding the **IICA Offices** in the countries has been the gradual process of **decentralization**, granting the Representatives greater freedom of management. At the same time, the system for supervising and following up on actions in the countries has been strengthened and support was provided for formulating and executing technical cooperation projects, activities that will be further strengthened when all the Offices are linked up electronically.

Human and financial resources

The policy to **reduce the number of international professional personnel**, in order to achieve a greater degree of flexibility and better respond to requests for technical cooperation from the Member States, continued during 1993. Consequently, the number of international professional personnel included in the 1994-1995 Program Budget was reduced to 133, almost 40% fewer than in 1986. This significant reduction in international professional personnel has been offset by an **increased use of local professional personnel and consultants**.

The Institute has also continued its efforts to maintain the level of excellence of its staff, reduce the average age of staff members, raise the percentage of professional women and ensure a balance among nationalities. It has sought to increase the **mobility** of staff in the Offices in response to the growing number of joint missions with other agencies. For example, between 1990 and 1992, a total of 17 joint activities were carried out with IFAD and ten with the IDB.

One of the Institute's most important achievements has been the **surge in external resources**, which has considerably strengthened its capacity for action. Between 1987 and 1992, external resources available to the Institute rose by 252%. Of the external resources budgeted for 1994, 70% will be provided by countries themselves for the development of technical cooperation and/or administrative support actions; the remaining 30% will come from multilateral or bilateral international organizations.

These figures are even more important if seen in the context of **declining levels of international aid and increased competition** among cooperation agencies for such resources. Whether or not this positive trend continues at IICA will depend on the strategy

the Institute adopts in the near future, and on the quality of its proposals.

It is also important to mention that the amount of money owed to the Institute by the Member States has continued to fall over the past few years, reinforcing a positive trend in quota collection. This has enabled IICA to maintain a sound financial position over most of this period.

Inter-institutional relations

One of the key aspects of the Institute's strategy over the past few years has been to **intensify** relations with other institutions. There has been a significant rise in the number of legal instruments signed (168 in 1992), and in the number of cooperation actions covered by these instruments.

Regarding IICA's relations with **funding agencies**, the most important developments have been the closer ties forged with IFAD and the proposal for new relations with the IDB. Mention should be made of the IDB's participation in funding several activities concerning women food producers. Joint activities have also been carried out to redefine rural development projects and identify environmental impact indicators. In the Caribbean Area, IICA has strengthened its ties with the CDB; in the Central Area, with the CABEI; and in the Andean Area, with CAF. Other examples are the Institute's links with ALIDE, and an international seminar on the provision of agricultural services co-sponsored by the World Bank.

Regarding relations with **academic institutions**, IICA has signed 15 agreements with universities in the United States and Canada, although to date, few of these agreements have been translated into real

cooperation providing access to the analytical resources of those institutions.

The outlook is good for establishing working relations with other cooperation agencies. Mention should be made of the joint IICA/UNDP mission to Bolivia together with the IDB and the World Bank. In Brazil, work will begin soon in support of the Secretariat for Planning of the Presidency of the Republic. With SELA, a document was recently drafted on alternative scenarios at the conclusion of the Uruguay Round, which was presented at a meeting of Chancellors and Ministers of Economy of the Rio Group. The Institute also collaborated with the IDB, IFAD, UNICEF and UNIFEM in addressing the topic of rural women.

The year 1993 was not only a year of intensive work, but also a year that represented the culmination of eight years of institutional evolution in response to world and regional changes. During most of this period, macroeconomic adjustments required clear thinking in order to understand and foresee possibilities for the agricultural sector. This ability to anticipate major changes and to increase technical cooperation to the countries has been fundamental to IICA's success.

Several **substantive issues** may arise as possible priorities in the 1990s:

- **State reform**, in order to boost the efficiency and responsiveness of the public sector to the needs of society. This topic is of great importance to the agricultural sector because of the services the state has traditionally supplied to agriculture.

The Institute has numerous cooperation agreements with North American universities.





Today's IICA has the capacity to anticipate the priorities of the 1990s.

- **The coordination and mobilization of private sector organizations**, on which a paper was presented at the last Executive Committee meeting.
- **Agroindustrial development**, as a means of increasing the value added of agricultural output and of gaining access to new market niches, and in order to deal with the opening of trade and economic complementarity in the hemisphere.
- **The application of biotechnology to agricultural production.**

These and other topics will demand renewed support of the member countries, and the Institute will need clear guidelines as to which are its **priorities**, how it should **put them into operation**, and how it will have to adjust in order to deal with the inevitable and necessary changes in the agricultural sectors of our countries.



Chapter 2

IICA's
Multinational Action

IICA's Multinational Action

The Institute's five Programs, together with CEPI and DICCAI, promote agricultural reactivation in LAC through numerous multinational and hemisphere-wide projects. The Programs' areas of concentration, as established in the 1987-1993 Medium Term Plan, are: Agricultural policy analysis and planning, technology generation and transfer, rural development, trade and integration, and agricultural health.

Program I: Agricultural Policy Analysis and Planning

In 1993, Program I focused on generating methodological proposals and providing support to the IICA Offices in the countries, in order to build the necessary national capabilities required for generating and disseminating information, adopting policies (principally economic), undertaking institutional reforms and implementing programs to mobilize financial resources for the modernization and sustainable development of the agricultural sector.

This is the second year that Program I has limited its work to hemispheric and national projects, no longer participating in multinational projects in the respective Areas. Hemispheric projects are vehicles for developing specific subject areas, with a view to supporting the Institute's proposals and generating methodological material for broad-based technical cooperation actions in the countries.

In each hemispheric project, research, training, dissemination and technical cooperation actions were carried out which, complementing each other and focusing on three key areas of concentration, contributed to developing national capabilities for following up on, analyzing, discussing and reaching agreement on economic and financial policy measures that affect the agri-food sector.

These areas of concentration were developed using a *modus operandi* that calls for broad horizontal cooperation among the projects, the Program I Directorate and other IICA Programs. Program I carried out three actions in the first area of concentration, **Agricultural Competitiveness**: a) the project **Changing the Production Structure and Increasing Competitiveness in Agriculture**, whose execution was coordinated by the Office of the Director General of IICA; b) the project **Development and Competitiveness of Agriculture**, in which methodologies and technical cooperation actions, especially in Central America,

were carried out; and c) advisory services and follow-up for national projects executed by the Offices. In this regard, inter-Program efforts were promoted, contributions were made to the analysis of competitiveness within the framework of agri-food chains, and the following documents were prepared: a) *Competitiveness in Agriculture: Considerations for Immediate Action* (in Spanish), and b) *Integration, Competitiveness and Under-development* (in Spanish), presented at a workshop on the challenges of agricultural competitiveness in Central America.

In the second area of concentration, **Macroeconomic Adjustment and Institutional Reform**, Program I focused its activities on three actions: a) the IICA/SAREC project; b) support for the development of agricultural services; and c) support in orienting and following up on institutional reform in the countries. In this area, Program I participated in or organized technical fora and events for the dissemination and exchange of experiences at the national and international levels. The Program also developed conceptual proposals, published documents and supported the Institute in defining its role vis-a-vis new ways of establishing relations between the public and private sectors.

In the third area of concentration, **Information and Policy Analysis**, Program I carried out two types of actions. The first was oriented toward strengthening national institutional capabilities for follow-up and policy analysis, through the projects *Economic Policy Instruments for Agricultural Modernization and Analysis and Consultation*

on Agricultural Policies. The second was the generation and development of information systems to support the countries and their organizations, and to facilitate the Program's work in support of the activities carried out in its areas of concentration. Program I continued to use two existing information systems: SIAPA and ICAPPA. A second version of SIAPA was prepared, which has been improved and includes a series of commands that makes it easier to handle data, and its regional and national data bases have been updated. ICAPPA published a new bibliography on topics related to the Program's areas of concentration.

Program I also participated in developing other inter-Program topics related to sustainability and equity. It helped generate

documents that provide a better understanding of conceptual aspects, provided guidelines on project preparation, and drafted a proposal to prepare indicators of sustainable agricultural development.

As concerns international cooperation, Program I supported ALACEA in organizing its fourth congress and in preparing the Association's bulletin and directory of members. The Program also collaborated with ALIDE in conducting an analysis of funding of agricultural services at two workshops with officials of FIRA and BANRURAL, and in organizing the Eleventh Latin American Meeting on Agricultural Financing, during which it presented a paper on trends in agricultural funding and the need to modernize development banks (presented in Spanish).

Hemispheric Projects

Analysis and Consultation on Agricultural Policies. The project was executed with quota resources, as well as SIDA funds for the part dealing with the Central Area, and joined efforts with the project *Development and Competitiveness of Agriculture in Central America*. It concentrated on helping the countries define strategies that will enable agriculture to better meet the challenges of trade liberalization and economic opening. The project focused on three objectives: a) to analyze and generate policy proposals, with the participation of the most representative actors in the public and private sectors; b) to conduct analyses by commodity or groups of commodities and for each of the different stages of the production chain; and c) to continue developing and disseminating SIAPA as an analytical instrument.



Improving LAC competitiveness is a Program I priority.

Project activities included the preparation of methodologies for use in generating proposals designed to change the structure of production in the rice, beef cattle, sugar, and corn-concentrates-poultry chains. The project collaborated with the IICA Offices and public and private organizations in six countries in work related to rice, sugar and beef cattle.

With a view to strengthening analytical capabilities in the Central Area, three training workshops were conducted on the use and management of SIAPA. Two workshops were held in the Caribbean, in coordination with Program IV's regional project. Also, an updated version of the data base for Central America was prepared.

Agri-food Systems and the Strengthening of Inter-sectoral Linkages. The actions of the project focused on developing further and disseminating the

concept of agriculture as part of the agri-food system, and the linkages between this system and the other production and service sectors.

Under the terms of the technical agreement signed by IICA and The Ministry of Agriculture, Fisheries and Food (MAPA) of Spain, Program I prepared and distributed a questionnaire in 18 countries to determine the status of agri-food statistics in LAC. The results were discussed in an international workshop held in Santa Cruz de la Sierra, Bolivia, the proceedings of which were published.

Working documents addressing competitiveness and integration were prepared on agri-food systems in LAC and the European market.

Economic Policy Instruments for Agricultural Modernization. The objective

of this project is to upgrade the technical and institutional capabilities of the public and private sectors of the countries in gathering and processing data and in analyzing and discussing policies.

Project achievements include the generation of Version 2 of SIAPA (in English and Spanish). This version includes documents for assessing the computers on which SIAPA will be installed and for adapting, upgrading and installing the program. The necessary training was provided in Bolivia, Brazil, Colombia, Ecuador, Peru and Venezuela. Data generated by multilateral and regional institutions were systematized, including on-line and printed documentation. Work was initiated to transfer this information to the countries. Methodological documents were prepared to be used in systematizing macroeconomic and agricultural data in each country, for subsequent incorporation into SIAPA.

A price and market information system was developed as a module of SIAPA. The Directorates of Programs I and IV worked together in developing this module. The main idea is to help different economic actors to understand the performance of the markets, with a view to organizing the modernization of their production and trade practices. During the first stage, the system was installed in the Andean countries.

This price information system will generate data that will open the way for a new institutional structure for analyzing and reaching agreement on economically, politically and socially feasible proposals for

agricultural modernization within the framework of economic opening and the new economic-political structure.

Analysis of the Impact of Macroeconomic Policy and Structural Adjustment on Agriculture. Within the framework of the IICA/SAREC project, Program I continued to analyze the impact of structural adjustment and economic opening on the agri-food sectors of the region. To this end, research was conducted to provide additional information on the scope of institutional reforms and changes in private organizations in responding to processes currently under way. Several national and international workshops and seminars were held, and various books were published on the research findings and the outcome of discussions in these events.

Two important international symposiums were held. One dealt with public and private sector roles in the provision of agricultural support services. This event, organized in conjunction with the IBRD and with cooperation from the governments of France and Denmark, brought together specialists and officials from five continents. The other seminar was held in Stockholm, Sweden as part of the final activities of the project, and was co-sponsored by SAREC and the Stockholm School of Economics.

Through this project, Program I worked closely with other inter-Program actions carried out by the Institute in the areas of equity and gender.

Development and Competitiveness of Agriculture in Central America. This project, under the responsibility of a French specialist, was executed with resources from the French Cooperation Office, through the Regional Delegation for Scientific and Technical Cooperation (DRCST) of the Ministry of Foreign Relations of France, and with scientific support from CIRAD/URPA. It is closely linked to the project Analysis and Consultation on Agricultural Policies.

The actions of the project focused on providing information to the social actors involved in agricultural/agroindustrial complexes in Central America, with a view to providing additional information for discussions on changes in the production structure in the region. Studies were conducted on the rice, sugar (with the participation of RUTA II and GEPLACEA) and beef cattle subsectors. Each study led to the preparation of a brief document and a regional synthesis, to be used by professionals working in the corresponding subsectors.

Program I supported institutional reform efforts in several IICA member countries.



The Situation and Evolution of Inter-American Agriculture. This project began its activities during the second half of 1993. The goal is to analyze the status of inter-American agriculture, with a view to preparing reports on the most outstanding aspects of policies that affect the sector, reforms of sectoral institutions, and changes in production and trade that have taken place in IICA's member countries over the past year.

Based on information contained in SIAPA from 1970-1990, Program I prepared the document submitted by the Director General to the Seventh Regular Meeting of the IABA on agriculture in the Americas at the beginning of the 1990s.

At the national level, activities focused on identifying the elements that determined the performance of the most important variables in the agricultural sector. This information was obtained from IICA personnel in each country, from officials of the public and private agricultural sectors and from official publications and other available documents. The material that was collected and analyzed was used to prepare partial reports in each of the countries covered by the project and to generate a hemisphere-wide report on the status of agriculture in 1993.

Program II: Technology Generation and Transfer

The general objective of the Program is to promote and support actions taken by the member countries to upgrade the design of technology policy, to strengthen the planning, programming, organization and administration of their national agricultural research and technology transfer systems, and to facilitate their integration, with a view to intensifying reciprocal cooperation and international relations. Thus, it is expected that, within a framework of equality of benefits and conservation of natural resources, better use can be made of available resources. Another goal is to foster technological innovation as the basis for enhancing the competitiveness of the agricultural sector.

The most important activities of the Program were: a) promotion of technological integration and the coordination of networks, with a view to strengthening the national agricultural research and technology transfer systems; b) identification of priorities and of mechanisms for coordinating and managing investment and regional agricultural technology development projects, which was carried out as part of the IICA/IDB agreement; c) the following events: the seminar Agriculture and Natural Resources: Source of Competitiveness and Heritage of Ibero-America, held in preparation for the Third Ibero-American Summit Meeting of Heads of State and Government, and a seminar-workshop on Latin American and Caribbean priorities in research on African oil

palm; and d) establishment of the Inter-American Group on the Sustainable Development of Agriculture and Natural Resources.

A new stage of PROMECAFE was launched, characterized by the commitment of additional resources from the participating countries, CATIE and CIRAD. As regards PROCISUR, PROCIANDINO and PROCITROPICOS, Program II contributed to the development of a new strategic approach for reciprocal cooperation, to the reorganization of their operations, and to the inclusion of new concepts and subprograms on the sustainability of natural resources, new biotechnologies, phyto-genetic resources and institution building. Also of importance were Program II's efforts to secure resources from technical and financial cooperation agencies, including the IDB, to fund specific PROCIANDINO and PROCITROPICOS projects. Important steps were taken in the creation and implementation of REMERFI, in conjunction with CATIE and the IBPGR, to be financed by the Government of Germany.

IICA and AVRDC conducted a joint identification mission aimed at locating a site for the regional headquarters of the latter, and at creating a vegetable research network in Central America, with resources from the Government of Taiwan and the CABEL. Within the framework of the IICA/IDB project on research priorities, a first meeting was held in the Dominican Republic for private sector foundations that support agricultural research in Latin America and the Caribbean. The most outstanding agreements

were, on the one hand, to set up a cooperation mechanism for integrating these foundations and other public and private institutions, and on the other, to formulate strategies for participation in discussions on regional priorities for research.

Another important accomplishment was the establishment of formal linkages for horizontal transfer of technologies between research institutions in Latin America and others in the Caribbean. In St. Lucia, support was provided to the project Facilitating Latin American/Caribbean Linkages and Transfer of Technology for Agricultural Development (LACTTA), which created the Technical Committee for Agricultural Technology Transfer between Latin America and the Caribbean (TECLAC), made up of the heads of institutions participating in reciprocal cooperation activities. The committee will support LACTTA in executing activities calling for the exchange of experiences in the development and transfer of technology between institutions in both subregions.

Hemispheric projects

Policies for the Development of Agrobiotechnology in Latin America and the Caribbean. Under this project, biosafety policies were introduced in LAC. In this effort, support was provided in the formulation of national biosafety standards in Bolivia and Colombia, and the supervision of transgenic plants was harmonized in the Southern and Andean Areas, through advisory services, conferences, preparation of documents and organization of seminars. The project also studied the protection of intellectual property rights in the agricultural sectors of Argentina, Colombia, Chile, Mexico and Uruguay, which will make it possible to design the most appropriate strategies and policies in this field. Other achievements were the preparation of a Latin American directory of the biotechnology industry, which includes volumes on Argentina, Brazil, Uruguay, and the Andean and Central Areas; an analysis of information generated in 1992 on business strategies in agricultural biotechnology in the region; and the generation of several documents on biosafety, business strategies and biotechnology.

Modernization and Institution Building of Agricultural Technology Institutions. Among its many actions, this project helped the IICA Office in El Salvador to design a seminar on institution building and to prepare the outline of a broader program for administrative and technical personnel on planning the operation of the new CENTA; the IICA Office in Colombia to negotiate a project consisting of studies on institutional capabilities; and the IICA Office in Peru to establish the bases for administrative management and to provide training related to techniques for the formulation and evaluation of research and transfer projects. Also, the project, along with

PROCIANDINO, PROCISUR and PRIAG, sponsored the INIAP/IICA/FAO/ISNAR course-workshop on cooperative programs and the management of change for the decentralization of agricultural research, conducted in Ecuador. The project also supported the National Institute of Agricultural Technology (INTA) of Argentina in carrying out its strategic planning, and ALEAS in organizing the Tenth Latin American Conference on Higher Education in Agriculture.

The project worked with universities in the region, NARIs and the OUI in designing, promoting and adopting the Andean System of Post-graduate Education in Agriculture (SAPOA). Two documents were published on decentralization criteria and variables, and on institutional challenges within the new agricultural context.

Technological Development and Competitiveness of the Agricultural Sector in Latin America and the Caribbean. This project undertook a process of study and discussion that led to the formulation of a conceptual framework for the analysis of the development of agroindustrial capacities. As a result of these activities, several documents were produced, which were presented at regional and national events in Argentina, Brazil and Venezuela. Also, studies were begun in the countries of the Southern Cone on the current status of public and private technology services, for the purpose of defining strategies to increase agroindustrial competitiveness.

Two studies were conducted to expand the conceptual and methodological framework for the analysis of competitiveness at the level of individual enterprises and of agroindustrial complexes. Lastly, the project provided



With the AVRDC, IICA began to organize a research network for vegetables in Central America.



support to organizations such as CISEA, of Argentina, the Government of the State of São Paulo, WIPO, PROCINDINO and SELA in analyzing agroindustrial competitiveness, in providing training on this topic, and in identifying alternative strategies and policies relative to technological support aimed at enhancing agroindustrial competitiveness.

Promotion of Sustainable Agricultural Development (Inter-Program Project). This project seeks to overcome the existing lack of conceptual, methodological and institutional capacity as regards the topic of sustainable agricultural development. The

project worked hand in hand with the IICA/GTZ inter-Program project on promoting sustainable development.

The Inter-American Group for the Sustainable Development of Agriculture and Natural Resources was created to follow up on implementation of Agenda 21 in the agricultural sector and to contribute to designing measures needed to achieve the sustainable development of agriculture and natural resources. The group is made up of 19 professionals respected internationally for their contributions in the areas of agriculture, natural resources and conservation.

Also, within the context of this project, IICA has participated in inter-institutional consortia involved in sustainable development. These consortia provide a means for greater coordination between international research and technical cooperation institutions and national agencies associated with sustainable agricultural development, and sponsor events for reflection and discussion, such as seminars, workshops, and pilot projects on sustainable development. The INCAE/IICA/CIMMYT/CIAT consortium held a workshop on environment and productivity, the objective of which was to determine, by developing a conceptual framework and case studies, the importance, the economic and financial justification for and the means of achieving the sustainable development of agribusiness in Latin America.

The goal of the project's participation in seminars, workshops and other activities has been the training of administrative and technical personnel from institutions in IICA's member countries. To this end, presentations have been made at seminars, workshops and meetings in 12 countries of Latin America.

The motivation and training of IICA staff in connection with the sustainable development of agriculture has been fundamental in upgrading work on the topic within IICA. To this end, a regional workshop on sustainability in the Southern Area was held in Brazil.

Latin American Research Network for Animal Production Systems (RISPAL). In 1993, changes made in RISPAL's work strategy led to: a) redefinition of the role it should play in the future, once the present agreement with IDRC concludes; b) more open dialogue on future objectives and strategies with IICA personnel and scientists

Digitized by Google

from other institutions; c) adjustments in the programming and expenditure of funds, with a view to extending the life of the agreement; d) greater dissemination of its methodological and technological achievements, through publications and in technical meetings; and e) the selection, translation into English, and publication of technical documents that will be of use to institutions and organizations in the Caribbean, Africa and Asia that have taken an integrated approach in solving the problems of farmers.

The network's achievements include: a) the exchange of information with projects and institutions in 11 LAC countries; b) publication of the book *Ruminant Nutrition: Methodological Guidelines*; c) preparation of 20 documents to be published in the near

Animal production systems and the focus of RISPAL.



future, especially Proceedings of the Global Workshop on Animal Production Systems Research; d) support to the Colombian Agricultural Institute (ICA) in training 150 agricultural technicians in research with a systems approach; and e) participation in an IICA initiative to identify specific technical cooperation actions between Latin America and the Caribbean.

Information System on Animal Production for Latin America and the Caribbean (ISAPLAC). Processing and dissemination of the information generated by the system continued. Under a cooperation agreement with the University of Montana, the data base of the Small Ruminant Network (RERUMEN) was analyzed, harmonized and integrated. Four bibliographic bulletins were published, including a special issue on guinea pig (*Cavia porcellus*) production systems. The ISAPL data base has been processed for inclusion in a CD-ROM being produced by BIREME of Brazil. A manual with instructions for restoring, formulating, classifying and printing searches of the ISAPL data base was also prepared and published, which will facilitate the operation of the MicroISIS program and the data base by the member projects. This information was also integrated into the specialized data base of the University of Colima, Mexico.

Multinational projects

Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama (PRIAG). The principal objectives of this program, which receives support from the EEC, are to establish a procedure for evaluating and

planning research and extension activities with farmers in the eleven areas of the project, and to implement a new system for evaluating regional subject-specific research projects. Steps were taken to link on-farm research activities with research under controlled conditions. This linkage would allow the flow of technical and scientific information, with a view to influencing the agenda of subject-specific researchers.

Studies were conducted on the impact of macroeconomic policy on the production of staple grains, the role of private organizations in the development and transfer of technology, and the role of women and young people in these processes. Also, 11 local workshops were held, in which the results of research or transfer activities carried out in 1992 in seven regions of Central America were evaluated. Also evaluated were secondary information on and assessments of four new regions added in 1993, bringing to 11 the number of work areas in the Central American isthmus.

In Central America, the capabilities of the institutions of each country were strengthened through the execution of research projects on specific problems related to grain production. Twenty new research proposals and 65 research projects executed the preceding year were evaluated. Topic-specific research projects address soil fertility, use of biotechnology to manage fertility and control weeds, integrated pest management, post-maturity handling of seeds and staple grains, artisanal seed-production methods, and development of sorghum and rice varieties adapted to small farms.

The program continued to train technical personnel from national research and extension institutes, placing emphasis on four topics: research and analysis methods, agronomy and crop and harvest management, communications and extension methods and participatory research.

Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO).

The Board of Directors agreed to update PROCIANDINO's mission, to focus on the modernization of national research institutes and systems within a context of sustainable agricultural development, competitiveness, natural resource conservation and development of research institutions. Subregional coordination meetings were held with PROCIANDINO's national and international technical team. Other meetings were those of the Andean research networks: Export Fruit and Vegetables (CIRAD), Phylogenetic Resources/REDARFIT (IBPGR), Legumes/RELEZA (CIAT), Corn (CIMMYT), Potatoes/PRACIPA (CIP). Important progress was made on the technological information systems and on the subprogram for policy development, management and institutional organization in research. Also, the dissemination of technologies among research networks continued.

Within the framework of the component on the development of research institutes in PROCIANDINO, the Andean Area was linked with regional projects on mechanisms for establishing priorities, training in planning

and technologies, evaluation and agricultural post-graduate systems.

Proposals for the second stage of the program were submitted to the IDB. Also, a document was submitted to the CAF, recommending the creation of a trust fund to provide ongoing funding for reciprocal technical cooperation, and projects were developed for presentation to the STD-3 Program of the EEC.

Ten technical events were carried out, with the participation of 150 professionals from the Andean Area who are associated

with PROCIANDINO in the areas of research, technology transfer and training. This brings to 362 the number of events held since 1987, with the participation of 2,451 professionals. In the technical coordination meetings, the orientation of the networks was adjusted to emphasize competitiveness, natural resource conservation and sustainable agricultural development. As support for cooperative research, the second volume of a book on experiences in corn cultivation in the Andean Area, and a bibliography of crops in the Andean Area, were published and distributed.

Sorghum is one of the staple grains included in the PRIAG.



Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE). In the area of plant protection, research was conducted on the epidemiology, losses due to and control of rust and coffee leaf spot, and research began on leaf spot and anthracnose and their relationship to dosage and method of application of fertilizers. Also, studies continued on the population dynamics of *Pratilenchus coffeae*, on the tolerance of some coffee cultivars to *Pratilenchus sp.*, and on the evaluation of the practice of grafting, with applications of nematicides, to control *Pratilenchus sp.* Two million specimens of the parasitoid *Cephalonomia stephanoderis* were bred and released, and breeding stock of the parasitoid *Prorops nasuta* was introduced in El Salvador, Guatemala and Honduras.

In the area of plant breeding, the project on genetic breeding to improve resistance to principal coffee diseases began operations, in which the hybridization and characterization of germ plasm at CATIE, and the evaluation of horizontal resistance to rust undertaken by the Honduran Coffee Institute (IHCAFE), are of particular importance. Other research projects include: a) cryo-preservation of coffee, b) studies on the agronomic value of materials multiplied *in vitro* using micro-cuttings, and c) somatic embryogenesis of experimental varieties obtained at the haploid and diploid level. Also, the program coordinated the training of two technical specialists from Central America in Europe.

Regarding REDCAFE, the coffee data base was expanded with new bibliography provided by PROMECAFE. In the area of marketing, the following events were organized: a) a national seminar on coffee-processing technology and quality control (Dominican Republic), b) a regional seminar on risk management, options and futures in the international coffee market (El Salvador) and c) a regional seminar on upgrading coffee quality (Honduras). As regards dissemination, four bulletins and the proceedings of symposia on coffee cultivation in Latin America (No. XIII, XIV and XV) were edited, published and distributed.

Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR). The year 1993 was characterized by changes in the way the program works. Activities were carried out under these subprograms: biotechnology, natural resources and agricultural sustainability, genetic resources and institutional development.

Nineteen group activities (meetings and seminars) were held, aimed at upgrading general knowledge of the topics of the subprograms, at identifying the common interests of the countries in the selected disciplines and at detecting priority areas for work in each. In biotechnology, proposals

Program II's PROCITROPICOS project has a facet addressing preservation of Amazon forests.

were formulated on information systems, *in vitro* cultivation (genetic breeding and production, conservation and exchange of germ plasm), genomic genetics (molecular markers, diagnoses of pathogens and molecular characterization of germ plasm) and genetic engineering. On the subject of natural resources, proposals were formulated on indicators of sustainability, soil and ecosystem management, integrated pest management and systematization of information. In the area of genetic resources, proposals were prepared to evaluate germ plasm (wheat, forage, soybeans, rice and peanuts), to collect and conserve germ plasm and organize a data base. On the topic of institutional development, the feasibility of creating a group for applied studies on the institutional development of national agricultural research institutes was analyzed.

Also, the program was involved in 22 national advisory missions, 13 observation trips, seven advisory missions with specialists from international centers, and 22 in-service training events. Publications include ten issues of the *PROCISUR Informa* bulletin, five issues of the *Dialogo* Series and a document on a wheat trial network. Also published was a document on expanding and projecting into the future a permanent regional system of technology cooperation, for the purpose of publicizing the changes in PROCISUR. Work has begun on a proposal related to the planning, follow-up and evaluation of the program, with a view to further adjusting the structure and operation of the program. Finally, actions were taken to secure external funding for the projects.

Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS). Project profiles on the regeneration and management of degraded soil in savannahs, preservation of Amazon forests, and recovery, preservation and management of genetic resources in the Amazon were prepared and submitted to the IDB for funding. Also, a request for financial support for the operation of the basic structure of the program was submitted to SIDA.

Both technical and administrative meetings were held, and efforts continued to publicize the conceptual bases, objectives, strategies and cooperative projects of the program through the distribution of documents and an informational brochure on PROCITROPICOS, and through presentations on the program delivered at three international fora. Also, negotiations were held on a proposed treaty among the *Pro Tempore* Secretariat of the TAC, IICA and the participating countries, to place PROCITROPICOS under the TAC, as a special program.

Regarding new activities, the program defined conceptual, methodological, strategic and operating bases of the components of the sustainability of the principal production systems in the ecosystems defined for PROCITROPICOS (humid tropics, savannahs and piedmont). Priorities were set for research, technology transfer and training *vis-à-vis* sustainable production systems for the three ecosystems, genetic resources and information systems (informatics, documentation and communications).

Supporting the Development of Tropical Fruit Crops in the Caribbean. Phase II. The objective of this project is to improve the technical capabilities of institutions and to support horizontal inter-institutional cooperation on behalf of the fruit subsector in the Caribbean. Participating countries are: Antigua and Barbuda, Dominica, Dominican Republic, Grenada, Guadeloupe, Guyana, Haiti, Jamaica, Martinique, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Phase II of the project began operations in 1993. Significant progress was achieved in the areas of inter-institutional coordination and cooperation, human resource training, identification of germ plasm accessions, and dissemination of information on the production, marketing and agroindustrialization of fruit.

The project coordinated the work of 28 national, regional and international organizations that operate in the Caribbean, including those involved in research (CARDI, CIRAD), training (universities) and development (ministries of agriculture, ADCU and NGOs). Also, the project received technical assistance from the French institutions CIRAD-FLHOR, CIRAD-CA, INRA and CRITT. More than 600 people (professionals, farmers, exporters, importers, processors and students) received training in 25 events organized or supported by the project. Eleven technical advisory missions were carried out to support the development of research on fruit. Thirty-five professionals were sent abroad to study, and three participated in apprenticeships in France.

Information on the accessions of eight international fruit germ plasm banks was compiled and evaluated, and 30 fruit cultivars were exchanged among the Caribbean countries. Support was provided for the preparation of two national and one regional project. Four issues of the Tropical Fruit Newsletter were distributed to readers in 40 countries. Also, in collaboration with COLEACAP, information on market demand, suppliers and prices, and more than 100 abstracts, research articles, project documents and bulletins were distributed.

Supporting the Development of Technology Generation and Transfer Systems in Central America. In support of compliance with the Agricultural Commitment signed in Panama, a proposal was prepared for technology integration based on the creation and operation of regional systems of technology transfer institutes. It was decided that it would be necessary to create and put into operation three systems: one, operated by the public sector, which would focus on improving food production; and the other two, managed by the private sector, would focus on research and technology in connection with coffee and sugar cane, respectively.

It was decided that it would be necessary to set up national teams in each country, which would be responsible for identifying the commodities deemed as priorities by the technology transfer institutes of the region, for defining the principal environments and system in which each of these commodities is produced, for determining common technological variables, for identifying

research priorities and capabilities, and for formulating proposals for the creation of regional institutional systems to orient execution of the projects formulated.

As a result, it is hoped that CORECA will consider proposals for technological integration based on the operation of regional systems of technology transfer institutions, that programming instruments will be developed to operate such systems, and that technical personnel will be trained in their use.

Program III: Organization and Management for Rural Development

The principal goal of Program III is to support the Member States in upgrading their technical capabilities for preparing differentiated policies and rural development programs that can link institutional systems and NGOs, and to foster the democratic and comprehensive modernization of the agricultural sector, in a context of equitable development for low-income groups.

Program III has four areas of concentration: a) the strengthening of rural development institutions, b) gender in modernization and rural development, c) rural agroindustry and d) comprehensive modernization. These areas focused their attention on the following topics: a) analysis of the principal challenges faced by rural development institutions; b) the need to develop new capabilities and skills for small farmers, rural women and

other segments of the rural population; c) the need to develop methodologies that will enable small farmers and their organizations to design more competitive projects; d) identification of opportunities for small farmers and their organizations to generate products with greater value added; and e) the need to formulate new rural development policy proposals intended to mitigate rural poverty.

Working relations were strengthened with several public and private multilateral and bilateral technical cooperation and funding institutions for the purpose of developing conceptual and methodological instruments and carrying out specific investment projects in the countries. Mention should be made of IICA's contributions to the special IFAD programming mission in Mexico and the contributions of the Program to the new IDB proposal on rural development and to the activities of these two institutions on subjects related to women and the agricultural sector. Also of importance were the activities carried out with UNIFEM and ECLAC in areas related to women and rural families; efforts made by the Program to establish contacts with private foundations that support development, such as SDID and the Kellogg Foundation; and working relations established with bilateral cooperation agencies in The Netherlands and Canada.

In 1993, the Program Directorate had a hand in 22 national technical cooperation projects in the area of rural development in Argentina, Barbados, Bolivia, Brazil, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Uruguay

and Venezuela. Also, Program III continued to support the actions of the Office of Cooperation and Support for the First Ladies of Central America.

Hemispheric Projects

Strengthening Rural Development Institutions. This project concluded in December 1993. Its principal objective was to strengthen the activities carried out in previous years, aimed at upgrading and adapting the technical and administrative systems of the agencies of the public agricultural sector, with regard to formulating and executing rural development policies, programs and projects.

In the area of methodologies, the Program prepared documents on agricultural development strategies, by area, in Chile; analysis of the impact of different types of land tenure and social organization on the management of renewable natural resources in rural development projects, in the Arenal-Tempisque project (PRAT) in Costa Rica and the Yoro project in Honduras; and sustainable management of renewable natural resources, for example, water in the PRAT project. As

part of these projects, Program III, in collaboration with IDRC, conducted research to evaluate the appropriateness of the technology and credit components *vis-à-vis* production and ecological effects.

