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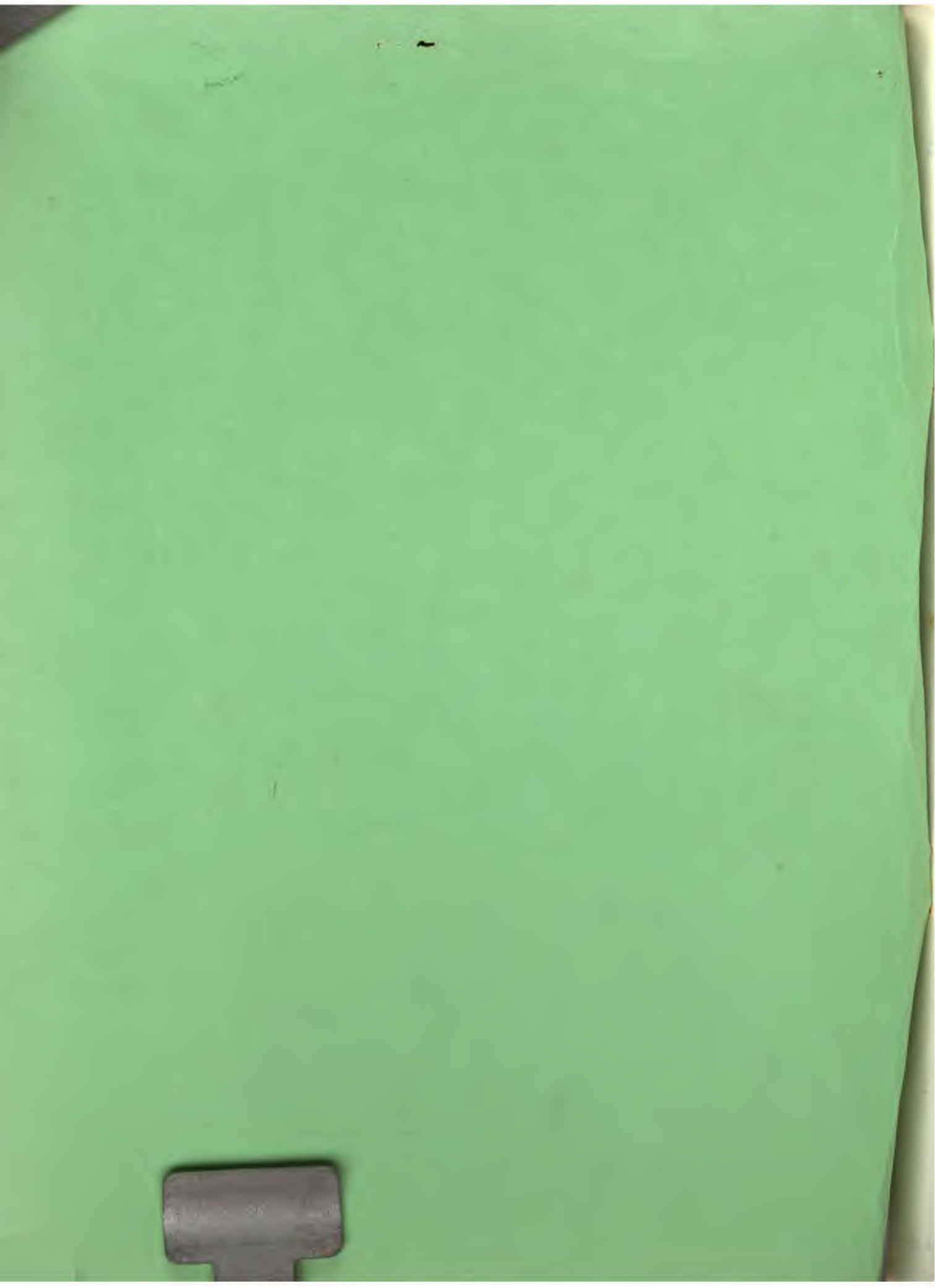
**PROPOSAL FOR AN OPERATIONAL REVIEW  
 OF THE CENTRAL MARKETING AGENCY**



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PORT-OF-SPAIN, TRINIDAD & TOBAGO - MARCH, 1980



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# IICA



## INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES-OAS

TRINIDAD & TOBAGO OFFICE  
P.O. Box 1318  
Port-of-Spain, Trinidad, W.I.  
Cable : IICAPOS

ZL/TT - 095  
March 24, 1980

Mr. Charles John  
General Manager  
Food & Agriculture Corporation  
of Trinidad & Tobago Ltd.  
The Laughton Building  
37A Wrightson Road  
Port of Spain

Dear Mr. John:

We have the pleasure to attach herewith five (5) copies of our proposal submitted to you for technical assistance services entitled "Operational Review of the Central Marketing Agency".

The Inter-American Institute of Agricultural Sciences (IICA) has decided to present this proposal because we feel institutionally identified with the efforts of the Government to strengthen the national institutional systems dedicated to agricultural development. IICA's operational strategy of technical cooperation is to strengthen institutions.

The present proposal aims to strengthen the Central Marketing Agency. Institution building for CMA implies a permanent adaptation of its objectives to the problems faced and provision of resources adequate to the size and nature of the problems for the attainment of increases in the quantity and quality of services provided. We feel that IICA has the administrative capacity, but more importantly, the technical expertise to efficiently accomplish the project's objectives.

The Inter-American Institute of Agricultural Sciences Office in Trinidad and Tobago avails itself of this opportunity to present its gratitude to FAC for allowing it to participate as a consulting firm.

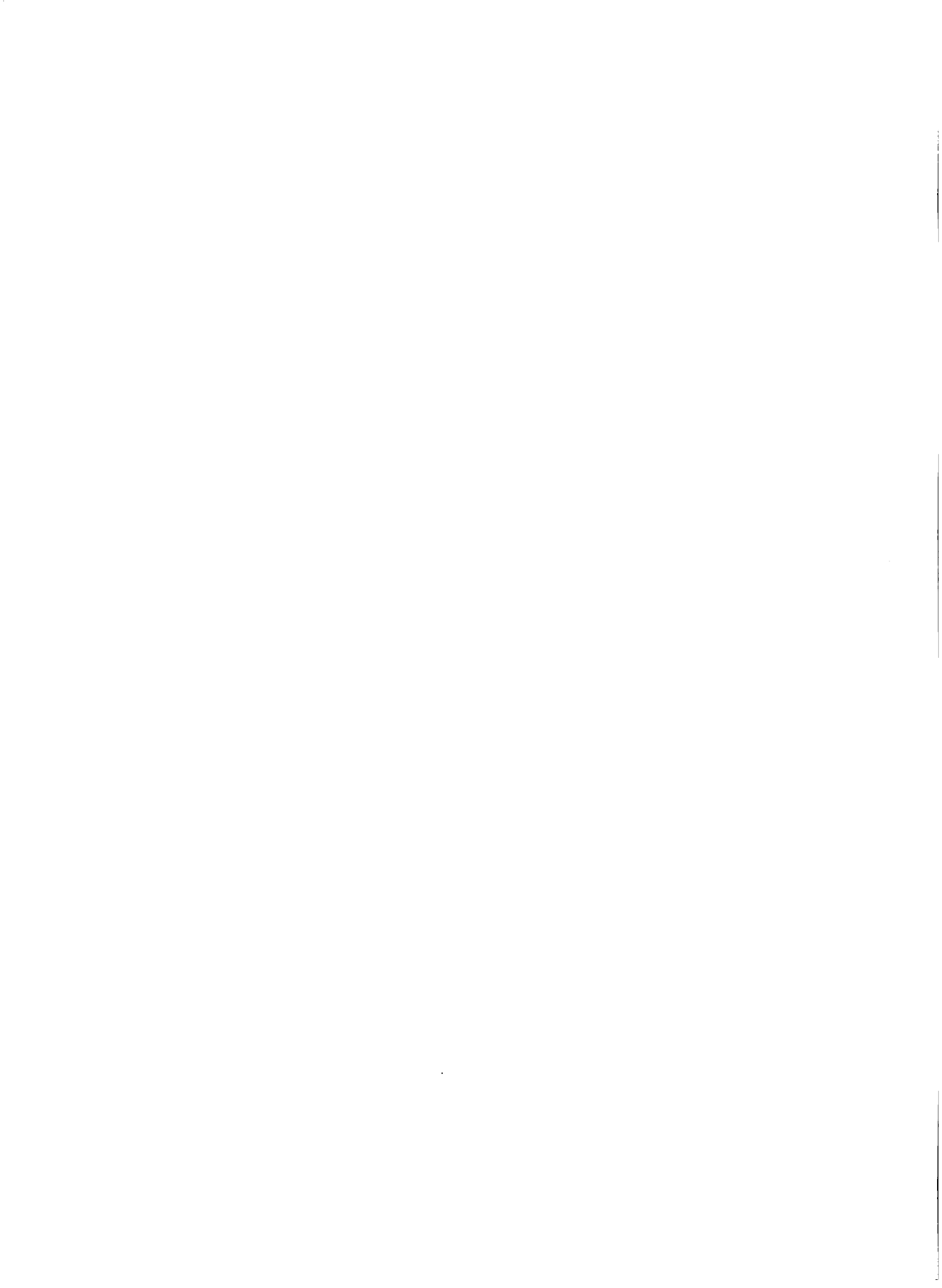
We hope that IICA's proposal would be accepted and shall be awaiting your positive response. We hereby reassure you of our interest in enhancing our institutional relations.

Yours sincerely,

Armando Reyes Pacheco  
Director

IICA OFFICE IN TRINIDAD & TOBAGO

Encs.



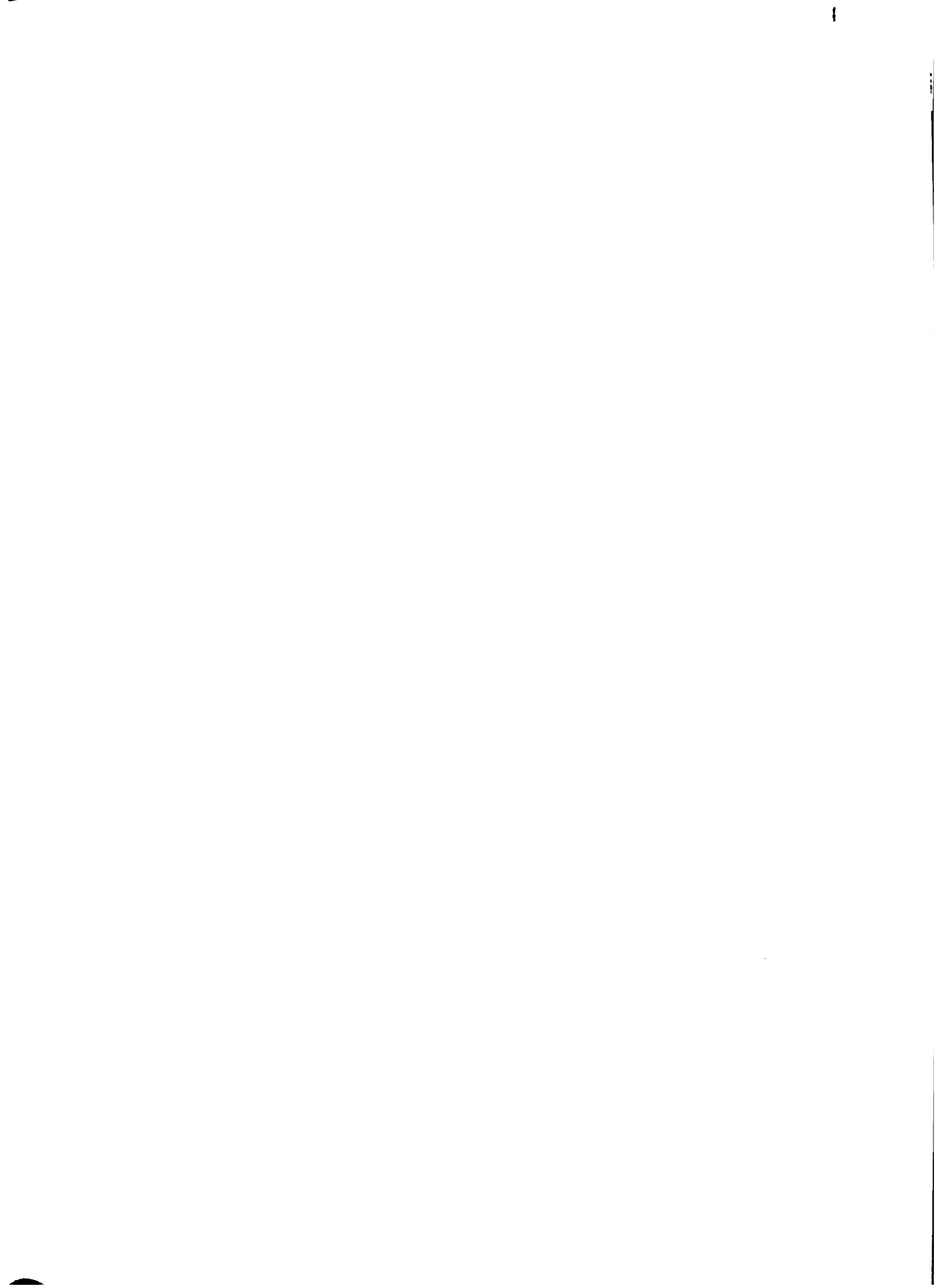
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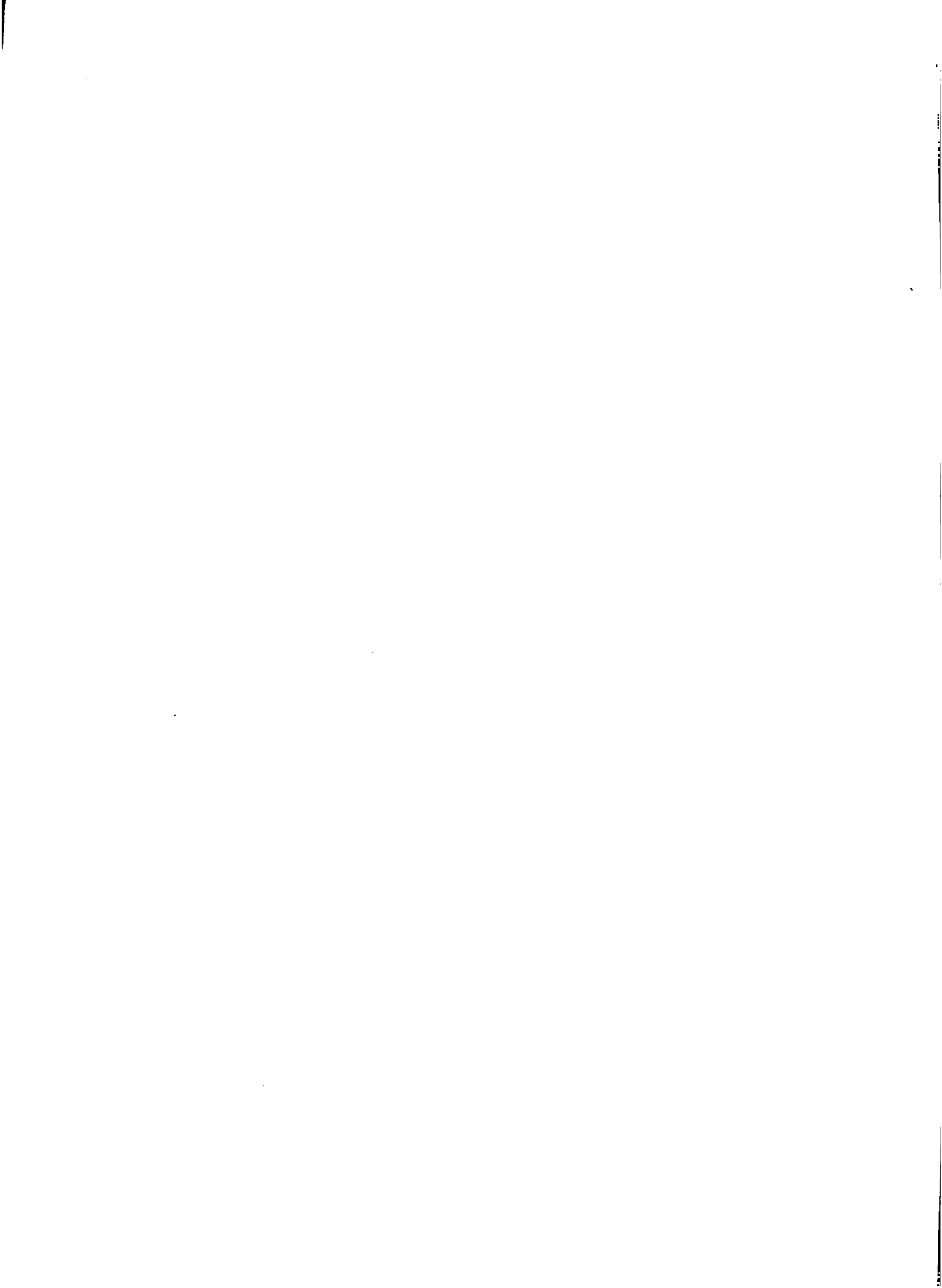
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## I. INTRODUCTION

Food marketing is characterized by several interrelated steps whose independence often makes the improvement in any one phase dependent upon improvement in the others. The phases range from the planning of production to meet market demand, through transport, wholesaling and processing to retail distribution. Generally these phases are analysed from a functional viewpoint and are represented under the broad categories of: product assembly (what products to purchase and in what volumes), product management (transport, handling, storage and conservation of the product) and product distribution (what products to distribute, how and to whom). In a complete food marketing analysis all aspects would be fully considered.