With support from GTZ, Program III's technical coordination of three studies on sustainability concluded: a) Rural Development and Sustainability: The Case of the Integrated Rural Development Project in Tungurahua, Ecuador; b) Jamaican Hillside: Food/Forest Situation; and c) Sustainable Rural Development: The Case of Cushament, Argentina.

In the countries, Program III provided technical support to the Offices in Haiti and Guatemala in designing and formulating national sustainable rural development strategies, and to the Agricultural Development Institute (INDAP) in Chile in developing a proposal to retrain small-scale rice farmers.

Supporting the Institutionalization of the Issue of Rural Women in IICA's Programs. The general objective of this project is to strengthen IICA's capabilities for providing technical cooperation through programs and projects that involve rural women, using a conceptual and methodological approach that incorporates the gender concept. Actions were carried out in five areas: research, institutionalization of the issue of gender, projects, assistance to the countries and inter-agency relations.

In the area of research, in coordination with Program I, an analysis was made of macroeconomic policies, their impact on the sector, and women farmers. Research was

also conducted on the impact of structural adjustment on gender differences on small farms in Costa Rica, and the IICA/IDB project Analysis of Agricultural Policy as Concerns Women Food Producers in the Andean Region, the Southern Cone and the Caribbean began operations.

As concerns the **institutionalization of the gender issue**, the training strategy for analyzing gender *vis-à-vis* agricultural and rural development was designed in association with DICCAI; with financial support from UNIFEM and in collaboration with the Cooperation Agency of The Netherlands, two training seminars on gender issues in agricultural and rural development were organized for the professional staff of the Institute and the IICA Representatives in the Central Area; the Personal History Statement and job application form used by the Directorate of Human Resources were revised; in conjunction with the IDB and CEPPI, guidelines were formulated for the effective integration of women into the analysis and formulation of agricultural and rural development programs and projects.

Activities carried out in the area of projects included: the final regional seminar on sectoral policies and women food producers in Central America; technical assistance to the coordinating team of the IICA/SIDA/IUCN project Communications, Women and Sustainable Development; and the signing of the IICA/IDRC agreement to develop a project on gender and animal health, which will be executed in collaboration with Program V.

In the countries, Program III provided technical assistance to Bolivia in formulating the training program on gender for the agricultural sector; in Colombia, the Institute

signed two agreements, through which IICA will provide technical assistance in implementing policies for rural and indigenous women; in Brazil, the Program supported the formulation of guidelines for incorporating the perspective of gender into rural development projects in the northeastern part of Brazil; in El Salvador, the Program provided support in formulating a training project on gender and sustainable development; and at Headquarters, the regional seminar Communications Strategy for Rural Women in Latin America and the Caribbean was held in cooperation with DICCAI, DIREX, and with support from IFAD and UNIFEM.

With regard to inter-agency relations, Program III participated in regional seminars in Santiago, Bogota, La Paz and Caracas, during which proposals were submitted

Program III analyzed the changing role of rural women in agriculture.



for carrying out joint activities and broadening IICA's participation in the international dialogue on women and development. Stronger ties were forged with SIDA, the IDB, IDRC, the Cooperation Agency of The Netherlands, EDI-World Bank, IFAD, IUCN and UNIFEM. Several Central American agencies set up the Inter-Agency Group on Gender and Development, which is conducting a regional survey that will serve as the basis for participation in the Fourth World Conference on Women: Action for Equality, Development and Peace, to be held in Peking in 1995.

Participation of IICA in the Hemispheric Rural Agroindustrial Development Program (PRODAR). This program coordinates the efforts of international agencies and national institutions, with a view to strengthening, encouraging and promoting rural agroindustrial development in the region. The program's actions focused on four areas: institutional strengthening, research, training and information.

In the area of **institutional strengthening**, the first phase of the project to support national rural agroindustrial networks concluded, which led to the establishment of networks in Chile, Colombia, the Dominican Republic and Ecuador, and the establishment of a consultation and documentation service. Also, the second phase of this project was initiated, the objective of which is to consolidate the actions of more than 10 rural agroindustry networks operating in LAC. A cooperation agreement was signed with CIRAD-SAR of France, and a rural agro-



Rural women make up an important percentage of small agricultural producer.

industry workshop was held, with the participation of the institutions of PROCODER. During this workshop, different types of cooperation between PRODAR and PROCODER were defined.

As concerns **research**, diagnostic studies were concluded on rural agroindustry in Panama and the Dominican Republic; CIRAD-SAR sponsored a socioeconomic and technical study on the brown-sugar-loaf agroindustry in Costa Rica; and a new conceptual framework for rural agroindustry was developed.

In the area of **training**, the second phase of the project to promote rural agroindustry in Central America and the Dominican



Rural agroindustry is one of Program III's areas of action.

Republic began operations. Within the framework of this project, a training workshop on rural agroindustry was held in Guatemala, two short courses were offered in the Dominican Republic, a workshop was held in Nicaragua, and in Costa Rica, Program III held two short courses and a workshop to validate the module on the administrative and financial management of rural agroindustry enterprises.

Lastly, in the area of information, publications included the PRODAR newsletter (two issues), the *Carta Circular* (three issues), the *El Forjador Agroindustrial* newsletter (three issues), a special edition of the DESARURAL bulletin, on rural agroindustry, and two new

volumes of the *Cuadernos de la Agroindustria Rural* series.

The establishment of the PRODAR Support and Promotion Group facilitated work in the Central, Andean and Southern Areas. The coordinators of each area worked closely with the national networks with a view to consolidating them, and undertook efforts in Panama, Costa Rica, Venezuela and Peru to promote the creation of agroindustry networks in these countries.

Equity, Agriculture and Rural Development. The principal objective of this project, initiated in April 1993, is to develop and use approaches and methods for formulating rural development strategies, policies, programs and projects focusing on equity, and management models that articulate the interests, resources and capabilities of the public and private sectors.

IICA's conceptual framework on equity and development was prepared, and its implications for agricultural and rural development analyzed. Activities included: inter-Program meetings on equity and agriculture at the institutional level, and preparation of guidelines for analyzing proposals on equity, development and agriculture submitted by international agencies.

With regard to approaches to and social and economic policy proposals for eliminating rural poverty, Program III: provided direct support to Brazil, Ecuador, Honduras, Mexico and Venezuela in formulating an *ad hoc* methodology to assess the rural and small-farm populations and in establishing the conceptual framework of a national rural development program; participated in

international seminars, such as the seminar on poverty, environment and sustainable development and the forum on rural families and ethnic groups; and updated empirical information on rural families in Latin America, using information obtained in national censuses and statistics prepared by international agencies.

In the area of methods for formulating and executing rural development projects which emphasize a microregional approach and promote coordination between the public and private sectors, the following actions were carried out: a) a joint action with the hemispheric project Strengthening Rural Development Institutions, in Brazil, Chile and Peru, to design and validate a method for conducting microregional assessments; and b) a consultancy on markets and NGOs, which gave rise to a document on markets and rural development in LAC, and another on the redefinition of rural development and the institutions of civil society.

Multinational Projects

Cooperative Rural Development Project for the Countries of the Southern Area (PROCORDER).

As part of its activities for 1993, proposals were prepared to request funds for projects on analysis and institutional adjustments *vis-à-vis* privatization, decentralization and the strengthening of local governments; and the strengthening of organizations and the participation of groups in the design and execution of new rural development strategies, which were submitted to the consideration of international donors.

Other activities included seminars and workshops on the integration of markets and their impact on small farmers, in Uruguay; rural agroindustry as part of rural development projects, in Argentina (held in conjunction with PRODAR); the transition from small farmer to small entrepreneur through the use of with agricultural credit, with reference to past experiences and future processes, in Chile; and the new challenges of technology generation and transfer, in light of decentralization and privatization, in Brazil.

The PROCODER quarterly bulletin was published and two books were distributed, one on the seminar/workshop on credit, and the other on small-scale agriculture, competitiveness and trade integration, including methodologies for application in the case of rice in Chile. Management manuals were distributed among the PROCODER institutions, for adaptation to the specific needs of each country. Bilateral exchanges between institutions in Brazil and Chile were coordinated, and a binational workshop on issues related to rural women was held for technical personnel from Argentina and Paraguay.

In Chile, a travelling workshop on modernization and the retraining of small farmers was organized with the Office of Agricultural Planning (ODEPA). A base document was prepared for use by regional PRODAR institutions in designing their own programs for retraining and to enhance competitiveness. Another achievement was the exchange of information and experiences regarding the development of rural agroindustry, and the identification of subjects for work in the medium term with

institutions linked to the national agroindustry networks.

Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA). In 1993, Program III carried out several region-wide actions: a) a study on the situation of and outlook for small farmers in the Central American isthmus and the Dominican Republic; b) organization of a multinational course on the management of small-farm enterprises; c) negotiation, with SDID, of a project to support the management of small-farm businesses; d) installation, at project headquarters, of a bibliographic data base on rural development; and e) operation of the Executive Secretariat of PRACA. In Costa Rica, El Salvador, Guatemala, Nicaragua and Panama, training events were organized for technical personnel and small farmers in collaboration with the corresponding agrarian reform agencies, and several studies were conducted at the request of these institutions.

The principal accomplishments of the project were: a) a document that includes an analysis of and conclusions on the situation of small farmers, as well as recommendations for preparing a project to support the modernization of their operations; b) training for technicians from Central America and the Dominican Republic in business management; c) two documents on the evolution of agrarian reform in Central America and the Dominican Republic and recent experiences related to the modernization of agricultural legislation; d) funding, approved by SDID, for the execution of a project on the management of small-farm enterprises in Honduras; and

e) installation of a bibliographic information service on rural development.

Since this project will conclude in December, the regional project Supporting the Modernization of Small Farmers was formulated and submitted to the ministers of agriculture of the Central American isthmus, Mexico and the Dominican Republic, along with its operating agreement. Project implementation will begin in January 1994.

Agricultural Policy Analysis as Concerns Women Food Producers in Central America and Panama (IICA/IDB). Program III sponsored an international seminar which brought together directors of extension and planning of the ministries of agriculture, the Offices of the First Ladies, donor agencies, NGOs and farmers' organizations, for the purpose of discussing the results of the project and establishing a plan of action to follow up on the recommendations and to create the mechanisms needed to put them into practice. The project published the proceedings of the seminar and a book containing a synthesis of the work carried out in each country, in the areas of assessments, policies, technology generation and transfer and marketing. The principal results of the project were presented to the IDB at a meeting attended by 21 technical experts of the Bank.

Agricultural Policy Analysis as Concerns Women Food Producers in the Andean Region, the Southern Cone and the Caribbean (IICA/IDB). As a result of the project for Central America referred to above, the IDB approved the recommendation

of several of the First Ladies of the region that this project be executed in the Andean, Southern and Caribbean Areas. The objective of this project is to establish the bases for the policies and actions of participating governments, aimed at improving the situation of women food producers of the region and, consequently, food security and efficiency in the agricultural sector.

This "second phase" of the project began in March 1993 in 12 countries. It is hoped that financial support from IFAD will make it possible to incorporate at least Dominica, St. Kitts and Nevis and St. Lucia into the project. Some of the principal activities carried out include: a) the hiring of 24 consultants and four coordinators, who will be in charge of preparing studies in the areas of assessments, policies, technology and marketing; b) a workshop to organize and discuss research methodologies in each area; c) compilation and analysis of 150 questionnaires per country; and d) preparation of preliminary national drafts in the Andean and Southern Areas.

Program IV: Trade and Integration

The principal goal of Program IV is to provide IICA's Member States with technical assistance in developing agricultural trade, promoting regional and subregional integration and improving their position on international markets.

The Program has two areas of concentration which are the focus of its technical cooperation actions: a) support to the public and private sectors in matters

related to the development of trade, as regards both negotiations and foreign agricultural trade policies (Uruguay Round of the GATT, Enterprise for the Americas Initiative, Caribbean Basin Initiative II, G-3 and the European market) and the development of new marketing mechanisms (agricultural commodity exchanges); and b) support for actions related to trade and agriculture, within the framework of the

different subregional integration schemes, such as MERCOSUR, the Andean Group, the Central American Common Market (CACM), CARICOM and, in particular, support for the decisions, agreements or programs of the subregional fora of ministers of agriculture of CONASUR, CORECA, the Andean Group and the Standing Committee of Ministers Responsible for Agriculture (SCMA) of CARICOM.



The Chicago Board of Trade.

The actions of the Program were carried out through a hemispheric project, five multinational projects and several national projects carried out in conjunction with Program I in IICA's member countries.

The Program's support of agricultural exchanges has yet to be placed under a specific hemispheric project; consequently, these activities were carried out with the

support of the Program Directorate and within the context of the multinational projects for the Central and Andean Areas.

.....
.....
.....
.....
.....
.....
.....
.....

Hemispheric Projects

Liberalizing Trade and Promoting Foreign Agricultural Trade. Project actions focused on following up on foreign agricultural policy and multilateral trade negotiations, on the development of methodological and analytical instrument and on the promotion of co-investments.

Studies were conducted on the convergence of trade and economic integration agreements, the analysis and comparison of agreements on sanitary norms included in NAFTA and the Uruguay Round, and on the impact of the Uruguay Round on agriculture in Latin America.

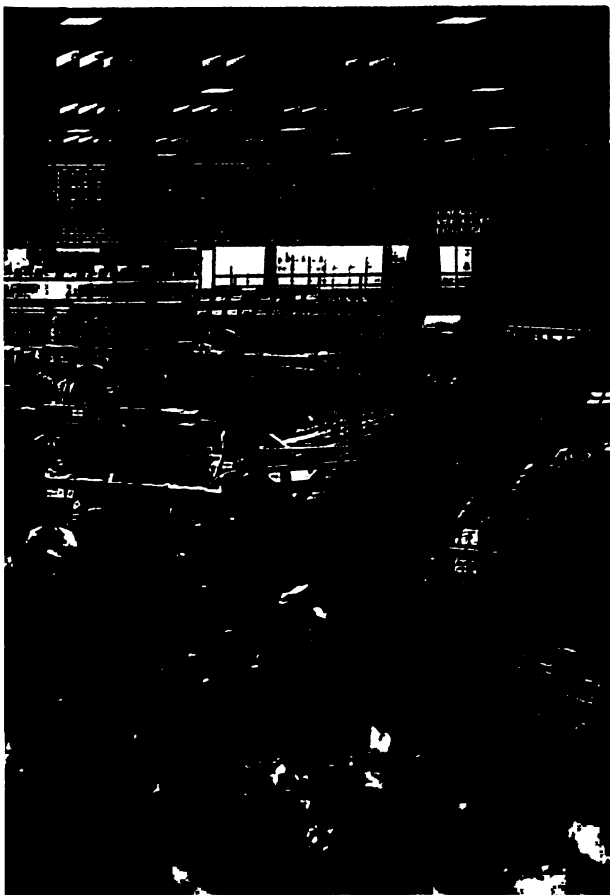
Based on the disciplines of the GATT and the agricultural proposals of the Uruguay Round (Dunkel Text), an analysis was made of the trade policy structure and instruments used in economic integration treaties such as MERCOSUR, CACM, GRAN and CARICOM, as well as specific free trade and economic complementarity treaties such as NAFTA and the G-3.

CIDA/Agriculture Canada and the consulting firm Deloitte & Touche co-sponsored the final workshop on joint ventures, which was attended by project chiefs from Costa Rica, Ecuador, Trinidad and Tobago and Uruguay.

A modified Rotterdam econometric model was used to estimate the affects of tariff and non-tariff barriers on supply (consumption) and the competitive position of supplier countries that have access to international trade. The case of restrictions on banana trade, imposed by the European Committee in July 1993, was used as an example.

The activities carried out by the Program Directorate and the hemispheric project in support of commodity exchanges include: a) the first hemisphere-wide meeting of agricultural commodity exchanges (in Ecuador), for which IICA served as Technical Secretariat, and which laid the groundwork for establishing a hemisphere-wide organization that will increase regional trade and cooperation among exchanges; b) a seminar on the modernization of marketing in Latin America and the role played by commodity exchanges, which was attended by representatives from the public and private sectors of Colombia; c) preparation of audiovisual materials on the operation of agricultural commodity exchanges, as well as several technical documents on futures markets and the integration and operation of these exchanges.

The project also provided methodological support and information to the multinational projects.



Supporting Central American Integration and Regional Initiatives for Economic Complementarity. The objective of this project is to contribute to strengthening the technical and institutional capabilities of the public and private agricultural sectors of the Central Area *vis-à-vis* the analysis and formulation of trade policies, the sectors' participation in international trade negotiations and subregional integration efforts, and the upgrading of marketing mechanisms, particularly through the development of agricultural commodity exchanges.

Some of the most important actions carried out by the Program in 1993 were: a) preparation of a basic program for training in the area of trade negotiations and policies for the agricultural sector; b) in response to a request from the ministers of CORECA, and in collaboration with RUTA and the UN, the project organized and executed the first

The opening of international markets and the formation of trade blocs were Program IV topics.



regional basic workshop on trade policies and negotiations, for senior officials from the public agricultural sector of the Central American isthmus and the Dominican Republic; c) in collaboration with Program I and OIRSA, training for agricultural health directors of the countries of the Central Area on the harmonization of sanitary norms within the context of trade negotiations; d) an analysis of the implications of the Uruguay Round for Latin America, and preparation of a document requested by the ministers of foreign affairs of the Rio Group; e) replies to queries from the Secretariat of CORECA on matters related to trade policy; f) preparation of a document on the structure of trade unions in the private agricultural sector of the Central American isthmus, and technical support for the first subregional meeting of representatives of that sector; g) establishment of a cooperation agreement with the Confederation of Cooperatives of Central America and the Caribbean (CCC-CA); and h) support for a CCC-CA regional training event for federations of cooperatives in Central America and the Dominican Republic.

Also, the project collaborated with the Association for Development and Democracy (ADD) in establishing an information system for trade and investment for Central America, and contributed, with ALADI and SELA, in setting up the Integrated Foreign Trade Information and Support System (SIACE).

At the national level, the project collaborated with the Ministry of Agriculture, Livestock and Food (MAGA) of Guatemala in systematizing sectoral consultations, provided direct advisory services to MAG/SEPSA of

Costa Rica on trade policies and negotiations, and reached agreement with the Center for Studies of the Chamber of Commerce of Panama on future collaboration. Also, the project provided support in organizing training activities on trade policies and negotiations for the agricultural sectors of Bolivia, Colombia, Ecuador and Venezuela, at the request of the ministries of foreign affairs and agriculture and the private sectors of these countries.

In support of the agricultural commodity exchanges in the Central Area, a project was designed for the establishment of a subregional agricultural commodities exchange, and technical assistance was provided for the entry into operation of such a mechanism in Guatemala, for the legal establishment of BOLPROES in El Salvador, for the establishment of the Board of Directors and Technical Group of BAGSA of Nicaragua, as well as for the preparation of base studies on the commodity exchange of Panama and the registration of new commodities in BOLPRO, in Costa Rica.

Technical Attachment to the SIECA/IICA General Cooperation Agreement. This attachment governs relations between IICA and SIECA, given the latter's position as Secretariat of the Regional Central American/Mexico Commission. Some of the activities carried out included the harmonization of policies, the promotion of exports and the standardization of policies on responsibilities shared by the offices of agriculture, foreign trade and economic integration.

Based on the terms of the agreement, initial steps were taken to identify specific inter-institutional coordination activities. At the same time, activities related to the Agricultural Commitment signed in Panama were carried out, and the work of the ministers of economy and agriculture and activities in support of the actions executed by the IICA Office in Guatemala, were coordinated.

Supporting Trade and Integration in the Andean Subregional Group. The actions of this project are aimed at developing the analytical instruments needed to support trade opening and introduce changes into the production structure, and at providing training in the area of trade policies and negotiations for the public and private agricultural sectors.

Program IV, in support of the decisions of the ministers of agriculture of the GRAN, and particularly of the specialized units of the ministries of agriculture, carried out technical actions intended to strengthen institutions and upgrade their actions related to regional and international trade negotiations.

The Program promoted information systems that support trade, product diversification, markets and trade negotiations. Actions focused on the use of the SIAPA data base, and its expansion to include trade statistics from the Andean region. This activity was carried out in conjunction with Program I.

In 1993, the following activities were carried out: a) the work programs of the

IICA Offices in the Andean Area were standardized, as concerns trade and economic integration, and the activities of Program IV's technical experts and consultants in each of the Andean countries were coordinated; b) in Bolivia, the project provided technical assistance for the creation of a policy analysis unit within the MAG, prepared a cooperation agreement and a training program on trade policies and negotiations, in conjunction with the Ministry of Foreign Affairs, and carried out a training activity on the Uruguay Round for senior officials of the public and private sectors; c) in Ecuador, an agreement was signed with the Ministry of Foreign Affairs to provide support for training in agricultural trade policies and negotiations, support was provided for the first national workshop on

this topic for the public and private sectors, and the national project received support in matters related to the harmonization of trade policies with Colombia; d) in Colombia, support was provided for the first national workshop on trade policies and negotiations for the public and private sectors; e) in Colombia and Venezuela, actions focused on providing basic information on the G-3 agreements and on the free trade agreement with Central America; and f) in Venezuela,

*Engendering
Agricultural Competitiveness
in CARICOM:
Multinational project
of Program IV.*



support was provided in preparing a training program on trade policies and negotiations for the public and private sectors.

With regard to agricultural commodity exchange, the project provided advisory services, technical information and training, with a view to promoting the activities of the exchanges in Bolivia, Colombia, Peru and Venezuela. Also, efforts were made to facilitate interaction between these exchanges and those of Central America. The project also collaborated in designing a strategy for increasing the efficiency of the exchange in Colombia, in its trade with Ecuador.

Supporting Trade and Integration in the Countries of the Southern Area. The objective of this project is to strengthen the administrative structure and technical capabilities of the ministries of agriculture and other public or private institutions in the countries of the Southern Area, enabling them to comply with commitments, agreements and technical mandates arising from international and subregional fora working to boost foreign agricultural trade and foster regional integration.

SIAPA was installed and put into operation, sectoral information from Argentina and Uruguay was updated, technical personnel were trained in the use of SIAPA, and the data base was put into operation in the Ministry of Foreign Affairs of Argentina.

As concerns activities related to MERCOSUR, several documents were prepared, including: an analysis of the impact of several versions of the Common External Tariff (CET) on the wheat market of

MERCOSUR; intra- and extra-regional trade flows from 1990-1993; techniques for harmonizing and following up on policies; competitiveness of the agroindustrial complex, within the context of the subregional integration of the Southern Cone; and the project Support to Modernization and Retraining for Small Farmers.

With regard to the development of a common external trade strategy, efforts focused on two activities. The first was the articulation of national mechanisms to promote exports (PENTA, PROMEX, PROCHILE, PROPARGUAY and PROPEX). In this regard, a regional seminar was held in Uruguay to promote joint ventures in the fruit and vegetable complex of the countries of the Southern Area. In addition, a regional system for information on prices and the volume of transactions for a selected number of commodities was put into operation; two issues of the *Agrrex Journal* were published and a manual on foreign trade and the promotion of agricultural exports in the countries of the Southern Cone was completed and published. Secondly, as concerns the articulation of fruit and vegetable wholesale markets of the countries of MERCOSUR, a regional system for information on prices and the volume of transactions for a selected number of commodities was put into operation, and a meeting on fruit and vegetable markets in MERCOSUR was promoted.

The activities of CONASUR included the preparation of a document on the competitiveness of the agroindustrial complex within the context of subregional integration

in the Southern Cone, publication of a manual on foreign trade and the promotion of agricultural exports in the countries of the Southern Cone, and the formulation of a proposal to create an association of owners of fruit and vegetable businesses in the Southern Area.

Engendering Agricultural Competitiveness in CARICOM. In most of the countries of CARICOM, the principal causes of the weak performance of agriculture are related to the inability of the sector to compete at the international level.

This project was able to address two critical weaknesses that had previously been treated under Program I: Design of Strategies for Agricultural Policy Analysis, Planning and Management to Support Agricultural Development in the Caribbean. SIAPA was installed and training seminars on its use were conducted in Guyana and Trinidad and Tobago, with the participation of the University of Guyana (UG), CARDI, the Ministries of Agriculture and Finance and IICA staff.

The new project placed greater emphasis on research. Quantitative studies are vitally important in reaching consensus among those who generate and plan policies, with regard to the formulation of appropriate national and regional agricultural trade policies.

The participation of IICA staff in the meetings of CARIFORUM, in order to secure funding from the Lomé IV Agreement for the agricultural sector, provided an opportunity to promote the IICA project Promoting Competitiveness in the Countries of the Caribbean Basin. The EEC's CCOIN program

is likely to provide funding. Efforts to obtain the support of the ministers of agriculture of the OECS for a project on policies and planning for the Caribbean were successful.

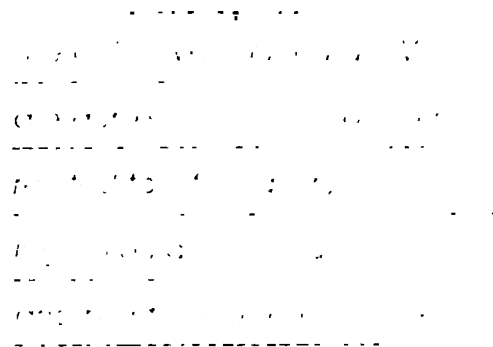
The project helped upgrade the technical capabilities of the Ministry of Agriculture, CARDI, CARICOM, the University of the West Indies (UWI), the University of Guyana (UG) and other institutions. All the activities carried out by the project have helped to increase agricultural competitiveness in IICA's member countries. Working relations were established with CARDI, UWI, UG, the Secretariat of CARICOM, the Secretariat of the OECS/ADCU and with the Food and Resource Economics Department of the University of Florida, in the United States of America.

Program V: Agricultural Health

Program V's actions are aimed at reactivating the agricultural sector and finding solutions to agricultural health problems in LAC caused by exotic diseases and pests. These problems affect the efficiency of the production sector and, consequently, limit the possibilities of establishing a viable mechanism for trade among the countries of the Americas, in order to respond to the challenges created by the opening of regional and subregional commerce.

The Program seeks to meet the real needs of the agricultural sector by carrying out actions intended to: a) promote agricultural

exports; b) increase the efficiency of agricultural production; and c) prevent the introduction and establishment of exotic diseases and pests.



Program V's strategy for attaining its objectives in 1993 continued the activities begun in 1990. To this end, it developed and strengthened equivalent and compatible agricultural health information systems, by installing integrated information systems (HandiSTATUS, IPHYTROP, CARAPHIN) and providing training for users. The LEXus prototype was modified to make it more user-friendly, and is now known as QUALIE-STATUS. Program V also supported harmonization models for animal and plant health legislation in the countries of LAC.

In the Southern Area, concrete progress was made in areas related to quarantine, through the Institute's participation in the Technical Secretariats of COSAVE and CORESA; in the Andean Area, Program V supported the development of bilateral actions between Colombia and Ecuador, as follow-up to actions initiated in 1992 between

Colombia and Venezuela. In the Central Area, Program V worked with OIRSA to support implementation of the CAP resolutions and worked closely with PAHO and FAO in formulating uniform models of quarantine regulations, with a view to future regional integration.

Within the area of training, manuals on livestock and plant quarantine practices have been developed and adapted, so as to upgrade the capabilities of human resources in the countries.

Other actions carried out this year include: a) support to the countries, through the Agricultural Health Emergency Fund; b) support for plans of action to monitor and control soybean nematodes in Brazil, the pine bark weevil in Nicaragua, white flies in Costa Rica and El Salvador and moniliasis in cocoa in Honduras; c) preparation of the preliminary stage of the program to control and eradicate bont ticks in the Caribbean; d) organization and coordination of a seminar on new regulations and pesticide tolerance levels in export products for the countries of the Andean Area, in collaboration with NACA, EPA, USDA, OAS and FDA; e) a meeting of animal and plant health directors in the Andean Area; f) technical support to the countries of the OECS; g) a meeting to coordinate animal health activities, involving IICA/Program V, USDA, FAO, PAHO and OIRSA; and h) a coordination meeting for agricultural health laboratories, involving IICA/Program V, USDA, OIRSA and PARSA-PAHO.

Hemispheric Project

Modernization of Quarantine Information Systems in order to Expand Agricultural Trade in Latin America and the Caribbean. The objective of this project is to strengthen information systems, legislation and quarantine procedures. As concerns legislation, the following actions were undertaken: a) modification of the prototype of the LEXus data base, which was evaluated, adjusted and expanded to include information on quarantine, animal and plant health legislation and requirements for exporting and importing animal and plant products, and is now called QUALIE-STATUS (QUARantine, Legislation, Import and Export of agricultural products); b) analysis of and comments on plant health norms; c) support to the MAG/IICA Animal and Plant Health Committee (Costa Rica), to the Directorates of Plant Health and Animal Health of the Ministry of Agriculture and Livestock of Nicaragua; and d) analysis of problems linked to pesticide use in Latin America.

Program V's information specialist joined the OIE/FAO working group, and contacts are being made with governments to recommend that HandiSTATUS (Help with ANimal Disease STATUS for Trade) be adopted as a global information system for reporting animal diseases. Fifty technicians were trained to use this system, which has been distributed to more than 100 countries, in English, French and Spanish.

The strategy followed in the area of quarantine involved the preparation of manuals on animal and plant health procedures, which consider effective quarantine principles that will increase the



Program V works to modernize research and quarantine systems so as to augment agricultural commerce in LAC.

marketing of agricultural commodities, without exposing the countries to the possible entry of exotic diseases and pests. This action involved the gathering and evaluation of quarantine procedures approved by international agencies (FAO, OIE, OIRSA).

A technical manual on livestock quarantine procedures was prepared, and was used as the basis for an adapted manual for inspectors in the Caribbean Area. The latter manual was validated in a training workshop on quarantine procedures held in Guyana, in which 26 veterinary doctors from the

Digitized by Google

countries of the Caribbean received training. A technical manual on plant health quarantine procedures is currently being evaluated for adaptation. Also, Program V is supporting JUNTA in the preparation of a manual on plant health quarantine procedures for the Andean Area.

Other activities carried out by the Program included the review of document on livestock quarantine in Central America, support for the activities of the G-3 trade agreement and the organization of the OIRSA/Program V/Hem. Project-DICCAI meeting and a conference for the Colombia International Corporation on non-tariff trade barriers.

Multinational Projects

Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (CARAPHIN). The three principal activities of the project were: a) support to the units of each participating country in order to facilitate the flow of information to and from CARAPHIN headquarters; b) training for national participants, in the fields of informatics and epidemiology; and c) compilation, and dissemination in the Caribbean, of information on the surveillance of animal and plant diseases and pests.

In 1993, the participants of CARAPHIN attended meetings and seminars in Barbados, Guadeloupe, Guyana and Saint Lucia, which helped to identify the strengths and weaknesses of the network and was used as the basis for preparing and submitting a proposal to improve and strengthen the

network. As part of an initiative to change the role of CARAPHIN as an information network, a new computer program was designed to gather information on surveillance. Information was disseminated through quarterly official regional reports and three issues of CARAPHIN News.

Strengthening the Andean Network of Animal Health Laboratories. The objective of this project is to strengthen and promote the active participation of institutions and agencies associated with the livestock industry in the countries of the Andean Area. It aims to improve the operation of animal health services in order to ensure compliance with sanitary requirements for international trade and to meet the needs of programs to prevent and manage animal diseases and pests.

The activities carried out by the project contributed to attaining its objectives: the establishment of laboratory networks, training, harmonization and exchange of technologies and dissemination; and to gaining approval of a short-term action to harmonize sanitary legislation between Ecuador and Colombia.

Another important achievement was the formalization of relations between IICA and the Ministry of Agriculture and Livestock (MAG), through a letter of understanding to support the MAG in modernizing agricultural health services in Ecuador. Some of the most important actions carried out include preparation and execution of a joint project with the IDB, in support of the APHIS/MAG agreement for exporting fresh produce to the United States.

Support for Integrated Fruit Fly Control in the Andean Area. The objective

of this project is to coordinate, with the countries of the Area, JUNTA and potential funding sources, actions to prevent the introduction of, to control and to eradicate fruit flies.

Two pending activities of the project were completed: training and computerized information management. The Program also formulated and processed several project profiles to control fruit flies and stimulate fruit and vegetable exports from Peru, and supported execution of the Chile-Peru program to control *Ceratitis capitata*.

Other activities included: a) training for 30 national technical experts on the taxonomy of fruit flies; b) preparation of profiles for the

Integrated pest management is key to the fruit industry



Digitized by Google



Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area. The objectives of this project are to upgrade the national plant protection services of the countries of the Area, and to foster the active participation of public and private institutions and regional and international agencies associated with the agricultural sector in solving plant health problems that limit national and international trade.

In 1993, under the IICA/COSAVE agreement, priority was attached to harmonizing plant health legislation, to support efforts by CONASUR and MERCOSUR to promote integration. Progress was made in defining the technical bases for establishing: a) regional systems to register plant health products; b) regional regulations for transporting agricultural commodities to third countries, endorsed and adopted by MERCOSUR; c) procedures and methods for inspecting packing and crating materials; d) procedures and methods for inspecting agricultural products transported by travelers; and e) a manual of standardized plant protection controls in effect at the borders between the countries of MERCOSUR.

Also, work concluded on codifying and classifying agricultural commodities traded in the region according to the level of plant health risk. Discussions were held to analyze FAO proposals on establishing a code of conduct for using biological control agents, and on procedures to be adopted for pest risk analysis. In order to strengthen COSAVE, a proposal was drawn up to establish a technical unit to support the actions carried out by the permanent work groups that deal



IICA works to strengthen national plant health services in order to expedite international commerce.

national program to prevent, control and eradicate fruit flies in the coastal valleys of Peru that show potential for producing and exporting fruits and vegetables; c) a survey of *Anastrepha grandis* in the Tacna Valley, with a view to establishing an area free of fruit flies in order to export melons and other cucurbitacea; d) survey and control of fruit flies in the Huaral-Chancay Valley, to establish a pest-free area in order to export tangerines and other citrus fruits; and e) reactivation of the La Molina MOSCAMED laboratory.

Given the rapid changes taking place in international trade, and requests from several groups in the Andean Area, a consultation meeting was held with the countries to reorient Program V's actions in the region. It was decided that, since one of the projects had concluded, the strategies of both should be reformulated into a single multinational project, to begin in 1994. This required the execution of short-term action to follow up on commitments made in 1993.

with specific plant protection issues. The project continued to provide general technical support to the national plant protection services of the countries of the Area, through actions of the regional plant protection information service established under an agreement between the hemispheric project and COSAVE.

Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area. The objectives of this project are to strengthen and promote the active participation of institutions and agencies associated with the livestock industry of the countries of the Southern Area, in order to reduce animal health problems, facilitate international trade and increase production and productivity in the countries.