The Inter-American Institute of Agricultural Sciences (IICA) recognises the dual role to be played by marketing agencies in serving both producers and consumers and has been involved in institution-building exercises in this field throughout Latin America and the Caribbean. The nature of its organization allows it not only to implement projects such as the one in focus here but also to give voluntary services of its own for the furtherance of these goals.

### 1.1. Organization of the Proposal

This proposal is divided into four chapters which address the major and most important aspects.

Chapter one (I) treats the more general and introductory aspects in addition to the terms of reference and their limitation.

Chapter two (II) contains a brief statement of the overall problems faced by the Central Marketing Agency and the objectives and goals of the proposal.

In chapter three (III) information is presented about the institution (IICA) submitting this proposal so as to substantiate its administrative and technical capacity to undertake the task. This chapter also refers to IICA's bank of technical expertise in marketing which will backstop the execution of this project, as well as the other institutional services IICA is equipped to provide.

Chapter four (IV) is the proposal itself which is divided into three sections, including an operational strategy for accomplishing what is expected from the consultants in accordance with the terms of reference



submitted by FAC; secondly, a description of IICA's proposal for implementing the project along lines which will strengthen government institutions and related follow-up action; and thirdly the magnitude of total financial requirements.

As to the proposal's operational strategy it has been designed to address each specific problem area manifested in the terms of reference. For each case an attempt is made towards problem identification, followed by an analytical approach or strategy to confront the problems. This is followed by a statement of the products to be expected; and finally, the nature and requirement over time of human resources.

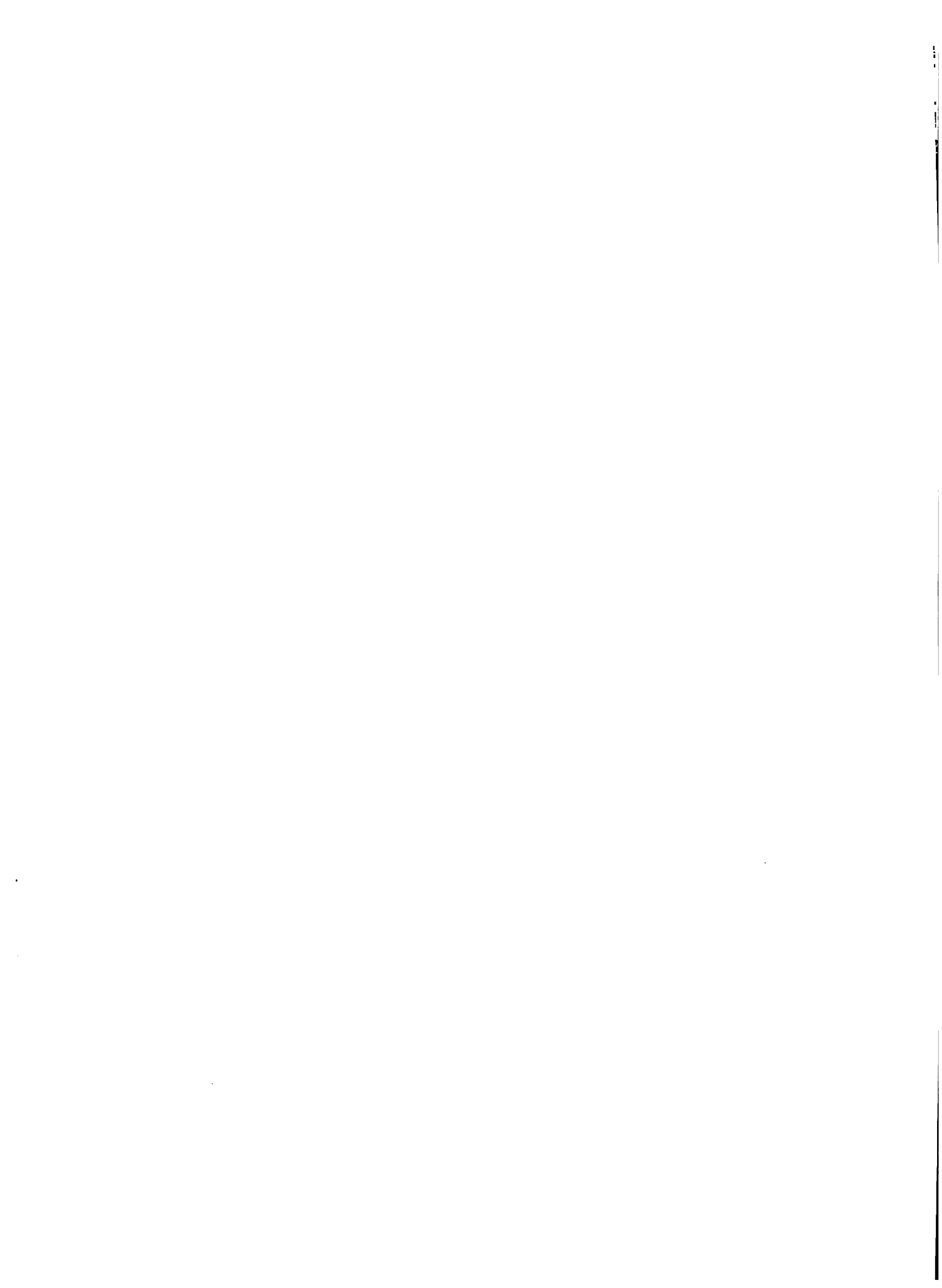
In regard to the implementation procedure sufficient elements are presented to give a clear understanding as to the coordinating mechanism between the institutions involved. A section is devoted to present IICA's concept of institution building as its basic operational strategy and how this should provide continuity of IICA's technical assistance to CMA.

Included in the section on costs is a summary of human and material resource needs and a proposed calendar of activities.

## 1.2. The Agricultural Sector

The economic situation of Trinidad & Tobago has improved dramatically since the quadrupling of world oil prices. The economy has been expanding rapidly at an average rate of more than 12% in real terms from 1973 to 1978. The balance of payments has shown substantially current account surpluses and large increases in international reserves. The financial situation of the public sector is very sound. A declining trend in unemployment has been observed. The healthy expansion of the economy has been a direct consequence of activities related to petroleum and gas exploitation.

On the other hand there has been a decline in agricultural production domestically. The main reasons for this have been adverse weather conditions, unsuccessful attempts to rehabilitate and reorganize production, and rising production costs. Despite all of this the agricultural sector continues to be a major source of employment and provides full-time and part-time employment for nearly 13% of the country's labour force. Employment however, tends to be highly seasonal and





earnings in the agricultural sector are low compared with other sectors.

The fundamental problem of agriculture has been its inability to produce the range and quantities of commodities required to satisfy the country's needs. Consequently, serious governmental efforts have been made to correct this situation. The main thrust of the Government policy is towards increased agricultural food production for domestic consumption without necessarily affecting production of export crops.

In an effort to encourage the development of agriculture the major current activities relate to:

- i) Reorganization of the institutional structure
- ii) Development of subsectoral plans and programmes
- iii) Expansion of the land resource base
- iv) Intensification of the research effort.

The major efforts devoted to improving the performance of the agricultural sector have been primarily done through incentives such as:

- i) Subsidies for land preparation, soil conservation, pasture establishment, disease (froghopper, aerolate and black pod) control, purchase of equipment, livestock housing, irrigation, fertilizer and establishment of orchards;
- ii) Subsidies on prices paid by processing plants for limes, oranges, grapefruit and copra;
- iii) Duty exemption for the importation of equipment, machinery, implements, tools, mineral supplements for livestock, boats and fishing equipment;
- iv) Income tax exemption in respect of approved holdings not exceeding one hundred acres;
- v) Guaranteed prices for selected commodities (at present 27 crops);
- vi) Credit at subsidised rates of interest.

It is within this context of governmental efforts to foster agricultural food production that it must be understood that agricultural development addresses a multiplicity of issues. Consequently, national agricultural plans, programmes, projects and activities carried through a given institutional framework must be modified, adapted and made responsive to farmers needs if the objectives of agricultural policy are



to be obtained.

Bearing in mind the above, the Central Marketing Agency plays a key role in the successful implementation of agricultural policy as it relates to marketing. Therefore, any effort devoted to make the agency an efficient institution will positively affect the overall performance of the agricultural sector.

### 1.3. Terms of Reference

The terms of reference for this technical cooperation proposal are presented here as received from the Food and Agriculture Corporation (FAC) are as follows:

- (1) To determine the trading policy of the Board of the Central Marketing Agency with special reference to buying and selling prices and procurement and supply objectives.
- (2) To determine the extent to which the Board's trading policy is influenced by:
  - a) Price Control Regulations
  - b) Guaranteed Price Scheme and other subsidy programmes
  - c) Prevailing market prices and supplies
- (3) To examine in detail the trading performance in each product line and to make recommendations designed to improve the efficiency and profitability of the Agency's overall trading function.
- (4) To examine the function of purchasing fresh produce and other commodities for Government institutions and to make recommendations for the efficient and profitable execution of this function.
- (5) To evaluate the adequacy of the Agency's physical plant with particular reference to storage and transport facilities and to make recommendations for the proper performance of the storage and transport functions by the most efficient and cost effective methods.
- (6) To examine the trading activities in certain lines carried on by the Agency, having regard to the active trading in similar or related lines by other state companies and to make recommendations for the rationalization of these functions at the sectoral level.



- (7) To examine the human resources available within the Agency in relation to present and future needs and to make recommendations for the most effective utilization of these resources.

An analysis of these seven points shows that emphasis is being given to specific areas including: price policy and policy mechanisms, purchasing, infrastructure, human resources and product line efficiency. The emphasis in these specific areas is perhaps a result of an in-depth institutional analysis identifying these seven priority areas, or perhaps of only a superficial evaluation of CMA based on existing literature, observation and experience. Whichever the case, IICA feels that additional emphasis should be given to organizational structure, administrative and financial control, information systems and training, areas so important for institutional strengthening.



## II. GENERAL BACKGROUND

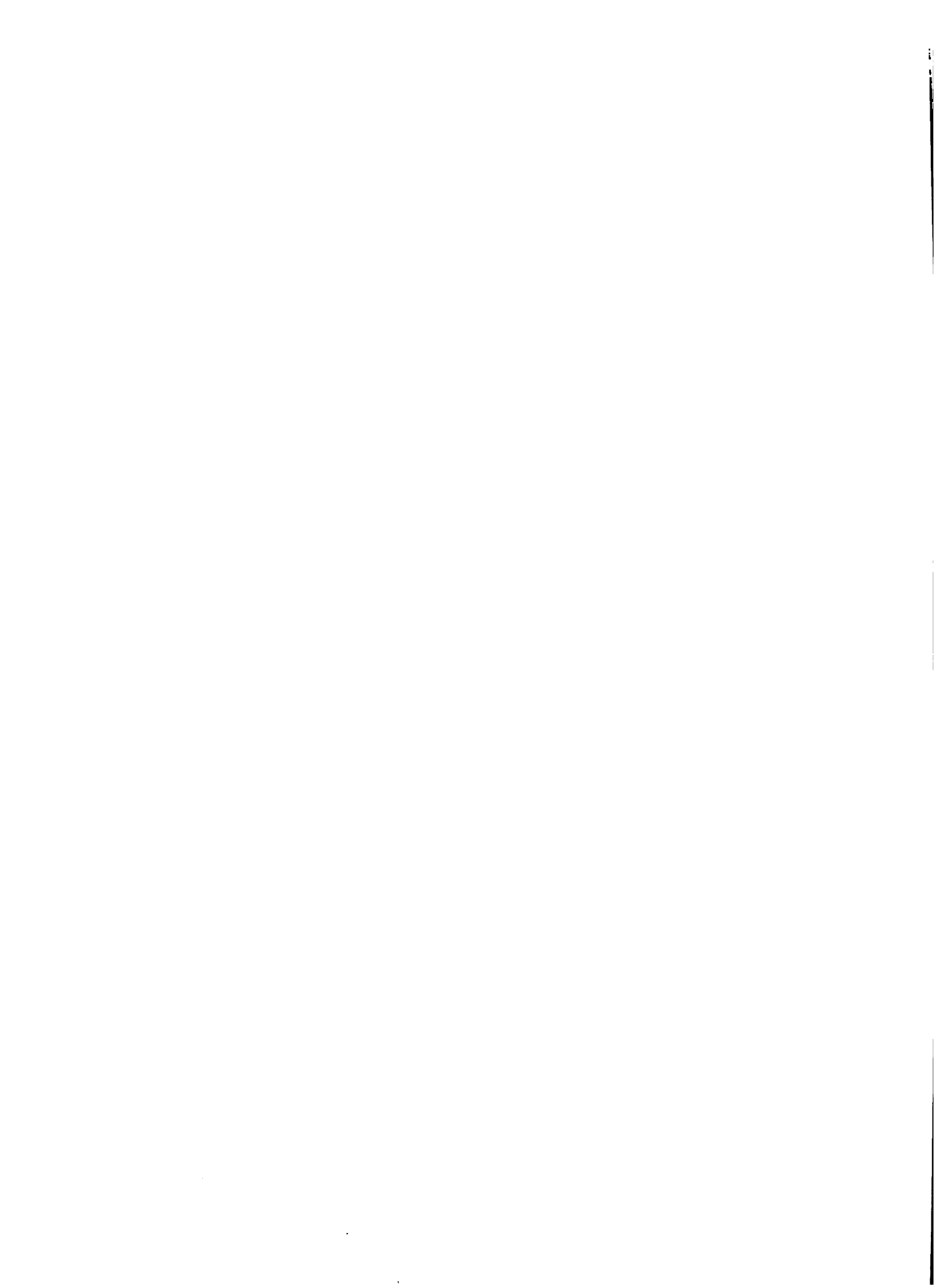
Agricultural Marketing Agencies were started in the British West Indies by the colonial governments shortly after World War II as a part of "GrowMore Food" campaigns. They started out as "produce depots" under the Ministry of Agriculture and in later years became agencies or corporations. However, many of the agencies have not been able to gain the autonomy required for efficient operation. This has been a source of much concern to administrators of these institutions.

The particular focus here is on the Central Marketing Agency of Trinidad and Tobago; however, the marketing institutions in Jamaica, Barbados, Guyana and other smaller English-speaking islands show distinct similarities among their problems. Yet it is important to realize that though the problems may be similar, separate solutions have to be found for each country because of the very different physical environments, socio-economic frameworks, and existing political systems.

### 2.1. Brief Description of Problems facing the CMA

The CMA performs its functions under the Central Marketing Agency Act of 1966. Its main activity is the purchasing and wholesaling of produce through eleven (11) depots located throughout the country. It supplies approximately thirty (30) government institutions with produce and has recently been involved in retailing through three outlets - two in Trinidad and one in Tobago. The CMA carries out intermediary functions for the rice industry, pork industry, poultry industry and serves as a supplier of inputs to farmers. The CMA is involved in trade and trade policy at several levels. It imports produce from both Caricom and extra-regional sources as well as regulates the importation of produce by the private sector.

According to existing documentation the immediate problem faced by CMA can be categorized under the heading of a lack of resources, both physical and human. The physical facilities which presently house the CMA administration in Port of Spain are very limited and considered inadequate. While responsibilities have grown relatively fast, the staff has grown at a less than proportional rate and the physical facilities have remained static. This inadequate work area and work environment has apparently had a significant negative impact on productivity.





Resources of the CMA are insufficient to meet the demand for services expected which results from a failure to hire personnel to correspond to the rate at which the agency's responsibilities have expanded.

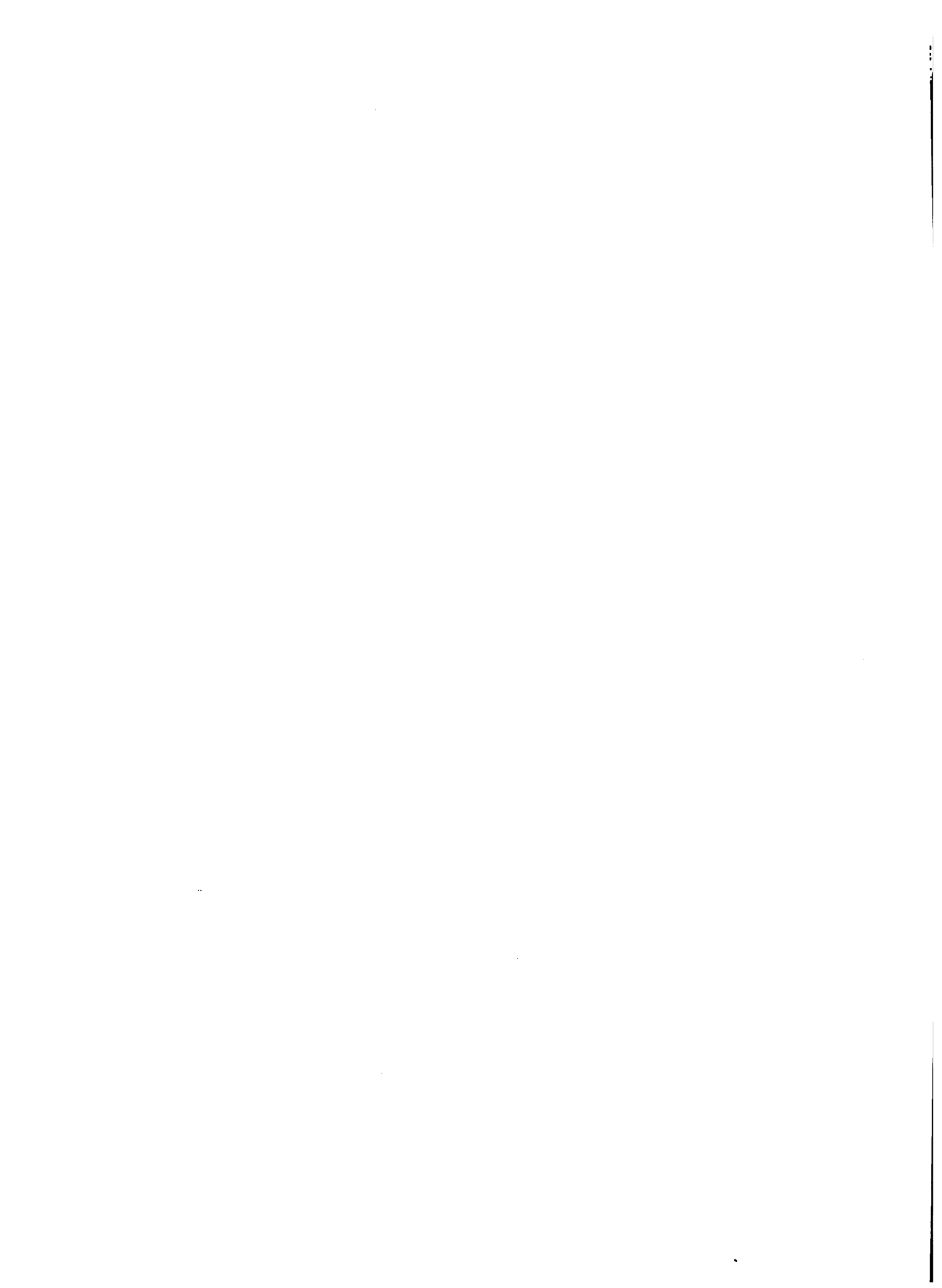
Both the dry and cold storage facilities of CMA are considered to be inadequate. The volume of produce handled and stored over short periods is greater than the available space even though the supply of produce continues to decline. The present system of storing paddy (rice) in bags uses dry storage space very inefficiently. Changing to a silo system for storing rice is being considered. The cold storage space available is limited and the units give unreliable service. The number of breakdowns of this refrigeration machinery is excessive.

Transportation facilities are inadequate particularly in the area of refrigerated transport. The CMA controls one chilled and one cold storage van. Cold and chilled items are transported to 26 institutions and to 3 retail outlets daily. There is competition for these services with the pork and poultry wholesaling activities.

Supportive or ancillary facilities and services from other institutions including repair services, communication, electrical and water supply are all considered inadequate to meet the demand. Other services such as those provided by the abattoir, the meat processing plant and the feed millers are irregular and their frequent inability to supply their services disrupts the functioning of CMA. Finally, the inability of CMA to act autonomously restricts its chances of correcting situations rapidly to maximize opportunities available.

## 2.2. General Objectives of IICA in Marketing

Diagnostic studies of production and marketing systems throughout the Caribbean republics point to bottlenecks and weaknesses in the internal marketing system as one of the principal deterrents to the economic development of the small producer of basic food stuffs. This small farmer is often dependent upon traditional intermediaries for such services as information, credit, transportation, produce storage as these services from government institutions often tend to be nonexistent or very inefficient. In an attempt to improve the marketing services offered by marketing agencies and thus improve the situation for the small farmer, IICA has given priority to developing strategies and



methodologies to help marketing institutions diagnose and solve their structural, organizational, physical, technical and personnel problems.

The overall objective of IICA's marketing activities in the Caribbean is that of assisting central marketing agencies and corporations to identify and solve priority problem areas and offer alternative solutions which will lead to an improvement in facilities and marketing services in benefit of small producers, intermediaries and final consumers of food products. More specific IICA objectives include:

1. To strengthen the organizational structure of marketing institutions in line with the actual and future marketing services to be provided.
2. To evaluate the human resource requirements and collaborate in training programs.
3. To strengthen the decision-making framework of marketing institutions by improving their planning and programming capabilities.
4. To improve administrative control through better financial and inventory management and price policy mechanisms.
5. To improve the efficiency of the marketing functions related to assembly, handling and distribution.
6. To stimulate improved coordination and integration between agricultural sector institutions with marketing functions.

### 2.3. General Implementation Strategy

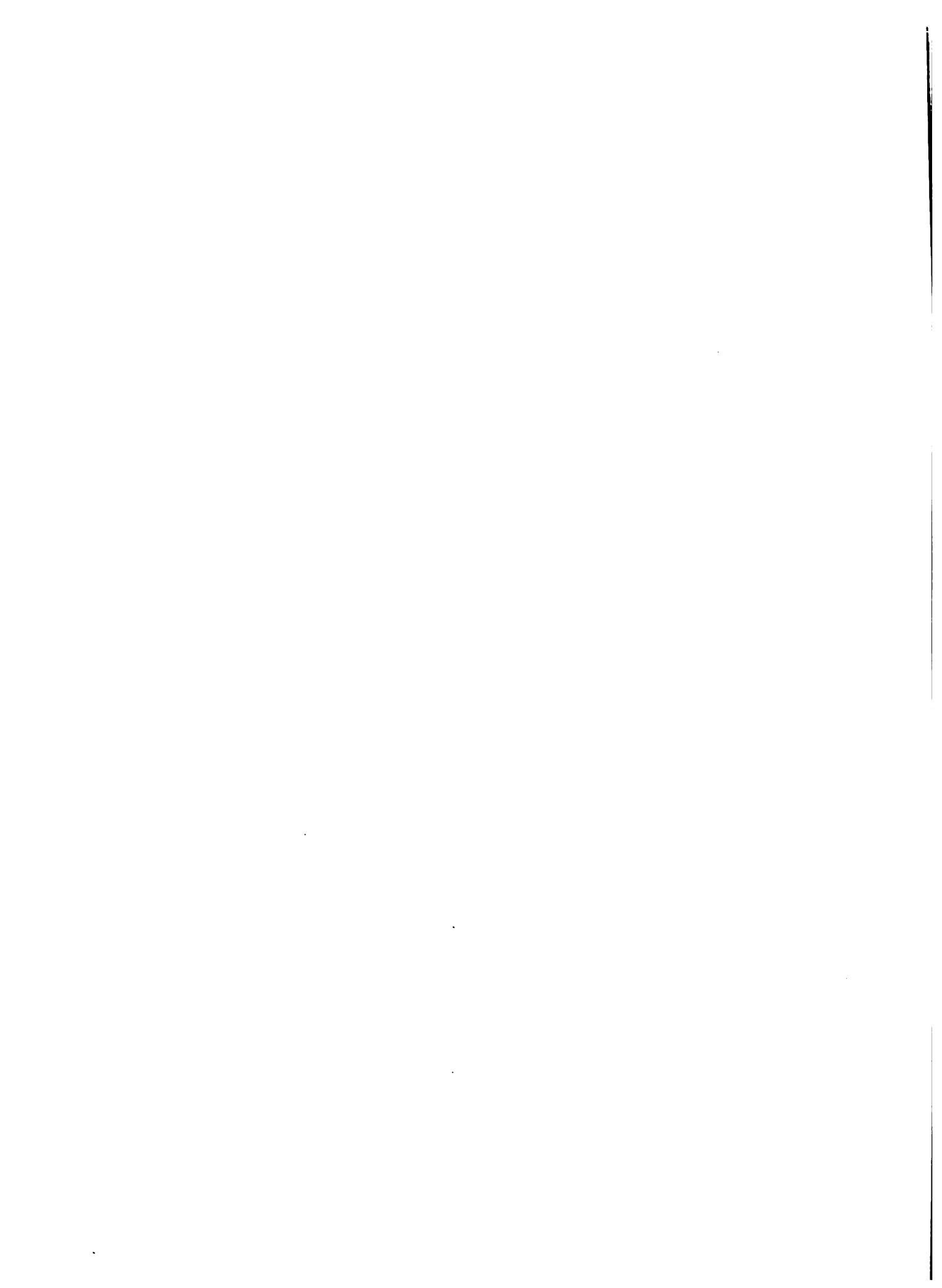
In an attempt to reach the above mentioned objectives IICA has developed a strategy which is applied on a country basis and consists of the following steps:

#### 2.3.1. Short-term Technical Cooperation

The IICA Office in the respective countries offers short-term technical assistance to the marketing institutions to help them identify their priority problem areas.

#### 2.3.2. Project Preparation

The IICA Office helps marketing institutions prepare projects to solve their marketing problems through an integrated effort



and price policy. The kinds of issues important in each of these areas are outlined in turn.

### The Supply Situation

The nature of a marketing system is very dependent on the types of products it handles and the different proportions of each product among the total volume handled. The sources of supply, either external or internal, need to be analysed, Given the developmental role played by an institution such as the CMA familiarity with the various dimensions of the source of supply is very important. Information is needed on production levels and their variability over time by crop and region and existing trends. Familiarity with the inputs used and the amount of slack existing (both from an intensive and extensive viewpoint) in the sector is crucial to generating optimal price policy. The kinds of questions that need to be asked in this regard are as follows:

What are the domestic production levels, by crop and region over the last few (five) years?

How variable has output been?

What are the other sources of supply?

How reliable are they?

What are the main factors determining production and affecting variability?

How much variation has there been in acreage planted and in- to and out of which crops has the movement been (if the land has remained in agricultural production)?

How variable have yields been and what have been the factors influencing this variability?

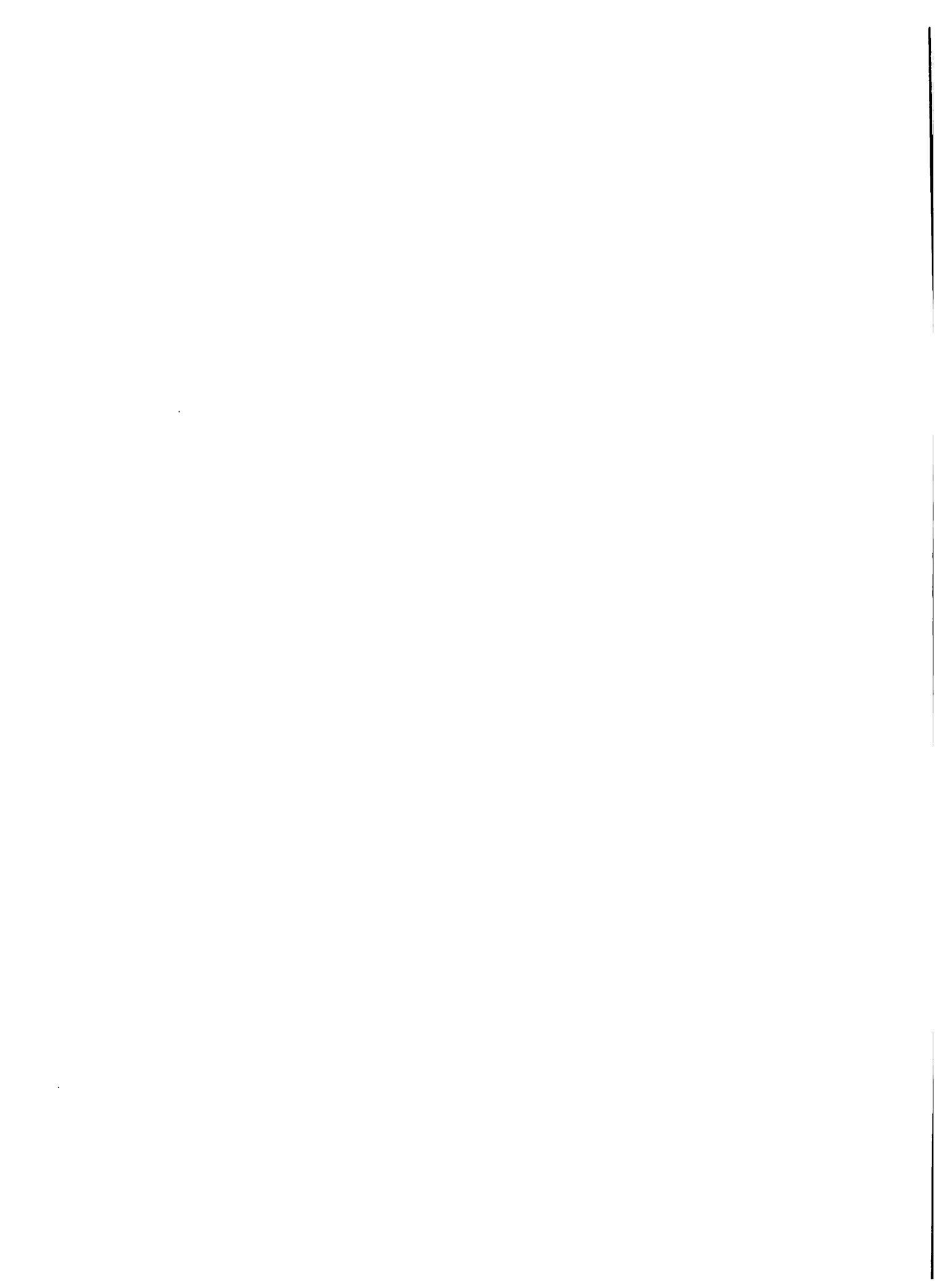
What are the levels of usage of modern inputs?

What percentage is marketed?

What are the barriers (if any) to expansion of acreage and/ or usage of yield-increasing and crop-protecting inputs?

What is the profitability of the crop to the farmer and how risky does he perceive the enterprise to be?

What are the opportunity costs of the farmer?



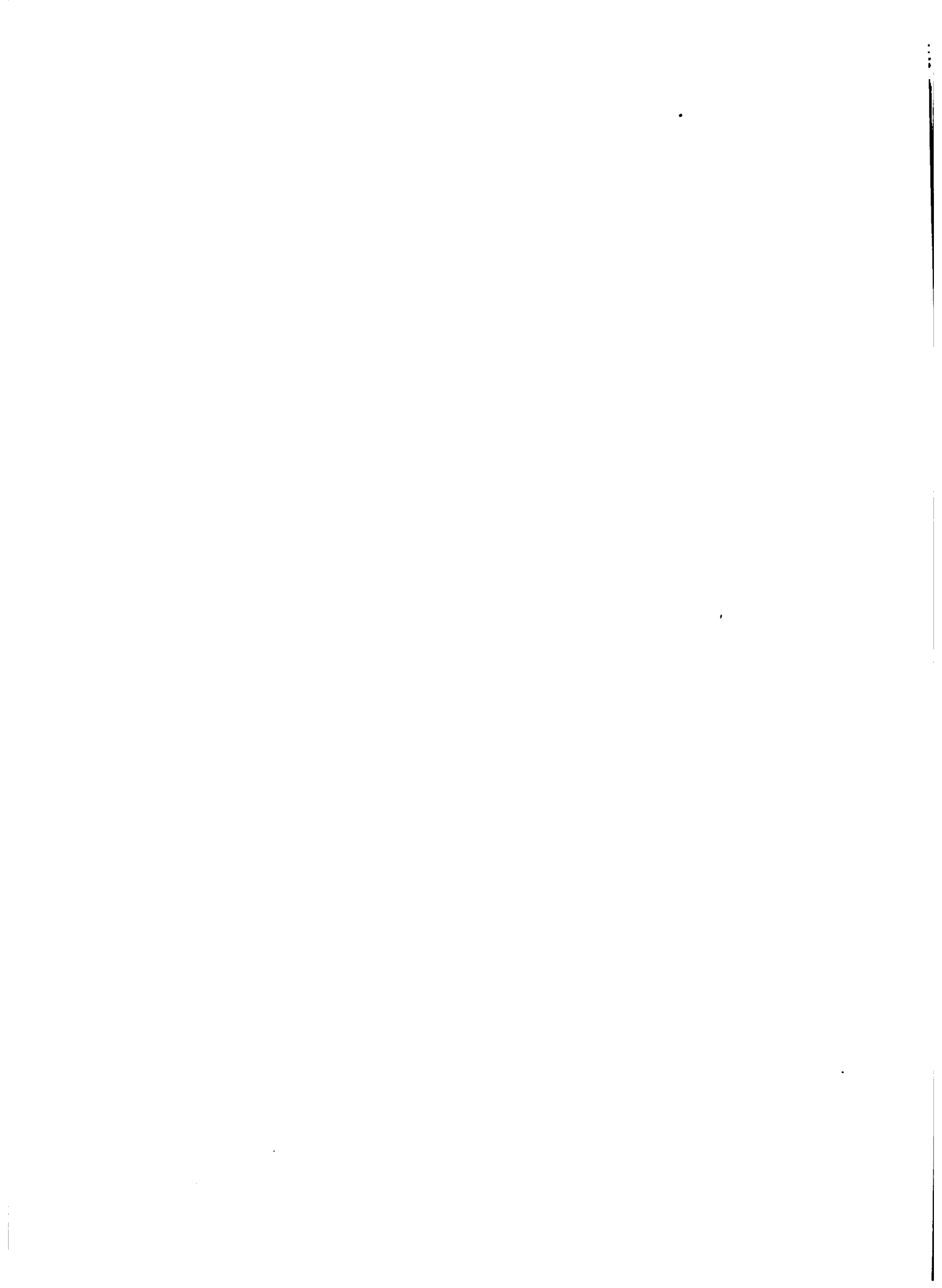
and with national, international and IICA financing.