As part of CORESA's activities, regional capabilities to respond to problems that affect the health, production and marketing of livestock products in the region were evaluated; the integration and harmonization of animal health services in the countries of CONASUR was strengthened; private sector livestock ranchers from the countries of the Southern Area participated in CORESA meetings; a model system to harmonize health regulations and procedures that facilitate the international trade of animals and animal products among the member countries of CONASUR was prepared; and three projects on sanitary regulations were prepared and approved, aimed at harmonizing requirements to facilitate the importation of animals, embryos and fertile eggs from third countries to the Southern Area, to declare a country free of communicable diseases and to equip poultry

breeding and plant incubation facilities to participate in regional trade.

In coordination with the hemispheric project, personnel from health services of Argentina, Chile and Uruguay were trained in the managing and processing of livestock information through the use of the HandiSTATUS data base. The project also provided support in strengthening the Argentina-INTA/SENASA/IICA exotic disease committee, as the most important national and regional entity for dealing with emergency diseases. The newsletter of the Exotic Disease Committee was prepared and published. Eight courses were conducted and 129 professionals were trained.

Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area. The objective of this project is to help the public sectors of the countries of Central America and specialized agencies (OIRSA, FAO, GTZ) to design and prepare a series of uniform models for the animal and plant health system, which will enable it to meet the new demands of intra- and extra-regional trade of agricultural products and inputs.

The models cover aspects related to: a) the animal and plant health information system; b) harmonized regional guidelines on quarantine requirements and procedures; c) the regional system of agricultural health services and tariffs in Central America; d) the regional system for recording and supervising agrochemicals, biologics and veterinary and similar products; e) the regional system for accrediting professionals; f) the regional system for immediate responses to animal health emergencies; and g) mechanisms for

reaching agreement and coordinating with the private sector.

A harmonized model of the animal and plant health bill has been prepared and was approved by the countries of northern Central America (CA-4). Technical parameters have been identified to harmonize the registration, marketing and exchange of information on agrochemicals, veterinary products and similar substances, and quarantine regulations and procedures have been established for intra- and extra-regional trade among the countries of Central America, especially within the CA-4 group.

Center for Programs and Investment Projects (CEPPI)

CEPPI collaborates with the member countries in preparing agricultural sector assessments, programs and investment projects, as well as in training and developing project methodologies which promote the modernization of agriculture in LAC.

In 1993, CEPPI's Sectoral Studies Area carried out actions in Colombia and Jamaica financed by IFAD, in the Dominican Republic with IICA's own resources, and in Trinidad and Tobago with resources provided by the Institute and the government of that country. Also, studies financed by IICA were undertaken in Belize, Chile, Honduras and Venezuela.

A guide for formulating regional sector assessments was prepared and, with the support of GTZ, methodological guidelines



and examples of analysis were drawn up for diagnosing the use and management of renewable natural resources in LAC countries. In addition, CEPPI provided support in defining Guatemala's agricultural policy agenda.

In support of IICA's Member

*States, CEPPI prepared Investment
projects and agricultural
sector programs*

In the Investment Projects Area, and within the framework of the IICA/IDB agreement, projects were formulated in Costa Rica and Nicaragua. Under the IICA/IFAD Agreement, a general project identification mission was carried out in Costa Rica, during which a proposed strategy for IFAD's action to support rural development was prepared; moreover, four investment projects were identified and their respective profiles elaborated. In addition, activities were coordinated for the organization of the *ex ante* evaluation mission of the PLANDERO Project in Honduras.

*Large-scale irrigation
projects form part of
CEPPI's portfolio.*

Other CEPPI actions carried out with Institute resources supported preinvestment activities in the IICA Office in Haiti, and a document on strategic and methodological guidelines for implementing sustainable rural development projects was prepared for the emergency plan for economic reactivation in that country. A feasibility study of 12 Trifinio (El Salvador, Guatemala and Honduras) Plan subprojects was evaluated; institutional support missions were sent to Bolivia, the Dominican Republic and Panama; and investment projects presented to DIPROE were analyzed.

CEPPI's Project Design and Methodologies Training Division developed the second version of a software program entitled Formulation and Analysis of Agricultural Investment Projects (FAPRO). Workshops on this program were held in Honduras for personnel from CABEL; in Ecuador for personnel from the public and private sectors; and in El Salvador, Guatemala and Honduras for technicians from public and private banks. A training module for economic evaluation of the environmental impact of investment projects was prepared in collaboration with GTZ. In addition, cooperative ties with the IBRD served to disseminate the COSTAB and FARMOD WINDOWS software programs, which aid in the preparation and analysis of investment projects. Finally, a workshop on these programs was held for IICA staff with IBRD support.

CEPPI's professional staff participated in a number of seminars and workshops: ALIDE, in Uruguay; IV Meeting of Latin American and Caribbean Agricultural Economists, in Chile; The Role of the Public

and Private Sectors in the Provision of Agricultural Services, World Bank/IICA, in Costa Rica; Competitiveness and Trade Opening, UNA/IICA, in Costa Rica; FARMOD WINDOWS and COSTAB, World Bank/RUTA, in El Salvador and at IICA Headquarters; Gender Analysis Applied to Agricultural and Rural Development, in Costa Rica; and a workshop on agricultural policy organized by the IBRD (Technical Department for Latin America and the Caribbean) in Washington, D.C.. Also, in order to improve CEPPI's managerial capabilities, workshops on management leadership, total quality and strategic planning were held with the support of DICCAI, and training was provided to CEPPI's secretarial staff.

At the hemispheric and multinational levels, CEPPI carried out the following projects:

Project Preparation Unit (IICA/IDB Agreement). This unit provides IDB and IICA member countries with a technical cooperation mechanism for preparing investment projects and agricultural sector programs. It also contributes to strengthening the agencies implementing these projects in recipient countries, through training in project and program formulation.

In Costa Rica, the Master Plan of the Arenal-Tempisque Irrigation Project and the National Irrigation Program for Small Areas were updated. The objective of these activities was to develop a sustainable development strategy for the irrigation

subsector, within the context of sectoral, regional and national development plans. Once the scope, dimension and components of future irrigation projects were defined with the government, the terms of reference for preparation of feasibility studies of the Arenal-Tempisque Irrigation Project (Phase III) and the National Irrigation Program for Small Areas were elaborated.

In addition, a Subprogram for Strengthening the Services of the Ministry of Agriculture and Livestock (FOSEMAG) of Nicaragua was formulated, the objective of which is to prepare a feasibility study for strengthening all the major services provided by the Ministry: animal and plant health, seed certification and control, price and market information for producers. The study was approved by the IDB.

The following actions were undertaken in collaboration with Program III and submitted to the IDB: (a) a systematization of methodologies for elaborating maps of rural poverty at the municipal level and for identifying and evaluating local rural development organizations; (b) an annotated collection of studies on rural development strategies, maps of rural poverty and rural development organizations; (c) a list of the major rural development training centers of the region; and (d) a proposal for jointly organizing a seminar to evaluate recent rural development initiatives.

The IICA/IDB Agreement is in its final months of execution and negotiations are under way to undertake joint technical cooperation actions.

Technical Cooperation with the Central American Bank for Economic Integration (CABEI). Two training workshops were held for CABEI staff: one on the development of communications skills, total quality, marketing and sales and the other on interbank and human relations. With the collaboration of Program I, SIAPA was installed at CABEI and training on its operation was provided to some staff members. Two training workshops were also held on the formulation and analysis of agricultural investment projects (FAPRO): one in Honduras to CABEI staff and the other in Guatemala for officials from public and private banks in El Salvador, Guatemala and Honduras.

Regional Project Unit of the Caribbean. A sectoral study on St. Kitts and Nevis and the regional cotton project were prepared. In addition, four project profiles were also formulated for CARICOM to be funded by the Lomé IV Agreement. Support was provided to Grenada in the formulation of a fruit crop cultivation project and to Suriname in the development of a sustainable agricultural system. In Guyana, a workshop was held on project identification and evaluation; another on project cycles was offered at WINBAN. Support was also provided to the ADCU of the OECS.

The Center carried out the following short-term actions:

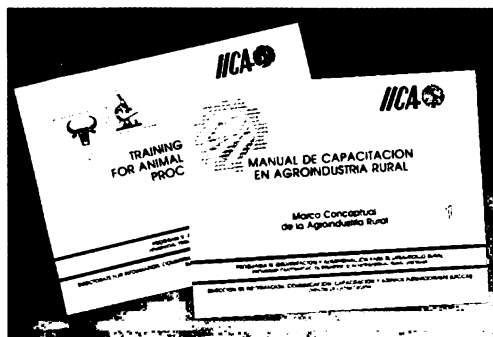
Agricultural Sector Study of Tobago. This study was carried out in the island of Tobago with funds from both IICA and the country and served to complement the analysis carried out by the IDB in Trinidad.

Agricultural Sector Study of Belize. The study was prepared with Institute resources for this new IICA Member State.

Institutional Modernization Component of an Agricultural Sector Program in Chile. This study, which was initiated with IICA funding, includes an analysis of the current agricultural institutional system and proposals for more efficient sectoral performance.

Identification of Rural Development Projects in Costa Rica. Under the IICA/IFAD Agreement, a strategy was prepared for IFAD's action in support of rural development in Costa Rica and four projects, along with their profiles, were identified with a view to supporting small farmers, rural women, indigent rural families and rural agroindustry.

DICCAI's Training Division and Editorial Service created a new line of IICA publications: the Training Manuals Series.



Directorate for Information, Communications, Training and Institutional Affairs (DICCAI)

This unit supports and coordinates activities related to training, communications, information and the editing and publication of Institute materials, and assists the Director General in carrying out responsibilities relevant to relations with the Executive Committee and the IABA, serving as the Technical Secretariat of both.

. Training

The Training Division was created in 1991 for the purpose of implementing a hemisphere-wide strategy for the training of human resources involved in the modernization of agriculture in LAC. To this end, the Division concentrates its efforts in three areas of work; a) support to the countries; b) support for the action of IICA's Programs; and c) training for the human resources of the Institute, all within the context of the project Upgrading Human Resources in the Countries of the Americas and IICA Staff.

In pursuit of the objectives of the first area, the Division carried out numerous activities. National training strategies were designed on the basis of assessments of the supply of and demand for training in Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua, with one document being produced for each country. Strategies were designed and assessments conducted in consultation with trainers in each country, in ten workshops and several meetings with public and private agencies and NGOs. Other

activities included: a) five national courses on the management of training activities and a workshop for trainers; b) formulation of the training component of the PLANDERO project of IFAD, in Honduras; c) formulation, in El Salvador, of the National Agricultural Training Program (PROCAN), and negotiations relevant to its implementation; d) provision of advisory services to the Agricultural Development Institute (INDAP) of Chile, on training for rural development; e) technical assistance and methodological support for the workshop to identify areas for action by the agricultural sector in the area of sustainable development, organized by SEPSA, of the Ministry of Agriculture and Livestock of Costa Rica; f) distribution of five information sheets on courses and scholarships available in the hemisphere and other regions; and g) preparation, in conjunction with Program III, of the Central American Training Program on Entrepreneurial Management for Small- and Medium-scale Farmers.

Other actions carried out in the area of support to the countries were the publication of the following documents: a) a national training strategy in Ecuador, b) guidelines for the design and execution of training activities (includes a slide and cassette presentation), and c) a manual on the management of training activities. Also, the Division offered financial support for organizing the ALEAS Congress, provided advice in the implementation of IICA/CIARA technical cooperation in Venezuela, and held a workshop on sustainability in Londrina, Brazil.

The activities carried out in the second area of work included: a) in conjunction with PRODAR (Program III), two workshops in Costa Rica and one in Guatemala on the

development of rural agroindustry, as well as participation in coordination meetings of the Network in Costa Rica; b) publication of three manuals and the production of a videocassette on rural agroindustry; c) adaptation and publication of six PROCODER manuals on entrepreneurial training; d) provision of technical advice on training to the project Supporting the Institutionalization of the Issue of Rural Women in IICA's Programs, and participation in two workshops on gender; e) support in organizing the workshop on livestock quarantine, held in Barbados by Program V, and validation and publication of the corresponding manual in English; f) preparation of a livestock quarantine manual for Central America; g) co-publication, with Program III, of a document on criteria for designing a follow-up and evaluation system for rural development training programs; and h) technical-instructional support to Program IV for a course on negotiations.

Lastly, in the area of training for the human resources of IICA, workshops and seminars were held at Headquarters and in the countries on equity, competitiveness, strategic planning, total quality and managerial leadership, as well as courses on software packages, English and advanced

The Training and Communications Divisions held numerous courses for hundreds of people in and outside of IICA.



skills for the secretarial staff. Of particular importance was the seminar Management for Excellence, offered to the IICA Representatives in the Caribbean.

. Communications

This Division, created in 1990, advises the Programs and the IICA Offices on issues related to communications. It is in charge of the Audiovisual Production Center of the Institute and the IICA/SIDA/IUCN Regional Program on Communications, Women and Sustainable Development, and, until March of this year, was responsible for executing the project Communications Applied to Education and Rural Development in Latin America and the Caribbean, funded by the Kingdom of the Netherlands and executed by the Radio Netherlands Training Centre (RNTC) and the Communications Division of DICCAI.

This project, over six years of continuous work, made it possible to: a) upgrade and strengthen the infrastructure of the Communications Division for producing radio programs; b) carry out 203 training activities

on educational communications, conducted at Headquarters and in the Central, Caribbean and the Southern Areas; c) train 2855 staff from governmental and non-governmental organizations (1840 men and 1015 women); d) co-produce 23 radio programs with institutions that participated in the courses; and e) publish six books on subjects related to communications and educational mediation. At the conclusion of the project, the administration of all radio-related infrastructure was transferred to the Communications Division.

Radio materials produced during 1993 included 10 professional radio series and one slide and cassette program on guidelines for designing training activities for the IICA/World Bank project. Also, the first two

videos for the IICA VIDEOS Series were produced in the VHS format.

Together with Program IV, the Division produced five documentaries on agricultural marketing systems and a TV spot on agricultural commodity exchanges. With the Training Division and PRODAR, the Communications Division produced a documentary on rural agroindustry as the pillar of development; with Program III, a documentary on the concept of gender in agriculture; and with the IICA/SIDA/IUCN project Women, Communications and Sustainable Development, another on training as a tool for development. Also, a videocassette was prepared on the highlights of the Seventh Regular Meeting of the IABA.

With regard to training, 16 events, attended by 480 participants, were conducted in Central America: a) a workshop on professional television was conducted in Costa Rica, with the participation of private television channels, the University of Costa Rica and the State University for Distance Education; a meeting was held with the latter university on the role of radio in agricultural extension services, for students in the Master's program on agricultural extension of the MAG/UNED project; b) with RNTC, a workshop was organized on the production of printed materials, with participants from governmental and non-governmental organizations of Costa Rica; and c) a meeting with radio station executives from Costa Rica, on radio and agriculture.

Regional Program on Communications, Women and Sustainable Development (IICA/SIDA/IUCN). This project, which began in 1993, receives funding from SIDA and support from the IUCN. Under this project, 12 training events were

DICCAI conducts out courses on video and radio production.

conducted in Central America on gender, communications and sustainable development, with a total of 423 participants.

The project's coordinators participated in two training events organized by the CATIE/Madeleña 3 project in Turrialba: a national seminar on forestry action plans, where a paper was presented on the gender perspective and the participation of women; and a seminar for the Central American coordinators of the Madeleña 3 project, where the IICA/SIDA/IUCN project was presented.

Other materials produced and distributed during the year include posters, brochures, information sheets and the project's newsletter, and the proceedings of the first meeting on the project Communications, Women and Sustainable Development. Also, the Division participated in organizing the seminar Communications Strategy for Rural Women in Latin America and the Caribbean, held in Costa Rica, where a paper was presented on IICA action in educational communications.

. Conferences and Meetings

DICCAI serves as the Technical Secretariat of the governing bodies of IICA. Its Conferences and Meetings Unit prepares and updates the Institute's official documents and provides support in organizing and executing IICA meetings and conferences, as well as those of national, regional and international agencies. Some 140 national and international meetings were held at IICA Headquarters in 1993.

. Institutional Documentation

This unit, recently created, is responsible for overseeing the style and quality of official correspondence between the Administration

Digitized by Google



of the Institute and high-ranking officials, supervising the preparation and distribution of Executive Orders, collaborating in the preparation of DICCAI reports, supporting the Technical Secretariat during the meetings of IICA's governing bodies, and revising and updating official documents.

In 1993, the Staff Rules, Financial Rules, the System for the Determination of Remuneration for IICA Personnel and the Standards for IICA Personnel Classification, published in English and Spanish, were updated. The unit also collaborated in the Executive Committee Meeting and the Seventh Regular Meeting of the IABA.

. Documentary Information

Activities were carried out in six areas. In the area of support to IICA's Programs, *vis-a-vis* information systems, the Division updated the data base on coffee and published and distributed the REDCAFE bibliographic bulletin, with funding from PROMECAFE and in coordination with the Orton Memorial Library. Also, the Division supported ISAPLAC, of RISPAL, in recording information and disseminating it through bibliographic bulletins and data bases; the IICA/GTZ project contributed bibliographic information on sustainable development, which was entered into the CIDIA data base and disseminated in two special issues of the ORADIA bibliographic bulletin; steps were taken to include the Documentary Information Division (DID) in the information system on basic grains in Central America, for PRIAG; the Division collaborated in organizing collections of documents available in Programs II, III and V, and the collections of Program II and V were added to the Venezuela Library; with the IICA Office in Nicaragua, DID helped to design an

information system, and with the IICA Office in Costa Rica, to organize a documentation center in the Cañas irrigation district.

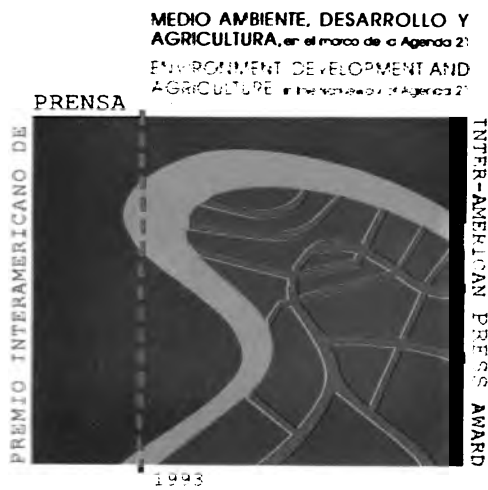
As concerns **bibliographic data bases**, the CIDIA documentary data base was updated, with the addition of 5000 entries on the subjects covered by IICA's Programs. The Division also promoted the use of bibliographic resources available at IICA, through the installation of the CIDIA data base and the periodic dissemination of updates to the Rodrigo Peña Library in Colombia and the IICA Offices in Brazil, Chile, Ecuador, El Salvador, Honduras and Nicaragua. Also, the CIDIA and AGRINTER data bases were made available, via local area networks, to technical personnel at Headquarters.

Regarding **access to and use of new technologies**, the Division published a compact disc (CD-ROM) containing 34 agricultural data bases with some 400,000 bibliographic references contributed by national institutions participating in the DICCAI/University of Colima (Mexico) project.

In the area of **provision of services**, the Division produced and distributed five quarterly bibliographic bulletins on topics of interest to IICA's Programs, with the technical and financial support of the Programs, and participated in networks and national and international information systems (AGLINET and AGRIS of FAO, CICAD of the OAS, the national banana and plantain network of INIBAP, and REDNIA of Costa Rica).

DICCAI's Documentary Information Division, along with the University of Colima, produced a CD-ROM containing 34 agricultural data bases (more than 400,000 bibliographic references).





As regards **training on information and documentation**, courses were offered for agricultural librarians and documentalists, with partial funding from DICCAI's Training Division and national institutions. These activities were conducted in Costa Rica and Venezuela at the request of national institutions, through IICA's Programs.

Lastly, in the area of **support to associations**, the Division provided AIBDA with technical advice, assigning a member of its staff to serve as Executive Technical Secretary, and offering financial support for publishing documents and organizing meetings of the Association.

• Editorial Service

• Print Shop

The Editorial Service and the Print Shop work together to produce a wide variety of publications. The former offers the technical

units of Institute technical assistance in the proper use of IICA's graphic line and in editing, distributing and marketing publications. The latter is responsible for the typesetting, design, layout, photomechanics, printing and binding of all IICA's publications.

In 1993, these two Divisions together produced more than 75 publications in IICA's official series, as well as numerous booklets, brochures, folders and other printed materials. One highlight of the year was the publication and distribution of the book **IICA: Fifty Years of History** in English and Spanish. The following posters were also designed and produced: a) Environment and Agriculture within the Framework of Agenda 21, for the 1993 International Press Award; b) Communications, Women and Sustainable Development in Central America (IICA/SIDA/IUCN); and c) another for the Seventh Regular Meeting of the IABA.

In 1993, the Editorial Service sold to the public more than 8000 copies of different publications, distributed 45,000 copies of other printed matter, and signed agreements to co-publish and distribute publications with the Earth Council and CIP. Also, in collaboration with the Training Division, the Editorial Service created the IICA Training Manuals Series (ISSN 1022-0070).

At Headquarters, the Editorial Service designed and set up the exhibit Agriculture: Challenge for the Americas, which shows the relationships that exist among agriculture, the environment and rural inhabitants. These relationships were illustrated with statistics from the SIAPA data base (Program I).

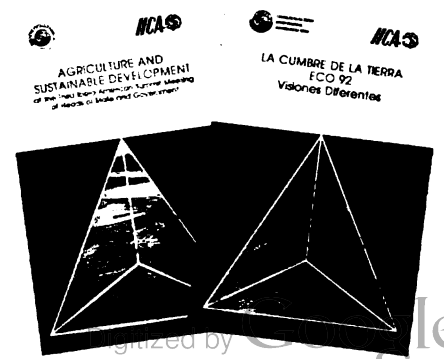
In 1993, the Editorial Service began a new series of co-editions with the Earth Council, one of which synthesizes the Eco 92 documents from the landmark Río de Janeiro meeting.

In 1993, the Print Shop acquired modern equipment for graphic on-screen design, signed contracts with the OTS Office in Costa Rica, IUCN and CATIE to produce some of their publications, and produced more than 40 million printed pages, under strict quality control and cost-efficient standards.

• Language Services

The main task of Language Services is to translate IICA documents into the four official languages of the Institute (English, Spanish, French and Portuguese), which it handles through its in-house team of translators and a network of professional free-lance translators in other IICA Member States and throughout the hemisphere. Translations cover a wide variety of administrative, technical, legal and scientific documents.

In addition, the Language Service staff interpreter arranged for and provided simultaneous interpretation services for all multi-language meetings at Headquarters and, on occasion, for meetings in other member countries as well. This unit of DICCAI was responsible for language services at the meetings of the governing bodies of the Institute; in 1993, these were the June Executive Committee Meeting and the September IABA Meeting in Mexico. At their conclusion, the provisional report in the respective languages was produced.





Chapter 3

IICA in the Countries

IICA in the Countries

IICA provides technical cooperation for agriculture in all of its member countries, which are divided into four Areas: Central, Caribbean, Andean and Southern.

In the 1987-1993 Medium Term Plan, the Member States established a frame of reference for the future actions of the Institute. It calls for a focusing of activities on areas of priority to the region, and on increasing the efficiency and flexibility of IICA's operating units. Accordingly, IICA provides technical cooperation for agriculture in all of its member countries, which are grouped into four Areas: Central, Caribbean, Andean and Southern.

IICA's Offices in the countries provide the institutional and administrative base needed for implementing the Institute's project activities. Each Office is headed by a Representative, who is responsible for management of the Office, and who reports to one of the Directors of Area Operations at Headquarters in Costa Rica.

Central Area

In general, the countries of the Central Area continued to restructure their institutions, in the areas of technology (Nicaragua, Honduras and El Salvador), in reassigning and ensuring ownership of land (El Salvador, Nicaragua, Honduras and Mexico), resettlement (Guatemala) and modernization of the public apparatus (Dominican Republic, Honduras, Costa Rica, El Salvador, Nicaragua, Guatemala and Panama). Also, agricultural commodity exchanges were set up and entered into operation in several countries.

Of great importance to the agricultural sector was the signing of the Protocol on Central American Integration, which recognizes the institutionalization of the Council of Ministers of Agriculture as a part of SICA. The Institute contributed to attaining this final objective of CORECA.

Nevertheless, the banana-producing countries of the Area (Costa Rica, Honduras and Panama) were affected by the quota and tariff

system imposed by the EEC on banana imports to the Community market. This will seriously affect the participation of the agricultural sector in the total export of goods, leading to a drastic reduction in the distribution of income in banana-producing areas. This, in addition to the drop in coffee prices, will have a direct impact on employment and income in rural areas.

As a result of the Agricultural Commitment signed in Panama by the Presidents of Central America, IICA provided cooperation to the ministries of agriculture in the following areas: a) changes in the production structure and modernization of agri-food systems, by providing support for the formulation of proposals on the analysis of production chains (rice, sugar, beef and dairy cattle and the corn-concentrates-poultry complex); b) modernization for small farmers, through the formulation of a regional project to support small farmers; c) integration and agricultural trade, by supporting the establishment and operation of agricultural commodity exchanges, and providing training related to trade policies and multilateral negotiations; d) the creation of the Regional Agricultural Technology Generation and Transfer System; e) integration and harmonization of animal health and plant protection systems; and f) support for the Secretariat of CAC.

The trend toward developing agreements between the public and nongovernmental sectors was strengthened in Guatemala, where, through consultations, a work agenda was established.

The countries of Central America focused their attention on regional tariffs for certain commodities, given the emergence of common

problems caused by trade opening, such as the threat to local industries posed by certain foreign products (i.e., chicken parts). Expectations created by discussions related to the approval of NAFTA encouraged the countries of Central America to request accession to the agreement.

In 1993, steps were taken to expand the RUTA II project, in which IICA has participated from the beginning. The Institute's collaboration with this project will be strengthened through technical support in IICA's areas of expertise.

Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) and of the Central American Council for Agriculture (CAC). Since 1991, two regional fora of ministers of agriculture have operated, with clearly defined areas of action: CORECA and CAC. In accordance with the cooperation agreements signed in September 1991 by the ministers of agriculture of these countries and the Director General of IICA, both fora are served by the same Secretariat.

Priority areas for CORECA were the reorganization and modernization of the agricultural sector, human resource training in strategic areas, and expansion of the Price Information System on Agricultural Products and Inputs in the CORECA Countries. One of the most important activities carried out with a view to reorganizing and modernizing the agricultural sector was the preparation of national plans to reorganize production, which cover different types of cooperation

between the Government of Mexico and the CORECA countries. The Thirteenth Regular Meeting of the Council of Ministers approved the preparation of a horizontal technical cooperation program aimed at the development of projects based on cooperation among the countries.

With regard to training for specialized human resources, activities focused on three specific areas: a) direct training for officials of the agricultural sectors of the CORECA countries, in areas related to international trade policy and negotiations; b) strengthening and regionalization of schools responsible for training mid-level technical experts, such as the Central American School of Livestock (Costa Rica), the National School of Forestry Sciences (Honduras) and the Agricultural Development Center (Honduras); and c) formulation of the Entrepreneurial Management Training Program, geared toward small- and medium-scale farmers. As part of this Program, a regional workshop was held on trade policy and negotiations for the agricultural sectors of the Central American isthmus.

Regarding the expansion of the Price Information System on Agricultural Products and Inputs in the CORECA Countries, the Secretariat carried out the following activities: a) development of a data base to improve management of the system; b) a regional workshop for the national personnel responsible for gathering and processing price information included in the system, with a view to improving the quality of the information and analyzing requests from the countries to include new variables; c) establishment of contacts to analyze the possible incorporation of Colombia and Venezuela into the system; d) establishment of mechanisms

that will enable the ministers of agriculture to access the ASERCA and BANCOMEXT data bases; and e) coordination with the Association for Democracy and Development (ADD), with a view to ensuring that the agricultural sector is given priority in activities to upgrade regional trade and investment information systems in the region.

As concerns the CAC, priority areas of work were identified on the basis of the mandates of the PAC, the Agricultural Commitment signed in Panama and the regular and special meetings of the Council of Ministers. These areas included: intra- and extra-regional agricultural trade liberalization, strengthening of institutional mechanisms for regional coordination with other fora of the Central American Economic Integration subsystem, creation of a mechanism to manage and control the execution of regional projects, and follow-up on and support for the participation of the agricultural sector in international trade negotiations.

In order to promote compliance with the PAC and the Agricultural Commitment signed in Panama, the Council of Ministers approved an IICA program for cooperation with the countries, which included the following activities: a) characterization of the production chains of priority commodities in the countries of Central America (rice, sugar, beef cattle and the corn-poultry complex); b) preparation of the project Supporting Modernization for Small Farmers; c) preparation and execution of a training course on trade policies and negotiations; d) support in creating the Federation of Private Sector Organizations of Central America, and in establishing and putting into operation agricultural commodity exchanges in the Area; e) preparation of a proposal to create a

regional research and technology transfer subsystem; and f) preparation of a draft of a Central American agreement or protocol for harmonizing animal health and plant protection regulations.

With regard to intra- and extra-regional agricultural trade liberalization, the CAC Secretariat participated in coordinating the Bi-ministerial Technical Committee (ministries of agriculture-ministries of economy), with a view to analyzing problems related to the competitiveness and disorganization of markets, caused by the importation of certain agricultural commodities. The project continued to monitor policies that affect agriculture in the countries of the Area, and prepared quarterly updates of reports on the principal agricultural policies in each of the countries of Central America, and tariff and non-tariff barriers currently in place for the trade of sensitive agricultural commodities in each of the Central American countries. The project conducted a study on the operation of the Import Price Band Information System in El Salvador, Guatemala, Honduras and Nicaragua, for yellow corn, rice and sorghum. It also evaluated the effectiveness of the system in terms of protecting consumers and producers from fluctuations in international prices for these products.

Within the framework of SICA, the project strengthened institutional mechanisms for regional coordination with fora of the economic integration subsystem, through the active participation of the agricultural sector in meetings of the economic cabinets of the countries of the Central American isthmus, and in the review and preparation of the new protocol of the Central American Economic Integration Treaty. The project also designed a coordination and follow-up mechanism for

regional international agricultural cooperation projects, in both the negotiation and execution stages. The UNDP supported execution of this activity, through the project Follow-up on the First Sectoral Meeting with Agricultural Cooperation Agencies (CAM/91/007/16/31). The principal results of this project include: a) an inventory of regional projects under negotiation and execution; b) development of mechanisms for coordination with the countries, cooperating agencies and regional executing agencies, with a view to identifying the type of cooperation being offered and future priorities; and c) creation of an information and follow-up system for regional agricultural projects, in coordination with the RUTA II project.

Supporting Border Development Projects. SIECA, the OAS and IICA prepared a frame of reference for institutional participation in the development and integration of border areas in the Central American isthmus. This framework was endorsed by the Summit Meeting of Presidents and served as the basis for preparing the Plan of Action for Border Development and Integration, which has served as a vehicle for joint action by the countries and international agencies, in order to continue supporting existing initiatives and formulating new proposals for other border zones.

Actions carried out within the framework of the project include studies to formulate the Plan for the Integrated Sustainable Development of the Atlantic Border Area between Guatemala and Honduras. The first phase involved the identification of possibilities for and limitations in establishing the development strategy to be

used in formulating programs and projects, preparation of the corresponding pre-investment package, and the negotiation of resources. The Trinational Commission for Development of the Gulf of Fonseca was established, made up of representatives from the governments of El Salvador, Honduras and Nicaragua. The Commission will coordinate and channel resources, make decisions and provide consultation and orientation on development policies and programs for the border areas of the Gulf of Fonseca. IICA and other international agencies have been invited to participate in formulating the Plan.

Worthy of special note is the continued support to the Trifinio Plan. Important achievements include: a) under the EEC pilot project, 14 nurseries were established, 1600 hectares were reforested, nine brigades were set up for fire control and soil conservation, 21 artisanal units were installed and 100 km of secondary roads were opened and improved; b) under the FINNIDA/IICA project to conserve energy and protect the environment, 322 hectares were reforested, 1400 improved stoves were built on rural holdings, 120 rural leaders were trained, and a feasibility study was conducted on the establishment of fruit trees; c) under the project for semi-arid zones, supervised by IICA and with support from UNDP/PAHO, feasibility studies were completed for the project Sustainable Development of Fragile Ecological Areas of the Trifinio Region, the objective of which is to combat rural poverty and promote the sustainable use of renewable natural resources; d) under the irrigation project, the Spanish Technical Cooperation Agency completed technical-economic feasibility studies in eight additional areas and inaugurated three demonstration

irrigation projects in each of the countries; and e) under the project Management of the Biosphere Reserve, the IUCN completed the review of the management plan and is currently negotiating financial resources for its execution.

The participation of the Central American Parliament (PARLACEN) and several private associations made it possible to incorporate 45 municipalities and facilitated training for the mayors in coordinating the execution of social welfare activities, especially the water and sanitation projects supported by UNICEF. The OAS/IICA unit, through its secretariat, supported the Forum of Central American Vice Presidents in preparing technical and program documents which have been used to orient decisions on border development in the Central American isthmus.

Strengthening the Activities of the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs. This subcommittee is made up of the General Directorate for International Affairs (DGAI) of the Secretariat for Agriculture and Hydraulic Resources (SARH) of Mexico, and the Agricultural Sectoral Planning and Food Unit (USPADA) of Guatemala. It has a technical secretariat, which, by decision of the countries, was managed by Guatemala in 1993. IICA cooperated principally through the technical secretariat. The direct beneficiaries of this subregional action are the public agricultural sectors and the cooperative programs carried out by the subcommittee.

IICA funded project evaluation studies and an analysis of the possibilities for reactivating the activities of the subcommittee, *vis-à-vis* trade and possibilities and limi-

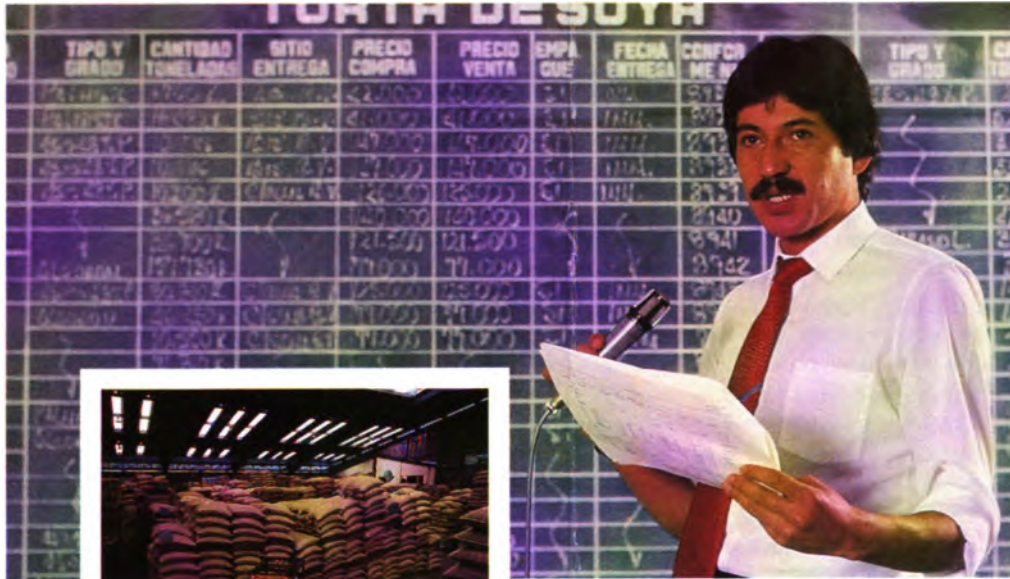
tations that exist in light of NAFTA, the GATT agreements and alternatives for solving common problems of the Mexico-Guatemala border areas. The Fifth Binational Meeting studied the possibility of reactivating the Committee, along with nine projects that address problems related to marketing, environmental conditions and rural development in the border area.

Costa Rica

The agricultural sector continued to operate under policies aimed at opening markets, reducing protectionism, promoting new patterns of competition and streamlining the role of the state, all components of the new development model adopted by the government.

The government eliminated subsidies for staple grains, adopted flexible pricing systems and, in some cases, opted for total liberalization. It re-exempted a considerable list of agricultural inputs from import and sales taxes, and created the Agroindustrial and Industrial Reorganization and Modernization Program (PROMAI), in support of efforts by the private sector to restructure production.

As a result of the Agricultural Commitment signed in Panama, the IICA Office conducted an in-depth review of its technical cooperation program, and reoriented the rural agroindustrial project toward policy analysis. The agricultural planning project focused on analyzing agri-food chains, conducting studies on competitiveness and structuring the National Sectoral Information System.



The IICA Office in Costa Rica supported a project to establish a commodities exchange.

The project Strengthening the Agricultural Technology Research and Transfer System in Costa Rica continued to concentrate on two key areas: support for the development of the new Research and Extension System of the Public Agricultural Sector (INVEX), and the strengthening of the National Agricultural Research and Technology Transfer Commission (CONITTA).

The results of Phase Two of the Arenal-Tempisque Irrigation Project were evaluated. This included an analysis of aspects related to irrigated agriculture, the strengthening of the

extension system for irrigated areas and the operation and maintenance of irrigation systems in the district.

Through Program III, IICA redefined the objectives of the project Strengthening and Fostering Rural Agroindustry, placing emphasis on agricultural planning, changes in the production structure and the establishment of a policy for the development of agroindustry.

Under Program IV, the Office continued to support the project on the agricultural commodity exchange of Costa Rica (BOLPRO). The execution of this project has generated valuable information which has facilitated the establishment of new agricultural commodity exchanges in other countries of the region.

Program V continued to support the activities of the Ministry of Agriculture and Livestock (MAG), as concerns animal and plant health legislation and the drafting of a new law on plant health.

The IICA Office in Costa Rica continued to administer funds from the agricultural sector, under a variety of specific agreements to support the MAG, the Executive Secretariat for Agricultural Sector Planning (SEPSA) and the National Union of Cooperatives (UNACOOB).

The Office also supported seminars and workshops for specialists from the public and private sectors, on the marketing of nontraditional agricultural commodities between Costa Rica and the United States, sustainable development, the responsibilities of the private sector in trade opening and structural adjustment, and the incorporation of the issue of gender.

As regards multinational projects, within the framework of PRIAG, 20 research projects were carried out and training events were

conducted for researchers, extension agents and producers; PRACA, which is in the final stage of execution, supported the Agricultural Development Institute (IDA) in negotiations with the World Bank; and the regional project on trade and integration gave direct support to SEPSA, providing a consultant to participate in trade negotiations.

IICA Projects in Costa Rica

National

- Support for the Analysis and Management of Agricultural Policy
- Technical Cooperation Services to the National Underground Water, Irrigation and Drainage Service (SENARA) in Carrying out Phase Two of the Arenal-Tampisque Irrigation Project
- Strengthening the Agricultural Technology Research and Transfer System in Costa Rica
- Technical Support for Strengthening and Fostering Rural Agroindustry

Short-Term Actions

- Support for the Breeding of Thoroughbred Horses
- Technical Support from the IICA Office in Costa Rica to SEPSA, concerning Information Systems
- Progress on the National Plan for the Integrated Management of White Flies in Costa Rica

Administrative Support Actions

- Technical and Administrative Support to the Executive Secretariat for Agricultural Sector Planning and Renewable Natural Resources (SEPSA)
- Administration of Funds to be Used by MAG in Implementing the Project to Study Avocado Genetic Resources
- Administration of Funds to be Used by UNACOOP in Support of the National Student and Youth Cooperatives Program

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico,

Central America, Panama and the Dominican Republic (PROMECAFE)

- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Technical Attachment to the General Cooperation Agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the framework of the Central American Integration System (SICA)
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Regional Program on Communications, Women and Sustainable Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Dominican Republic

The process of structural change initiated in 1991 continued in 1993. The government and the IMF signed a new agreement in connection with the implementation of a socio-economic development model, and agreement was reached on a new tariff code which, among other tax provisions, establishes a single 3% tariff on the importation of inputs and machinery for agricultural development. The agricultural sector accounted for 15.1% of GDP. The sector grew approximately 1.8%, with increased production in rice, eggs, chicken, beef and pork.

IICA's strategy focused on actions aimed at achieving sustainable, equitable and competitive agricultural development, and included: a) design of the Agroecological Monitoring Service (SEMAE) for the San Juan river basin, which is fundamental in assessing the agroecological impact of the Project on Sustainable Agricultural Development (PRODAS); and b) support in strengthening the institutional structure of the Secretariat of State for Agriculture (SEA) and the National Water Resources Institute (INDRHI).

Program I focused its activities on completing the agricultural assessment and strategy, and on supporting INDRHI in preparing the Water Code, a joint action with SEA, the Dominican Agribusiness Board (JAD), Program II and CEPPI. Other important activities included the implementation of the Sustainable Agricultural Development Project (PRODAS) in San Juan de la Maguana, as well as activities carried out to introduce the concept of sustainability into the project on agricultural development in three areas under irrigation.

Through Program II, IICA organized an international seminar on integrated pest management, sponsored by CARDI-CTA, with support from SEA, JAD, the FDA and the IICA Office. The Office cooperated with JAD in conducting a survey on integrated pest management, with support from CEPPI.

Within the framework of Program III, IICA collaborated with INDRHI in securing, from the IDB and IFAD, US\$60 million for the operation of PRODAS. The Office also cooperated in conducting negotiations to approve the project on agricultural development in three areas under irrigation.



in preparing instruments for granting land title to beneficiaries of agrarian reform, and in drafting the Water Code. It also supported the organization of farmers, working with the Boards of Irrigation Users and farmers' associations and federations of the San Juan river basin. The Project to Strengthen and Consolidate Rural Settlements carried out its activities in the areas covered by large projects on sustainable agricultural and rural development.

The principal activities of Program IV were carried out within the framework of the Rural Agroindustry Development Network

for the Dominican Republic (REDARDOM). Program V concentrated its actions on strengthening inspection services and quarantine controls at ports, airports and borders. The Program also provided support in re-establishing the system for monitoring and reporting the existence of communicable diseases. To this end, IICA worked in coordination with the Departments of Animal Health and Plant Protection, SEA and the General Directorate of Livestock. Three courses were conducted on foreign quarantine services: two on animal health, and one on plant protection.

IICA supported INDRH,

and SEA in preparing

the Water Code

IICA Projects in the Dominican Republic

National

- Technical Cooperation to Adapt the Technology Generation and Transfer System to New Demands
- Strengthening and Consolidation of Rural Settlements

Administrative Support Action

- Administrative Support for the National Water Resources Institute (INDHRI) in Managing Financial Resources

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico,

Central America, Panama and the Dominican Republic (PROMECAFE)

- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

El Salvador

The agricultural GDP grew by 7.3%, due principally to increased production of sugar, coffee, cotton and staple grains (except beans), increased poultry and bee production, and a 20% increase in traditional (excluding coffee) and nontraditional exports.

In support of actions promoted by the government for the agricultural sector, the IICA Office advised the Ministry of Agriculture and Livestock (MAG) on topics related to agricultural economics and in the formulation of a project to analyze sectoral policy and investments, with financial support from USAID.

Within the framework of the Agricultural Commitment signed in Panama, Program I carried out actions that included the preparation of studies on rice and sugar agri-food chains, and an in-depth analysis of the different agents involved in rice production (producers, merchants and industrialists). This activity led to the establishment of the National Rice Board (CONARROZ),

coordinated by the MAG. The study on sugar cane was used in the analysis and formulation of policies by the public and private sectors.

After the creation of the new CENTA as an autonomous entity, the government negotiated a loan with the World Bank for US\$31 million. To this end, IICA prepared a proposal for the execution of the technical assistance component of this loan. The assistance included the organization of a consortium of research institutions to provide technical assistance to CENTA, under the coordination and administration of IICA.

With support from PROMECAFE, the Office conducted several national training events, including the analysis of risks in futures markets; integrated pest management, and improvements in the quality of coffee. PRIAG executed two projects: one with the University of El Salvador, and the other with CENTA. The project Staple Grain Production and Sustainable Agriculture began operations under an agreement signed with the International Plan. The project will support 2500 low-income farmers by providing technical assistance on the production of staple grains, agricultural diversification, organic agriculture and soil and water management.

IICA, with the participation of international consultants, cooperated in preparing a new agrarian code, which was presented to the government for review and subsequent approval by the legislative assembly. At the request of the IDB, the Office prepared the project proposal Financial and Managerial Strengthening of Agricultural Enterprises.

The National Agricultural Training Program (PROCAN) was designed, with support and advice from the Training Division of DICCAl. The National Agricultural Training Committee (CONACA) was established, and the Training Instructors Network (ROCA) was set up.

In the area of trade and integration, the Office provided technical advice for the creation of the Agricultural Commodity Exchange of El Salvador (BOLPROES); supported the organization of a seminar on commodity exchanges, with the participation of farmers' associations, industrialists, merchants and government representatives; and participated in a seminar to analyze the legal aspects involved in creating BOLPROES.

Within the scope of Program V, the Office provided technical advisory services regarding legal requirements for establishing and implementing the National Commission on the Control of White Flies (CNMB), and in preparing a bill on animal health and plant protection in El Salvador, and in reforming Law No. 315, on pesticides and similar substances. IICA, through its emergency fund, provided financing to support the CNMB.

IICA Projects in El Salvador

National

- Providing Consultancy Services to the Institution-Building Program of the Ministry of Agriculture and Livestock
- Technical Cooperation Agreement between the International Plan and IICA

Short-Term Action

- Organization of a Consortium of Research Institutions to Provide Technical Assistance to CENTA

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)
- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Technical Attachment to the General Cooperation Agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the framework of the Central American Integration System (SICA)
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Supporting Border Development Projects
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Regional Program on Communications, Women and Sustainable Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Guatemala

In 1993, while the overall economy grew by 4.0%, growth in the external sector was less dynamic. Nevertheless, during the first eight months of the year, exports increased by 17%. Sales reached US\$778,918,200, of which US\$378,873,200 corresponded to traditional commodities, with nontraditional commodities increasing by 15.9%. Sales of cotton, sugar, bananas, coffee, cardamom and meat were 14.1% higher than in 1992.

IICA concentrated its technical cooperation in areas agreed upon with

government entities, particularly the Ministry of Agriculture, Livestock and Food (MAGA), giving priority to the actions of Programs I, II and III.

Within the framework of Program I, the project Supporting Agricultural Reactivation in Guatemala initiated activities that supported the creation of an agricultural commodity exchange and the Office of Agricultural and Forestry Statistics, as well as training for staff members of the Policy Department of the Agricultural Sectoral Planning and Food Unit (USPADA) in analyzing the impact of economic policies.



Staple grains and sustainability: IICA priorities in Central America

The project also supported the development of a new agricultural agenda for the government, based on nationwide consultations with NGOs, agricultural cooperatives and rural women, which led to the creation of the Sectoral Development Council, presided over by the minister of agriculture. Participants will include representatives from all organized sectors.

Program II continued phase three of the project Improving Dual-purpose Livestock Production Systems, planning and conducting research to improve cattle production in the southern and southeastern areas of the country. Studies were conducted to determine which technologies would be most appropriate for different areas, in order to identify beneficiaries for technology generation and transfer services, and, consequently, to orient the actions of the Agricultural Science and Technology Institute (ICTA) and the General Directorate of Livestock Services (DIGESEPE). Also, scholarships were granted to three students of veterinary medicine and animal husbandry to further their education by participating, under supervision, in project activities.

IICA supported national agencies

in executing projects aimed

at the development of

small farmers

Digitized by Google

Program III, through the project Support in Strengthening the Rural Development Institutional System, provided training for technical experts from the public and private sectors who are involved in the repatriation and the resettlement of displaced groups, principally in planning investments for production at the farm level, and in social organization. The Office also supported the execution of programs that address the role of rural women in food production, sustainable development and communications.

IICA Projects in Guatemala

National

- Supporting Agricultural Reactivation in Guatemala
- Improving Dual-purpose Livestock Production Systems (Phase III)
- Supporting in Strengthening the Rural Development Institutional System

Short-Term Actions

- Support to the Secretariat of Social Welfare of the First Lady of Guatemala to Strengthen Activities Related to Women and Children in Rural Areas
- Support to the National Consultation Process for Agricultural Reactivation and Modernization

Administrative Support Actions

- Supporting Preinvestment Activities of the Sectoral Agricultural Planning and Food Unit
- Strengthening the CEAR to Execute the Economic-social Reactivation for Agricultural Cooperatives in Usumacinta-Pasion-La Machaca in the Peten
- Administrative Support to the Project Program to Distribute Agricultural Inputs and Equipment under the Italian Grant (PRODINEA) of the Ministry of Agriculture, Livestock and Food (MAGA)
- Administrative Support for Projects to Develop Fruit Cultivation and Fruit and Vegetable Processing
- Creation of Regional Planning Units

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)
- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Technical Attachment to the General Cooperation Agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the framework of the Central American Integration System (SICA)
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Supporting Border Development Projects
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Regional Program on Communications, Women and Sustainable Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-Term Actions

- Supporting the Technical Secretariat of the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs
- Supporting Activities to Develop the Guatemala-Honduras Border Area

Honduras

Structural reforms undertaken in 1990 made it possible to stabilize macroeconomic

indicators in 1993. Overall GDP grew by 3.5% and the inflation rate stood at approximately 17%. The public sector deficit was high, equalling some 6% of GDP, the current account of the balance of payments reflected a deficit of approximately 6.8% of GDP, and public investment dropped.

With regard to the agricultural sector, there was a decrease in banana and coffee exports and the sugar quota, as well as a deficit in the production of staple grains, especially rice and beans, which has been supplemented with imports. Priority was given to implementing the law to modernize the public agricultural sector, which addresses retraining for small farmers, the granting of land titles, the establishment of rural savings associations, the privatization of marketing services, the new role of the Honduran Forestry Development Corporation (COHDEFOR), and, particularly, the administrative, financial and functional reorganization of the Secretariat of Natural Resources, through the establishment of the Directorate of Agricultural Sciences and Technology (DICTA).

IICA's technical cooperation focused on the priorities established in the aforementioned law, and on complying with the Agricultural Commitment signed in Panama.

Program I supported the Secretariat of Natural Resources (SRN) in matters related to regional integration, and in providing follow-up on actions called for in the law to modernize the public agricultural sector. Also, in order to complement the actions of PROMECAFE, the Program prepared a descriptive document on coffee cultivation in

Honduras, defined policy guidelines and provided training for technical experts in this area. Through agreements with the Secretariat of Planning, Coordination and Budget (SECPLAN) and with the SRN, IICA supported the preparation of a training strategy for the agricultural sector of Honduras, and a strategy to promote rural development, combat poverty, and encourage the participation of national technical experts in regional meetings on agricultural trade.

IICA supported the preparation of a training strategy for the agricultural sector of Honduras

Program II supported the preparation of the regulations, manuals, plan of operation, budget and technology generation and transfer plan of DICTA. The Institute also provided support in designing the National Technology Generation and Transfer System, in areas related to its organization and operating instruments, which represents an important contribution to the modernization of the state and to the creation of innovative service mechanisms for farmers.

Under Program III, PRACA continued to support the National Agrarian Institute (INA), training its staff in business management and reorganization. Within the area of concentration of Program IV, support was provided to the staff of the Agricultural Sector Planning Unit (UPSA) in trade-related

aspects of integration in Central America. Program V supported the preparation of a bill on animal health and plant protection, work related to the registration of veterinary products and similar substances, and efforts to control cocoa moniliasis.

IICA Projects in Honduras

National

- Supporting Modernization of the Agricultural Sector within the Framework of Integration

Short-Term Actions

- Supporting the Technology Generation and Transfer System
- Support to Honduras in Dealing with Cocoa Moniliasis

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)
- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Technical Attachment to the General Cooperation Agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the framework of the Central American Integration System (SICA)
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Supporting Border Development Projects

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Regional Program on Communications, Women and Sustainable Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-Term Action

- Supporting Activities to Develop the Guatemala-Honduras Border Area

Mexico

The government continued to apply policies to stabilize the economy and modernize the state, in addition to strict fiscal measures. Efforts were made to promote foreign investment, strengthen monetary reserves and stabilize the Mexican peso. Nevertheless, the rate of growth of production slowed and, as concerns the overall economy, there was a significant deficit in the trade balance.

Changes in the Agrarian Law provided greater opportunities for farmers. Nevertheless, the response of the sector was slow, particularly with regard to small- and medium-scale land owners, as well as among the people who work *ejidos* (communal lands) whose potential has not yet been developed. The consolidation of commercial and development banks limited the availability of credit to the sector, which affected the rate of growth of production. Negotiations concluded on complementary agreements to NAFTA, whose approval is a key element in

shaping the international relations of the country and will have a major impact on the future of the agricultural sector.

IICA's technical and administrative cooperation activities centered on improving the provision of specific services by the public agricultural sector. The Office continued to strengthen its operations and dedicated part of its efforts to organizing and carrying out the Seventh Regular Meeting of the IABA, held in Mexico.

THE ICA AND THE IABA

supported the organization of

the Seventh Regular Meeting

of the IABA

Program II collaborated with the National Institute for Agricultural and Forestry Research (INIFAP) in implementing the research component of the project Agricultural and Forestry Research and Extension (PIEX). IICA provided administrative support in developing a post-graduate study plan for technical experts of INIFAP, in universities abroad, and in establishing the project's executing unit. Studies were conducted on the effects of technology on agricultural productivity and the environment. The Office also collaborated in defining mechanisms and instruments to diversify funding resources for



A new role was defined for the Honduras Corporation for Forestry Development.

research. A strategic plan was prepared to guide the activities of INIFAP, as was a training plan on management, planning and administration for INIFAP's management personnel. Also, substantial progress was made in negotiations with the Post-graduate College of Chapingo, regarding a cooperation agreement on research and training.

Program III supported the General Directorate of Agricultural and Forestry Studies (DGESAF) and the Undersecretariat of Planning of the Secretariat of Agriculture and Hydraulic Resources (SARH) in executing the technology transfer component of PIEX. The Program also supported the DGESAF in

operating aspects of the project, particularly with regard to management, administration and follow-up, and in conducting specific studies.

For its part, Program IV provided specific support to the General Directorate of International Affairs (DGAJ) of the Undersecretariat of Planning of SARH, hiring technical personnel to strengthen the capabilities of the DGAJ in the areas of marketing and international trade.

Program V, together with the General Directorate for Animal Health (DGSA) of the Undersecretariat of Livestock of SARH, provided technical and administrative support

to upgrade animal health laboratories, particularly the National Animal Health Center (CENASA) and the National Animal Parasitology Center (CENAPA). IICA also supported the General Directorate for Plant Protection (DGSV) of the Undersecretariat of Agriculture of SARH, in order to improve its technical and operating capabilities and to establish and implement the National Fruit Fly Eradication Program.

IICA Projects in Mexico

National

- Agricultural and Forestry Research and Extension Services (Research Component) (PIEX/INIFAP)
- Agricultural and Forestry Research and Extension Services (Organization for Technology Transfer Component) (PIEX/DGESAF)
- Strengthening Animal Health Laboratory Services in Mexico
- Technical Cooperation in Plant Protection to Support Production and International Trade of Agricultural Products

Administrative Support Actions

- Strengthening Plant Protection Services to Support the Production and Trade of Mexican Agricultural Products
- National Fruit Fly Eradication Program

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area



The Secretary of Agriculture and Hydraulic Resources of Mexico, Prof. Carlos Hank Gonzalez, was elected as chairman of the VII IABA, held in that country in September

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-Term Actions

- Supporting the Technical Secretariat of the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs
- IICA Support for the Economic Complementarity Agreement of the Group of 3 (G-3) (Colombia, Venezuela and Mexico) in the Agricultural Sector

Nicaragua

Although certain activities such as livestock, poultry, sorghum and rice production showed signs of growth, the

agricultural sector as a whole lacked significant signs of recovery in the short term.

Principal actions of the government in the area of agricultural reactivation include: a) to move forward in providing legal title to land, and in privatizing agricultural and agroindustrial enterprises; b) to improve experimentation, validation and transfer of technology, principally to small- and medium-scale farmers; c) to upgrade services related to animal health and plant protection, the regulation and promotion of seed production, and price and market information; d) to increase credit for the economic reactivation of production systems; e) to reform policies on tariffs and taxes in order to reduce production costs; and f) to continue efforts to promote the free market system, price deregulation and participation in trade treaties and agreements with Central America and other countries.

In order to further strengthen the government's model for development and the establishment of international links, IICA supported the Ministry of Agriculture and Livestock (MAG) in formulating and implementing sectoral policies, plans and programs that are in keeping with the role the sector must play in Nicaragua's economy.

Through the project Supporting the Ministry of Agriculture and Livestock in Formulating and Implementing Sectoral Policies, Plans and Programs, IICA concluded a study on production-related and economic aspects of the rice and sugar cane subsectors, with a view to providing integrated information to those who make decisions regarding modernization and changes in the structure of production. Within the same project, the IICA Office supported the MAG

in preparing the subprogram *Strengthening Services Provided by MAG*, which will enable the ministry to upgrade services related to animal health and plant protection, the regulation and promotion of seed production, and price and market information. The Office also supported the privatization of the National Coffee Commission (CONCAFE) and the National Livestock Commission.

As concerns technology generation and transfer, the Office worked with the MAG and the Institute for Natural Resources and the Environment (IRENA) in efforts to control the pine bark weevil.

The Office also supported the private sector by providing training for farmers in Region IV on marketing nontraditional commodities, in order to facilitate the sale of their products on local and international markets.

The Agricultural Commodity Exchange of Nicaragua (BAGSA), which is made up primarily of private producers, was created with support from Program IV.

IICA Projects in Nicaragua

National

- Supporting the Ministry of Agriculture and Livestock in Formulating and Implementing Sectoral Policies, Plans and Programs

Short-Term Actions

- Support to the MAG/IDB Project: Strengthening Services Provided by the Ministry of Agriculture and Livestock of Nicaragua (FOSEMAG)
- Training in Agricultural Marketing for Farmers and Technical Personnel Experts from the Meseta, in Region IV of Nicaragua
- Support in Creating the Agricultural Commodity Exchange of Nicaragua and the Establishment of Guidelines for its Organization and Implementation

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)
- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Technical Attachment to the General Cooperation Agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the framework of the Central American Integration System (SICA)
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Technical Assistance for Agricultural Development in Central America (RUTA II)

- Regional Program on Communications, Women and Sustainable Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Panama

The economy of Panama continued its steady recovery. Overall GDP grew more than 8%, as the result of a boom in the construction industry and trade, and the actions carried out under the economic modernization program. The agricultural sector contributed 10% of GDP and generated 60% of all exports (bananas, shrimp, coffee and sugar), but continued to suffer from the effects of restrictions imposed by the European market on banana and shrimp exports, and by the United States market on sugar and tobacco, creating the need for serious efforts to reorganize and diversify the sector.

Through Program I, IICA supported government initiatives by conducting studies on the agri-food chains of rice, beef cattle, sugar and corn-sorghum. It also continued to disseminate the SIAPA data base by reaching agreement on a national work program.

With support from Program II, a national specialist participated in the preparatory meeting of REMERFI, organized by CATIE, IBPRG and IICA. The Program also supported the participation of Panama in the Tenth International Conference on African Palm, sponsored by BUROTROP, FEDEPALMA and IICA, and held in Colombia. Within the framework of PRIAG, IICA organized the National Council of the Staple Grains Program.

Through Program III, IICA provided support for the assessment of rural agroindustry. Work continued on organizing the National Agroindustry Network, and on promoting and executing the projects identified in a sectoral assessment. The Office supported the National Bank of Panama (BNP) in conducting two meetings on the role of women in the agricultural sector, which provided a forum to disseminate the Study on Women Food Producers in Panama and Central America.

Technical support
 to the agroindustry
 to strengthen the

Under Program IV, the IICA Office cooperated in creating the Agricultural Commodity Exchange of Panama and, based on an agreement with the Stock Exchange of Panama, and with technical support from the Ministry of Trade and Industry (MICI) and the Agricultural Marketing Institute (IMA), prepared a pre-feasibility study which was presented at the regional seminar on agricultural commodity exchanges, held in Costa Rica. IICA continued to provide technical support to the Ministry of Agricultural Development (MIDA) and the Specialized Joint Group on Trade, made up of several public agencies, with a view to promoting nontraditional exports. In the area of changes in the production structure and modernization of agri-food systems, IICA provided support in preparing studies on five

regional mini-chains (rice, corn, sugar, poultry and melon), and national studies on rice, sugar, beef cattle and corn-sorghum.

Program V supported the institutional strengthening of the Sanitation Department of the Ministry of Agricultural Development (MIDA). The Program submitted to MIDA technical reports on agricultural health data bases in LAC, and a model law on animal and plant health prepared by IICA, OIRSA and GTZ in El Salvador and Honduras. It also submitted to the consideration of the ministers of health, education and agricultural development and the environmental commission of the Legislative Assembly a document supporting the continuation of the project TEACH.

IICA Projects in Panama

National

- Strengthening the National Technology Generation and Transfer System
- Institutional Strengthening of MIDA and Other Public and Private Sector Entities in Connection with Trade and Modernization of Agri-food Systems in Panama

Multinational and Hemispheric

- Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)
- Support for the Organization and Management of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Technical Attachment to the General Cooperation Agreement between IICA and the Permanent

Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the framework of the Central American Integration System (SICA)

- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Caribbean Area

During 1993, the economic performance of the Caribbean countries continued to be mixed, with some registering moderate growth due mainly to tourism and, to a lesser extent, growth in the agricultural sector. International prices for the major Caribbean exports (oil, bauxite, banana, sugar and nutmeg) continued to be depressed. This negatively affected the balance of payments of several IICA Member States, thus precluding improvements in their external debt positions. In the agricultural sector, overall output of sugar declined, production of rice, citrus and cocoa increased, and banana production continued at the 1992 level. However, production increases were largely offset by reduced prices, which affected all traditional export commodities except cocoa.

Improvement in the flow of information and the level of organization within the nontraditional-export subsector continued with the implementation of the OECS agricultural diversification program. This subsector's role will become increasingly critical for the Windward Islands and Jamaica as the projected decline in banana prices

intensifies. Initiatives to restructure the banana industry in the Windward Islands are in progress, and an action plan, in whose preparation IICA personnel participated, involves institutional restructuring, strengthening of market intelligence, improving agronomic practices, better production forecasting and more emphasis on policy issues, all approved by the governments and the private sector.

Caribbean governments have continued to institute measures aimed at deepening and strengthening the integration process. The implementation of the Common External Tariff (CET) is closer to becoming operational, and the rules of origin also have been accepted by most countries, although discussions continue with regard to certain exemptions and derogations. In the meantime, the U.S. Congress has prepared a bill which seeks to restrict access of Caribbean agricultural exports to the U.S. market in response to the rates proposed on extra-regional exports under the CET.

As regional economies undertake market-oriented reforms, institutional and organizational structures, both in the public and private sectors, are being adjusted. As identified by the West Indian Commission, the need for CARICOM to effectively implement decisions has led the CARICOM Secretariat itself to embark on a process of restructuring, an example being followed by several governments.

As part of the reform measures, it is critical that initiatives aimed at developing the human resource base of Caribbean

economies be pursued. This is of vital importance if the Caribbean subregion intends to keep pace with global economic changes. In that regard, the University of the West Indies is upgrading its facilities for more efficient delivery of its programs, including distance education, expected to be an important vehicle through which Caribbean human resources could be reached in a cost-effective manner, located as they are on separate island states.

Caribbean governments expressed concern about a number of international issues, including GATT and NAFTA. During the year, the Prime Ministers of Jamaica, Barbados, Guyana and Trinidad and Tobago indicated this when they met with the President of the United States; as a consequence, a study was commissioned to determine NAFTA impact on the Caribbean economies. The preferential treatment for Caribbean bananas in the EEC continues to be one of the main areas of contention within the GATT.

Heads of CARICOM governments and the Vice President of Suriname met with the presidents of Colombia, Mexico and Venezuela (G-3) in Trinidad and Tobago during October. The heads of state discussed a wide range of issues, reaffirmed their decision to foster cooperation in various development programs, and signed a comprehensive cooperative agreement with an action plan which included issues relating to agriculture, such as preservation of the environment, science and technology, and agricultural diversification.

Operationally, the Institute continued its strategy of collaborating closely with Caribbean agencies involved in agriculture and rural development. Relationships were strengthened with CARDI, which presented a report to the IABA in Mexico for the first time, as well as with the University of the West Indies (UWI), the University of Guyana (UG), CDB, the CARICOM and OECS Secretariats, ADCU, CFCs and CNIRD. Of particular significance was the signing of agreements with the ADCU to implement studies on competitiveness and fiscal incentives in the Eastern Caribbean States. Collaboration with French agencies also was strengthened in support of IICA's technical cooperation actions in the Caribbean.

Facilitating Latin American/Caribbean Linkages for Agricultural Development. Through this multinational project, IICA sought to establish institutional linkages and develop mechanisms that support partnerships and transfer of technology and information between Latin America and the Caribbean. The first meeting to facilitate the achievement of these objectives was held in St. Lucia in 1993, involving some 40 professionals concerned with agricultural research and development in the two areas. One of the main outputs of the meeting was the establishment of a technical subcommittee (TECLAC), initially comprising CARDI, CATIE, EMBRAPA, INIFAP and UWI, to guide and facilitate the process. The participants also agreed to implement a number of cooperative activities in support of specific needs.

Through the project, IICA was involved with the Scholarship Selection Committee, which identifies worthy scholars from the Caribbean to pursue further training under the CBI/CFCS Scholarship Program. During the year, four such scholars were identified, three of whom are pursuing graduate studies. The project also facilitated the participation of young professionals and farmers in the activities of the CFCS and promoted the establishment of a regional committee concerned with the proper management of plant genetic resources in the Caribbean.

Barbados

Economic activity improved slightly over the first nine months of 1993, relative to 1992. It marked the first year since 1989 that the economy had not contracted. Despite increased imports, the country's balance of payments improved, due to a significant reduction in both capital and current account deficits. An increase in both government expenditure and private sector investment, along with contractions in the country's external debt, provided a much-needed stimulus to the economy.

As in 1992, the main productive sectors registered lackluster performance. The sugar industry, which averaged 90,000 tons annually in the 1980s, continued to contract, producing less than 50,000 tons, a 17% decline relative to 1992. This prompted industry restructuring, including the formation of two new companies —the Agricultural Credit

Trust to oversee the debt portfolio and the Barbados Agricultural Management Company to manage the indebted plantations and sugar factories. Rationalization of other agencies concerned with agriculture also took place during the year, with the merger of the Barbados Marketing Corporation and the Barbados Agricultural Development Corporation.

The performance of non-sugar agriculture continued to be disappointing, and prospects for further economic expansion remain highly

contingent on the performance of the tourism sector and government's adherence to stringent fiscal policy measures.

IICA supported the Ministry of Agriculture of Barbados in the elaboration of a agricultural sector plan



IICA assisted the Government of Barbados in selecting CAE virus-free goats for use as semen donors.

The MOA is currently elaborating an agricultural sector plan to the year 2000, which will include strategies for accelerated agricultural diversification, seen as critical to the revitalization of the economy. IICA's efforts continue to support the government in this regard, through strengthening the agricultural technology generation and transfer system through strategic planning; support in designing a rural development strategy; strengthening farm management, planning and information systems; and facilitating the selection of CAE virus-free goats.

In the context of Program I, a workshop held in March introduced MOA personnel to methods for design and implementation of a strategic planning process. Support for this initiative was provided by EMBRAPA and CARDI. Additionally, a number of technicians in Barbados were trained in the use, maintenance and management of AGSYS, a computerized production budget generator, and in the computerized information system for agricultural policy analysis (SIAPA).

Under Program II, Barbados benefited from the multinational project on Tropical Fruit Crops through participation of MOA staff in regional training activities and study tours.

Under Program III, a workshop involved representatives from various agencies and interest groups in identifying important elements of a rural development strategy. The final document reviews the rural development experiences of the country, outlines the main elements involved in designing a rural development strategy, and

identifies a number of projects to accelerate the rural development process.

The Program IV project continued work in collaboration with the ADCU, CARICOM and CDB on initiatives aimed at creating a policy environment conducive to the Caribbean's export-led development strategy; a one-week regional workshop in policy analysis and planning was implemented in Barbados in collaboration with CDB. Specifically for Barbados, a study of the impact of changes in the protective regime on the agricultural sector, with special reference to the Common External Tariff (CET), was completed. In addition, support was provided to UWI in teaching of international trade theory and policy and in the supervision of research students; technical support was given to the Central Bank of Barbados in the development of methodologies for measuring the impact of policies on the agricultural and manufacturing sectors.

With regard to the selection of CAE virus-free goats, over 200 animals at various sites were tested for the CAE virus and virus-free animals were selected for use as "seed" stock.

The Regional Project Unit collaborated with CARICOM in the preparation of four pre-feasibility studies of projects for eventual submission to the EEC for financing under the regional allocation of Lomé IV funds.

IICA Projects in Barbados

National

Short-term Action

- Logistic Support for Caribbean Area Initiatives

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Engendering Agricultural Competitiveness in CARICOM
- Regional Project Unit of the Caribbean
- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Belize

During 1993, the Belizean economy registered nearly 6% growth in GDP. Continued growth in the construction and tourism sectors, as well as in some agricultural subsectors, have contributed to this performance. Programmed capital expenditure for the 1993/94 financial year was approximately US\$82 million. Capital projects for the year included road reconstruction expected to impact positively on the agricultural sector. The proposed Southern Highway is also expected to make accessible substantial good agricultural land.