2.3.3. Project Execution

When so desired by the national institutions, IICA collaborates in the organization, administration and execution of projects for technical cooperation in marketing. The principal elements of project execution include:

- a) Administration of external financing
- b) Coordination of activity and project execution
- c) Contracting of technical and auxiliary personnel for the project
- d) Coordination of short-term IICA technical assistance
- e) Training of national personnel in marketing
- f) Execution and supervision of diagnostic studies and institutional analysis
- g) Final report preparation and publication.

Given the similarities between IICA marketing activities in the Caribbean over the past 5 years and the actual needs and interests of CMA and FAC, IICA has decided to present this proposal for technical cooperation in marketing.





### III. Institutional Framework

#### 3.1. Consultants Institutional Framework

##### 3.1.1. General Aspects

The Inter-American Institute of Agricultural Sciences (IICA) is the specialized agency of the OAS for the agricultural sector. It was founded in 1942 by the American governments to promote the economic and social development of their respective countries through teaching, training of personnel, research, consultation and communications, as related to the field of agriculture.

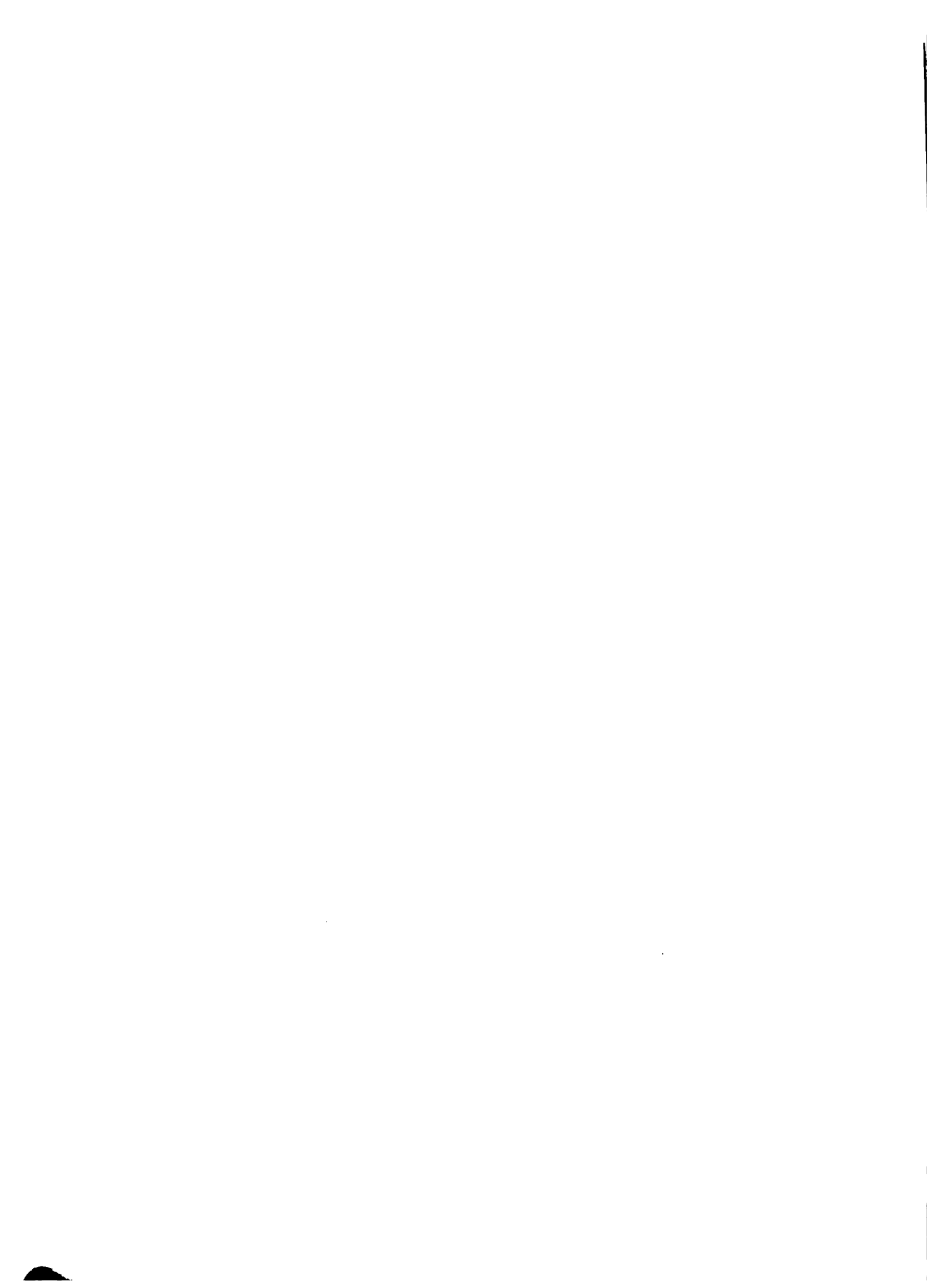
The terms of IICA's convention opened to signature by the American Republics at the Pan American Union on January 15, 1944, gave IICA legal status.

The highest governing authority of IICA rests with the Board of Directors, which is comprised of the same representatives of the American States to the Permanent Council of the Organization of American States (OAS) and meets in Washington, D.C., the headquarters of that organization. Once a year a meeting is also held with the participation of high-level representatives of the ministries of agriculture or special representatives of the member country governments.

##### 3.1.2. Philosophical Framework

The Institute strives to assist member states to stimulate and promote rural development as a means of attaining the general development and well-being of the rural sector and to support their efforts to:

- a. Increase agricultural production and productivity in line with increases in population and purchasing power, especially in those products that may offer competition on world markets and those that tend to improve the food diet of the population.
- b. Increase employment opportunities in the rural sector in proportion to the growth rate of the active rural population.



- c. Increase the participation of the rural population in development activities.

To achieve these objectives, the basic strategy which IICA has adopted consists in the strengthening of institutions which dedicate their efforts in the member nations to agricultural development.

The philosophical framework of the Institute has been defined in the General Plan which defines IICA's action strategies and indicates the functions, lines of action, methods of operation and the necessary approaches in terms of structure, organic functioning, personnel and financial aspects.

### 3.1.3. Organizational Framework

The Inter-American Institute of Agricultural Sciences is an autonomous Inter-Governmental institution with its own legal status. It has its own convention and it carries out its functions within a hemispheric, organizational and operative structure designed to be operative and capable of achieving the objectives and goals contemplated in the General Plan.

IICA's executive offices or headquarters are located in San Jose, Costa Rica. National offices are located in 26 countries in the Western Hemisphere including seven countries in the Caribbean region (see organizational chart).

### 3.1.4. Operational Capacity: Human and Financial Resources

The efficiency of an organization such as IICA depends in the first place on the capability and dedication of its personnel as well as the support it can provide for the implementation of its work.

IICA has a basic nucleus of 209 specialists out of which 174 are international personnel and 35 national professionals (see Table No. 1)

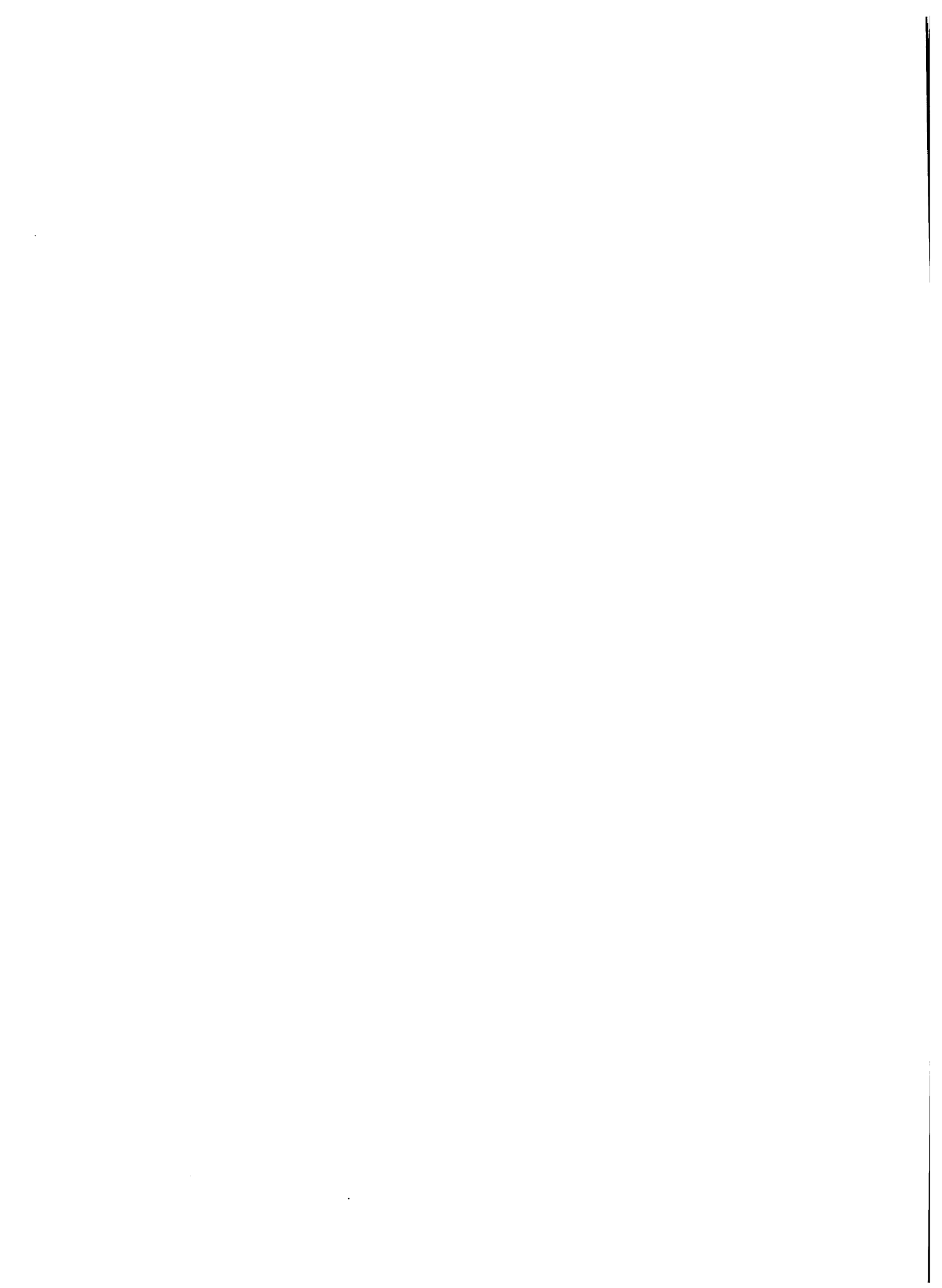


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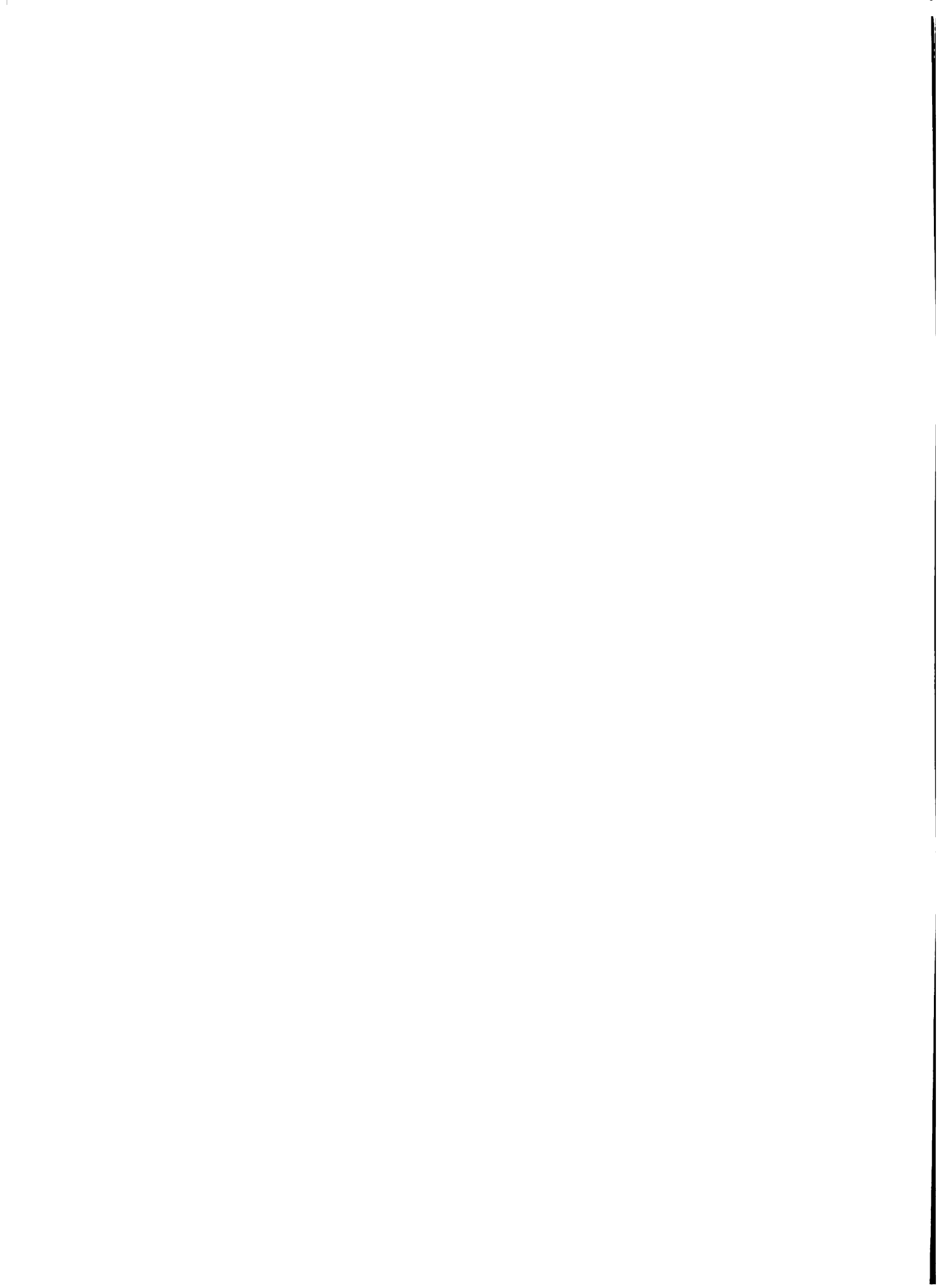
National Professional and International Personnel of IICA by Area of Technical Speciality.

| Speciality                        | International | National  | Total      |
|-----------------------------------|---------------|-----------|------------|
| Agricultural Marketing            | 13            | 3         | 16         |
| Planning & Programme Preparation  | 29            | 5         | 34         |
| Public Administration & Financing | 9             | 12        | 21         |
| Agricultural Communication        | 8             | 2         | 10         |
| Rural Development & Farmer Org.   | 26            | 1         | 27         |
| Library & Documentation           | 12            | 4         | 16         |
| Agricultural Extension            | 4             | 1         | 5          |
| Agrarian Reform                   | 3             | -         | 3          |
| Natural Resources                 | 13            | 1         | 14         |
| Agricultural Production           | 21            | 3         | 24         |
| Agricultural Research             | 9             | -         | 9          |
| Institutional Development         | 9             | 1         | 10         |
| Education & Training              | 13            | 2         | 15         |
| Statistics & Computation          | 3             | -         | 3          |
| Agricultural Economics            | 2             | -         | 2          |
| <b>TOTAL</b>                      | <b>174</b>    | <b>35</b> | <b>209</b> |

SOURCE: Information on the professional personnel of the Inter-American Institute of Agricultural Sciences, IICA - OAS 1978.

It is a policy of the Institution to concentrate and distribute most of its professional personnel at the country level so as to have available multidisciplinary teams to carry out specific projects and programmes. Only 20% of the professional personnel are concentrated at Headquarters.