The 1993 performance of the agricultural sector was relatively good. Favorable weather conditions facilitated a 12% increase in harvested sugarcane, as compared to 1992. However, continued contractions in the U.S. sugar quota resulted in a 14% decline in the value of sugar exported to that country. This was partially offset by an 11% increase in

exports to the EEC, the other preferential market. Citrus production increased by approximately 11% over 1992 levels, due mainly to greater production of oranges. Although banana exports increased by approximately 45% over 1992 levels, lower prices and a weaker pound sterling resulted in an increase in value of only 32%.

In an effort to boost agricultural development, the Belize Government has embarked on a program of agricultural diversification, particularly in the northern districts. In an effort to accelerate the diversification process, a Small Farmer and Business Bank was established during the year to provide needed farm credit.

As a new IICA member country, Belize had to organize appropriate infrastructure for the establishment of the IICA Office. An assessment of the agricultural sector was the first significant initiative to be undertaken by IICA in Belize. This would provide the basis, not only for identifying specific areas for IICA's technical cooperation, but also for the preparation of a strategic development plan for the agricultural sector by the government.

During the year, Belize continued to participate in the CARAPHIN project and benefited from a number of initiatives under the aegis of IICA's other multinational projects in the area, including training in the SIAPA and the tropical fruit project in the Caribbean. Belize will also benefit from some of the regional projects that were prepared by IICA for funding under Lomé IV through CARICOM.

IICA Projects in Belize

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Engendering Agricultural Competitiveness in CARICOM
- Regional Project Unit of the Caribbean
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Guyana

The economy of Guyana continued to recover in 1993, with GDP growing by approximately 8% as the inflation rate declined to under 5%, down from 14% in 1992 and 70% in 1991. Although Guyana was successful in persuading lenders to convert over US\$ 100 million in loans into grants during 1993, the economy continues to be hamstrung by a US\$2.1 billion foreign debt. Maintenance and rehabilitation of infrastructure remain major needs. Per capita income is one of the lowest in the hemisphere

and two-thirds of the population are considered poor.

In the agricultural sector, sugar and rice production together contributed over 20% of GDP, 98% of agriculture exports and more than 50% of total exports. Among the nontraditional crops, production is oriented mainly to the domestic market. Only heart of palm (processed) and pineapple (fresh and processed) were exported in significant quantities.

IICA's four ongoing projects in 1993 were modified to help meet the government's growing demands for improved efficiency in the agricultural sector. Particular attention was given to nontraditional crops. Two short-term actions supported evaluation and planning activities.

Actions in Program I were executed through the project Administration of Rural Development Projects. Assistance was provided to the MOA planning department in executing a review of the agriculture sector. A one-week workshop on project identification and formulation was held, in which four detailed project profiles were prepared and 30 technicians received training. Personnel from CARICOM, the MOA, the University of Guyana and IICA were trained in the use of SIAPA.

Program II projects dealt with fruit production and livestock. Supporting the Development of Tropical Fruits in the Caribbean gave priority attention to improving the production and marketing of pineapple for domestic and regional markets. Seminars, workshops and short-term training

helped to improve the fruit production skills of nursery personnel, agricultural officers and field assistants, school children and farmers. Up-to-date technologies on fruit production and post-harvest handling were provided to technicians and farmers through visits to countries within the Caribbean, presentations from visiting professionals, and dissemination of published materials. Technical monitoring of fruit farms and government nurseries contributed to improved management and increased output of better-quality fruits and plants.

The major achievement of the project Supporting the Development of Livestock Production Systems in Guyana was the opening of the St. Stanislaus College Farm Dairy Management Training Centre. The effectiveness of the dairy model developed on this farm has been recognized throughout the Caribbean. Considerable training in the application of the St. Stanislaus dairy farm model benefited technicians, farmers and rural youth. An evaluation of 25 farms which had adopted the model over the past five years was carried out, and its technical and economic viability was evaluated.

During the year, the first phase of the Program III project Integrated Rural Community Development - Moraikobai was concluded and evaluated. A successor five-year project was designed and approved. The new project is national in scope and focuses on small farmers, rural women, rural youth and indigenous Amerindians. Steady progress was made, in collaboration with diverse government and non-government organizations, local and international donor agencies and local communities, toward the

formulation of a national rural development strategy and an integrated plan of action. A joint project for skills training in Amerindian communities was initiated with FUTURES FUND, a Canadian donor agency. Other actions undertaken included planning with PADF a five-year farm and community agroforestry program, and the initiation of a data base of community resources.

.....
.....
.....
.....
.....

With the assistance of the IICA Office in Barbados, a study of the regional competitiveness of Guyana's pineapple was carried out under Program IV.

The Program V animal health project Strengthening of the Veterinary Services in Guyana ended, and a second phase (1994-97) was formulated at the request of the MOA. Animal health project activities continued to improve capabilities of the Animal Services Division of the MOA to monitor and control

Pineapple gained importance as a non-traditional product in Guyana.



livestock diseases. Two national workshops and one regional workshop were held in Guyana for veterinarians. IICA and PAHO continued to offer support in the preparation of a national plan to eradicate bovine tuberculosis. The Carambola Fruit Fly Prevention Program was implemented as an emergency short-term action in response to concern regarding the spreading of *Bactrocera sp.* in Suriname, near the Guyana border. Equipment, materials, training and logistical support were given to the Plant Quarantine Department to conduct surveillance for this fruit pest in high-risk areas.

IICA Projects in Guyana

National

- Supporting the Development of Livestock Production Systems in Guyana
- Integrated Rural Community Development (Morakobai)
- Strengthening Rural Development in Guyana
- Strengthening Veterinary Services in Guyana

Short-term Action

- Administration of Rural Development Projects

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Engendering Agricultural Competitiveness in CARICOM
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)

- Regional Project Unit of the Caribbean
- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Jamaica

Jamaica's economic environment has continued to move toward a liberalized market economy. The government has intensified its adjustment program and implemented important policy actions, liberalized prices, raised public sector tariffs, and continued to phase out generalized food subsidies. The 1993 scenario showed a 3.5% GDP growth rate and inflation at 11.5%; the current account deficit of the balance of payments was 1.1% of GDP.

The agricultural sector has been subjected to the dismantling of its protectionist policies and has reduced and changed the public sector's role. Amid high interest rates, inputs and transportation costs, the agricultural sector set a pace for an upward adjustment. Even after heavy rains that impacted negatively on agricultural production, the sector expected to show a rate of growth similar to 1992, due to the increases in production of domestic crops.

IICA's technical cooperation program in Jamaica has focused on the effects of stabilization and structural adjustment macroeconomic reforms, especially those reducing public sector size and redefining its role in agriculture. The role and operational capability of MINAG was redefined, and the

issue of agricultural competitiveness was emphasized. IICA's technical action projects stressed agricultural policy, rural management, and generation and transfer of technology.

The IICA projects sought: a) to develop institutional technical expertise in sustainable hillside agriculture, which can be extrapolated throughout the Caribbean; b) to improve the organization and management of national technology generation and transfer through the on-farm adaptive research and extension system; and c) to strengthen operational capabilities in the national institutions for managing rural development.

Under Program II, technical assistance was provided to MINAG and to the Rural Agricultural Development Authority (RADA) to strengthen institutional linkages with other agricultural institutions. In-service training was provided to Hillside Agriculture Sub-Project (HASP) personnel in farming system research and extension methodology. Within the HASP, tree crop management systems were developed, farmers were organized to coordinate their production and marketing activities through farmers' groups, and infor-



IICA's Program II trained staff of the Hillside Agricultural Sub-project in Jamaica.

mation on establishment, rehabilitation and maintenance costs of tree crops was published.

Program III provided technical monitoring to support RADA in project preparation, trained HASP personnel in the implementation and analysis of farm records, and institutional linkages were established to carry out a study of the status of rural women in the Caribbean.

Through Program V, in-service training on data processing was provided to MINAG animal health and plant protection personnel.

IICA Projects in Jamaica

National

- Support for the Generation and Transfer of Agricultural Technology in Jamaica

- National Yam Export Development (RADA/IICA)
- Rural Development Support

Short-term Actions

- Hillside Agricultural Subproject (HASP)

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Engendering Agricultural Competitiveness in CARICOM
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Regional Project Unit of the Caribbean
- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Organization of Eastern Caribbean States (OECS)

According to available statistics, the growth rates in the OECS countries continued to be positive in 1993, ranging from 2.6% in Dominica to 3.6% in St. Kitts and Nevis. Agriculture's contribution to the GDP in the OECS was 4.08% in Antigua and Barbuda, 22.97% in Dominica, 15.5% in Grenada, 7.44% in St. Kitts and Nevis, 12.76% in St. Lucia and 17.85% in St. Vincent and the Grenadines.

Agriculture plays a very important role in the economy of the ECS; however, the review of current policies and the establishment of new ones, along with better-articulated strategic planning, will be necessary to face challenges which will result from free trade



*The IICA project
Supporting the Development
of Tropical Fruit Crops in the Caribbean
was particularly important
in the ECS.*

initiatives around the world, especially in North America and Europe. The Windward Islands in particular will have to lessen their dependence on a single or very few export commodities, high prices and protected markets. The agricultural sector is dominated by bananas in Dominica, St. Lucia, and St. Vincent and the Grenadines, cocoa and bananas in Grenada, and sugar in St. Kitts and Nevis. In Antigua and Barbuda, livestock continues to contribute more than crops to the sector's performance.

In the OECS, agricultural development is hampered by a common set of problems that include limited cultivable lands, underutilization of lands suitable to agriculture, problems of titling and unsecured tenancy, inadequate infrastructure and support services, weak linkages between production, processing and marketing, and inefficient preproduction, production-harvest and post-harvest practices.

Linkages between agriculture and other sectors of the economy, principally tourism, will have to be strengthened and diversified, and agro-processing must develop through close partnership between the private and public sectors. Aware of these needs, OECS governments have begun to put in place policies aimed at boosting the competitiveness and sustainability of agriculture. As a group, they have embarked on a common agricultural diversification drive and set up a structure to coordinate joint export marketing.

Through Program I, IICA initiated the Program for the Compilation of Technical Production Budgets (AGSYS), which was introduced in St. Kitts and Nevis and Dominica. Ten technicians were trained in its operation and a training manual was prepared. The SIAPA was introduced to professionals from the OECS. In collaboration with CDB and CEPAT of the UWI, a one-week regional training course on agricultural policy analysis and planning was held with 16 participants. In close collaboration with the Regional Projects Unit in the Caribbean, IICA contributed to the development of methodologies for training human resources in project identification and formulation; the final documents for a Regional Cotton Project

and Agricultural Sector Assessment were completed and presented to the Government of St. Kitts and Nevis.

Under Program II, a diagnostic study of the Agricultural Technology Development and Transfer System was undertaken in Antigua and Barbuda, Dominica, and St. Vincent and the Grenadines. In cooperation with the ADCU, IICA assisted the Ministry of Agriculture of Grenada in outlining a plan for developing the floriculture industry. In St. Lucia, the Institute prepared, in collaboration with the MOA, Windward Islands Banana Growers Association (WINBAN) and UWI, on behalf of the CBEA, a project proposal to support technological modernization of the banana industry. In St. Kitts and Nevis, IICA supported the MOA in strengthening the functioning of the inter-institutional Research/Extension Coordinating Committee (RECC) and reviewing its technology development and transfer organization and management.

Technical assistance was also provided to activities undertaken by the OECS Vegetable and Food Crop Development Projects Networks in cooperation with INRA and CIRAD, through funding and technical support from the French Mission for Cooperation (FMC). Four technical missions were implemented by INRA and CIRAD experts. Project leaders received training in crop pest management. Support was provided to St. Kitts and Nevis and Dominica to set up a national livestock development program.

Considerable progress was achieved in horizontal reciprocal cooperation for

technology generation and transfer. Under the project Facilitating Latin-American/Caribbean Linkages for Agricultural Development, the first meeting of the Technical Committee for Agricultural Technology Transfer between Latin American and the Caribbean (TECLAC) was held in St. Lucia, with 40 participants from eight Latin American institutions and eight Caribbean entities, including the UWI, CARDI and the private sector.

At the multinational level, IICA continued to execute its project Supporting the Development of Tropical Fruit Crops in the Caribbean. The project was instrumental in coordinating and linking the work of national institutions in the OECS with similar regional and international agencies active in the fruit subsector. In particular, it secured closer technical assistance from French institutions such as CIRAD-FLHOR, CIRAD-CA, INRA and CRITT. Professionals, farmers, exporters and students in the subregion benefited from four regional and five national training events, seven technical advisory missions and ten overseas study tours. Moreover, counterpart institutions and persons linked to the fruit sub-sectors benefited from the dissemination of information on crop husbandry, market demands and prices, research results and others through the distribution of 400 copies each of four issues of the Tropical Fruit Newsletter and more than 50 documents and formal publications.

The subregion also benefited from the assessment and listing of eight different international fruit germ plasm banks and the distribution of high-quality plant material.

Program III continued its efforts to support the implementation of regional strategies to strengthen farmers organizations in their respective countries and to help to correct the problems which characterized these organizations (low-level investment, poorly trained managers, and lack of economic resources). The profiles on farmer groups are being completed and upgraded in the OECS countries; efforts were made in the preparation of the work plan for the farmers' organizations development officer. Program



IICA offered many different kinds of courses in the Caribbean.

III also coordinated activities with national development foundations and NGOs; several project profiles were prepared for external funding.

Through Program IV, IICA supported the study of agricultural competitiveness in the OECS, jointly commissioned by ADCU and the ministers of agriculture. The study focused on the development of adaptable methodologies for the identification of commodities with potential for export.

Recommendations of this study, which involved 31 nontraditional commodities, will be used in the formulation of more appropriate diversification strategies in the OECS. At the request of the ministers of agriculture, a series of seven one-day workshops were conducted on measurement issues in agricultural competitiveness and international marketing. A total of 137 technicians from the OECS countries participated.

At the request of the Secretariat of the OECS and CARICOM, IICA undertook two studies: one on the fiscal incentives regimen and the other on agricultural protectionism. The recommendations of both studies will assist in formulating measures aimed at establishing a "level playing field" between trading partners of CARICOM and in the development of an incentive regime consistent with an export-led strategy of agricultural development.

The OECS Representative and the Directors of Programs I and IV developed a project proposal in the area of agricultural policy and planning, which was approved by the ministries of agriculture of the OECS at their Third Meeting in Montserrat.

Digitized by Google

Under Program V, the Institute continued to support the OECS in its efforts to control the use of pesticides and create awareness of the dangers of pesticide mismanagement among farmers and the general public, through training. The project on plant quarantine assisted in reorganizing the quarantine services system in the countries through direct technical assistance and training, development of legislation, emergency response actions for the control of pests and diseases, and collection and organization of information by quarantine services.

IICA Projects in the Organization of Eastern Caribbean States (OECS)

National

- Support for Agricultural Technology Development, Transfer and Utilization in the Caribbean (Phase II)
- Strengthening of Rural Organizations in the Eastern Caribbean (Phase II)
- Strengthening Agricultural Health Capabilities in the Eastern Caribbean States (ECS)

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Engendering Agricultural Competitiveness in CARICOM
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Regional Project Unit of the Caribbean
- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Suriname

The uncertain socioeconomic and political climate in Suriname continued in 1993. Economic restructuring was the overarching issue, affecting all aspects of political, economic and social life. Agriculture reflected the general economic stagnation in 1993, and although its share of the gross national product increased to about 12%-14%, the increase could be attributed to a relative contraction of the other production sectors. Continued preferential treatment of Suriname bananas in Europe, however, buoyed banana production and export. In 1993, the government continued to apply its export regulations and price controls on certain agricultural produce, with negative effects on rice, milk and vegetable production.



Under the aegis of Program II, national projects supporting the development of livestock and fruit production were undertaken upon government request. Efforts were concentrated on transferring low cost technology and basic management skills to farmers. Dairy farmers were encouraged in the rational use, production and maintenance of pastures and the use of legume trees as the basis for fertilizing and feeding regimes. Additionally, a survey to assess sheep production was conducted, and a vegetable production survey is ongoing.

In the fruit and vegetable sector, emphasis was given to nursery management and maintenance and to production methods of selected fruit and vegetable crops. Further, a major project proposal was prepared for the Ministry of Agriculture, Animal Husbandry

and Fisheries and the Ministry of Regional Development to assist the rural communities in the interior to substitute hunting of wild animals with production of small animals to serve both as food reserves and income generators, through meat marketing.

On-farm training is a facet of many IICA projects.

Digitized by Google

At the request of the
government, Program II began
national projects supporting
livestock and tropical fruit
production

Since 1992, the government, as well as external agencies, have focused increasing attention on hinterland communities. The Ministry of Regional Development requested IICA assistance and, under Program II, a short-term action, with collaboration from the MOA, sought to formulate and implement projects for the hinterland communities.

Through the short-term action Modernization of Agricultural Health Services in Suriname, IICA's Program V began to modernize and strengthen Suriname animal health services, a fundamental first step in making the country a viable competitor on the international export market, and one given high priority by the government.

IICA Projects in Suriname

National

- Supporting the Development of Livestock Production Systems in Suriname

Short-term Actions

- Supporting the Development of Vegetable Production in Suriname
- Promoting Integrated Development in the Hinterland Communities
- Modernization of Agricultural Health Services in Suriname

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Regional Project Unit of the Caribbean
- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Trinidad and Tobago

Economic growth in the country has fluctuated significantly in recent years. Following a 2.7% increase in real GDP in 1991, output declined by 0.6% in 1992. The last quarter of 1992 showed a 1.3% increase, but again showed a 0.6% decline in early 1993, mostly due to a decline in real value added in the petroleum sector, reflecting the continued vulnerability of the economy to adverse developments in that industry. While the performance of the other sectors was mixed, the agricultural sector showed an encouraging trend, as certain key commodities (sugar, rice and citrus) registered increased production.

Trinidad and Tobago continued its structural adjustment program by derogating quantitative import restrictions, which spurred the demand for imports, and by removing fixed foreign currency exchange rates in favor of a floating rate determined by market forces. The overall effect has been a tightening of the money supply and an increase in consumer prices. Along with its structural adjustment policies, the government attempted to stimulate exports.

IICA actions in the country sought to stimulate the production and interregional exchange of agricultural commodities, particularly fruit crops, and to reduce the negative impact on trade caused by plant and animal pests and diseases.

Under the aegis of Program I, an agricultural sector assessment was undertaken for Tobago, and training in the use of SIAPA was initiated.

Through Program I, an evaluation
of the agriculture subsector
in Tobago of Trinidad and Tobago

The multinational project under Program II supported the development of the fruit subsector in 16 Caribbean countries and territories. The project was instrumental in coordinating the work of national institutions with regional and international agencies active in the fruit subsector. In particular, it

secured technical cooperation and support from French institutions such as CIRAD-FLHOR, CIRAD-CA, INRA and CRITT. Professionals, farmers, exporters and students benefited from four regional, two international and four national training events, technical advisory missions and 10 overseas study tours. In addition, counterpart institutions benefited from a study of the passion fruit industry in Trinidad and Tobago, as well as the dissemination of information on crop husbandry, market demand and prices, and research results through the Tropical Fruit Newsletter and other publications. Trinidad and Tobago also benefited from linkage with a number of fruit germ plasm banks and the introduction of high-quality planting material.

A Program III project provided technical assistance to three women's groups in rural areas of Trinidad. Information gathered through a survey led to the identification of social factors which hinder agricultural productivity. Three publications were prepared and a total of 42 women were as-

The Tropical Fruit Newsletter continued publication out of the IICA Office in Trinidad and Tobago.



sisted in the preparation of pre-feasibility studies on the production of hot pepper for export, training in handicraft production and the making of condiments, as well as in the preparation of marketing plans.

The multinational project under Program V supported cooperative participation from 14 Caribbean member countries in the CARAPHIN network. To reduce the negative impact on trade of plant and animal diseases and pests of quarantine significance, surveillance information was assembled and distributed to senior national regulatory officials. A major thrust of the program in 1993 was to enhance and revitalize the network by designing a better, more quantitative reporting system. To this end, a national agricultural health surveillance computer program was developed which will form the cornerstone for developing an efficient system for small developing countries.

Information was disseminated through three issues of the CARAPHIN News, two issues of official regional reports, CARAPHIN Plant Health and CARAPHIN Animal Health, and a regional training workshop. Held in conjunction with the Regional Project Unit in Barbados and the IICA office in Guyana, the workshop on Project

Digitized by Google

Identification and Formulation completed the series offered previously in Jamaica and Barbados.

IICA Projects in Trinidad and Tobago

National

- Enhancing the Participation of Women in the Rural Development Process in Trinidad and Tobago through Institutional Strengthening

Short-term Action

- Technical Cooperation Agreement between the Agricultural Development Bank (ADB) and IICA, to Conduct a Technical Assistance and Training Program on Technical Appraisal of Projects in Agroindustry and Ornamental Tropical Horticulture

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)
- Engendering Agricultural Competitiveness in CARICOM
- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Regional Project Unit of the Caribbean
- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Haiti

The internationally-imposed embargo on Haiti had serious material consequences, ranging from the absence of certain key imported production commodities to the closure of markets for important exports, and

the ramifications of these constraints on domestic production and exchange. While individual social sectors have felt these constraints in different ways, all Haitians are being affected by rising inflation and currency devaluation.

The embargo was lifted in the third week of August 1993, after the election and acceptance by the Parliament of a new Prime Minister. In preparation for return to office of the constitutional government, both national and international organizations have prepared emergency economic recovery programs. The program for agriculture aimed at improving income generation to reverse acute decapitalization in the sector, rapid restoration of the productive infrastructure and actions to buttress the sector's medium-term production potential.

During the period of the *de facto* government, and in view of the deep deterioration of the socioeconomic conditions of small farmers, the IICA Office in Haiti directed its actions to humanitarian assistance, aimed to help small farmers avoid abandoning agricultural production. Thus, the short-term action Humanitarian Food Production for Haitian Rural Farmers was implemented to meet the immediate

agricultural needs of Haitian farmers in 12 zones of the country. This project is predicated on a Haiti-specific methodology, which identifies, validates and extends simple low-cost techniques in conjunction with locally available materials in order to increase food production in a sustainable and ecologically responsible manner. The short-term action Development of the Village de la Montagne Community through Small Productive Projects and the Democratic Organization of the Community (financed by CIDA) introduced a credit program that would allow participants to capitalize their own various enterprises to greater profit. The same credit delivery model was adapted by the project KREDIFAM (Women's Community Revolving Loan Fund) in view of the lack of credit for income generation in rural areas, together with poor integration of women in agricultural improvement schemes.

With a special focus on humanitarian aid, the Technology Transfer for Coffee-Based Cropping Systems Project (USAID-funded) reinitiated its activities in February 1993. It provided for the implementation of cost-effective activities for achieving increased coffee productivity under ecologically sound cropping practices.

With the purpose of reactivating the rural Haitian economy and improving the situation of 120,000 rural families in selected zones, a project profile, Rural Haiti Economic Recuperation Project: An Organizational and Implementation Model, was prepared. It emphasizes on the following specific objectives: a) strengthening existing peasant organizations; b) implementing small infrastructure activities (irrigation, trans-

portation, production, marketing); c) improving social services through locally managed social funds and regional coordination with other organizations; d) increasing agricultural production through locally managed credit and technical assistance funds; and e) developing rural microenterprises through locally managed credit and technical assistance.

In September 1993, the constitutional government's minister of agriculture requested IICA's assistance on management training for decentralization, rural credit, a national forage program, input distribution mechanisms connecting NGOs with the private sector, and rural development.

IICA Projects in Haiti

National

- Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers
- Kredi Riral Fana Ansa (KREDIFAN)

Short-term Actions

- Development of the Village de la Montagne Community through Small Production Projects and the Democratic Organization of the Community
- Humanitarian Food Production for Haitian Rural Families
- Rural Haiti Economic Recovery Action
- Support in Adjusting the Organization of the Office in order to Administer Projects Funded with External Resources

Multinational and Hemispheric

- Supporting the Development of Tropical Fruit Crops in the Caribbean (Phase II)

- Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (Phase II)
- Regional Project Unit of the Caribbean
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Andean Area

During 1993, the countries of the Andean Area differed in terms of the rate at which they were able to modernize their public sectors and open up their economies. As regards integration, Colombia and Venezuela proceeded rapidly by signing agreements on common external tariffs, while the process moved along more slowly in the other countries.

The agricultural sector experienced limited growth, in spite of the fact that the major agricultural exports of the Area, bananas and coffee, were plagued by lower prices and marketing difficulties.

Intra-regional agricultural trade improved satisfactorily. Nevertheless, different production schedules and costs created uncertainty regarding prices on domestic markets, which were also affected by sharp differences in the cost of financing and, in some cases, production inputs.

As regards agricultural policy, progress was made in establishing benchmark price bands that will be applied under the common external tariff for agriculture, and in harmonizing domestic support policies in the

different countries, aimed at reducing the distortions that affect competitiveness.

Bolivia

With an inflation rate of 9.0%, and despite strong external pressures, Bolivia's economy grew by 4% in 1993, with mining, manufacturing and agriculture having the most positive effect on the monthly index of economic activity. The latter showed some encouraging signs of recovery, reporting a growth rate of 2.7%.

In 1993, in support of government actions in the agricultural sector, the IICA Office in Bolivia executed 15 technical cooperation agreements, two of which correspond to the area of concentration of Program I, three to Program II, seven to Program III, one to Program IV and two to Program V.

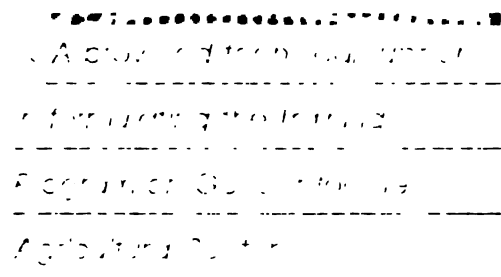
The most important achievements of Program I included: a) a study was conducted to evaluate the agricultural sector and offer policy guidelines, prepared in conjunction with the IDB, IBRD, IFAD and the Economic Policy Analysis Unit of the Ministry of Planning and Coordination; b) the process to discuss and reach agreement on agricultural policies was initiated during a workshop on a national development strategy; and c) a strategy was developed for developing coffee cultivation in Bolivia. Program II focused its efforts on strengthening the Bolivian Institute of Agricultural Technology (IBTA), through training activities and exchanges.

Program III provided technical assistance to the Ministry of Campesino and Agricultural Affairs (MACA) and the Commission on Rural Women and Development (COMUCADE) in formulating the National Training Program on Gender for the Agricultural Sector and the National Rural Development Program of the Secretariat of Rural Development. Program IV supported the Agricultural Association of Eastern Bolivia by promoting the establishment of the Agricultural Commodity Exchange of Bolivia.

- Technical Assistance and Training for the Chuquisaca Agricultural Development Project (CORDECH)
- Training Program and Technical Assistance for the Project to Develop and Consolidate Settlements and for Small Farmers in the Department of Santa Cruz
- Strengthening Decision Making in the MACA as Concerns Economic Policies and International Negotiations (Integration and International Cooperation)

Short-term Actions

- Technical Assistance for MACA and COMUCADE in Formulating the Training Program on Gender for the Agricultural Sector of Bolivia



Administrative Support Actions

- Administrative Support for the Chuquisaca Sur Agricultural Development Project
- Administrative Support for the Cotagaita-San Juan de Oro Project
- Support to IFAD in the South American Camelidae Development Program
- Administrative Support for the Chuquisaca Norte Agricultural Development Project

Support was provided to the Commission on Rural Women and Development

Program V made substantial contributions to restructuring national agricultural health services and completed the profile of an investment project aimed at strengthening the National Agricultural Health Program.

Multinational and Hemispheric

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO - Phase II)
- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS)
- Supporting Trade and Integration in the Andean Subregional Group
- Strengthening the Andean Network of Animal Health Laboratories
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

IICA Projects in Bolivia

National

- Technical Assistance and Training for the Cotagaita-San Juan de Oro Agricultural Development Project (CORDEPO)



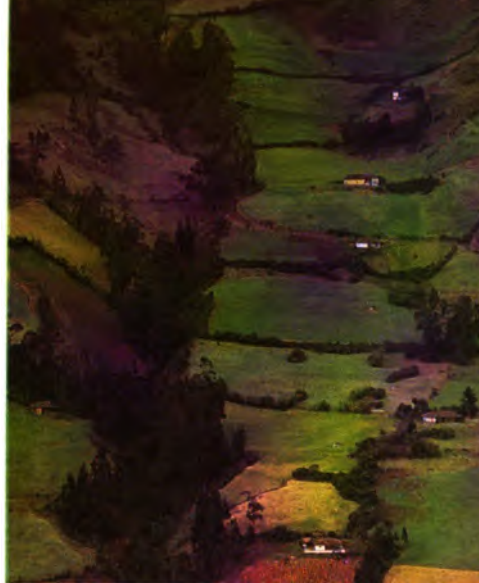
Colombia

In 1993, the rate of growth of the GDP fluctuated between 4.5% and 5.0%, and the inflation rate stood at 22%. The agricultural sector grew by 2.5%, a figure which may increase if the rationing of electricity is eliminated and if international trade is expanded, especially as a result of trade agreements with Venezuela and economic measures recently taken by the government to strengthen the sector.

IICA's technical cooperation actions reflected the new context of economic opening and the government's guidelines for technical and administrative decentralization. Program I provided support in analyzing agricultural policies and in defining objectives and strategies, within the framework of economic opening. Under agreements signed with the Ministry of Agriculture and Livestock (MAG) and the National Planning Department (DNP) in late 1992, the price and market information system and the Agricultural Modernization and Diversification Program were designed and put into operation.

IICA provided technical
cooperation to SINTAP

Through an agreement with the Ministry of Agriculture and Livestock (MAG), Program II continued to provide technical cooperation to strengthen the National Agricultural Technology Transfer System (SINTAP).



Program III supported the Integrated Rural Development Fund (DRI) in formulating policies and strategies for small-scale farmers. Also, through an agreement with the Office of the Advisor to President of the Republic, MAG and DNP, Program III developed the project Control, Coordination, Follow-up and Evaluation of National Policies Related to Rural Women and Support for Projects to Generate Income. The Program also provided technical cooperation to the Association of Agricultural Entrepreneurs (SEA) in preparing the project Training for Small Farmers' Organizations.

With regard to trade and integration, the working group responsible for the agricultural chapter of the G-3 agreement drafted a proposal to create a coordination mechanism.

The Office continued to support negotiators from the agricultural sector, providing them with training, analyzing specific topics with them and setting up information systems. Given the conclusion of the IICA-MAG agreement related to execution of the project Support for the National Agricultural Training Program (PNCA), during the last meeting of the Board of Directors of the Program, the Office submitted a document offering general guidelines for a training program involving public and private agricultural institutions in Colombia and support from IICA, to be studied by executives and technical experts from the sector and used as the basis for implementing a new training program.

IICA Projects in Colombia

National

- Technical Cooperation with the National Agricultural Training Program (PNCA)
- Support in Analyzing and Providing Advisory Services on Agricultural Policies, in order to Define Objectives and Strategies within the Framework of Economic Opening
- Technical Cooperation with the Ministry of Agriculture and Livestock for Agricultural Planning (065)
- Information Systems for the Agricultural Sector
- Technical Cooperation to Strengthen Technical Assistance within the Framework of the National Technology Transfer System (SINTAP)
- Strengthening the Planning and Execution of Rural Development Programs and Projects
- Creation of a System to Identify, Formulate and Fund Agricultural Marketing Studies, and Support for Regional Marketing Projects for Small-farm Economies in Colombia
- Methods for Planning Rural Development, Decentralization and the Modernization of Small-farmer Organizations

- Technical Cooperation for Executing an Agricultural Modernization and Diversification Program
- Control, Coordination, Follow-up and Evaluation of National Policies for Rural Women
- Technical Services for Libraries and Publications

Administrative Support Actions

- Administrative Support Services to the Sugar Cane Research Center (CENICANA)
- Supporting Technical-scientific Brokerage at the Colombian Agricultural Institute
- Training for Senior Officials and Technical Personnel of ICA
- Administrative Support Services for HIMAT in Developing its Technical Assistance Programs
- Administrative Support Agreement for Follow-up, Evaluation and Control of FIQUE National Fund Projects
- Agreement for the Provision of Administrative Support Services, Signed by the Special Fund of the Office of the President of the Republic and IICA
- Research, Development and Implementation of Technologies for the Agricultural Sector, with a View to Producing Export Commodities
- Training of Officials of the Ministry of Agriculture for Institutional Strengthening at the National Level
- Strengthening Co-financing Mechanisms for Rural Investment
- Strengthening the Technical Capabilities of the DRI Fund to Plan and Execute Rural Development Programs and Projects
- Design and Implementation of New Components of the DRI Fund, and Reorganization of its New Structure

Multinational and Hemispheric

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO - Phase II)
- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Supporting Trade and Integration in the Andean Subregional Group
- Strengthening the Andean Network of Animal Health Laboratories
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-term Action

- IICA Support for the Economic Complementarity Agreement of the Group of 3 (G-3) (Colombia, Venezuela and Mexico) in the Agricultural Sector

Ecuador

Economic measures taken by the government produced the desired macroeconomic effects, although there was a marked slowdown in the economy. The annual inflation rate dropped to 33%, overall GDP grew by 2.2% and the agricultural GDP fell to 1.7%. Agricultural exports decreased (-1.9%), due basically to fewer sales of bananas, coffee and cocoa. There was a significant increase in the exportation of industrialized products, but imports of capital for agriculture fell (-38%), as did imports of raw materials for agriculture (-38.3%). The country's trade balance showed a surplus of US\$500 million.

In support of government efforts, IICA provided technical cooperation and administrative support through its five Programs. Through Program I, SIAPA was installed and put into operation in the PRSA/MAG, and workshops were conducted on the operation of the system. Price information available in Ecuador was used in designing a price analysis model.

Program II provided technical and administrative support to MAG's Technology and Agriculture Program (PROTECA); put into operation a private system for technical assistance (as a pilot project); prepared a study on the national demand for technology

related to agricultural products which are included in PROTECA's transfer system; designed and gained approval of a supervision system applied throughout the country by PROTECA; drafted a proposal on marketing systems to support technology transfer; and continued to support the formulation of a proposal to modernize the MAG.

Program III supported the Ministry of Social Welfare, through the Undersecretariat of Rural Development, continuing to implement the agreement signed with the government in 1992, which calls for IICA to provide technical cooperation and administrative support in executing the National Rural Development Program (PRONADER). The IICA Office ensured compliance with all procedures required prior to the signing of the IFAD loan to finance the Saraguro-Yacuambi project, and with procedures for signing the protocol between the government and COTESU for Phase II of the Penipe Project, for which the Office had prepared the corresponding study. A socioeconomic study was conducted in the canton of El Tambo, in the Province of Cañar, and efforts continued to promote the Rural Agroindustrial Network (REDAR) of Ecuador. The Commission on Studies for the Development of the Guayas Basin (CEDEGE) approved the signing of a technical and administrative support agreement with IICA, in connection with the project to develop the lower basin of the Guayas River.

The principal actions of Program IV included: a) continuation of the national project Supporting the Public and Private Agricultural Sectors in Activities Related to

Foreign Trade and Integration; b) the signing a letter of understanding with the National Commodity Exchange of Ecuador, through which technical support was provided to the First Hemispheric Meeting of Commodity Exchanges, in Guayaquil; c) the signing of a letter of understanding with the Ministry of Foreign Affairs, through which IICA cooperated with the Undersecretariat for International Economic Policy in holding the First Training Course for Agricultural Trade Negotiators; and d) six meetings on agricultural issues of national importance, with the participation of 22 institutions from the public and private sectors.

Program V supported the MAG in executing a short-term action to harmonize the sanitary legislation of Ecuador and Colombia; together with the public sector and private enterprises, held a subregional seminar on pesticide tolerance levels; organized and conducted a course on the use of agricultural health data bases; and supported the organization of a meeting with directors of agricultural health from the countries of the Andean Area, to discuss the Program's projects in the subregion.

IICA Projects in Ecuador

National

- Technical Support in Designing and Consolidating MAG's National Technology Transfer System
- Technical Cooperation for the National Rural Development Program (PRONADER) of the Government of Ecuador
- Supporting the Public and Private Agricultural Sectors in Activities Related to Foreign Trade and Integration

Short-term Actions

- Evaluation of Tropical Grasses (Phase II)
- Provision of Managers for the PROTECA's Central Executing Unit
- Cooperation with the Undersecretariat of Rural Development (Ministry of Social Welfare) in Preparing the PENIPE Rural Development Project (Phase II)
- Technical Cooperation for Preparing a Sociological Study in the El Tambo Canton, Cañar Province

Administrative Support Actions

- Supporting the Headquarters of the Undersecretariat for Rural Development and the Office of the Minister of Social Welfare
- Administrative Support to Send a Group of Technical Experts and Small Farmers to the Hydrology, Meteorology and Land Improvement Institute of Colombia (HIMAT)

Multinational and Hemispheric

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO - Phase II)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCIOTROPICOS)
- Supporting Trade and Integration in the Andean Subregional Group
- Strengthening the Andean Network of Animal Health Laboratories
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Peru

In 1993, overall GDP increased by 4.5% as the result of a 5% increase in exports. International reserves were replenished, but the annual inflation rate reached 40%. The agricultural GDP grew by 5%, due mainly to a 6.9% increase in crop production.

The IICA Office in Peru carried out activities to support the agricultural sector, through the Institute's five technical cooperation Programs. Under Program I, a project to strengthen national capabilities for the analysis and design of agricultural modernization policies was approved. During the development of this project, technical cooperation agreements were signed with the Ministry of Agriculture, the National Agrarian Organization (ONA) and with private research centers, such as the Peruvian Center for Social Studies (CEPES), the Association for the Promotion of Agriculture (ASPA) and the Institute for Agricultural Support (IAA), in order to organize the National Network for Analysis and Follow-up of Agricultural Policies (RENASPA). Under the agreement signed with the Ministry of Agriculture, IICA supported the Ministry's Agricultural Planning and Information Offices in strengthening their capabilities for planning, for analyzing policies and the methods used to gather information on rural areas and investments, and in providing training on the use of basic computer programs and the establishment of data bases. Also, the Office prepared two documents for the Ministry of Agriculture: one on price stabilization mechanisms, and the other on the competitiveness of agriculture in Peru *vis-à-vis* the Andean Pact.

Through Program II, IICA supported the actions of PROCIANDINO and the programs of the National Agricultural and Agroindustrial Research Institute (INIAA); of special importance were the courses and workshops on: a) formulation and evaluation of agricultural technology research and transfer projects, and b) management of change in decentralizing agricultural research. The Office also promoted SAPOA, prepared a diagnostic study of the organizational structure of INIAA, and prepared a proposal for implementing the management information system.

Under Program III, the Peruvian component of the IICA/IDB project Agricultural Policy Analysis as Concerns Women Food Producers in the Andean Region was prepared, with support from the Office of the First Lady of the Republic. A seminar was held to discuss the living conditions of women food producers and to propose improvements. An agreement was signed with the Center for Studies on and the Promotion of Development (DESCO), with a view to conducting a microregional assessment of the Colca Valley.

Actions carried out through Program IV included a pre-feasibility study on the establishment of an agricultural commodity exchange in Peru; follow-up on the participation of Peru in the liberalization program of the Andean Pact; and the compilation of information, with a view to establishing a system of price bands and tariff surcharges for agricultural commodities. The Office prepared the document Diagnosis and Outlook for Agricultural Exports in Peru, and, under the terms of a letter of understanding

with the Exporters Association (ADEX), submitted a proposal to support the development of agricultural exports in Peru.

IICA supported government
 actions to promote the
 development of agricultural
 exports

For the third year in a row, Program V provided support to the general work plan agreed upon by the ministries of agriculture of Peru and Chile to combat the Mediterranean fruit fly in Tacna, Moquegua, Arica and Azapa. In the area of animal health, IICA advised the National Animal Health Service (SENASA) in preparing a national emergency plan to combat foot-and-mouth disease.

IICA Projects in Peru

National

- Strengthening National Capabilities for the Analysis and Design of Agricultural Modernization Policies



Program III developed a project on agricultural sector policies relating to rural women producers.

Short-term Actions

- Support in Defining International Trade Policies and Integration Mechanisms for Agricultural Negotiations
- Support to the Public and Private Agricultural Sectors in Formulating and Promoting the Project to Establish an Autonomous Body Responsible for Promoting Agricultural Exports
- Supporting Execution of the Plan of Action Agreed upon by the Governments of Peru and Chile to Intensify Efforts to Control the Mediterranean Fruit Fly in Border Areas (Second project)

Multinational and Hemispheric

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO - Phase II)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS)
- Supporting Trade and Integration in the Andean Subregional Group
- Strengthening the Andean Network of Animal Health Laboratories
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Venezuela

The evolution of Venezuela's economy was adversely affected by several internal and external factors that had a negative impact on the expectations of economic agents and on market stability. It was not possible to restore equilibrium in the agricultural sector or decrease consumer prices. Imports climbed to US\$1.2 billion, while exports dropped significantly, creating a negative trade balance of almost US\$1 billion.

The principal instrument used to the institutional context in which IICA operates

was a series of events entitled *Venezuela Agrícola Siglo XXI*, which was co-sponsored by the Ministry of Agriculture and Livestock (MAC), FEDECAMARAS and the Agricultural Credit Fund (FCA).

This series served to promote direct dialog among the different social, political, technical and academic sectors linked to the agricultural and agroindustrial sectors of the country. Twenty-five workshops were organized: 13 in production zones, in order to analyze the specific problems of each of the agricultural-agroindustrial circuits of the country, and 12 to study topics such as technological development, human resources, marketing and financing. Also, five general events were held to examine the impact of important variables in the national and international context on the agricultural-agroindustrial sector, to identify the strengths and weaknesses of the agricultural-agroindustrial complex, and, during a national meeting, to reach agreement on a program on this topic, to be submitted subsequently to the presidential candidates.

Within the framework of the project Supporting the Modernization of the Agricultural Institutional System as a Means of Boosting Sectoral Competitiveness, IICA's Program I provided technical assistance to the Directorates of Planning, Projects, Agricultural Economics and Production of MAC, placing special emphasis on the installation and implementation of SIAPA, the Competitive Analysis of Nations (CAN), the Project Planning System (PROPLAN), and the Agricultural Project Formulation and Analysis System (FAPRO).

The Program also updated input-product matrixes, designed indicators of the modernization of public institutions, developed methodologies for determining competitiveness within the context of the region and agri-food chains, and designed mechanisms to link the public and private sectors. These activities contributed to the preparation and publication of an agricultural sector assessment, which will be used to define policies, programs and projects for the next few years. Also, in compliance with the provisions of the FCA/IICA letter of understanding for 1993, activities were carried out to strengthen the Fund in its new role as a second-tier funding organization.

Under Program II, IICA cooperated with the National Agricultural Research Fund (FONAIAP) through the actions carried out in Venezuela by PROCIANDINO and PROCITROPICOS, and the hemispheric projects Technological Development and Competitiveness of the Agricultural Sector in Latin America and the Caribbean, and Modernization and Institution Building of Agricultural Technology Institutions.

Program III's actions included activities called for in the MAC/IICA agreement to strengthen the executing unit of the Project to Support Small Farmers in the State of Sucre. The Office collaborated with the National Agricultural Institute (IAN) in training technical personnel in rural development strategies and in preparing a study on the characteristics of the small-farm sector of Venezuela, and current levels of poverty. Other actions included a proposal to establish bases for defining rural development policies

and strategies in Venezuela; a study to execute the Venezuelan component of the IICA/IDB project Agricultural Policy Analysis as Concerns Women Food Producers in the Andean Region; support to the Center for Applied Research on Agrarian Reform (CIARA) through the MAC/IICA agreement, with resources from IFAD, to establish a rural development training network with activities in Brazil, Colombia, Cuba, Dominican Republic, Ecuador and Venezuela; and the establishment of the rural agroindustrial network of Venezuela, as part of PRODAR, with the participation of IICA/IDRC and the French Technical Cooperation Office.

Under Program IV, the Office carried out actions through the multinational project Strengthening Trade and Integration in the Andean Subregion, to enhance Venezuela's



IICA helped modernize Venezuela's public agricultural credit institutions.

participation in the integration process currently under way (Andean Pact/Colombia-Venezuela Integration/G-3). The Program also participated in promoting, designing and establishing the Agricultural Commodity Exchange of Venezuela.

IICA supported the creation of the Agricultural Commodity Exchange of Venezuela

Through Program V, IICA continued to execute activities agreed upon in the MAC/IICA agreement to support the Autonomous Agricultural Health Service (SASA). These activities were complemented with activities carried out in Venezuela by the multinational projects Support for Integrated Fruit Fly Control in the Andean Area and Strengthening the Andean Network of Animal Health Laboratories, as well as the hemispheric project Modernizing Quarantine Information Systems in order to Expand Agricultural Trade in Latin America and the Caribbean.

IICA Projects in Venezuela

National

- Supporting the Modernization of the Agricultural Institutional System as a Means of Boosting Sectoral Competitiveness
- Technical Cooperation for the Executing Unit of the Project to Support Small Farmers in the State of Sucre
- Strengthening the Agricultural Health System

Short-term Actions

- Support in Consolidating the Modernization of Public Agricultural Credit Institutions in Venezuela
- Series of Events *Venezuela Agrícola Siglo XXI*

Administrative Support Actions

- Administrative Support for Executing the UCV/IDRC/IICA Grant Agreement
- Administrative Support to the Ministry of Agriculture and Livestock for Preinvestment

Multinational and Hemispheric

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO - Phase II)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Supporting Trade and Integration in the Andean Subregional Group
- Strengthening the Andean Network of Animal Health Laboratories
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-term Action

- IICA Support for the Economic Complementarity Agreement of the Group of 3 (G-3) (Colombia, Venezuela and Mexico) in the Agricultural Sector

Southern Area

In 1993, the Meeting of Ministers of Agriculture of the Signatory Countries of the Treaty of Asuncion was established as a forum for consultation within MERCOSUR. The ministers of agriculture of Argentina, Brazil, Paraguay and Uruguay met in Uruguay to review progress made in integrating the agricultural sector.

In the Southern Area, IICA's technical cooperation was carried out through the following programs and projects: PROCISUR, PROCODER, Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area, Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area, and Supporting Agricultural Trade and Integration in the Countries of the Southern Area.

The technical cooperation actions of the programs and projects were carried out within the framework of the PLANLAC, with a view to supporting the management of CONASUR and MERCOSUR. During the year, the technical committees of CONASUR, COMCLAS, PROCISUR and PROCODER made important contributions to the integration process. Each of these committees has a technical secretariat which is responsible for the IICA subregional project related to its field of competence.

In 1993, the Institute also served as the Secretariat for Coordination of CONASUR, through its Representative in Chile.

Argentina

In 1993, the economic and political reforms undertaken by the government were aimed at stabilizing domestic prices, as a prerequisite for reactivating production. Also, the government continued to emphasize economic opening, market efficiency and expansion, deregulation of the economy and international competitiveness.

The government's agricultural policy was based on the formulation and execution of three major activities: a) the Program for Changes in the Production Structure of Small- and Medium-scale Rural Enterprises, designed to provide technical assistance, create new lines of credit and undertake new production activities; b) the Agricultural Social Program, to provide assistance to farmers suffering from economic or climate-related emergencies; and c) the Program on Competitiveness of the Agroindustrial Complex, which seeks, among other things, to promote access to markets in the United States and the EEC and to implement new technologies.

The Office continued to provide the Secretariat of Agriculture, Livestock and Fisheries (SAGyP) with support in implementing the Project to Modernize Agricultural Services (PROMSA), in the areas of forestry and tobacco growing.

... ..
... ..
... ..
... ..
... ..
... ..
... ..

Through Program I, IICA participated in processing information from the CONASUR data base and in defining a new structure for SIAPA. It installed SIAPA at the Ministry of Foreign Relations and trained the personnel

who will be using it. It also executed a short-term action to support the Ministry of Economy in executing a study on competitiveness and initiated coordination actions with the Undersecretariat for Agricultural Production and Markets, to identify programs on competitiveness in agroindustrial chains.

Through Program II, IICA worked with the National Institute of Agricultural Technology (INTA) in evaluating the results of a project on year-round agriculture, and provided support in organizing seminars and technical conferences, publishing documents, carrying out strategic planning, and in administering the INTA Information and Documentation System (SIDINTA), among other activities. Support was given to the National Institute for Statistics and Census (INDEC) in conducting the national agriculture census, and an inventory of institutions in Argentina linked to biotechnology was prepared.

Through Program III, IICA strengthened the formulation of policies, programs and projects in INTA's *Minifundio* Unit, by providing technical assistance for the execution of technology generation and transfer projects for the small-farmer production system. It also collaborated with the SAGyP, PROCODER, INTA and the ministries of agriculture and livestock of Corrientes, Misiones and Formosa in reaching agreement on and defining participatory and comprehensive rural development policies. Lastly, a seminar was held to compile information on rural agroindustries, and IICA collaborated in the formulation and implementation of the Agricultural Social Program.

Within the framework of Program IV, the Office formulated and negotiated a technical cooperation and administrative support project on trade negotiations and integration. Technical support was provided to the Program to Promote Agricultural Exports in the Province of Cordoba.

Under Program V, IICA supported the National Animal Health Service (SENASA) in implementing PROMSA, contributed to strengthening international emergency and quarantine systems and collaborated with CORESA in achieving its objectives. Also, the Institute supported the Institute of Plant Health and Quality (IASCAV) of Argentina in executing programs to control the cotton boll weevil, fruit flies and the *Globodera rostochensis* nematode.

IICA Projects in Argentina

National

- Strengthening Rural Development Institutions to Promote Equity and Enhance the Competitiveness of Small Farmers, within the Context of Integration
- Technical Cooperation for the Program on Agricultural Exports in the Province of Cordoba
- Technical and Administrative Support to the Cabinet of the Secretariat in Activities Related to International Trade Negotiations
- Technical Cooperation to Strengthen the Subprogram of the National Animal Health Service (SENASA)

Short-term Actions

- Support to the Study on Competitiveness, Ministry of Economy
- Support to Strengthen SIAPA in Argentina and Uruguay, with a View to Evaluating the Impact of Agricultural Policies

- Survey of Rural Agroindustries and Policies, Programs and Projects to Strengthen Them
- Development of a Theoretical-Practical Model to Estimate Health Risks, Applicable to the International Trade of Meat from the Republic of Argentina to Areas or Countries Free of Foot-and-Mouth Disease or other Diseases

Administrative Support Actions

- Analysis and Reorganization of Tobacco-growing Areas in Argentina
- Letter of Understanding No. 11: Cooperation to Consolidate the Activities of the INTA Information and Documentation System (SIDINTA)
- Letter of Understanding No. 12: Cooperation for the Development of Institutional Evaluation Programs and Support to INTA's National Directorate in Developing Substantive Activities
- Letter of Understanding No. 14: Cooperation with INTA in Initiating and Executing a Course on Wheat Production in Latin America
- Letter of Understanding No. 15: Cooperation and Support in Implementing Activities Related to the Processing, Analysis and Dissemination of Information Obtained from the 1988 National Agricultural Census, and Development of Stage Two of the Integrated Agricultural Information System, as Established in the INTA-INDEC Agreements
- Letter of Understanding No. 17: Cooperation in Strengthening Dissemination and Communications Activities at INTA
- Letter of Understanding No. 18: For the Publication of the Institutional Journal *Campo y Tecnologia* (INTA)
- Support for Preparatory Activities Related to the Implementation of the Project to Modernize Agricultural Services (Fisheries Component)
- Preparatory Activities for the Evaluation of Fisheries Resources for the Execution of the Program to Modernize Agricultural Services (Fisheries Component)
- Providing Administrative Services to PROMSA (Fisheries Development Component)
- Study on the Formulation of a Methodology for the Preparation of Agricultural Estimates (INDEC)
- Administrative Support to the SAGyP-IFAD Project Coordination Unit
- Administrative Support for Organizing and Equipping IASCAV



IICA support for biotechnology results in better harvests.

- Administrative Services to PROMSA (Information System Component)
- Administrative Services to PROMSA (Institutional Coordination Component)
- Administrative Services to PROMSA (Follow-up and Evaluation Component)
- Administrative Services to PROMSA (Plant Protection Component)
- Upgrading and Reorganizing Facilities for Executing PROMSA (Cabinet/SAGyP/IICA)
- Administrative Support for Formulating Forestry Projects in the Provinces
- Administrative Support to the National Cotton Boll Weevil (*Anthonomus grandis* B.) Prevention Program
- Administrative Support in Declaring Zones Free of the Nematode (*Globodera rostochensis*)
- Administrative Support for the World Meeting on Natural and Forestry Resources in Argentina
- Restructuring Offices for Projects in the Undersecretariat of Fisheries
- Support to Satellite Control of Activities of the Fishing Fleet
- Support to the Project to Determine the Feasibility of Improving the Infrastructure of Fishing Ports in Argentina
- Integrated Study to Improve the Offshore Fishing Fleet
- Support to the Project for the Industrial Conversion of the Fisheries Sector in Argentina
- Compilation of Legal Norms Governing Fisheries
- Improving the Operation of Fishing Ports

Combat Hunger and Poverty, through a package of technical cooperation projects with federal institutions such as INCRA and IPEA, and with the states of northeastern Brazil. IICA also worked with public and private entities in preparing proposals for medium- and long-term strategies to lessen the social and environmental impact of hunger and poverty, and to promote sustainable development in the semi-arid region of northeastern Brazil, Mata del Nordeste, Mato Grosso and Acre areas. Lastly, IICA supported the formulation of the Program to Support Small- and Medium-scale Farmers (PRAPEM), with a view to integrating it into MERCOSUR.

Program IV facilitated technical exchanges and advised the MAARA on the organization of a seminar on changes in the production structure of the agricultural sector, with the participation of technical personnel from the MERCOSUR countries. During the seminar, the participants analyzed and learned from the experiences of Spain, France and Mexico in this process.

Program V collaborated in modernizing the National Department of Animal Production and Protection (DNPDA) and the National Department of Plant Production and Protection (DNPDV) of MAARA, in publishing training manuals, in designing a national information system, in developing computerized data processing programs, in designing a quality control program for laboratories and in providing the technical support needed to gain approval of a bill on intellectual property rights relevant to cultivars. Program V also executed an emergency action to help control soybean nematodes.

IICA Projects in Brazil

National

- Technical Cooperation to Support the Strengthening of the National Secretariat for Agricultural Policy (SNPA)
- Technical Cooperation with EMBRAPA (PROCENSUL II and IBRD III)
- Implementing the Project in Support of Institutional Development at EMBRAPA for Technology Generation and Transfer
- Cooperation with EMBRAPA in Providing Technical Cooperation Services to Modernize Agricultural Technology in South Central Brazil (ROMOAGRO)
- Supporting the Banco Nordeste do Brasil in Planning and Executing Credit Activities for Rural Development
- Technical Cooperation for Implementing the Northeast I Irrigation Project
- Technical Cooperation with the San Francisco Valley Development Corporation (CODEVASF) for Developing Irrigated Agriculture
- Supporting the National Secretariat of Agrarian Reform (SNARA) in Formulating and Implementing Rural Development Programs and Projects and Promoting Cooperatives in Reformed and Settled Areas
- Supporting the National Settlement and Agrarian Reform Institute (INCRA) in Modernizing its Administration, Training its Human Resources and Formulating and Implementing Development Projects in Settlements, and Related Activities
- Technical Cooperation in Developing a Program to Support Small Farmers in Northeastern Brazil
- Technical cooperation with the Program to Support the Production and Export of Fresh Fruits (FRUPEX)
- Program to Support the Self-management of Farmers' Organizations in Agrarian Reform Areas (PROARA)
- Supporting the National Rural Telecommunications Program
- Supporting the National Program to Strengthen Credit Cooperatives
- Support to the National Rural Electrification Program
- Preparation of a Management Plan for Environmental Protection in the Sierra de Lajeado
- Technical Cooperation with the Ministry of Agriculture and Agrarian Reform (MARA) to Support the Development of Mechanisms for Managing International Affairs

- Restructuring and Strengthening the Plant Protection System in Brazil
- Institutional Strengthening of Animal Health Services

Short-term Actions

- Implementing the Project in Support of Institutional Development at EMBRAPA for Technology Generation and Transfer
- Supporting the Formulation of a National Program to Combat Poverty
- Technical Assistance to the Government of the State of Acre in Drafting the Letter of Intent for the Agro-environmental Development Project (PRODEACRE)
- Emergency Action to Help Control Soybean Nematodes in Brazil

Administrative Support Actions

- Support to CIAT/PASTAGENS
- Supporting NCSU/EMBRAPA Cooperation Activities
- Support to CIAT/FEIJAO

Multinational and Hemispheric

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Southern Area
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-term Actions

- Supporting the Coordination and Operation of CONASUR

- Design of a Structure to Provide Technical and Operating Support for COSAVE Actions

Chile

During 1993, the Chilean economy grew vigorously. The GDP increased by more than 6%, there was an US\$800 million surplus in the balance of payments, inflation stood at 12%, the unemployment rate was 4%, and investments in fixed capital assets increased by 27.3%.

The agricultural and forestry sector grew at a slower rate than the economy as a whole, at approximately 3%. Although the sector is not yet in crisis, it is nearing the breaking point, as a result of a significant decrease in profit margins for traditional and export crops. An increase in the area under cultivation for fruit crops, vineyards, vegetables, flowers, forestation and artificial pastures, and the increased productivity of the sector (3.9%), pointed to greater efficiency and may herald changes in the structure of production.

IICA intensified its cooperation activities in support of government actions, buoyed by a significant increase in external resources. Program I collaborated in upgrading managerial skills in ministries by establishing a system that sets goals for each ministry. Also, significant progress was made in implementing a program to modernize the agricultural sector, with funding from the Government of Chile and the IDB. This added to the achievements already made in modernizing the three services involved: the Office for Agricultural Planning (ODEPA), the

Agricultural and Livestock Service (SAG) and the National Agricultural Research Institute (INIA).

Program II's most important achievements include the establishment of an institutional and methodological framework for the agreement between INIA and the Agricultural Development Institute (INDAP), the Program's active participation in the final stages of preparing the strategic framework for the institutional development of INIA,

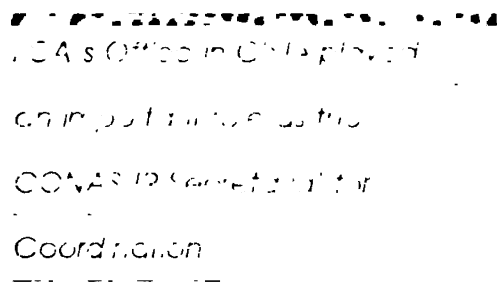
support in organizing and coordinating the Fourth Congress of Agricultural Economists of Latin America and the Caribbean, and the Program's participation in professional training activities and the formulation of research projects.

Under Program III, IICA supported INDAP in publishing procedures manuals for identifying agroindustrial and marketing projects and pre-investment studies, and in preparing regulations for hiring consultants



In Chile, women were trained in the cultivation of vegetables and flowers under plastic shading.

and creating a pool of consultants to support the development of production projects. A market information service was put into operation to serve small farmers from Regions VI, VII and VIII and the metropolitan area. Mechanisms were established for closer follow-up and evaluation of the project Supporting Production Activities of Rural Women, which benefits 49 women, divided into nine work groups. The women received training in the cultivation of vegetables and flower bulbs under plastic canopies, and in the management of microenterprises.



Within the framework of Program IV, ODEPA received support in formulating a strategy for modernizing and changing the production structure of traditional small-scale agriculture. To this end, a workshop was organized to select topics for discussion in bi-monthly meetings, and a strategy was formulated to address problems related to macroeconomic and foreign trade policies, *vis-à-vis* their impact on the competitiveness of small-scale agriculture; possible options for changing the structure of production systems; key policies for differentiated target groups; and political and institutional considerations relevant to the funding and viability of the strategy.

Program V carried out actions to support compliance with the work plan agreed upon by the Governments of Chile and Peru to combat the Mediterranean fruit fly in the valleys of Arica, Azapa, Tacna and Moquegua. Lastly, in 1993 the IICA Office in Chile served as the CONASUR Secretariat for Coordination. In this capacity, it provided support to the Ministry of Agriculture of Chile and supervised the operation of the regional integration mechanisms of the countries of the Southern Area, especially PROCISUR, COMCLAS, COSAVE and CORESA.

IICA Projects in Chile

National

- Strengthening Rural Agroindustry in Chile
- Supporting Production Activities of Rural Women
- Strengthening Agroindustry in Chile
- Technological Development within the Framework of Rural Development Policies

Short-term Actions

- Strengthening Rural Agroindustry in Chile
- Supporting MINAGRI in Conducting Studies on the Competitiveness of Chilean Agricultural Products on Foreign Markets

Administrative Support Actions

- Organization and Follow-up of a Rural Development Program/INDAP
- Administration of Resources for the Maintenance of the Central Agrometeorological Information Center of Region VI
- Resource Management to Support Small Farmers and their Organizations
- Resource Management to Support Small Farmers and their Legally Registered Organizations
- Resource Management to Support the Definition of Characteristics of Regions VII, IX and X

- Resource Management for Upgrading the Technology Transfer Program
- Resource Management for Follow-up and Evaluation of the New Working Methods of the Technology Transfer Program (PTT)
- Resource Management for Co-funding the Technology Transfer Program (PTT)
- Resource Management to Support Training Abroad and for International Technical Assistance
- Resource Management for Implementing the Specialized Training Program (PCE)

Multinational and Hemispheric

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCORDER)
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Southern Area
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-term Actions

- Supporting the Coordination and Operation of CONASUR
- Design of a Structure to Provide Technical and Operating Support for COSAVE Actions

Paraguay

In spite of the generally unfavorable economic situation, the agricultural sector showed signs of recovery in 1993. The positive evolution of the principal commodities, particularly in the agricultural sector, led to a 5% increase in agricultural output and the overall GDP grew by 3.7%. In the livestock subsector, there was an 18.6%

increase in the marketing of beef cattle, and milk production increased by 33%. The forestry subsector also showed signs of growth: for example, compared to 1992, the export volume of timber increased by 16.5%.

IICA supported the basic areas and priorities identified by the government in its plans and programs for the socioeconomic development of the country. Within this context, the IICA Office supported the Ministry of Agriculture and Livestock (MAG) in strengthening institutions that carry out rural development activities, and in organizing and developing communities of small farmers, with the active participation of rural women. In collaboration with MAG and the Ministry of Industry and Trade (MIC) IICA cooperated in strengthening sectors that support marketing, agricultural exports, agroindustrial development and regional integration.

Within the framework of Program III, IICA participated in the integrated rural development projects of Caazapa and the northern area of the country (Departments of Caaguazu and San Pedro), funded by the World Bank. With the Extension Service of MAG, the collaboration of NGOs and the financial support of UNIFEM, a project was carried out to increase family income by integrating women into production processes. The actions were aimed at strengthening small farmers' organizations and training rural leaders. In a joint effort between the Caazapa and UNIFEM projects, the Office collaborated with departmental and district authorities in preparing the Program on Departmental Development and District Development Councils, with the active

participation of different social groups. Also, the issue of gender was incorporated into the Caazapa project, through discussions on problems related to women in small-farm communities, with a view to encouraging their full participation in decision making within the Community Development Councils and Rural Cooperatives.



Leadership training was given to rural women in Paraguay

The incorporation of the issue of gender was one of the objectives of IICA's actions

Under Program IV, the Institute provided direct assistance in organizing the services of the MAG, in areas related to domestic trade

and support for upgrading mechanisms for export trade negotiations. The Foreign Trade Information System (SICE) of the OAS was installed and training was provided in its use. Cooperation between the MAG and MIC was strengthened, with a view to putting into operation PROPARAGUAY, an agency of MIC which was created to promote exports.

Lastly, the IICA Office supported the actions carried out in the country by CONASUR, PROCISUR, PROCODER, COSAVE, CORESA and COMCLAS.

IICA Projects in Paraguay

National

- Support for Strengthening Rural Development Institutions
- Strengthening the Marketing, Foreign Trade and Agroindustrial Development Subsystem of the DCEA/MAG of Paraguay

Multinational and Hemispheric

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Southern Area
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-term Actions

- Supporting the Coordination and Operation of CONASUR
- Design of a Structure to Provide Technical and Operating Support for COSAVE Actions

Uruguay

As part of its efforts to open up the economy and to prepare the country for entry into MERCOSUR, the government reinforced its strategy to control inflation. As a result, GDP grew by approximately 4%. However, this policy did not affect all sectors of the economy in the same way. For example, the agricultural sector was affected by decreased competitiveness on foreign markets and by a drop in profits for producers.

The Institute, through Program I, collaborated in enhancing the capabilities of the Office for Agricultural Programming and Policy (OPYPA) to use SIAPA as an instrument for policy analysis. With support from IDRC, work continued on a study of the macrosectoral competitiveness of agroindustry in Uruguay.

Under Program II, IICA cooperated in strengthening the national technology generation system by hiring external consultants, financed by the INIA/IDB project Strengthening Technology Generation and Transfer. Also, support was provided in preparing the Directory of Biotechnology Enterprises of Uruguay. The Office was selected to execute the project Academic Strengthening and Modernization of the Dairy School of the Swiss Colony of Uruguay, funded by the IDB.



IICA supported national efforts to reorganize the Granja Subsector to enable it to compete on international markets

IICA's Program III supported the reorganization of the *granja* subsector, to

enable it to compete on international markets. This subsector, historically linked to the domestic market, will be the most affected by the integration of Uruguay into MERCOSUR. Progress was made in formulating a proposed strategy and in identifying priority actions related to technology, investment, the promotion of exports and policy instruments, as well as the restructuring of the private sector to give it a more active role in the reorganization process. Other important actions included: a) non-reimbursable technical cooperation, funded by the IDB, to

strengthen the Youth Agrarian Movement; b) support to the Ministry of Livestock, Agriculture and Fisheries (MGAP) in implementing a national rural development project; and c) development of the regional and national components of the hemispheric project Analysis of Agricultural Policy as concerns Women Food Producers.

In collaboration with Program IV, the Office held a seminar on futures markets and agricultural options, to study the possibility of establishing such a service in the country for agricultural commodities. The project Promoting Joint Ventures between Agroindustrial Enterprises in Uruguay and North America was concluded.

Program V promoted horizontal cooperation among national plant health services as a means of facilitating agricultural trade. The Office supported COSAVE in its efforts to harmonize national policies within the framework of CONASUR and MERCOSUR. The Office served as Technical Secretariat of COSAVE under an agreement signed by the countries of the Southern Cone. Special emphasis was placed on the campaign to eradicate citrus canker, through the national project Supporting the Agricultural Protection Service of Uruguay.

IICA Projects in Uruguay

National

- Technical Cooperation Services for the Agricultural Technology Generation and Transfer Project

- Academic Strengthening and Modernization of the Dairy School of the Swiss Colony of Uruguay
- Institutional Strengthening of the *Granja* Subsector
- Strengthening MGAP's Agricultural Health Service to Promote Agricultural Exports in Uruguay

Short-term Actions

- Supporting the Implementation of Strategic Areas for the Modernization of MGAP
- Collaboration with the Ministry of Livestock, Agriculture and Fisheries (MGAP) in Preparing a Program to Support the *Granja* Subsector to Enable It to Compete on External Markets.
- Technical Support to the Youth Agrarian Movement (MJA), Providing Technical Cooperation for Small Projects
- Support in Strengthening the Agricultural Diversification Unit of MGAP
- Methodological Support for Technological Validation in the Context of Agricultural Diversification

Administrative Support Actions

- Supporting Improved Management at the National *Granja* Board (JUNAGRA)
- Supporting MGAP in Improving Management of the Minister's Cabinet Staff
- Supporting the Formulation and Follow-up of Policies to Promote Agroindustrial Development
- Survey of Diseases and Pests Affecting Brewer's Barley in Uruguay
- Supporting INIA in Designing and Operating a Technology Transfer Mechanism for the *Granja* Subsector
- Supporting INIA in Supervising Animal Production Experiments
- Support in Managing the Agreement between MGAP and Farmers' Associations for the Technological

- Validation of Agricultural Alternatives, and in the Campaign to Control the Parrot Population
- Support in Analyzing Uruguay's Agricultural and Agroindustrial Competitiveness in the Context of Regional Integration
- Supporting the National Association of Producers (CMPP) and the Ministry of Agriculture, Livestock and Fisheries (MAGP) in Conducting Studies on Investments to Reorganize the *Granja* Subsector
- Support to the Youth Agrarian Movement to Facilitate the Acquisition of Equipment
- Strengthening the Management Capabilities of the General Directorate of Agricultural Services of the MAGP

Multinational and Hemispheric

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Southern Area
- Upgrading Human Resources in the Countries of the Americas and IICA Staff

Short-term Actions

- Supporting the Coordination and Operation of CONASUR
- Design of a Structure to Provide Technical and Operating Support for COSAVE Actions



Chapter 4

Cooperation with
International Agencies
and Donor Countries

Cooperation with International Agencies and Donor Countries

*IICA has established
and consolidated
cooperation agreements
with donor countries
and international agencies
interested in solving problems
affecting the agricultural
sector of LAC.*

As in the past, the strategy pursued in 1993 to secure external resources focused on strengthening international cooperation for programs and projects executed by the Institute in the Member States, in order to complement technical cooperation actions funded with resources obtained through regular quota payments. Special emphasis was placed on maintaining working relations with the principal cooperation agencies that are recognized for their support of agricultural and rural development in LAC.