The high level of professionalism is reflected in the fact that 36% of the specialists have a PH.D. degree, 44% a Master's degree and the remaining 20% a first degree. Also there is a very strict recruiting policy of personnel based upon professional experience. All of this assures the Institute a cadre of high level and technically competent professionals.



The activities of the Institute are financed by the contributions of the member states. These contributions or quotas are fixed as a proportion of the gross domestic product of each country and are approved by the respective governments.

Each national office is allocated a minimum operating budget which is used to finance priority areas in the agricultural sector institutions and for developing locally or externally financed projects.

### 3.1.5. Institutional Image

IICA annually administers through agreements and special contracts many millions of dollars of financial resources from diverse sources including international banks and developmental institutions, national governments and international organizations.

This reflects considerable interest and confidence in IICA's technical and administrative expertise and capacity to effectively carry out activities, projects and programmes in diverse areas of production and marketing development.

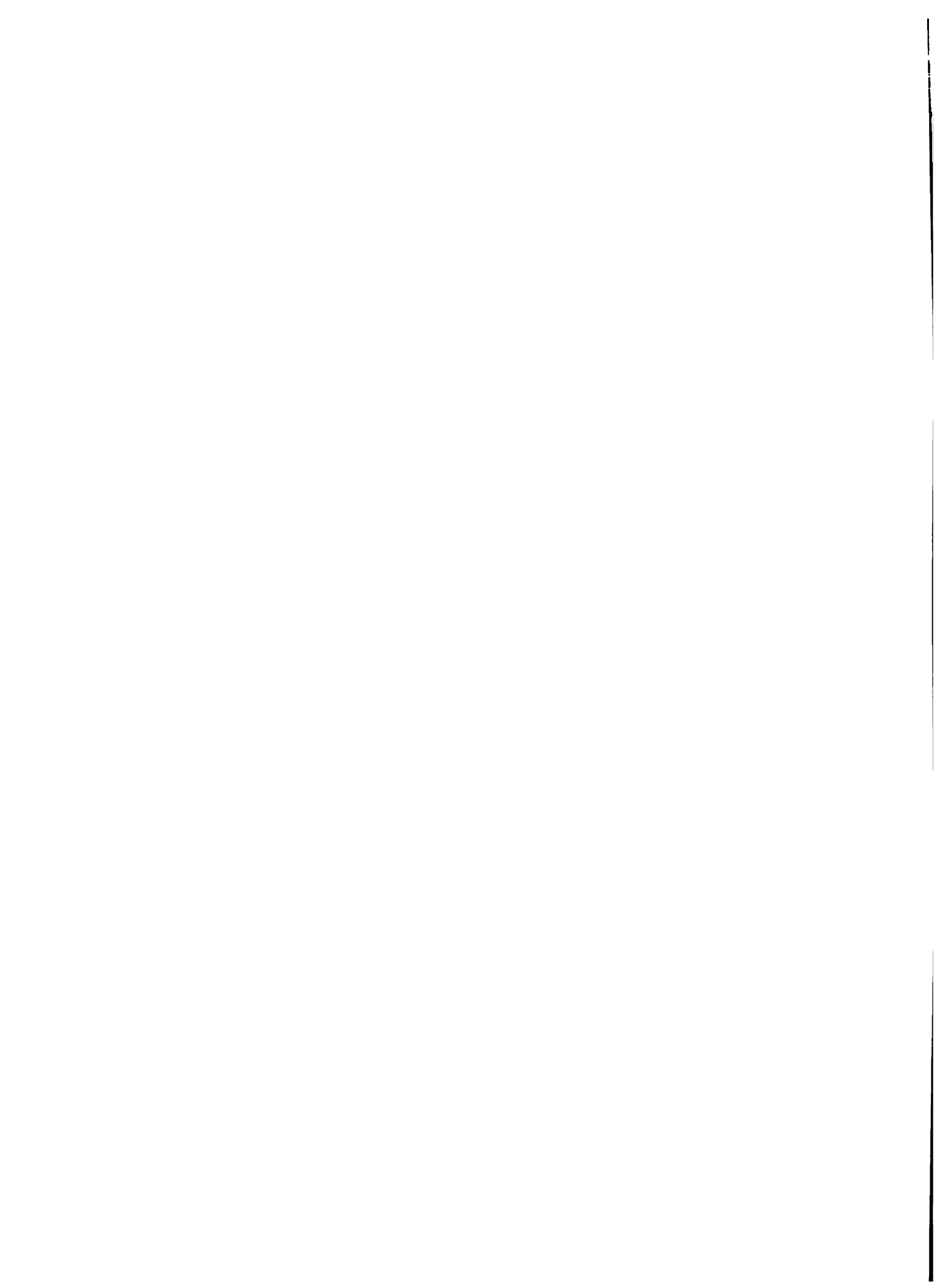
### 3.1.6. Technical Expertise

In 1972 IICA created the Hemispheric Marketing Programme as an additional and necessary step towards its objective of Rural Development. Since 1972 IICA has employed 16 marketing specialists to work directly with Governmental institutions in an attempt to solve basic problems, such as:

- Low prices at farm level
- Low productivity
- Lack of adequate information and technology
- High levels of post-harvest food losses
- Lack of marketing infrastructure and
- Inadequate supply for export purposes

The strategy for solving these types of problems is oriented towards increasing the national institutional capacities to provide improved marketing services.

Although each marketing specialist is assigned to work in one specific country, part of the IICA strategy is to optimise the





use of these specialists by inter-change between countries. Experiences of IICA in marketing include the following:

**Colombia:**

In 1969 the Government of Colombia created the National Programme for Agricultural Training which was placed under the administrative responsibility of IICA. Over the years hundreds of training activities have been realised in all aspects of agricultural marketing (purchasing, grading, packaging, storage, conservation, distribution, transport, etc.) for technical personnel from the public and private sector of Colombia and other countries. In addition, technical assistance has been supplied to a number of institutions which intervene in the marketing process.

This training centre in Colombia has an excellent staff of marketing specialists and is equipped with laboratory equipment and one of the best stocked libraries on agricultural marketing in Latin America or the Caribbean.

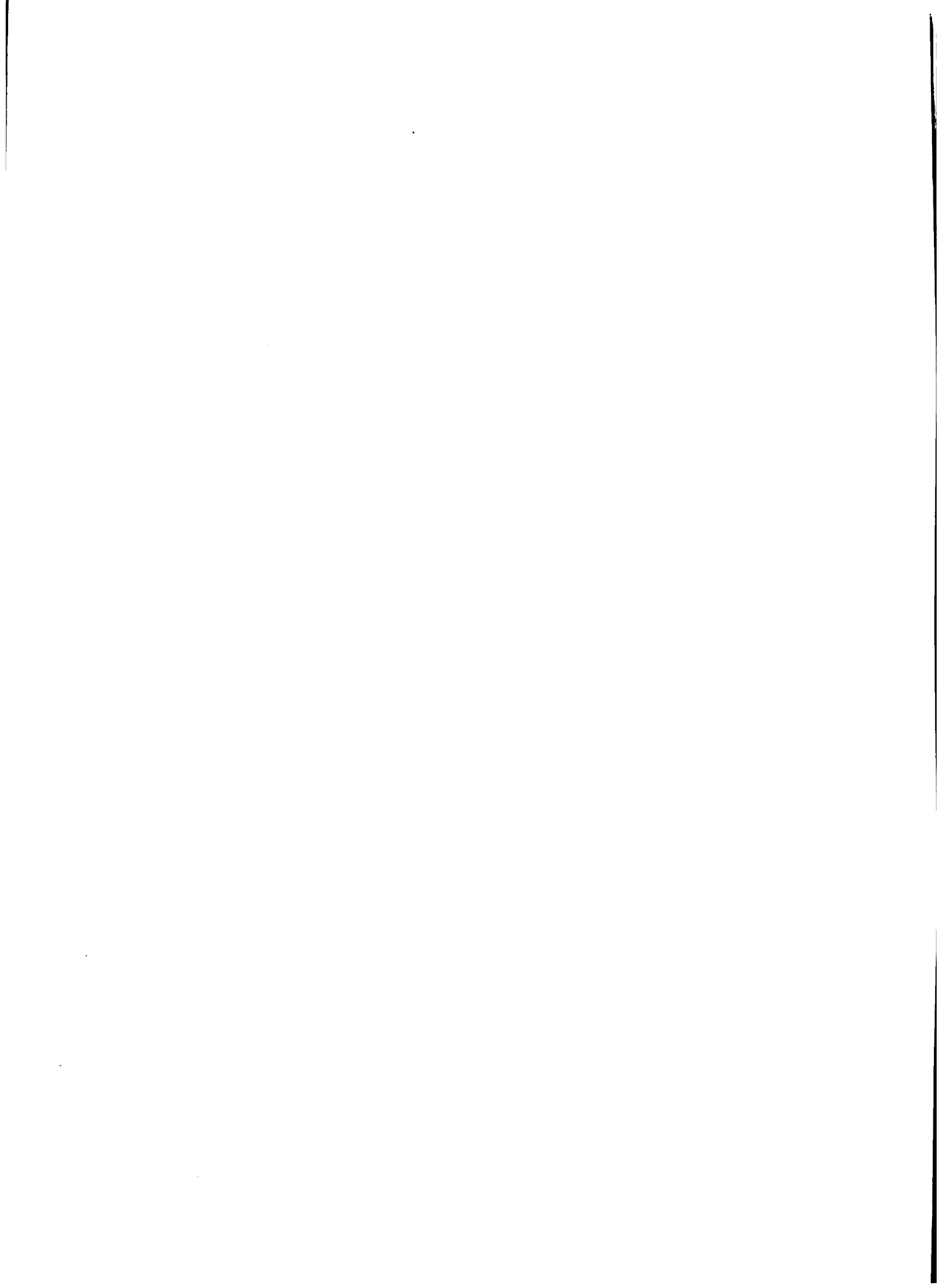
**Venezuela:**

In Venezuela IICA has supported the Government's effort through the Ministry of Agriculture and the Marketing Corporation to implement a programme for the installation of rural assembly centers for fruits and vegetables. This programme includes:

- the installation of basic infrastructure and equipment
- transport services
- price and market information, and
- channeling of diverse governmental services such as credit, extension, technical assistance, farmer organization, etc.

**Brazil:**

At present there is an agreement between the Ministry of Agriculture of Brazil and IICA concerning the strengthening of the National Agricultural Marketing System. The objective of this project is to conduct diagnostic studies of selected agricultural marketing sub-systems and collaborate on the preparation of pertinent programmes



and projects.

**Haiti:**

Since 1976 under a Haiti/CID A/IICA agreement, the Institute has provided direct advisory services for the creation of a National Agricultural Marketing Service (SENACA) in the Department of Agriculture, Natural Resources and Rural Development (DARNDR).

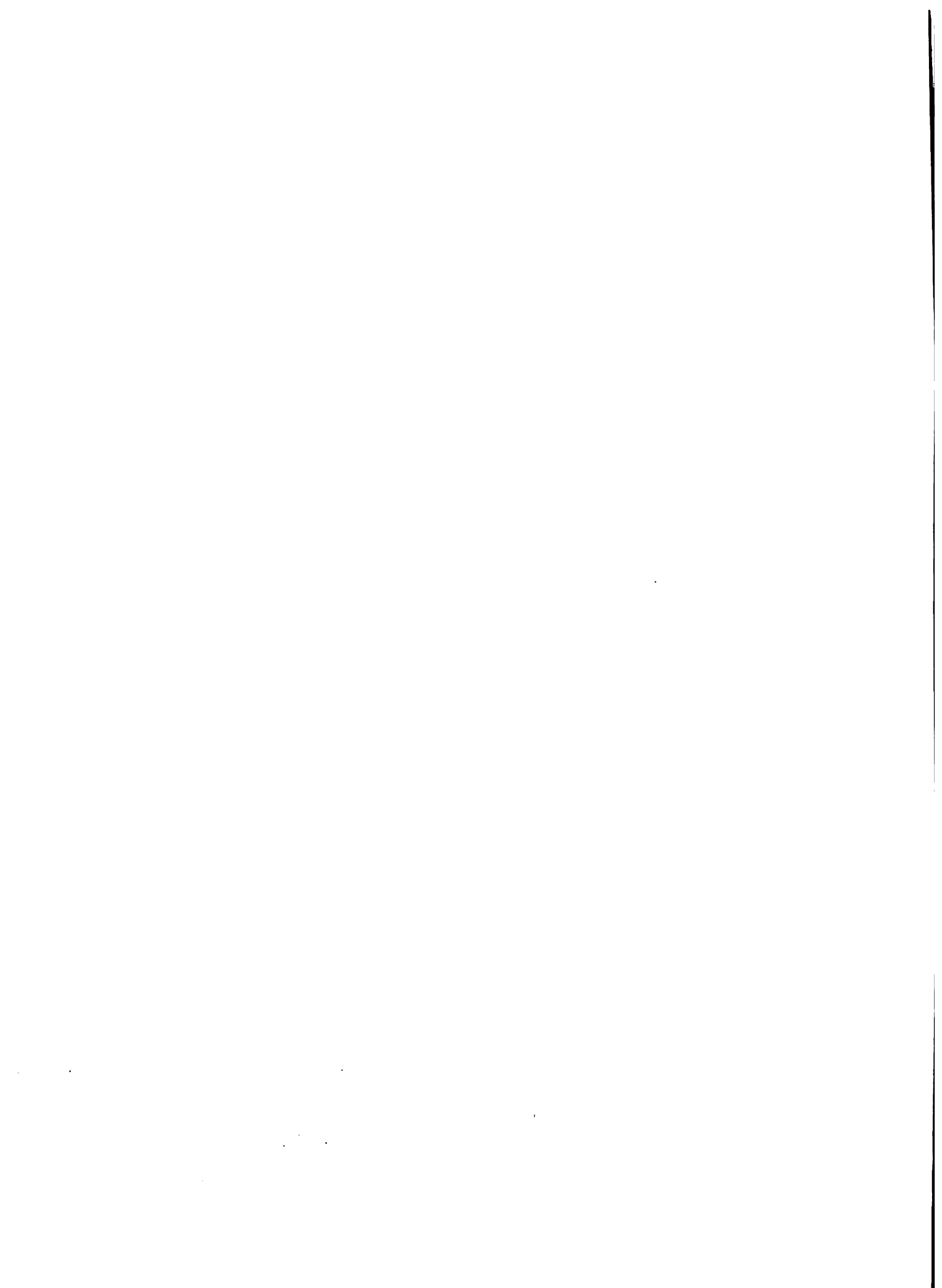
IICA's support to the DARNDR for the creation and strengthening of a National Agricultural Marketing service in Haiti has been oriented to compile and disseminate agricultural marketing information, formulation, evaluation and implementation of marketing projects and to foster the creation of regional marketing centres.

**Dominican Republic:**

In 1975 IICA signed an agreement with the Ministry of Agriculture to provide technical cooperation to the principal marketing institutions of that country. This project will begin its phase-out stage in early 1980 after having achieved the following results:

- Realization of a diagnostic study of the internal marketing system and the publication of over 30 basic documents on the marketing of specific crops.
- Training of more than 80 technical personnel.
- Creation of a bank of basic information on the marketing system.
- Reorganization of marketing institutions.
- Identification and preparation of several marketing development projects.
- Implementation of a market price information system.
- Preparation of a national marketing plan.
- Implementation of a nation-wide programme to establish 60 Rural Integrated Service Centers to benefit the small farmer.

After 4 years of technical cooperation to the Ministry of Agriculture and the National Marketing Institution (INESPRE) tech-



nical assistance requirements have been reduced to the minimum and in very specialised areas.