Cooperation with Canada and the United States of America

Canada. IICA's actions in Canada were aimed at securing that nation's continued support in strengthening the regional cooperation activities carried out by the Institute in LAC. Of particular importance was the satisfactory conclusion of the IICA/CIDA project. After four years, all proposed activities in the areas of sectoral policy, biotechnology, rural development, gender, agroindustry and agricultural health were completed.

The Office coordinated a seminar in Canada on alternatives and opportunities for agroindustrial joint ventures. Participants included technical experts from Agriculture Canada and CIDA, members of the diplomatic corps of Costa Rica, Chile, Ecuador, Jamaica, Mexico, Trinidad and Tobago and Uruguay, and officials from the Trade Facilitation Office and Deloitte and Touche. As part of efforts to publicize IICA's activities, the Office promoted the 1993 IICA/IFAD/GTZ Inter-American Press Award: Environment, Development and Agriculture in the Framework of Agenda 21, organized by the Institute, and encouraged the participation of Canadian journalists in an international seminar for journalists entitled Agenda 21: A New Development Model, held at IICA Headquarters in June. The IICA Office in Canada organized and supported several official missions from Headquarters for meetings with Canadian authorities. Of special importance were visits by the Director General, the Director of External Relations, and the Directors of Programs III and IV, all serving to strengthen existing cooperation efforts.

The Office worked with SDID to execute a credit project for small farmers in Central America, arranged for the participation of CIDA and IDRC in the seminar Communications Strategy for Rural Women in Latin America and the Caribbean, and provided support for the Agricultural Commodity Exchange of Winnipeg to participate in an international seminar on agricultural commodity exchanges held in Guayaquil. The Office also worked with Agriculture Canada, FAO, OIE and the University of Guelph in implementing a strategy to develop the animal and plant health information system (HandiSTATUS).

Efforts were made to link IICA's Program II and the OUI in executing a project to promote implementation of the SAPOA, and the Office continued to administer IICA/EMBRAPA scholarships. Support was provided to the WWVA in preparing directories of specialists that work with issues related to women in science and technology. IICA and the WWVA also discussed and developed a proposal for a study on women and technology in primitive, local or indigenous societies.

Lastly, IICA signed a technical cooperation agreement with the IDRC which establishes the terms for this agency's participation in the Agroindustry Networks (Latin America), which the Institute has been implementing with support from CIRAD-SAR of France. The Institute also signed an agreement which transfers to IICA the execution of a project on competitiveness, integration and development in Uruguay.

United States of America. As a result of changes that took place in 1993 in the Government of the United States, in Congress

and in cooperation agencies, attention was focused on identifying new policies and guidelines for technical cooperation programs, and on providing the staff of the agencies and the new members of Congress with information on the activities carried out by the Institute to promote agricultural and rural development in its Member States. IICA worked closely with several federal agencies, NGOs, universities and private sector agencies in an effort to create the appropriate climate for securing financial and technical resources for the Institute's cooperation projects. To this end, a special mission of Institute officials, headed by the Director General, met with officials of the new administration and members of Congress to promote the activities carried out by IICA.

Closer ties were forged with the United States Department of Agriculture (USDA), including the Offices of the Secretary and Deputy Secretary, the Office of International Cooperation and Development, the Agricultural Marketing Service, the Animal and Plant Health Inspection Service, the Economic Research Service and the Foreign Agriculture Service. At the State Department, several meetings were held with the BIFADEC, and close working relations were maintained with the Permanent Mission of the United States to the OAS, and with the Bureau for International Organizations.

IICA signed an attachment to the agreement with AID that serves as the framework for the project to revitalize coffee production in Haiti, with a view to providing humanitarian aid. Also, contacts were strengthened with universities and research institutes. For example, a cooperation agreement was signed with the North-South Center of the University of Miami, and another with the IFPRI.

IICA also played a role in organizing a seminar on the level of pesticide tolerance in agricultural products exported to the United States, held in Quito, Ecuador. Participants included representatives from the Food and Drug Administration (FDA), the Environmental Protection Agency (EPA), the Agricultural Chemical Association and the Animal and Plant Health Inspection Service. The inter-American system was represented by the Regional Program of Scientific and Technological Affairs of the OAS. More than 100 exporters, producers and government officials from the countries of the Andean Area also attended the seminar.

Cooperation with Agencies of the Inter-American System

Inter-American Development Bank (IDB). In 1993, there was an important change in the scope and types of cooperation between IICA and the IDB. The inter-agency agreement to conduct pre-investment studies, began in 1981, concluded, having served as the framework for preparing 19 projects in 14 countries, 11 of which received investment loans from the IDB, with five currently being studied. Also, during this period, 13 special actions and sectoral and complementary studies were conducted.

In order to continue cooperation between IICA and the IDB, a strategy was designed to support missions to the countries, to exchange information, to support the preparation of base studies, and to identify or prepare specific development programs that can be implemented as investment or technical cooperation projects. In terms of concepts and strategies, emphasis will be placed on

sustainable rural development, the reduction of rural poverty, technological modernization and support for subregional agricultural research networks. The goal is to involve IICA, from the earliest stages, in base studies, sectoral assessments, policy changes and institutional modernization, with a view to preparing and executing programs and projects that are simpler, more timely and more consistent with the real needs of the small-farmer sector and the requirements of beneficiary governments.

IICA continued to execute two IDB regional technical cooperation projects aimed



João Clemente Baena Soares, OAS Secretary General, pointed out in the Seventh IABA the close collaboration between IICA and the OAS.

at assessing and formulating actions to promote the advancement of women food producers in rural areas. Also, within the framework of the Program for the Identification of Priorities and Mechanisms for Coordinating and Managing Agricultural Research and Technology Transfer Projects at the Regional Level, the IDB approved funding for two specific projects; one for the Andean Area and the other for the Amazon Basin, to be executed through PROCIAN-DINO and PROCITROPICOS, respectively.

The Director General of IICA served as moderator at the IDB conference on the alleviation and reduction of poverty, held in Washington, D.C., and as a panelist at the conference on new ways to combat poverty, held during the Annual Assembly of the IDB in Hamburg. The Institute also participated as an observer in the first meeting of the Regional Consultative Group of Central America, held in Brussels and coordinated by the IDB. Lastly, the Bank co-funded the international seminar for journalists entitled Agenda 21: A New Development Model, which took place in San Jose, Costa Rica.

Organization of American States (OAS). Several coordination meetings were held in Costa Rica and in the United States of America in which joint activities in the countries were promoted, Member States in which the OAS and IICA could establish joint offices were identified, and the participation of the OAS, together with the IDB, IFAD, GTZ and IICA in the international seminar for journalists entitled Agenda 21: A New Development Model, was encouraged.

IICA participated in the meetings of the IACW and in several inter-agency meetings sponsored by the OAS to coordinate

humanitarian aid for Haiti. The Institute also participated in a series of seminars on development and environment sponsored by the OAS Regional Department of Scientific and Technological Development, and in the regular, special and protocolar meetings of the Permanent Council of the OAS, and of CEP-CIECC, CIES and CIECC. The Director General of the Institute and the Director of External Relations participated in the General Assembly of the OAS, held in Nicaragua, and in the Second Annual UN/OAS Inter-agency Meeting held in Washington, D.C. The Secretary General of the OAS participated in the Seventh Regular Meeting of the IABA in Mexico, D.F.

IICA continued to work with the OAS Department of Regional Development in executing the Trifinio Plan, the objective of which is to promote the development of the border area shared by El Salvador, Guatemala and Honduras. To this end, IICA and the OAS signed a new agreement. It also signed a technical cooperation agreement with the OAS and the governments of Honduras and Guatemala to formulate and execute a plan to develop the border area of the Gulf of Honduras. Also, approval was given for a study to support activities aimed at developing the border areas of the Gulf of Fonseca (El Salvador, Honduras and Nicaragua).

A coordination meeting was held between the OAS and IICA at Institute Headquarters to review joint actions currently under way and future possibilities for cooperation. The OAS was represented by the Deputy Secretary General, the Director of the Department of Regional Development and the Director of the OAS Department of Scientific and Technological Affairs.

Pan American Health Organization (PAHO). IICA was represented at the 110th meeting of the PAHO Executive Committee, the Thirty-seventh Meeting of the PAHO Board of Directors and the Forty-fifth Regional Council for the Americas of the WHO. PAHO participated in the meeting on levels of pesticide tolerance in agricultural products imported by the United States, held in Quito, Ecuador, under the auspices of IICA and several United States agencies working in this field.

Cooperation with Regional and Subregional Agencies

Caribbean Development Bank (CDB).

Three joint activities were carried out: a) a regional workshop on planning and formulating policies on agriculture and tourism in the Caribbean; b) a study on fiscal initiatives in OECS member countries, in collaboration with ADCU; and c) a study on the agricultural sector of Belize.

Central American Agricultural Council (CAC). The priority areas of work for the CAC were defined on the basis of mandates included in the PAC and the CAP and issued by the regular and special meetings of the Council of Ministers of Central America. The areas of work include: the liberalization of intra- and extra-regional agricultural trade, strengthening of institutional mechanisms for regional coordination with other fora of the Central American Economic Integration System, the creation of a mechanism to control the execution of regional projects, and follow-up and support for the participation of the agricultural sector in international trade negotiations.

Under IICA's cooperation program with the countries of the CAC, studies were conducted to characterize the production chains of rice, sugar, beef cattle and the corn/poultry complex; a project on modernization for small farmers was executed; a training course on trade policies and negotiations was prepared and conducted; support was provided in creating a federation of private sector organizations in Central America; support was provided for opening and operating agricultural commodity exchanges in the region; a proposal was drawn up for creating a regional research and technology transfer subsystem; and a draft was prepared for a regional agreement or protocol on harmonizing plant and animal health standards in Central America.

Caribbean Agricultural Research and Development Institute (CARDI).

IICA provided support in upgrading CARDI's research and development program. Through CARDI, IICA promotes the transfer of information and agricultural technologies between Latin America and the Caribbean. In this regard, an important step forward was taken in a meeting in Saint Lucia for representatives of Latin American and Caribbean research institutes. During the meeting, the participants agreed to join efforts to increase opportunities for inter-regional cooperation, and to create a technical committee made up of five participating agencies, which would be responsible for carrying out joint cooperation efforts.

Caribbean Community (CARICOM).

IICA participated in the meetings of the SCMA and its support groups, with a view to coordinating its activities with the work of

other agencies involved in agricultural development in the Caribbean. Also, CARICOM received technical support in preparing four pre-feasibility studies to be financed under the Lomé IV Agreement.

Advisory Council for Agricultural Cooperation in the Countries of the Southern Area (CONASUR).

IICA continued to serve as the Secretariat for Coordination of the CONASUR Council of Ministers. The Institute also participated in the third and fourth meetings of the Board of Directors of COSAVE, held in Uruguay and Chile, respectively; and in the eighth meeting of CORESA. Lastly, IICA launched a project to study the impact of trade opening on efforts to modernize the activities of small farmers in Argentina, Paraguay and Uruguay, with financial support from the EEC.

Earth Council.

IICA continued to work closely with this non-governmental organization, headquartered in Costa Rica, in carrying out activities related to the environment and sustainable development. Both institutions coordinated efforts to organize an international seminar during which they drafted a proposal to be submitted to the Third Ibero-American Summit Meeting of

Presidents and Heads of State, held in Brazil, the international seminar for journalists on Agenda 21, and the 1993 Inter-American Press Award. They published a book on the activities carried out by the Earth Council, and another on the agreements of Agenda 21. The Chairman of the Earth Council participated in the meeting of the Organizing Committee of the Earth Council, held at IICA Headquarters. IICA and the Earth Council organized the seminar Agriculture and Natural Resources: Source of Competitiveness and Heritage of Ibero-America, and IICA Headquarters was the site of the first worldwide meeting of the 21 members of the Earth Council.

Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA). During the year, CORECA's priority areas of work were: changes in production patterns and modernization of the agricultural sector, human resource training in strategic areas and the expansion of the Information System on Prices for Agricultural Commodities and Inputs in the Countries of CORECA.

With regard to the first, national plans for changing production patterns were prepared describing the types of cooperation the Government of Mexico provides to the CORECA countries. As concerns training, three specific areas for action were identified: a) training for officials from the public and private agricultural sectors of the member countries of CORECA in international trade policies and negotiations; b) upgrading schools responsible for training middle-level technicians; and c) formulation of a training program on entrepreneurial management for small- and medium-scale farmers.

In connection with the implementation of the Information System on Prices for Agricultural Commodities and Inputs in the Countries of CORECA, a data base was prepared to improve the operation of the System, a regional workshop was held for people responsible in the countries for gathering and processing price information, and contacts were made to study the possible incorporation of Colombia and Venezuela into the System. In addition, mechanisms were established to provide the ministries of agriculture of Central America with access to the Agricultural Marketing Support and Services (ASERCA) and the Foreign Trade Bank of Mexico (BANCOMEXT) data bases, and the Council worked with the Association for Development and Democracy (ADD) to ensure that the agricultural sector is given priority in regional information systems on trade and investment.

Development Fund for the La Plata Basin (FONPLATA). This agency, created to support the development of the countries sharing the River Plate Basin, signed a cooperation agreement with IICA which lays the groundwork for promoting specific cooperation actions in agricultural development programs in the member countries. The actions will be carried out in a decentralized manner, through the Offices of IICA and FONPLATA.

Board of the Cartagena Agreement (JUNTA). IICA, in coordination with the Agricultural Department of the JUNTA, continued its support of PROCINDINO and the projects Support for Integrated Fruit Fly Control in the Andean Area and Strengthening the Andean Network of Animal Health Laboratories. The Manual on Plant Quarantine

Norms and Procedures for the Andean Area was published and work continued on installing and implementing SIAPA. IICA supported bilateral and regional trade and integration initiatives, and those of the G-3. In January, JUNTA and IICA signed a letter of understanding to define coordination mechanisms, timetables and their respective contributions for joint activities.

Organization of Eastern Caribbean States (OECS). IICA participated in the Annual Meeting of Ministers of Agriculture of the OECS countries, who established a subgroup within CARICOM. The Institute continued to work closely with the ADCU, which is responsible for coordinating the diversification program currently being carried out by the OECS countries. Funding was provided for two agreements with the ADCU: one to conduct a study on agricultural competitiveness in the OECS countries, and another on fiscal incentives.

OPEC Fund for International Development. IICA signed a Memorandum of Understanding in which the Fund transferred US\$20,000 to the Institute to create a group to study natural resources and sustainable agricultural development in LAC.

Bolivar Program. As part of a cooperation agreement between IICA and the Bolivar Program, several joint activities were carried out to disseminate the objectives of both institutes, with a view to promoting specific agreements related to the development of technology and agroindustrial joint ventures. The Coordinator of the Bolivar Program visited Institute Headquarters to evaluate joint activities and reach agreement on new actions.

Permanent Secretariat of the Latin American Economic System (SELA). IICA continued to participate with other regional agencies in the establishment of a Latin American foreign trade information system, coordinated by SELA, which is linked to the Integrated Foreign Trade Information and Support System (SIIACE), based at ALADI, the Latin American and Caribbean Foreign Trade Information and Support Program (PLACIEX), sponsored by SELA, and the Trade Negotiations Information System (SINC). In addition, IICA continued to serve as the focal point of SELA's Information System on the project Status of Regional Cooperation (PESICRE), and to participate in the joint publication of a weekly bulletin on economic integration in LAC.

University of the West Indies (UWI). The principal joint activity carried out was a regional workshop on sustainable agricultural development. IICA continued to support regional training initiatives carried out by the UWI through its Continuing Education Program on Agricultural Technology (CEPAT) and its teaching programs in veterinary sciences and international trade policies.

Office of Coordination and Support for the First Ladies of Central America. The progress achieved as a result of implementation of the regional agreements of the First Ladies, and the recognition of the technical capabilities and the potential of their Office of Coordination and Support, have been contributing factors to the success the Office has enjoyed to date. Of particular importance was the Office's participation in organizing the Third Meeting of First Ladies of Latin America and the Caribbean, held in Costa Rica.

Cooperation with the Agencies of the United Nations System

International Bank for Reconstruction and Development (IBRD). CEPPI and the IBRD Compass project agreed to execute a joint action through which IICA will use and disseminate the software packages COSTAB and FARMOD WINDOWS, developed by the IBRD to prepare and evaluate agricultural investment projects.

Also, IICA and the IBRD coordinated an international symposium, held at IICA Headquarters, on public and private sector roles in the provision of agricultural support services. Participants included 110 technicians and officials from 45 countries in Africa, LAC, Asia, Canada, the United States of America and Europe. In addition, the specialized training activities included in the IICA/EDI-IBRD agreement continued. Also with EDI, cooperation activities for the program on women in development were initiated, and, with support from EDI, a project got under way in Central America to identify national training strategies and to strengthen public and private agricultural development training agencies.

IICA also participated in the evaluation of the project Technical Assistance for Agricultural Development in Central America (RUTA II), being executed with IBRD, IFAD and UNDP. The Institute also continued to participate as an observer in the IBRD-coordinated groups supporting economic development in Bolivia, the Caribbean and El Salvador, among others, and IICA officials attended the annual IBRD/IMF joint assembly.

Economic Commission for Latin America and the Caribbean (ECLAC). IICA established contacts with ECLAC to strengthen their cooperation relations, especially as concerns the definition of policies and the formulation of strategies for development. IICA signed an institutional contract in which IICA's Program III prepared and submitted an analysis of rural families and ethnic groups in Latin America. The Institute also worked with ECLAC in preparing the Seventeenth Meeting of the Board of Directors of the Regional Conference on Women in the Economic and Social Development of Latin America and the Caribbean, which will define LAC's position in the world conference to take place in China in 1995.

IDRC / ECLAC / OECD Consortium on Competitiveness.

This consortium was established to develop an integrated framework of policies to foster environmentally sustainable and socially equitable competitiveness. IICA was invited to participate in its activities in order to incorporate agricultural issues into the analysis of competitiveness. The consortium organized a meeting of experts in Paris to prepare the conceptual framework for its work. During the meeting, IICA presented a



paper on agricultural and agroindustrial competitiveness, which will be published by the OECD.

United Nations Food and Agricultural Organization (FAO). Several working meetings were held on agricultural health, with two of the main topics being HandiSTATUS and CARAPHIN. IICA also participated in joint efforts to eradicate *Amblyomma variegatum* in several Caribbean countries. FAO, together with PAHO, OIRSA and the USDA, participated in a workshop at IICA Headquarters on non-tariff trade barriers in Central America, with special emphasis on quarantine procedures. Lastly, several IICA officials participated in the Annual Assembly of FAO, held in Rome.

International Fund for Agricultural Development (IFAD). Joint IICA/IFAD missions were conducted in Costa Rica and Honduras to analyze the agricultural sector and rural poverty, identify investment projects and plan future actions. In the case of Costa Rica, four investment projects were identified and formulated and a strategy for IFAD action in the country was prepared. The Institute participated in an IFAD mission to perform an *ex-ante* evaluation of the PRONORTE II/TROPISec project in Nicaragua, and provided support in preparing sectoral studies for Colombia and Jamaica and formulating a regional program for the development of camelids in South America. In the area of technical cooperation, several activities were carried out in Argentina and Bolivia. IICA signed an agreement with IFAD, under which the Institute will be responsible for executing the training component of the development project for populations affected by armed conflict in

the Department of Chalatenango, El Salvador, to be put into operation in the near future.

The IDB, IFAD, IICA and UNIFEM co-sponsored a seminar on a communications strategy for rural women in Latin America and the Caribbean, held at Institute Headquarters. During the seminar, the participants reviewed a hemispheric proposal built around the experiences of each institution; subsequently, this proposal was submitted to the Third Meeting of First Ladies of Latin America and the Caribbean, who agreed to continue supporting this endeavor and requested FAO, IFAD, IICA and UNIFEM to create a mechanism for coordinating these initiatives.

Also, IICA participated in the Annual Meeting of IFAD, held in Rome, and the Director of External Relations of the Institute met with several IFAD officials to identify joint activities for 1994.

United Nations Development Programme (UNDP). The United Nations Special Program of Economic Cooperation for Central America (PEC), being executed by the UNDP, approved the Technical Assistance Fund for Developing the Programs of the Office of Cooperation and Support for the First Ladies of Central America. The Fund will be managed by this Office for two years.

Sustainable Development Commission. This commission is made up of 53 member countries and is responsible for following up on the agreements adopted during the United Nations Conference on Environment and Development, held in Brazil in

1992. IICA attended the first meeting of this Commission, organized in coordination with the Economic and Social Council (ECOSOC) of the United Nations.

United Nations Development Fund for Women (UNIFEM). Under the terms of the cooperation agreement in effect, IICA continued to receive financial support from UNIFEM to institutionalize the issue of gender throughout the Institute and in the ministries of agriculture in the member countries, and to carry out a variety of cooperation activities related to this topic. These activities include direct technical advisory services for gender-related projects in Argentina, Bolivia, Brazil, Colombia, Ecuador and Paraguay. Also, a representative of UNIFEM participated in the seminar on a communications strategy for rural women in Latin America and the Caribbean.

United Nations Children's Fund (UNICEF). This Fund supported the production of educational materials on women, children, and rural families, for both radio and television, for distribution through the mass media and in rural training seminars organized by IICA in Central America. UNICEF also provided financial support to the Office of Coordination and Support for the First Ladies of Central America, sponsored by IICA, for the formulation of strategic proposals.

World Conservation Union (IUCN). Under the terms of the agreement signed with the IUCN, IICA provided follow-up on several joint actions related to the environment and development. In particular, work continued under the Regional Program for Joint SIDA/IICA/IUCN Action on Com-

munications, Women and Sustainable Development. The purpose of the program is to train technical experts from governmental and nongovernmental organizations in Central America and Panama as educational trainers and to support the production of educational materials for rural areas.

Cooperation with Governments and Institutions of Permanent Observers and Donors

Spain. Actions continued under the IICA/AECI/MAPA project on information and policy analysis for the agri-food sector. Since the project is in the final stage, final reports were drafted and documents prepared under this agreement were published. Special mention should be made of a book on the theoretical, conceptual and practical aspects of agri-food systems, and the information needs of these systems. The book contains the proceedings and most of the papers presented in seminars held from 1992-1993. The final activity of the project, held in Bolivia, was an international workshop on agri-food statistics in Latin America and the Caribbean. Participants included representatives of IICA's Member States, the Ministry of Agriculture, Fisheries and Food of Spain (MAPA) and the Inter-American Institute of Statistics.

A representative of MAPA participated in the seminar Agriculture and Natural Resources: Source of Competitiveness and Heritage of Ibero-America, to draft a position paper on the topic, which was submitted to the Third Ibero-American Summit of Heads of State

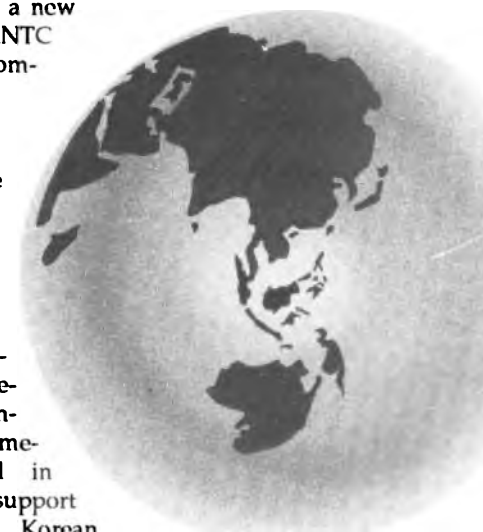
and Government, held in Brazil. The Spanish agricultural attaché in Costa Rica participated actively in the Thirteenth Regular Meeting of the Executive Committee of IICA and in the Seventh IABA.

France. IICA continued to work closely with the Office of the Regional Advisor for Scientific and Technical Cooperation in Latin America and the Caribbean, responsible for implementing the technical cooperation provided by the Government of France to the countries of the region. In particular, several French cooperation agencies continued to support execution of the regional project Supporting the Development of Tropical Fruit Crops in the Caribbean, headquartered in Trinidad and Tobago. CIRAD continued to support PROMECAFE, coordinated by IICA, through the participation of five French experts: two in Guatemala, one in Nicaragua and two in Costa Rica. IICA signed a letter of understanding with CIRAD to support the development of the countries of the Amazon basin, in conjunction with PROCITROPICOS. CIRAD supported this program by stationing a senior technician in Brazil. CIRAD also supported PRODAR by providing the project coordinator, headquartered in Costa Rica, two experts on pesticides and environment, and an expert on agricultural competitiveness who participates in agricultural policy and modernization activities coordinated by IICA's Program I.

Kingdom of the Netherlands. IICA signed an agreement with the University of Amsterdam, which served as the basis for coordinating the joint publication of documents prepared by IICA on the topics of biotechnology, environment and sustainable

development. IICA submitted to the consideration of the Office of Dutch Cooperation the revised version of a project proposal on institutional development for sustainable agricultural production, now is in the process of being approved. As part of the activities to close out the project executed with the Radio Nederlands Training Centre (RNTC), radio series were produced for use in training trainers, and a course was offered on the design of dissemination materials. Also, the Office of Dutch Cooperation was asked for support in hiring an expert in the production of radio programs, to help fill the gap that will be left when the IICA/RNTC project comes to an end and until negotiations on a new phase of the RNTC project are completed.

Republic of Korea. The IICA/Government of Korea cooperation agreement to study agricultural trade opportunities between that country and Latin America continued in 1993. With support from IICA, a Korean mission headed by the Director General of Agricultural Economics of the Ministry of Agriculture of Korea and by the Director of the Korean Institute for Research on International Agriculture, visited Argentina, Brazil, Colombia, Ecuador, Peru and Venezuela. During



the visit, contacts were made with groups of farmers, agricultural exporters and officials of the ministries of agriculture to identify opportunities for cooperation and for increasing exports to Korea.

Federal Republic of Germany. The Ministry of Economic Cooperation of Germany approved the extension of the IICA/GTZ inter-Program project on promoting sustainable development to June 1995, in view of the conceptual and methodological contributions made by the project in the areas of sustainability and natural resources, as basic elements in defining a proposed strategy on sustainable agricultural development.

The Director of IICA's Program II visited GTZ headquarters in Germany to study the possibility of expanding cooperation, especially in support of PROCITROPICOS and PROCIANDINO. During his visit, the Director submitted a proposal for joint actions to officials of the GTZ. He also presented a project on humid forest production systems.

GTZ signed an agreement with PROCITROPICOS to fund the preparation of

a project to assess forestry species in the Amazon basin and on sustainable forestry management. An official from the Ministry of Economic Cooperation, responsible for relations with Latin America, visited IICA Headquarters to review progress of the IICA/GTZ project on sustainable development. The GTZ co-sponsored the IICA/IFAD/GTZ 1993 Inter-American Press Award Environment, Development and Agriculture in the Framework of Agenda 21, the objective of which was to stimulate dialogue and generate information for the mass communications media on matters related to sustainable development and other issues included in Agenda 21.

Sweden. SIDA signed a new cooperation agreement with IICA, which provides seven million Swedish kronur to execute the Regional Program on Communications, Women and Sustainable Development, with the participation of the IUCN.

The final activities of the project Analysis of the Impact of Macroeconomic Policy and Structural Adjustment on Agriculture, executed in coordination with SAREC, continued. Along these same lines, and with sup-

port from the Stockholm School of Economics and the Guatemalan Embassy in Sweden, an international seminar on macroeconomic policies, adjustment and rural poverty in Latin America and the Caribbean was held in Stockholm. Together with Swedish cooperation officials, IICA studied the possibility of submitting a project aimed at research on social issues related to agriculture and rural areas.

Switzerland. IICA continued to work with COTESU in Ecuador, and submitted a proposal to execute the Penipe Project, Phase II, which was favorably received by COTESU.

New Permanent Observers. In 1993, the Institute welcomed Hungary, Poland and the Russian Federation as Permanent Observers, bringing to 17 the number of countries in this category. Representatives from the new Permanent Observers participated in the Thirteenth Regular Meeting of the Executive Committee and the Seventh Regular Meeting of the IABA. Their participation creates possibilities for expanding cooperation and agricultural trade between the countries of Latin America and Eastern Europe.



Chapter 5

Institutional Structure

Institutional Structure

The origin, legal bases, structure and objectives of IICA, as well as aspects related to the administration of its human and financial resources, are described.

Origin, Legal Bases, Structure and Objectives

IICA is the specialized agency for agriculture of the inter-American system. It was created in October 1942 by the Governing Board of the Pan American Union, in order to support the efforts of the Member States in promoting agricultural development and rural well-being.

The Institute has three governing bodies: a) the Inter-American Board of Agriculture (IABA), b) the Executive Committee, and c) the General Directorate, which is the executive body and is made up of the units at Headquarters and IICA's Offices in the Member States.

Thirteenth Regular Meeting of the Executive Committee

The Thirteenth Regular Meeting of the Executive Committee, presided over by Mr. Ernesto Enriquez, Representative of Mexico, was held at IICA Headquarters in June. In addition to studying administrative and financial matters, the Executive Committee reviewed the 1992 Annual Report and the Proposed 1994-1995 Program Budget.

The Member States sitting on the 1993 Executive Committee were: Antigua and Barbuda, Argentina, Bolivia, the Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Paraguay, St. Vincent and the Grenadines, St. Kitts and Nevis, and the United States of America. Representatives of 12 Member States not represented on this year's Committee (Barbados, Brazil, Canada, Chile, Colombia, Costa Rica, Honduras, Nicaragua, Peru, Saint Lucia, Uruguay and Venezuela); of nine Permanent Observers (European Communities, Federal Republic of Germany, France, Hungary, Israel, Japan, Republic of Korea, Romania and Spain); and

19 regional and international organizations also attended the meeting.

Seventh Regular Meeting of the Inter-American Board of Agriculture

The Inter-American Board of Agriculture (IABA) is the highest governing body of the Institute and meets in regular session every two years. It is made up of the 33 IICA Member States, represented by their ministers of agriculture or senior officials from the agricultural sector.

The Seventh Regular Meeting of the IABA was held in Mexico City from September 19-23, 1993. Participants included 22 ministers of agriculture of LAC, representatives from four Permanent Observers and 18 regional and international agencies, Directors Emeritus of the Institute and special guests. Professor Carlos Hank Gonzalez, Secretary of Agriculture and Hydraulic Resources of Mexico, was elected Chairman of the meeting. The Rapporteur was Mr. Rejean Beaulieu, the Representative of Canada.

The inaugural session was held on September 19 in the Alfonso Garcia Robles Auditorium of the Secretariat of Foreign Affairs, and was presided over by Mr. Patrocinio Gonzalez-Blanco, Secretary of the Interior and the representative of the President of Mexico, Carlos Salinas de Gortari. Other members of the head table included Ambassador João Clemente Baena

Soares, Secretary General of the OAS; Prof. Carlos Hank Gonzalez, Secretary of Agriculture and Hydraulic Resources of Mexico; Mr. Ira d'Auvergne, Minister of Agriculture of Saint Lucia and Chairman of the Sixth Regular Meeting of the IABA; Mr. Ernesto Enriquez Rubio, Deputy Secretary of Agriculture of Mexico; and Mr. Mario Moya Palencia, Special Ambassador from Mexico for Central America and the Caribbean.

The Director General of IICA, Martin E. Piñeiro, presented a report on the activities



The Seventh Regular Meeting of the IABA in Mexico.

carried out by the Institute during 1991-1992. He focused his presentation on the four major components of the 1987-1993 Medium Term Plan: a) concentration on specific subject areas; b) adjustment of the Institute's operating structure to the changing international context; c) the effective use of human and financial resources; and d) the strengthening of interinstitutional relations.

During the Meeting, Mr. Carlos Aquino Gonzalez, of the Dominican Republic, was elected Director General of the Institute for the 1994-1998 period.

The 1994-1995 Program Budget was approved and 33 resolutions were adopted. The Inter-American Agricultural Medal for 1992-1993 was awarded to Carlos Ochoa Nieves, of Peru, in international public recognition of his valuable contributions to agricultural development and the improvement of rural well-being.

Also during the meeting, the 1993 IICA/IFAD/GTZ Inter-American Press Awards were presented as follows: First place in the Daily Newspapers Category to Ms. Adriana Silveira da Oliveira, of Brazil; and First place in the Weekly Magazine Category to Mr. Darwin Juarez Juarez, of Nicaragua.

The delegations accepted the offer made by the Government of Bolivia to host the Eighth Regular Meeting of the IABA in Santa Cruz de la Sierra in September 1995.

Institutional Organization

The executive body of IICA is the General Directorate. The Director General, Martin E. Piñeiro (Argentina), was the legal representative of the Institute during 1993, responsible for carrying out the mandates of the IABA.

Digitized by Google

MANAGEMENT STRUCTURE

IICA – 1993

HEADQUARTERS

Office of the Director General

Director General: Martin E. Piñeiro
Deputy Director General: Reed Hertford
Advisor for Special Affairs:
Rodolfo Martinez
Internal Auditor: Margarita Castillo

Directors of Support Units

External Relations: Jorge Werthein
Programming and Evaluation: Manuel Otero
Finances: Gordon Mair
Human Resources: James Schlotfeldt
Directorate for Information, Communications,
Training and Institutional Affairs:
Jose Nagel

Program Directors

Program I – Agricultural Policy Analysis
and Planning: Carlos Pomareda
Program II – Technology Generation
and Transfer: Eduardo Trigo
Program III – Organization and Management
for Rural Development:
Manuel O. Chiriboga
Program IV – Trade and Integration:
Rodolfo Quiros
Program V – Agricultural Health: David Wilson
Center for Programs and Investment Projects:
Fernando Dall'Aqua-Nelson Espinoza*

Directors of Area Operations

Assistant Deputy Director General for Operations:
Alfonso Cebreros-Reed Hertford**
Director of Operations (Central Area):
Luis Arturo del Valle-Reynaldo Pérez, Enc.***
Director of Operations (Caribbean Area):
Reginald Pierre
Director of Operations (Andean Area):
Dario Bustamante-Luis Guillermo Parra****
Director of Operations (Southern Area):
Carlos E. Rucks-Luis Guillermo Parra*****

REPRESENTATIVES OF THE IICA OFFICES IN THE MEMBER COUNTRIES

Canada: Ernani Fiori
United States of America: David Black

CENTRAL AREA

Costa Rica: Hector Morales
(Coordinator of the Plan of Action)
Dominican Republic: Gilberto Paez
El Salvador: Mariano Olazabal
Guatemala: Virgilio Paredes
Honduras: Eduardo Salvado
Mexico: Juan Jose Salazar
Nicaragua: Alfonso Chirinos
Panama: Israel Tineo

CARIBBEAN AREA

Barbados: Reginald Pierre
Belize: Reginald Pierre, Enc.
OECS: Antigua and Barbuda/Dominica/Grenada/
St. Vincent and the Grenadines/St. Lucia/
St. Kitts and Nevis: Guillermo Villanueva
Guyana: Jerry La Gra
Haiti: Jan Hurwitch
Jamaica: Armando Reyes
Suriname: Finn Damtoft
Trinidad and Tobago: Reginald Pierre, Enc.