**Guyana:**

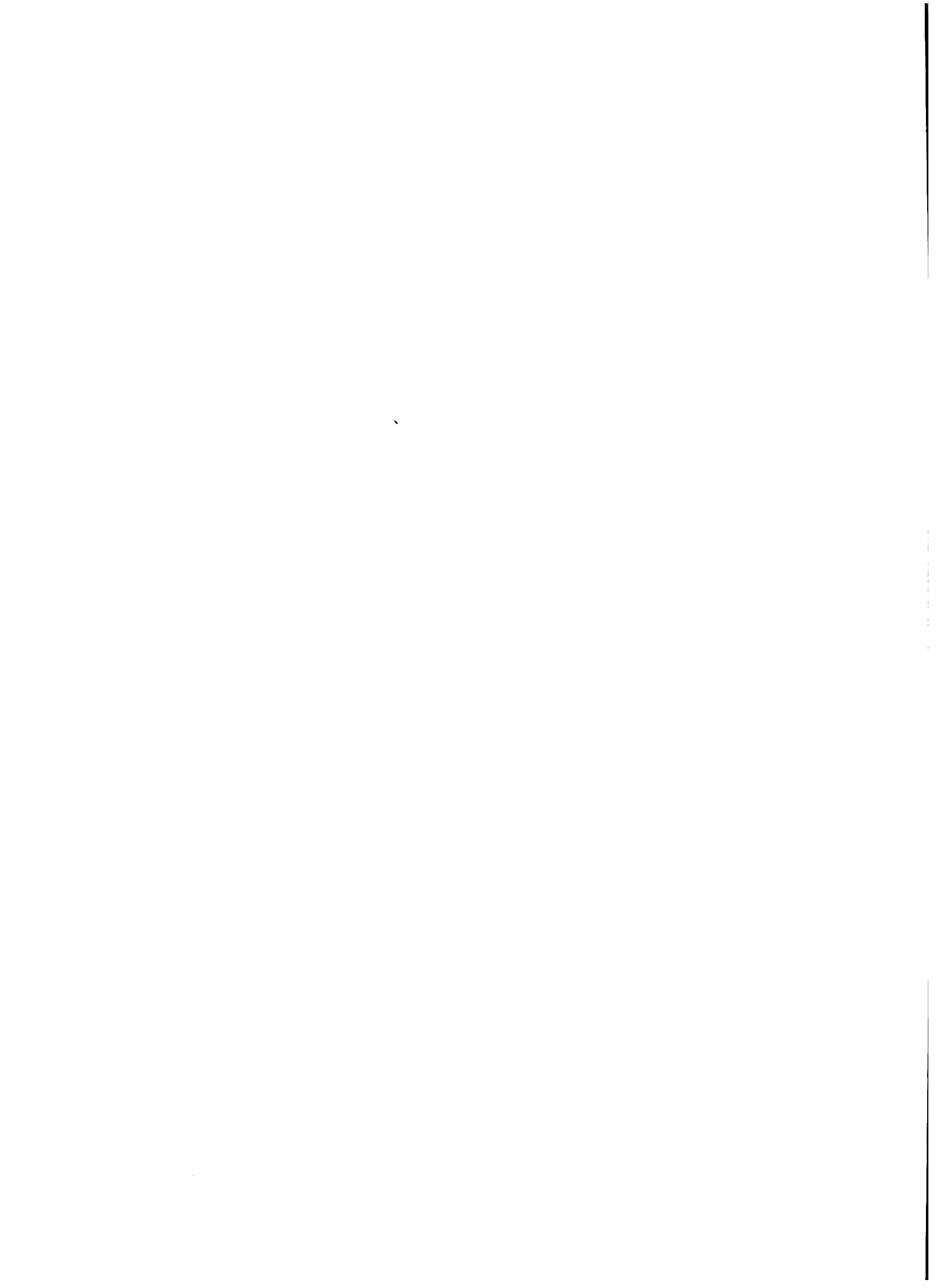
For the past 3 years IICA has worked closely with the Guyana Marketing Corporation and the Ministry of Agriculture in the realisation of diagnostic studies of the internal marketing system and on methods of post-harvest loss reduction. At the present time IICA and GMC personnel are carrying out an institutional analysis of that organization.

**Barbados:**

For the past 6 months IICA has been providing technical cooperation to the Barbados Marketing Corporation and the Ministry of Agriculture in market-related activities including institutional reorganization, planning and export promotion.

In addition to the specific examples presented above executed through specific contracts and agreements, IICA is executing projects in various Latin American and Caribbean countries through its regular quota funds and the Simon Bolivar Fund. All of the above has resulted in IICA developing relevant expertise in the following areas of the marketing process:

- Helping institutions improve their marketing services
- Design of diverse types of methodologies
- Training of technical personnel in diverse aspects of marketing
- Diagnostic studies of the internal marketing system
- Institutional analysis and restructuring of marketing agencies
- Price information methodologies and systems analysis
- Post-harvest loss reduction
- Rural assembly
- Urban distribution
- Marketing strategies and policies
- Project preparation
- Market development plans



### 3.1.7. Technical and Administrative Support

IICA through its Office in Trinidad/Tobago will be able to support this project both administratively and technically. This support will include office space, communication, transport, secretarial services and others.

Technical support will be provided by two resident specialists including an agricultural economist and an extensionist.

Additional technical support will be available from IICA Offices on a cost basis in Guyana, Barbados, Dominican Republic, Venezuela and Colombia in the areas of marketing, training, institutional analysis and others.

For more detailed information on technical resources see curricula vitae in Appendix 1., page 45.





## IV. PROPOSAL

The proposal presented below is separated into three sections. The section on operational strategy states the objectives of the study individually and outlines the major problems related to the objectives, their resolution and resource requirements. The section on implementation presents the methodological approach to be used by IICA in reaching the objectives and the coordination and extension mechanisms associated with implementation.

The final section of this chapter details the work plan, associated services and costs to provide the technical cooperation.

### 4.1. Operational Strategy

The terms of reference provided by the Food and Agriculture Corporation are repeated at this point and are referred to as objectives.

#### 4.1.1. Objective One:

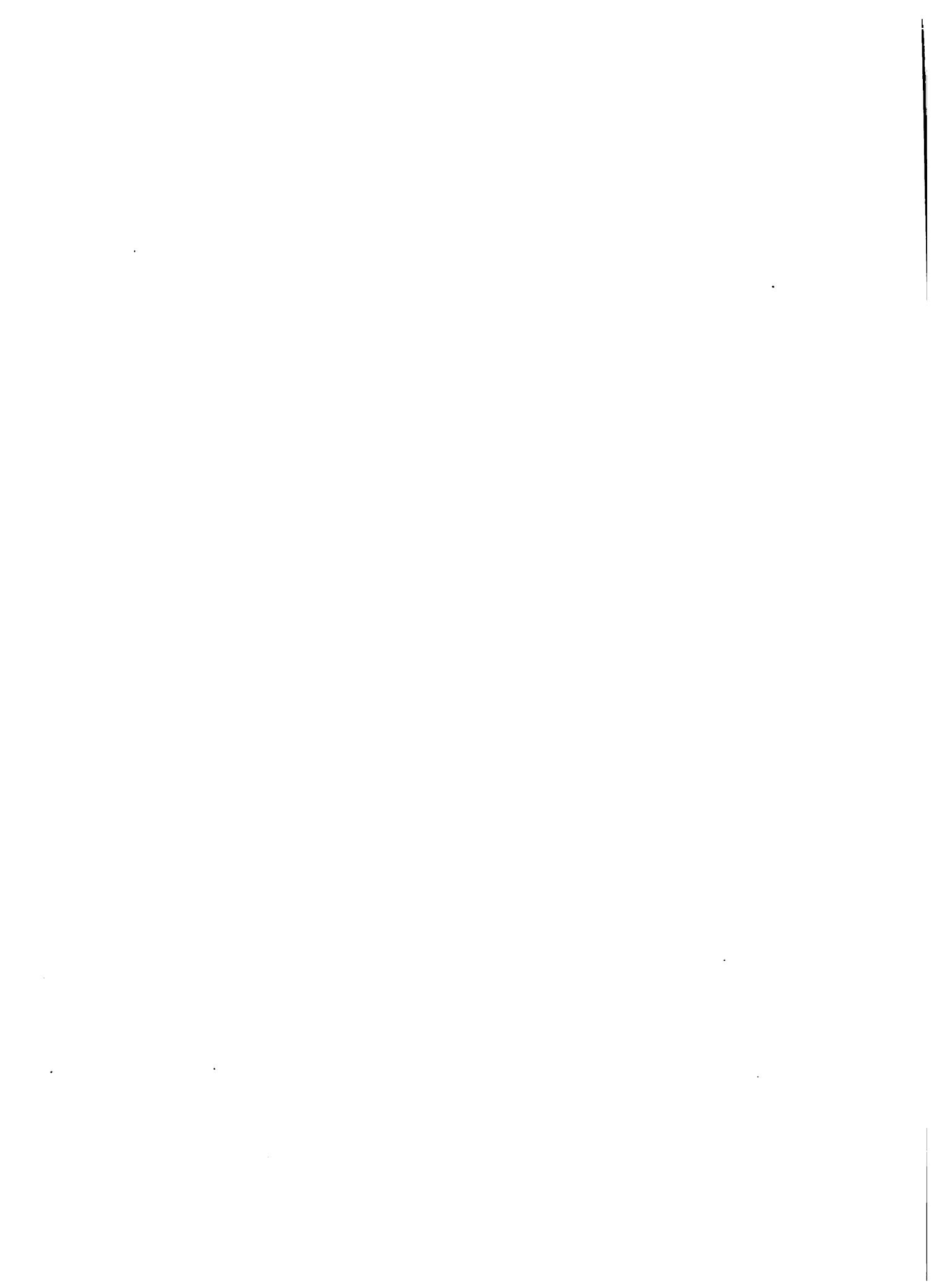
To determine the trading policy of the Board of the Central Marketing Agency with special reference to buying and selling prices, and procurement and supply objectives.

The emphasis here is placed on price policy as represented by the determination of prices to farmers and consumers. The aim is to promote greater and more efficient production by farmers so that increased quantities of produce at reasonable prices will be available to consumers.

The interpretation of the terms of reference and where the stress is placed is our own. Should particular aspects considered important and not addressed fully by IICA's strategies be identified, alterations can be made to ensure coverage.

#### 4.1.1.1. Problem Identification

The main problems are those related to variables influencing the demand and supply of produce and products handled by the CMA. Given the large quantities of products imported, both external and domestic market features need to be focused on. The issues to be investigated to determine optimal trading policy fall into the areas of the supply situation, the demand situation



### Demand Situation

The interaction of demand and supply and their relative responsiveness determine the kinds of trading policy considered for adoption. The competing uses for the produce must be recognised as it is the basis for estimating the amounts of produce the particular agency may receive or be required to handle. Gross production is normally divided between on-farm consumption, fresh consumption, animal consumption, industrial uses and losses. Depending on whom the marketing agency expects to supply and the behavior of its competitors the net amount handled by it can be estimated. The kinds of questions relevant in this regard are:

What is the on-farm consumption of the respective products and how would increased prices or higher output affect the amount consumed on the farm?

What is detouring the product away from direct (fresh) consumption by the consumer?

Is the product used by processors for animal feed or any other use?

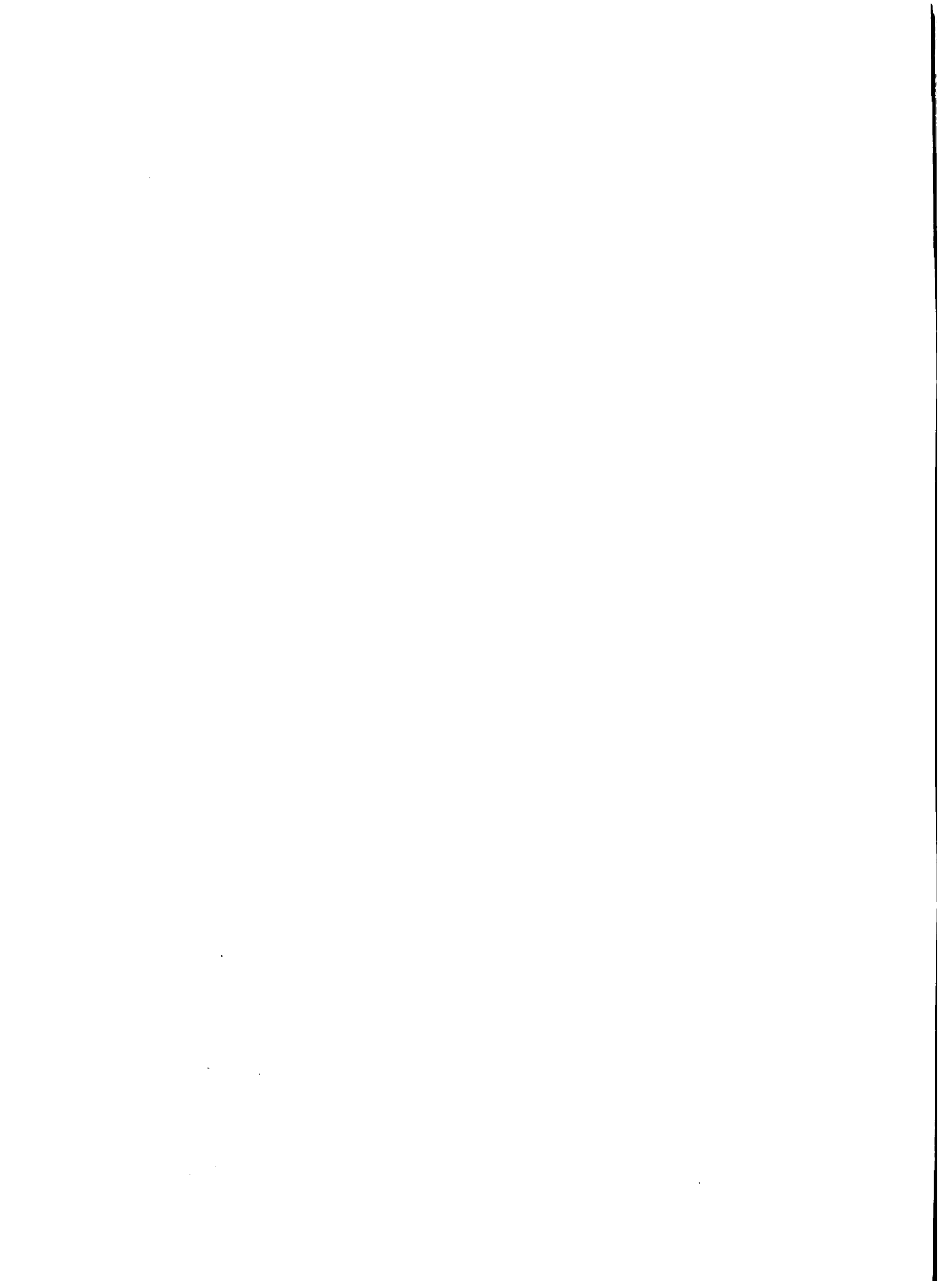
Are the users price sensitive?

What is the relative demand among the different users and the pressure exerted from each user in affecting the price?

How does the buying power of the different users compare?

### Price Policy

The Government determines whether or not prices will be allowed to find their own levels in the market. The more often observed case in developing countries is the existence of a ceiling on prices to consumers at the same time that guaranteed (support) prices are issued to domestic farmers to stimulate agricultural production. Although a band exists within which prices can fall, they normally settle at the ceiling level at the consumer end, far above the minimum price for the farmer. Further, input costs continually rise and when the ceilings are not revised they serve as serious deterrents to domestic agricultural production. The kinds of questions that need to be



asked in this case are as follows:

What are the prevailing spot prices?

How variable are they?

What is the percentage of transport charges in total cost of production?

For what products does the government have minimum support price programmes and what percentage of the crop flows into these programmes?

How does the support price compare to the farmers cost of production and to the spot price?

What are the products governed by price ceilings and what is the ceiling?

How often is the ceiling price revised?

Should a low price, large volume strategy be employed?

Is a cost plus approach feasible?

#### 4.1.1.2. The Strategy

The strategy adopted in approaching this objective is influenced considerably by the time frame of the project.

It is envisioned that there will be the need for a survey to be designed and implemented to provide additional information to supplement available secondary data. Descriptive statistical methods will be employed to analyse the data. On the basis of these findings (largely shedding light on answers to the main questions) proposals for action to be taken and policies to be adopted will be generated.

#### 4.1.1.3. Products of the Technical Cooperation

The basic results expected include the following:

- increased data and information
- a price policy package through which the marketing system can be better supervised and coordinated
- identification of key variables affecting the marketing framework and their relative importance
- responsiveness of the agricultural sector to price changes and the scope for the introduction of modern technology to expand acreage and increase yields will be determined



- level of demand will be determined and the extent of demand from different sources will be separated out
- the variability of prices and the factors causing this variability will be pointed out
- price policies to reduce variability and increase production will be proposed.

#### 4.1.1.4. Resource Requirements

The major technical resource requirements include the services of an agricultural economist and one medium level researcher (1st degree).

#### 4.1.1.5. Time Phase of Activity

It is expected that the activity will be completed over a period of five months.

The agricultural economist will devote three man/months between month one and month five, and the medium level researcher two man/months during months one and two.

#### 4.1.2. Objective Two:

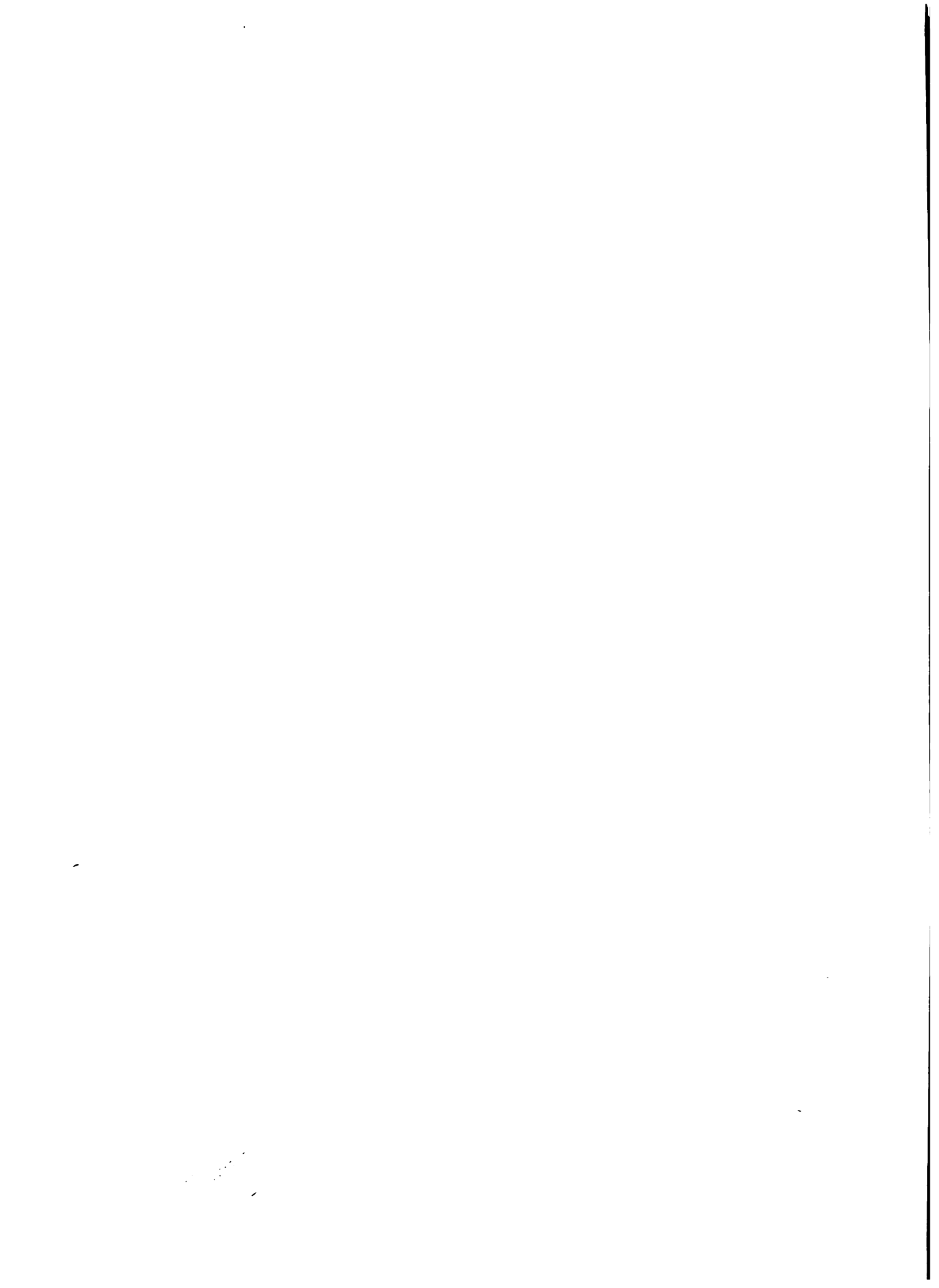
To determine the extent to which the Board's trading policy is influenced by:

- a) Price control regulations
- b) Guaranteed price schemes and other subsidy programmes
- c) Prevailing market prices and supplies.

The focus here is on price policy mechanisms and their interactive effects. The main relationship of interest is characterized by the Board's trading policy as the dependent variable and price control regulations, guaranteed price schemes and prevailing market prices as the independent variables. Understanding the nature and effect of these independent variables is the key to deriving the influence exerted by them.

#### 4.1.2.1. Problem Identification

The main problems existing here are in the characterization of the relationships existing between the different types of price regimes and their effects on the trading policy of the CMA Board.





What are the major determinants of the market price?

How variable are market prices?

Have changes in the market price over time been reflected in the guaranteed price and price control structures?

#### 4.1.2.2. Strategy

The ideal analytical framework for shedding light on the relationship between these different price-setting structures would be time series analysis. However, few price boards in both developed or developing countries have exhibited the dynamism which would give reason to expect such an analysis to be meaningful. Further, the recent creation and at different points in time of the price structures would probably not provide information in the form required. Different starting dates and incomplete time series would prevent such an analysis from taking place. The alternative is to carry out what may be referred to as judgemental analysis. The price data available would be collected and compared in a table. On the basis of this information and discussions with the price boards, hypotheses will be drawn about the existing relationships. All this is said because the second best strategy is to take the price data collected and compare it in a table and draw hypotheses of the existing relationships.

#### 4.1.2.3. Products of The Technical Cooperation

The results to be yielded in this section will include:

- greater familiarity with the price structures, control mechanisms, support mechanisms and market influences as they existed in the past and presently exist. This information is crucial to price policy formulation and planning of the agricultural market in the future.
- the relationships between the price structures - how they interact and affect each other, would be made explicit and can be a part of programming the market.



The major issues are again in the area of price policy, though somewhat different from 4.1.1. because of the concern with varied kinds of price setting mechanisms.

### Price Policy

Price policy in developing countries over the last quarter century has been designed to lower the prices of food and other agricultural goods and to increase the prices of manufactured goods. The basis of this twisting of the terms of trade is the belief that aggregate agricultural production is not very responsive to price changes and that higher food and other agriculturally related prices (clothing) most adversely affect low-income consumers. Given the recent decline in agricultural production evidenced in many developing countries and the limited results from "industrial priority" policies, more attention is being paid to the agricultural sector. In order to formulate optimal price policy several of the questions raised above in regard to individual farmer response are relevant. The additional information needed could be pursued with questions of the following nature:

What is the nature of price control regulations?

Which products do they affect?

Are they enforced?

On what basis were they arrived at?

At what levels of the market do they apply?

What is the nature of the guaranteed price scheme and other subsidy programs?

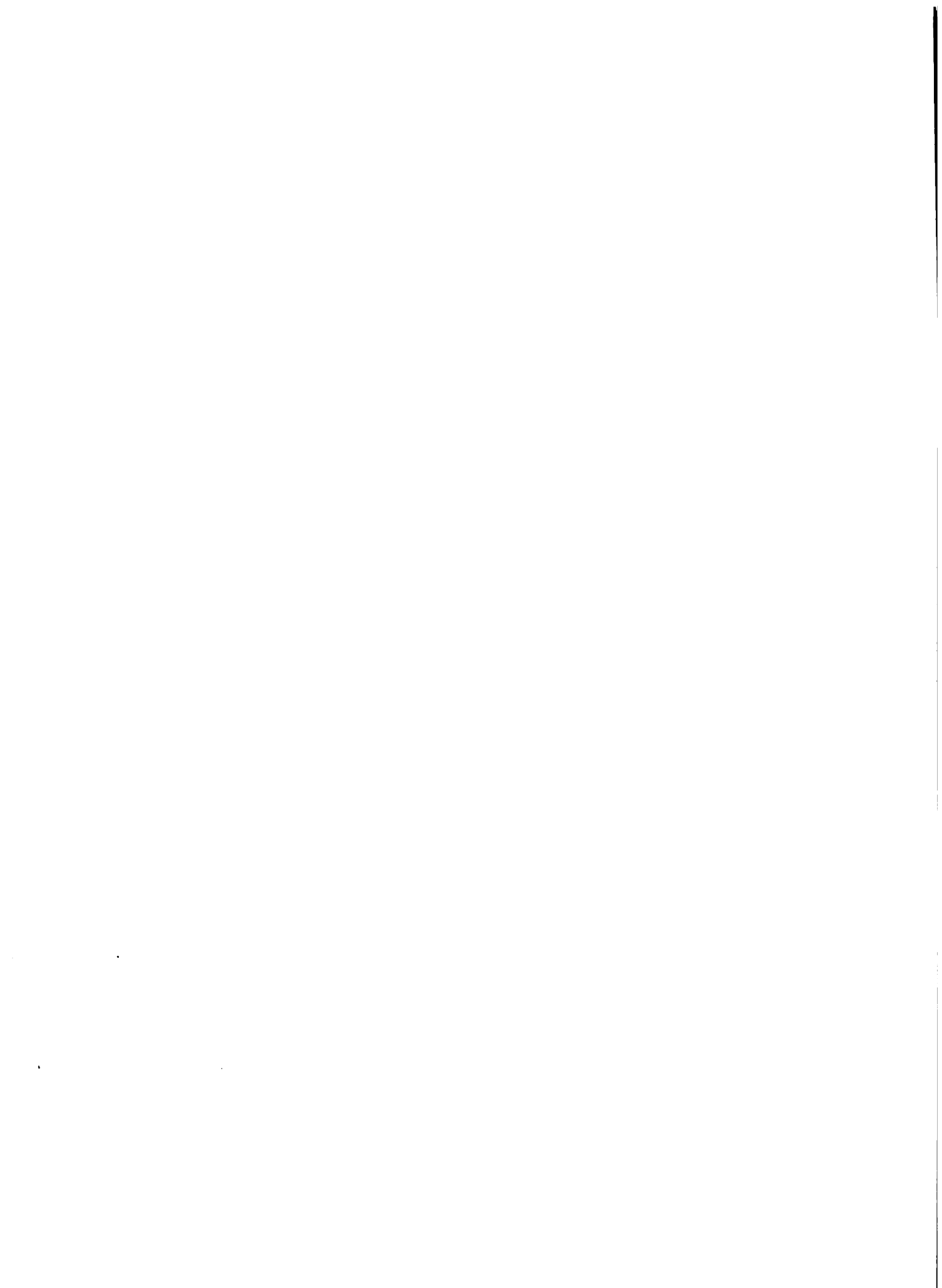
Why was the subsidy implemented?

What was the basis for arriving at the given minimum price level?

What percentage of the crop flows into the support price programme?

How does the support price compare to the farmers' cost of production and to spot price?

How often is the support price revised?



4.1.2.4. Resource Requirements

The services of an agricultural economist will be required to conduct interviews with the different price boards and analyse market price information.

4.1.2.5. Time Phase of Activity

The activity will be completed during month four and will occupy one half of a man/month.

4.1.3. Objective Three:

To examine in detail the trading performance in each product line and to make recommendations designed to improve the efficiency and profitability of the agencies' overall trading function.

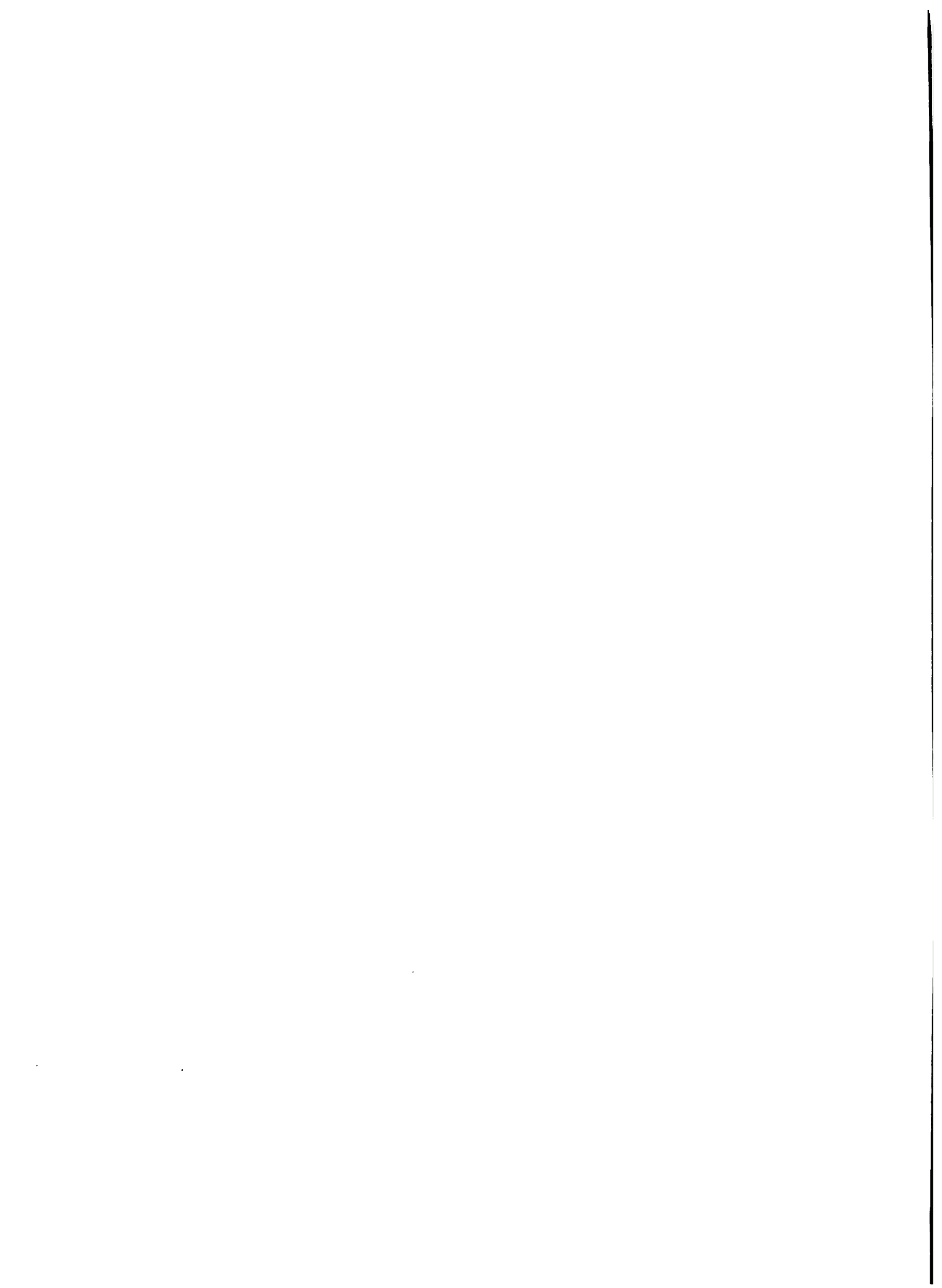
The focus here is on each product line as it relates to the overall functioning of the agency. The tradeoff between overall efficiency and profitability and the social desirability of handling a particular product line would have to also be given consideration.

Given the nature of marketing institutions the political arguments for the continuation of a policy for handling a particular product line may be more important than the financial or economic arguments for dropping the policy or leaving the line.

4.1.3.1. Problem Identification

It is necessary to understand product lines in detail both from the procurement and distribution points of view if trading in them is to be improved. In order to accomplish this, issues related to losses arising while buying and selling individual product lines need to be investigated.

The problem here is more in the field of micro-economics and comparative analysis across product lines would need to be carried out. This type of research is greatly needed in institutions of this nature as in few instances can a manager state confidently which products are his most important earners or losers. In order to do this, comparative costs of purchasing, transporting, storing and distributing different products would



be generated and compared. The costs and returns associated with the following types of questions would be the main considerations:

### Procurement

How do product lines differ in terms of total domestic production and seasonal variability?

What are the economic and social gains from promoting one product line as opposed to another?

What is the difference in quality between product lines when the products are purchased and when they are resold?

Is the product inspected and graded properly at the time of procurement?

Is storage capacity adequate for different product lines when supply is most available?

How long can individual lines be stored before significant spoilage/losses are incurred?

Does the transportation and/or storage services damage the product?

Where do the post harvest losses occur and why?

### Distribution

How quality-conscious are consumers?

What price differentials exist for different quality levels?

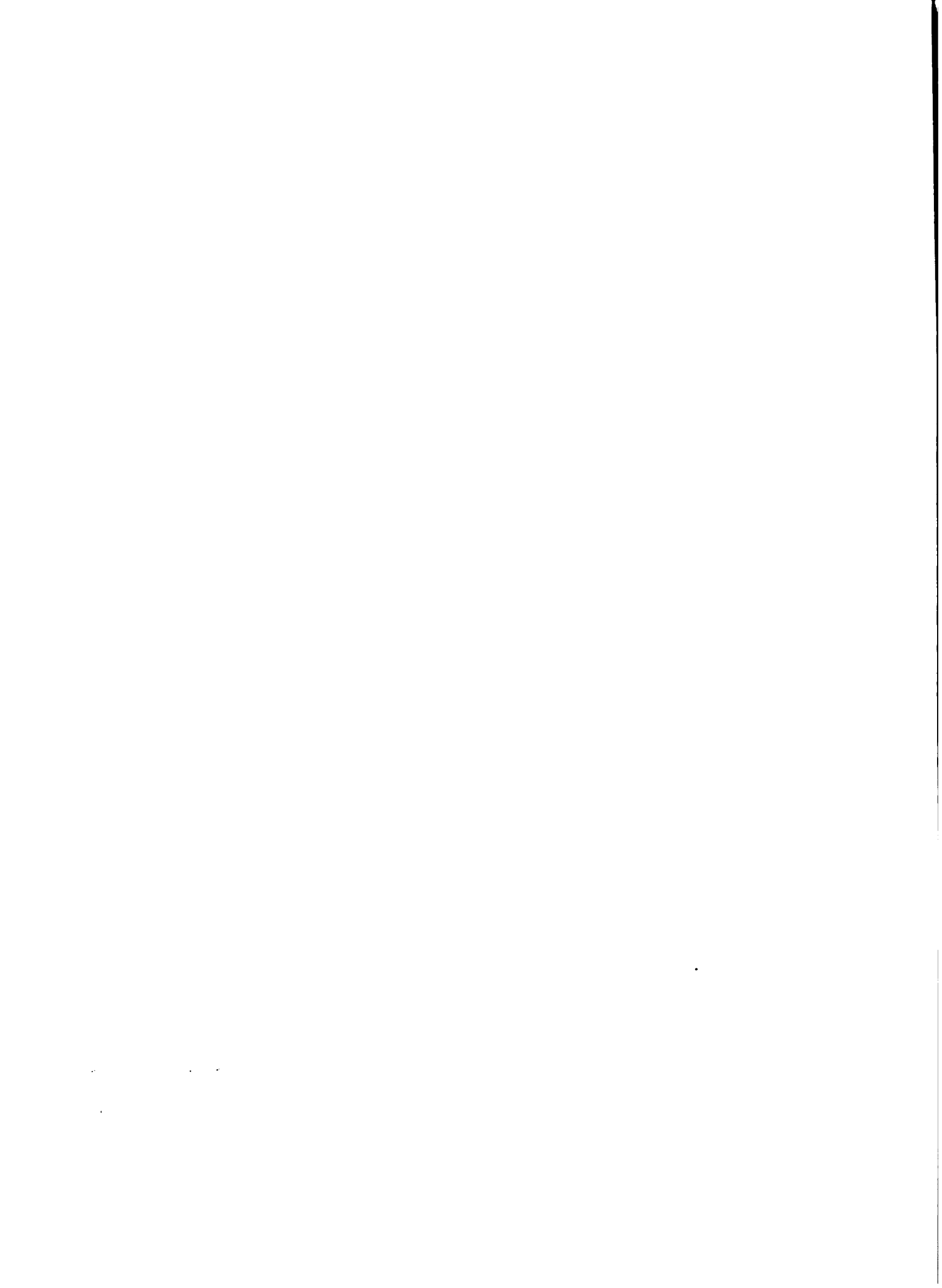
What are the preferred product characteristics and the hierarchy among them?