ANDEAN AREA

Bolivia: Benjamin Jara
Colombia: Edgardo Moscardi
Ecuador: Alex Barril
Peru: Martin Ramirez
Venezuela: Diego Londoño

SOUTHERN AREA

Argentina: Carlos Garramon-Gonzalo Estefanell*****
Brazil: Victor E. Machinea
Chile: Alfredo Alonso
Paraguay: Luiz Carlos Pannunzio
Uruguay: Arnaldo Veras

* As of 02/04/93

** As of 02/18/93

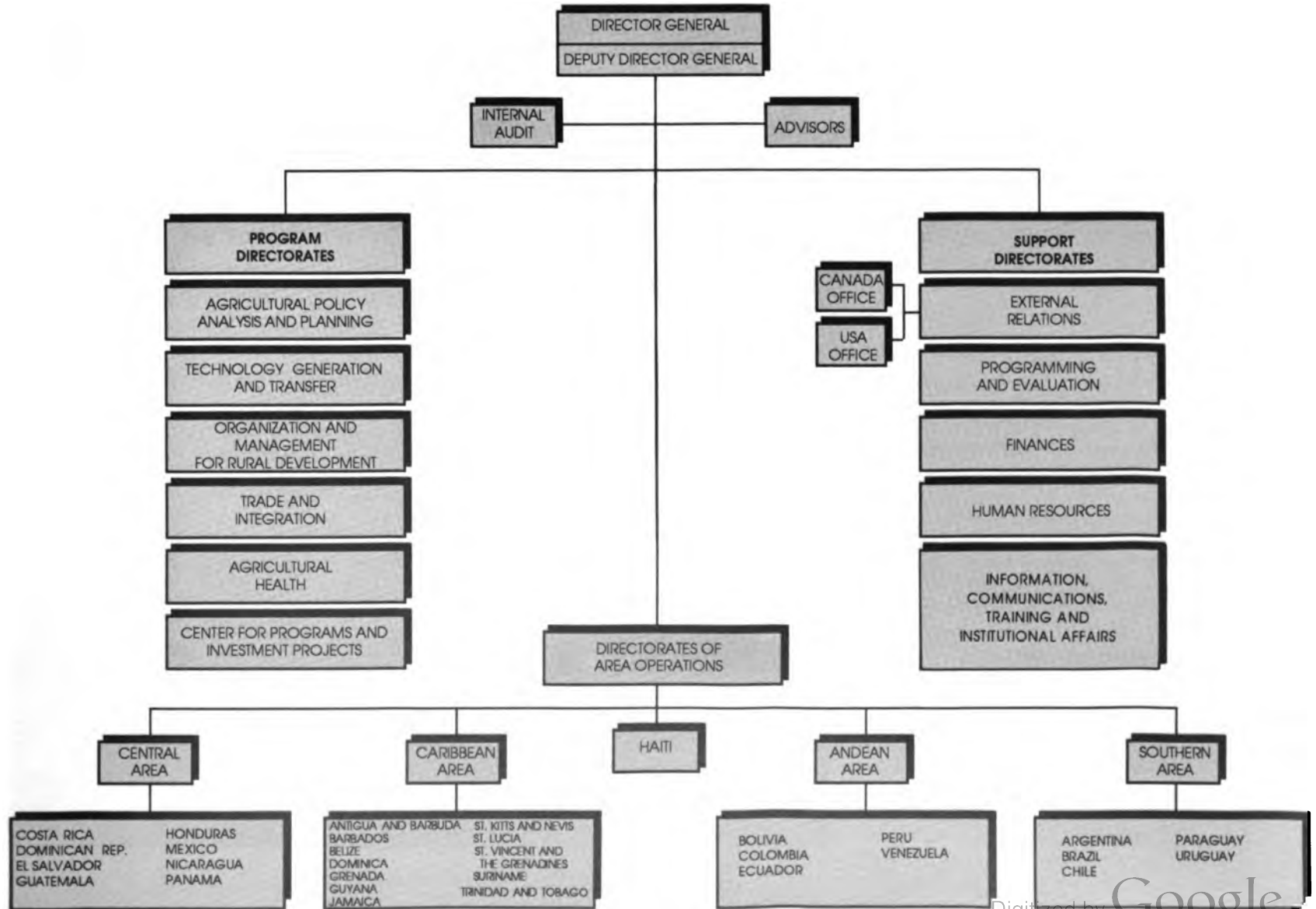
*** As of 08/01/93

**** As of 03/25/93

***** As of 08/01/93

***** As of 09/05/93

ORGANIZATIONAL CHART OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (1993)



Headquarters

IICA's Headquarters are in San Jose, Costa Rica.

Office of the Director General

The Office of the Director General includes the Office of the Deputy Director General, the Advisors to the Director General and the Internal Audit. The Directorates of IICA's technical cooperation Programs and support units, described below, answer directly to the Director General.

Program Directorates

The principal technical units of the Institute are its five Program Directorates. Each is headed by a Director and has a support team at Headquarters, as well as regional specialists in charge of the technical aspects of the projects being implemented in the region.

IICA's Programs are the following: I: Agricultural Policy Analysis and Planning; II: Technology Generation and Transfer; III: Organization and Management for Rural Development; IV: Trade and Integration; and V: Agricultural Health. The responsibilities of the Program Directorates are to: a) generate conceptual orientations and working methods for their respective areas of concentration, b) secure and mobilize technical and financial external resources in support of specific activities and projects, c) establish mechanisms for capitalizing on the experience of their particular Programs, d) provide technical cooperation, e) keep the technical skills of their specialists up to date, f) cooperate with the countries in identifying and

analyzing problems, and g) promote institutional strengthening in support of agricultural development.

Center for Programs and Investment Projects (CEPPI)

CEPPI cooperates with the Member States in preparing agricultural sector assessments, profiles and programs, as well as investment projects designed to support the modernization and reactivation of agriculture in LAC. In order to carry out its functions, CEPPI is organized as follows: a Directorate, a Sectoral Studies Area, an Investment Projects Area, and a Project Design and Methodologies Training Division.

Directorate for Information, Communications, Training and Institutional Affairs (DICCAI)

In 1993, the functions and responsibilities of the Inter-American Agricultural Documentation and Information Center (CIDIA) and the Directorate for the Coordination of Institutional Affairs (DICA) were merged, forming one technical support unit, to be known hereafter as the Directorate for Information, Communications, Training and Institutional Affairs (DICCAI).

This unit assists the Director General in carrying out responsibilities relevant



IICA Headquarters in Costa Rica.

torelations with the Executive Committee and the Inter-American Board of Agriculture, serving as the Technical Secretariat of both. It also supports and coordinates activities related to training, communications, information and the editing and publication of Institute materials.

DICCAI supports other IICA units in organizing and managing meetings and conferences, keeps the Institute's official documents, rules and regulations, procedures and Executive Orders up to date, and is responsible for translation and interpretation services in the four official languages of the Institute.

DICCAI plans and develops the training strategies executed by IICA as part of its

technical cooperation and to enhance the capabilities of its staff members.

Lastly, it is responsible for producing radio, video and other audiovisual materials to disseminate IICA's activities. This includes preparing documentary information projects and data bases and editing, printing and distributing Institute publications.

Directorate of External Relations (DIREX)

DIREX coordinates IICA's relations with international institutions and agencies, as well as with Permanent Observers and donors. To this end, it fosters, supports and coordinates actions to secure external resources and promotes the image of the Institute through

its Official Relations and Protocol Unit, International Cooperation Division and Public Information Unit.

Directorate of Programming and Evaluation (DIPROE)

DIPROE conducts and coordinates the Programming and Evaluation System for Technical Cooperation, with a view to defining strategies of action, preparing new technical cooperation projects and initiatives, and allocating the Institute's budgetary resources. It also is responsible for preparing IICA's Program Budget and Plan of Operation. DIPROE carries out its efforts through three divisions: a) Programming, b) Technical Cooperation Strategies and Projects, and c) Evaluation of Technical Cooperation.

Directorate of Finance

The Directorate of Finance controls the use of IICA's financial resources and operates the accounting and purchasing systems, through its Divisions of the Comptroller and of Services.

Directorate of Human Resources

This Directorate is responsible for advising the Director General on matters related to personnel policy. It works to define and apply measures that will contribute to developing a homogeneous group of employees committed to the objectives and aims of the Institute. Furthermore, through its Benefits and Remunerations and Staff Management Divisions, it manages the staff benefits system, and provides ongoing training and avenues for advancement.



Directorates for Operations

The Directorates for Central, Caribbean, Andean and Southern Area Operations direct and monitor the activities IICA carries out through its Offices in the member countries, with the exception of Canada and the United States. They also apply the Supervision and Follow-up System, and work to coordinate technical cooperation between the multinational and national projects. They promote horizontal cooperation among the countries, as well as relations with regional and sub-regional technical and financial cooperation agencies.

IICA Offices in the Countries. These are the technical and administrative backbone of Institute activities. Their most important duties are to: a) maintain relations with government authorities; b) provide administrative and logistic support to the activities of the five Programs; c) provide technical assistance to the countries in solving unanticipated, short-term problems; and d) upgrade capabilities for identifying, managing and executing programs and projects of national scope.

Due to the different role they play within the Institute's structure, IICA's Offices in Canada and the United States report to the Director General, through the Director of External Relations.



Mr. Carlos E. Aquino Gonzalez of the Dominican Republic was elected as IICA's Director General for 1994-1998.

Human and Financial Resources

Human Resources

To comply with the objectives established in the adjusted Medium Term Plan (1987-1993), and with a continuing view that human resource planning and development is a critical aspect of management, the Directorate of Human Resources maintained close collaboration with IICA's Programming Committee and the Coordinating Committee for Operations to link other resource planning with that of human resources. Thus, special emphasis was placed on the revision of the Performance Evaluation System for Professional Personnel to be presented to the new IICA administration in January 1994.

Based on a report to the Human Resource Committee which indicated a decline in professional positions held by women, the Committee formed a working group charged with reviewing the Institute's policies on women, with a view toward identifying ways to foster the hiring of more women professionals. The working group identified publications and recruitment processes which target specific audiences. These processes are now being used to identify candidates for technical positions.

Changes in the Staff Rules, the Remuneration System and the related Rules of Procedure of the General Directorate were submitted to and approved by the Inter-American Board of Agriculture (IABA). As a result, internal procedures, management systems and manuals of Human Resources were revised to reflect the changes dictated by the resolutions of the Seventh Regular Meeting of the IABA.

Finally, anticipated limits in the insurance market in the United States and the probability of more international insurance carriers again becoming active in the international market open up a more favorable market for IICA's Group Insurance Program. In light of this, the Directorate of Human Resources, with the assistance of brokers/insurance advisers, presented the Program to all prospective carriers for analysis, recommendations and quotations.

Source for all tables and graphs: Directorate of Human Resources.

DISTRIBUTION OF HUMAN RESOURCES BY CATEGORY, AS OF DECEMBER 31, 1993

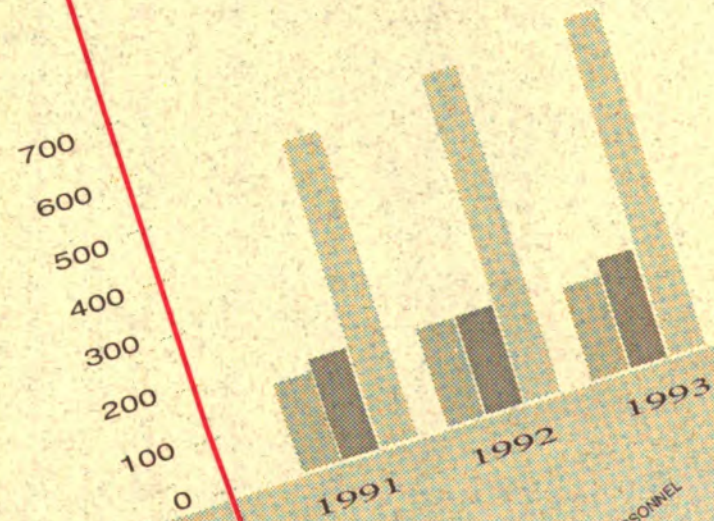


Table 1. Distribution of IICA human resources by category and funding source, as of December 31, 1993.

Category	Quotas	%	Extra-quotas	%	Total	%
International Professional Personnel	118	80.82	28	19.18	146	15.84
Local Professional Personnel	79	44.13	100	55.87	179	19.41
General Services Personnel	344	57.62	253	42.38	597	64.75
Total	541	58.68	381	41.32	922	100.00



Table 2. Distribution of IICA personnel by nationality, category and funding source as of December 31, 1993.

Nationality	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Antigua & Barbuda	0	0	1	0	0	0	1
Argentina	11	4	1	0	5	5	26
Barbados	1	0	1	0	9	0	11
Bolivia	0	2	1	28	8	6	45
Brazil	8	0	1	32	8	78	127
Canada	6	0	0	0	1	2	9
Chile	11	4	3	3	8	3	32
Colombia	16	3	4	2	10	14	49
Costa Rica	2	0	35	10	161	57	265
Dominica	1	0	1	0	1	0	3
Dominican Rep.	3	1	1	0	5	2	12
Ecuador	2	2	2	11	6	45	68
El Salvador	1	0	1	2	8	6	18
Grenada	4	0	2	0	5	0	11
Guatemala	2	1	2	3	5	8	21
Guyana	1	0	5	0	9	0	15
Haiti	1	0	2	4	5	11	23
Honduras	3	2	2	0	8	4	19
Jamaica	1	0	0	1	8	0	10
Mexico	7	0	4	0	9	5	25
Nicaragua	2	0	0	0	5	0	7
Panama	2	0	1	0	5	1	9
Paraguay	1	0	1	1	6	1	10
Peru	9	5	2	0	10	0	26
Saint Lucia	0	0	1	0	6	0	7
Spain	1	0	0	0	0	0	1
St. Vincent and the Grenadines	0	0	1	0	1	0	2
St. Kitts and Nevis	0	0	0	0	1	0	1
Suriname	0	0	1	0	4	0	5
Trinidad & Tobago	2	0	2	0	7	0	11
United States	13	1	1	0	0	0	15
Uruguay	3	1	0	3	12	2	21
Venezuela	4	2	0	0	8	3	17
Total	118	28	79	100	344	253	922
Percentage	12.80	3.04	8.57	10.85	37.31	27.43	100

Table 3. Geographic distribution of IICA personnel by category and funding source, as of December 31, 1993.

	International Professional		Local Professional		General Services		Total		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Headquarters	42	6	35	10	158	55	235	71	306
CATIE/Turrialba	0	0	3	0	0	0	3	0	3
United States	2	0	0	0	2	0	4	0	4
Canada	1	0	0	0	1	0	2	0	2
Haiti	2	1	1	4	5	13	8	18	26
Subtotal	47	7	39	14	166	68	252	89	341
	Area 1		Central						
Costa Rica	2	0	1	0	3	2	6	2	8
El Salvador	2	0	1	1	8	6	11	7	18
Guatemala	5	1	2	3	5	8	12	12	24
Honduras	3	0	2	0	8	4	13	4	17
Mexico	3	0	3	0	9	5	15	5	20
Nicaragua	4	0	0	0	5	0	9	0	9
Panama	2	0	1	0	5	1	8	1	9
Dominican Rep.	2	0	1	0	5	2	8	2	10
Subtotal	23	1	11	4	48	28	82	33	115
	Area 2		Caribbean						
Antigua & Barbuda	0	0	1	0	1	0	2	0	2
Barbados	6	0	1	0	9	0	16	0	16
Dominica	0	0	1	0	1	0	2	0	2
Grenada	0	0	1	0	3	0	4	0	4
Guyana	2	0	5	0	9	0	16	0	16
Jamaica	2	0	0	1	7	0	9	1	10
Saint Lucia	3	0	1	0	8	0	12	0	2
St. Kitts and Nevis	0	0	1	0	1	0	2	0	2
St. Vincent and the Grenadines	0	0	1	0	1	0	12	0	12
Suriname	3	0	1	0	4	0	8	0	8
Trinidad & Tobago	2	0	2	0	7	0	11	0	11
Subtotal	18	0	15	1	51	0	84	1	85
	Area 3		Andean						
Bolivia	2	0	1	28	7	6	10	34	44
Colombia	2	0	4	2	10	13	16	15	31
Ecuador	6	1	2	11	6	45	14	57	71
Peru	2	0	2	0	8	0	12	0	12
Venezuela	2	0	0	0	8	3	10	3	13
Subtotal	14	1	9	41	39	67	62	109	171
	Area 4		Southern						
Argentina	3	0	1	0	5	6	9	6	15
Brazil	5	19	1	33	8	80	14	132	146
Chile	1	0	2	3	8	3	11	6	17
Paraguay	3	0	1	1	6	0	10	1	11
Uruguay	4	0	0	3	13	1	17	4	21
Subtotal	16	19	5	40	40	90	61	149	210
Total	118	28	79	100	344	253	541	381	922
Percentage	12.8	3.04	8.57	10.85	37.31	27.43	58.68	41.32	100

Financial Resources

The year 1993 was a very productive one from the standpoint of financial administration in the Institute. Achievements during the year included the introduction of a new, updated version of the Institute's financial rules, significant gains in the effective and efficient use of electronic data processing systems and, as a result, improved financial reporting to management.

Through the Directorate of Finance, the Office of the Director General prepared a series of draft amendments in order to adapt the financial rules to the Institute's current practices and needs as regards budgeting and accounting and, at its Seventh Regular Meeting, the IABA approved these amendments.

Improvements in the use of LAN (local area network) technology at IICA Headquarters and the recent linking of the Institute to Internet, an international system of data communications, have given the Directorate of Finance increased control over its financial data communications with IICA's Offices in the member countries and increased flexibility in financial management reporting. The introduction of this new technology has opened the door for further communications advances, and heralds future rapid data transmissions between IICA Offices and Headquarters, as well as on-line access by IICA's operating unit managers to the Institute's financial data bases.

The year 1993 has also been a successful one from the standpoint of budgetary control and Institute cash flows. IICA's core budget operations are financed from receipts of regular funds, which comprise Member States' quota payments, the overhead charged for administering external resources, and miscellaneous income. In addition to these regular funds, IICA also administered significant amounts of trust funds which are provided by national and international agencies for specific activities, in accordance with established objectives.

As can be seen from the financial data provided in Tables 1 and 2, projected quota receipts for 1993 are expected to be sufficient to allow the Institute to execute its full

1993 quota budget as established by the IABA, as well as providing a modest cash surplus with which to start the 1994 fiscal year.

For the last several years, expenditures for donor-funded activities have increased much faster than have expenditures from regular fund resources. Donor-funded expenditures in 1993 increased to 119% of the amount expended in 1992, and to 163% of the amount expended in 1990.

Tables 3 and 4 provide additional financial information. Table 3 illustrates the distribution of the expenditure of quota resources by Chapter: Direct Technical Cooperation Services represent 80% of all quota resource expenditures, Management Costs, 16%, and General Costs and Provisions, 4%. Table 4 breaks down Direct Technical Cooperation Services by category of activity, highlighting the fact that the direct costs incurred by IICA's technical cooperation Programs accounted for 33% of total quota resources.

As its fundamental goal for 1994, the Directorate of Finance plans to continue to make the best use possible of its human and financial resources, maximizing efficiency of its operations through the improved use of informatics.

Source for all tables and graphs: Directorate of Finance.

Table 1. Income by source of funding for the 1991-1993 period
(en US\$)**.

	1991	1992	1993
Quotas	24 465 669	25 297 788	28 332 129
From earlier years	6 088 832	5 730 207	6 834 807
From the stipulated year	18 376 837	19 567 581	21 497 322
External Resources**	28 245 240	35 359 705	44 575 507
Total	52 710 909	60 657 493	72 907 636

* Projections have been made to year-end on the basis of actual data as of September 30, 1993 (all figures are unaudited).
** Includes Indirect Administrative and Technical Costs (CATIs).

Table 2. Execution of resources by source of funding, 1991-1993 (in US\$)*.

	1991	1992	1993
Quotas	23 582 593	25 108 464	25 553 903
External Resources ^a	28 254 918	32 421 286	38 600 453
Indirect Administrative and Technical Costs (CATIs) ^b	2 409 975	2 831 095	2 459 541
Direct Costs	25 844 943	29 590 191	36 140 912
Total	51 837 511	57 529 750	64 154 356

* Projections have been made to year-end on the basis of actual data as of September 30, 1993 (all figures are unaudited).

^a Externally funded projects are executed under the auspices of Direct Technical Cooperation Services.

^b Refers to the collection of Indirect Administrative and Technical Costs (CATIs).

EXECUTION OF TOTAL RESOURCES, BY SOURCE OF FUNDING

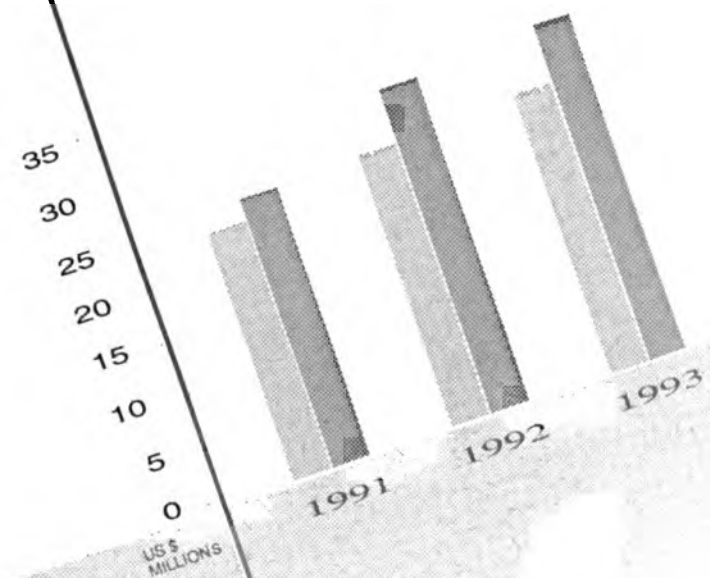
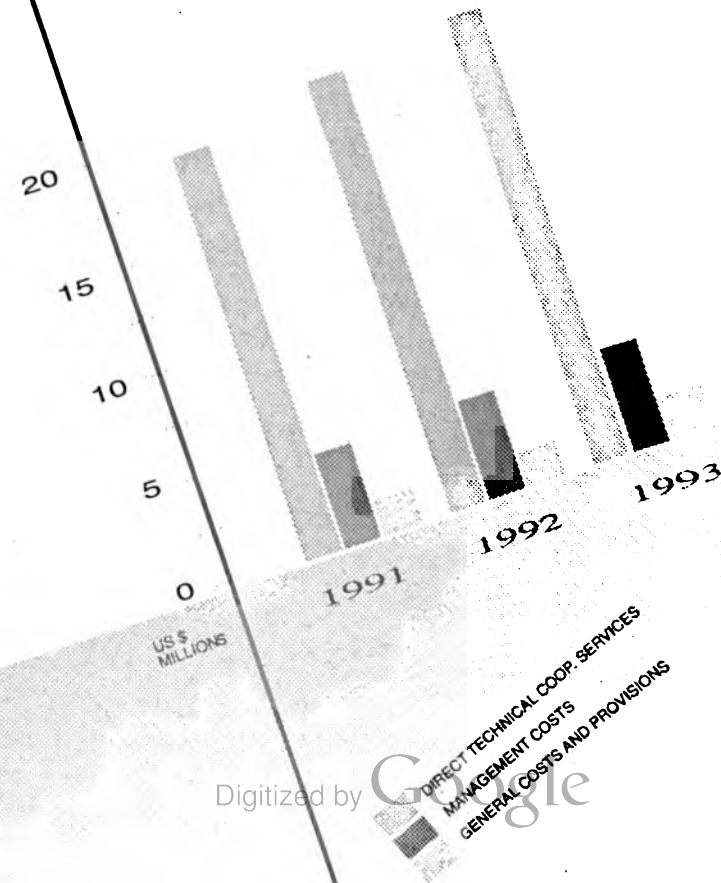


Table 3. Execution of quota resources by Chapter, 1991-1993 (in US\$)*.

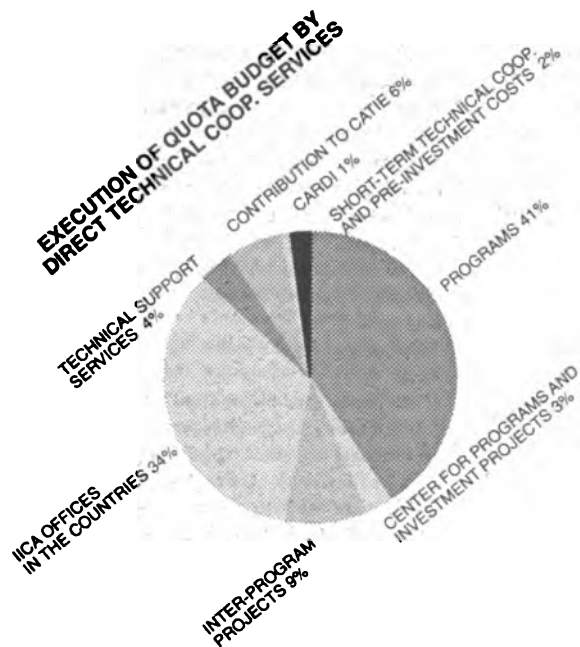
	1991	%	1992	%	1993	%
Direct Technical						
Cooperation Services	18 388 910	78	20 204 799	81	20 528 374	80
Management Costs	4 131 174	18	4 033 424	16	3 991 242	16
General Costs and Provisions	1 062 509	4	870 241	3	1 034 287	4
Total	23 582 593	100	25 108 464	100	25 553 903	100

* Projections have been made to year-end on the basis of actual data as of September 30, 1993 (all figures are unaudited).

EXECUTION OF QUOTA RESOURCES, BY CHAPTER



EXECUTION OF QUOTA BUDGET BY DIRECT TECHNICAL COOP. SERVICES



EXECUTION OF QUOTA BUDGET BY PROGRAM

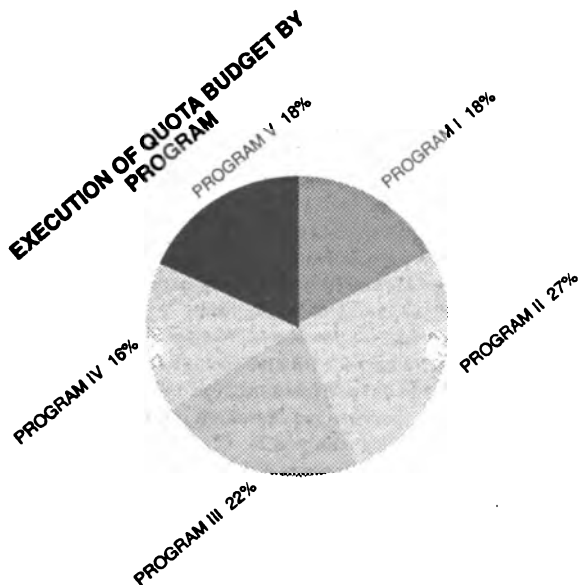


Table 4. Execution of quota budget by category of activity for 1993 (in US\$).*

Chapter/Units	Total expenditures	Amount in US\$
Chapter I — Direct Technical Cooperation Services		20 528 374
Programs	8 498 500	
Program I	1 419 892	
Program II	2 345 002	
Program III	1 863 490	
Program IV	1 319 419	
Program V	1 550 697	
Center for Programs and Investment Projects	519 427	
Inter-Program Projects	1 772 496	
IICA Offices in the Countries	6 959 179	
Technical Support Services	807 576	
Contribution to the Tropical Agriculture Research and Training Center (CATIE)	1 271 200	
CARDI	300 000	
Short-term Technical Cooperation and Pre-Investment Costs	399 996	
Chapter II — Management Costs		3 991 242
Chapter III — General Costs and Provisions		1 034 287
Total		25 553 903

* Projections have been made to year-end on the basis of actual data as of September 30, 1993 (all figures are unaudited).

GLOSSARY

ADCU	Agricultural Diversification Coordinating Unit	CIMMYT	International Maize and Wheat Improvement Center
AECI	Spanish International Cooperation Agency	CIP	International Potato Center
AIBDA	Inter-American Association of Agricultural Librarians and Documentalists	CIRAD	Center for International Cooperation in Agricultural Research for Development
AID	Agency for International Development (USAID)	CNIRD	Caribbean Network for Integrated Rural Development
AIR	Rural Agroindustry	COMCLAS	Classification Committee
ALACE	Latin American and Caribbean Association of Agricultural Economists	CONASUR	Advisory Council for Agricultural Cooperation in the Countries of the Southern Area
ALADI	Latin American Integration Association	CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic
ALEAS	Latin American Association of Advanced Agricultural Education	CORESAs	Regional Animal Health Committee for the Southern Area
ALIDE	Latin American Association of Development Finance Institutions	COSAVE	Plant Protection Committee for the Southern Area
APHIS	Animal and Plant Health Inspection Service	COTESU	Swiss Technical Cooperation
AVRDC	Asian Vegetable Research and Development Centre	DICCAI	Directorate for Information, Communications, Training and Institutional Affairs (IICA)
BIFADEC	Board for International Food and Agricultural Development and Economic Cooperation	DIPROE	Directorate for Programming and Evaluation (IICA)
BUROTROP	Bureau for the Development of Research on Tropical Perennial Oil Crops	DIREX	Directorate of External Relations (IICA)
CABEI	Central American Bank for Economic Integration	ECLAC	Economic Commission for Latin America and the Caribbean
CAC	Central American Council for Agriculture	EDI	Economic Development Institute
CACM	Central American Common Market	EEC	European Economic Community
CAF	Andean Development Corporation	FAO	United Nations Food and Agriculture Organization
CARAPHIN	Caribbean Animal and Plant Health Information Network	FINNIDA	Finnish International Development Agency
CARDI	Caribbean Agricultural Research and Development Institute	FIRA	Fund for Agricultural, Livestock and Poultry Development
CARICOM	Caribbean Community	FONPLATA	Fund for the Development of the Plata Basin
CATIE	Tropical Agriculture Research and Training Center	G-3	Group of Three (Colombia, Mexico and Venezuela)
CATIs	Indirect Administrative and Technical Costs	GATT	General Agreement on Tariffs and Trade
CCOIN	Caribbean Comprehensive and Integrated Information Network to Support Agricultural Diversification Policies and Programmes	GDP	Gross Domestic Product
CDB	Caribbean Development Bank	GEPLACEA	Group of Sugar-exporting Countries of Latin America and the Caribbean
CEPCIECC	Permanent Executive Committee of the Inter-American Council for Education, Science and Culture	GO	Governmental Organization
CEPPI	Center for Programs and Investment Projects	GRAN	Andean Subregional Group
CFC	Caribbean Food Corporation	GTZ	German Agency for Technical Cooperation
CFCS	Caribbean Food Crop Society	IABA	Inter-American Board of Agriculture
CFDC	Caribbean Farmers Development Company	IACW	Inter-American Commission of Women
CIAT	International Center for Tropical Agriculture	IBPGR	International Board for Plant Genetic Resources
CICAD	Inter-American Drug Abuse Control Commission	IBRD	International Bank for Reconstruction and Development
CIDA	Canadian International Development Agency	ICAPPA	Bibliographic Service on Research and Training in Agricultural Policy Analysis
CIES	Inter-American Economic and Social Council	ICMA	Inter-American Conference of Ministers of Agriculture
		IDB	Inter-American Development Bank

IDRC	International Development Research Centre	PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Cone
IFAD	International Fund for Agricultural Development	PROCITROPICOS	Cooperative Program on Research and Technology Transfer for the South American Tropics
IFPRI	International Food Policy Institute	PROCODER	Cooperative Program for Rural Development in the Countries of the Southern Area
IICA	Inter-American Institute for Cooperation on Agriculture	PRODAR	Hemispheric Rural Agroindustrial Development Program
ITT	Technology Research and Transfer	PROMECAFE	Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic
IMF	International Monetary Fund	REDARFIT	Andean Phylogenetic Resources Network
INCAE	Central American Institute of Business Administration	REDCAFE	Bibliographic Information Service on Coffee
INRA	National Institute for Agronomic Research	REMERFI	Meso-American Network of Plant Genetic Resources
IUCN	International Union for Conservation of Nature and Natural Resources (World Conservation Union)	RERUMEN	Small Ruminants Network
JUNTA	Board of the Cartagena Agreement	RISPAL	Latin American Research Network for Animal Production Systems
LAC	Latin America and the Caribbean	RNTC	Radio Nederland Training Centre
MERCOSUR	Southern Common Market	RUTA	Regional Unit for Technical Assistance
NAFTA	North American Free Trade Agreement	SAPOA	Andean System for Post-graduate Studies in Agriculture
NARIs	National Agricultural Research Institutes	SAREC	Swedish Agency for Research Cooperation with Developing Countries
NGO	Nongovernmental Organization	SCMA	Standing Committee of Ministers Responsible for Agriculture (CARICOM)
OAS	Organization of American States	SDID	Société de Développement International Desjardins
OECD	Organization for Economic Cooperation and Development	SELA	Latin American Economic System
OECS	Organization of Eastern Caribbean States	SIAPA	Information System for Agricultural Policy Analysis
OIE	International Office of Epizootics	SICA	Central American Integration System
ORSA	Regional International Organization for Agricultural Health	SIDA	Swedish International Development Authority
OPEC	Organization of Petroleum-exporting Countries	SIECA	Permanent Secretariat of the General Treaty on Central American Economic Integration
ORCA	Regional Office for Central America (IUCN)	SNITTA	National Agricultural Research and Technology Transfer System
OTS	Organization for Tropical Studies	TCA	Amazon Cooperation Treaty
OUI	Inter-American Organization for Higher Education	UN	United Nations
PAC	Plan of Action for Agriculture in Central America	UNDP	United Nations Development Programme
PADF	Pan American Development Foundation	UNEP	United Nations Environmental Programme
PAHO	Pan American Health Organization	UNICEF	United Nations Children's Fund
PARLACEN	Central American Parliament	UNIFEM	United Nations Development Fund for Women
PARSA	Regional Program to Support Agricultural Health (PAHO)	URPA	Research and Policy Analysis Unit (CIRAD)
PLANLAC	Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean	UWI	University of the West Indies
PRACA	Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic	WIPO	World Intellectual Property Organization
PRIAG	Regional Program to Upgrade Agricultural Research on Staple Grains in Central American and Panama	WWVA	World Association of Women Veterinary Doctors
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion		



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

Headquarters / P.O.Box 55-2200 Coronado, Costa Rica / Tel.: 229-02-22 /

Cable: IICASANJOSE / Telex: 2144IICA CR / FAX (506) 229-47-41, 229-26-59 IICA COSTA RICA

Digitized by Google