How frequently is the product purchased? and in what volume?

Is it purchased on a seasonal basis?

What are the implications of frequency and seasonableness of consumer purchasing patterns on purchasing patterns and inventory management of the CMA?

Should one distribute selectively through a limited number





of outlets?

Should one attempt mass distribution through large numbers of outlets?

What sales force is required?

How would working capital requirements increase?

Should there be product promotion?

What? How much? To whom?

#### 4.1.3.2. Strategy

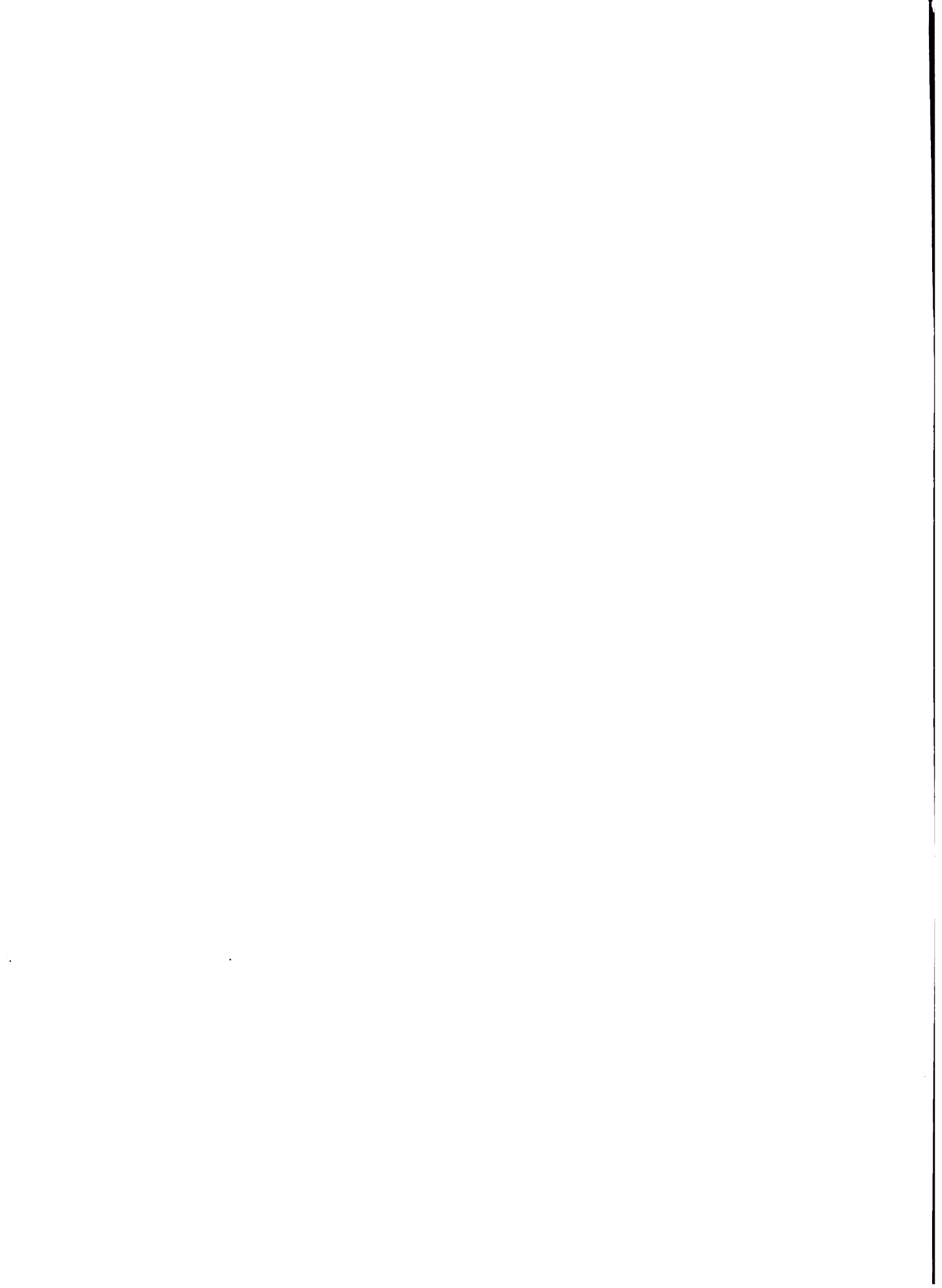
The need to follow the product lines through the marketing system are obvious. The present system as it works from point of purchase to point of resale would be observed, and costs related to marketing functions of each product line would be estimated. The relative gain or loss (both value and produce) associated with a particular function and product line would be the basis of decisions promoting one alternative against another.

Available data for purchases and sales over past years would be analysed and marketing margins for various intermediaries compared.

#### 4.1.3.3. Products of the Technical Cooperation

The major results expected are:

- availability of precise cost figures for different operations as they apply to product lines. This information would contribute significantly to improving control of the agency from a managerial standpoint and could result in a higher level of efficiency. The planning of purchases and sales would be greatly facilitated and while both farmers and consumers would be served better, losses in moving produce between them would be reduced.
- major bottlenecks resulting in produce spoilage and loss, and alternative methods for reducing losses would be identified.



4.1.3.4. Resource Requirements

The services of an agricultural economist and food technology specialist would be required. They would carry out detailed research on the movement of produce from farm to consumer and quantify the individual functions.

4.1.3.5. Time Phase of Activity

It is expected that the activity will be completed over a period of three man/months. One man/month of the agricultural economist and two man/months of the food technology specialist will be used. The food technology specialist would begin in month two and the activity will be completed in the third month. The agricultural economist will liaise with the food marketing specialist during month three.

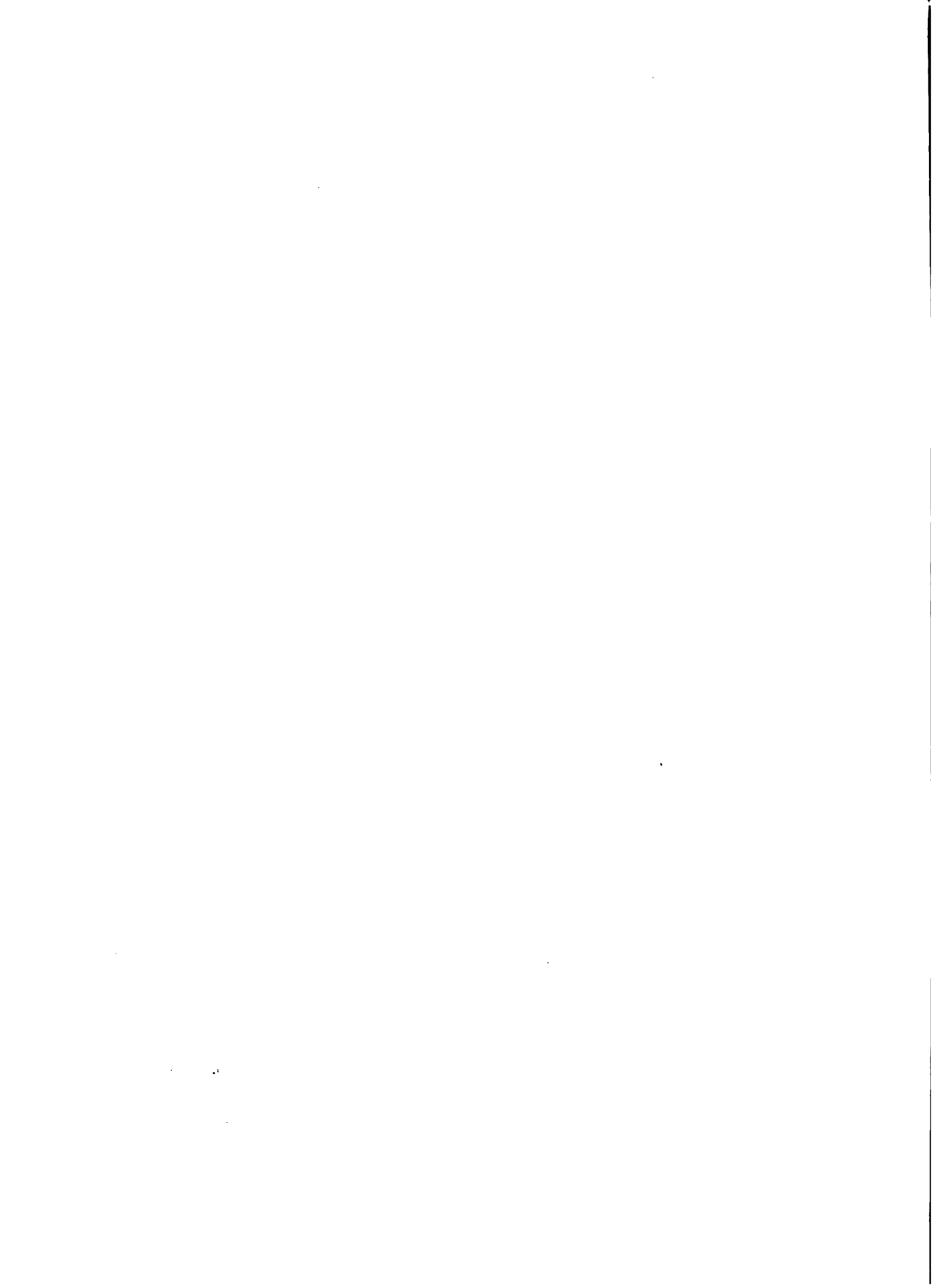
4.1.4. Objective Four:

To examine the function of purchasing fresh produce and other commodities for Government institutions and to make recommendations for the efficient and profitable execution of this function.

4.1.4.1. Problem Identification

The principal role of any agricultural marketing institution is to regulate, control and/or execute the purchasing of selected produce and products. As stated in the Central Marketing Act of 1966, this is the case for the Central Marketing Agency (CMA). Historical data shows that as marketing agencies purchases increase, so do product losses and thus governmental subsidies. As central marketing institutions become less efficient, they tend to establish lower minimum guaranteed prices or reduce the number of products handled with the objective of reducing purchases, thus costs and deficits to the institution. Although this policy will reduce the costs to the government, it will not solve the basic underlying problems nor help the institution reach its established objectives.

The reasons for a faulty or inadequate purchasing policy are many, and the identification of the exact reasons is the purpose



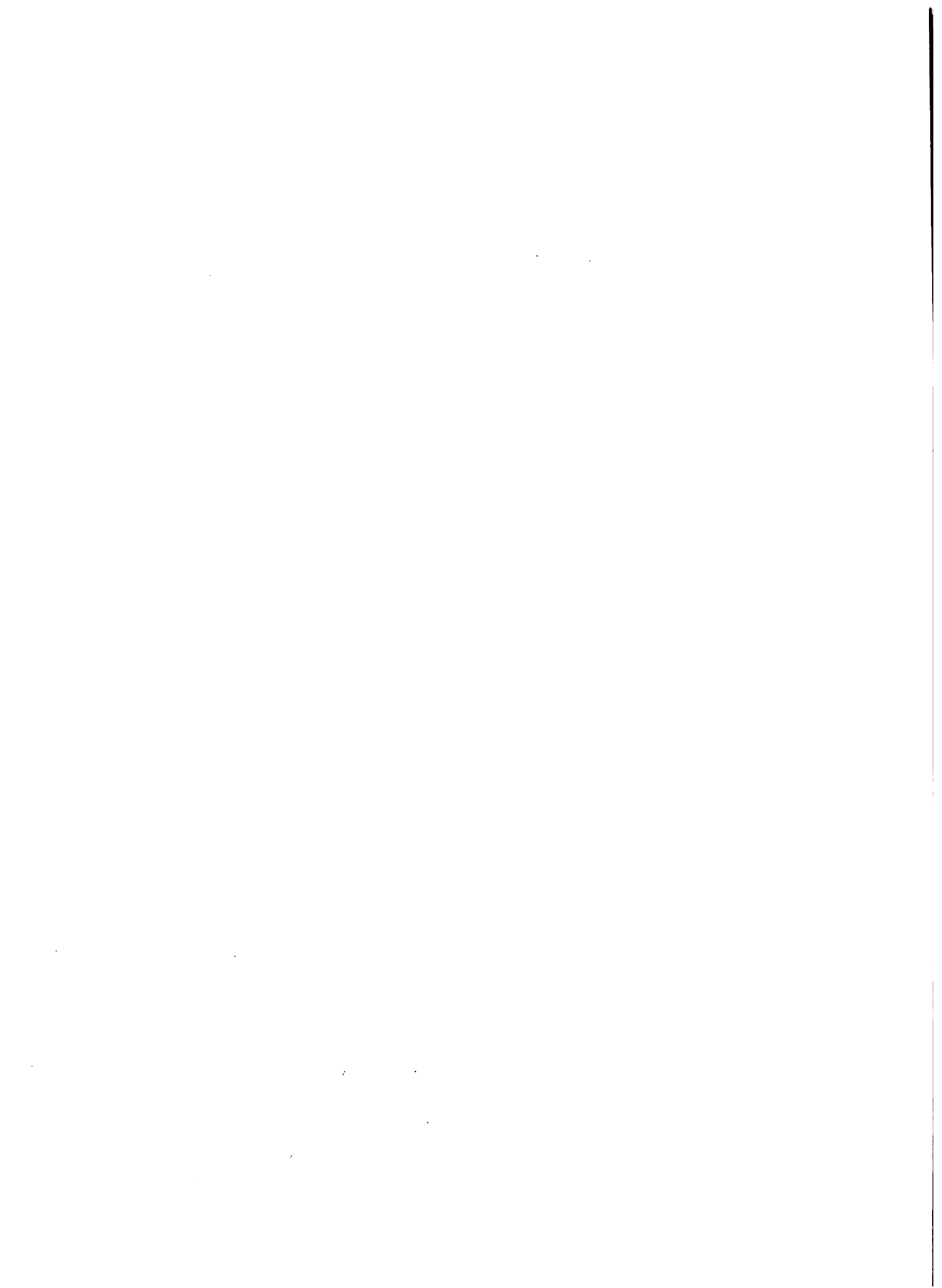
of this technical cooperation proposal; however, some tentative problem areas can be identified which include the following:

- The lack of autonomy in operational aspects and excessive controls from exogenous authorities often lead to inefficient purchasing procedures. This includes price controls which limit margins to insufficient levels to cover costs.
- Guaranteed minimum prices are often kept very low resulting in low levels of purchases, thus high per unit operating costs.
- Purchasing of food crops in rural areas is often carried out through individual suppliers (farmers) rather than through organized associations or cooperatives which would yield economies of scale.
- Purchasing policies are often ad hoc or a result of political strategies rather than developed ones.
- Too little concern is given to the desires and needs of the users or consumers of the produce purchased who may require products with particular characteristics.
- Decisions are often made to purchase produce or products for which basic infrastructure is inadequate, or for which markets are limited or unknown.
- Many marketing institutions lack marketing personnel to plan, programme and execute purchasing policy.
- Any or all of these problem areas may apply to the CMA. The purpose of this proposal is to identify which and suggest ways to reduce or eliminate them.

#### 4.1.4.2. Strategy

As stated above, purchasing is one of the most important functions of a marketing institution. With that in mind it can be observed that other marketing functions, such as; information, grades and standards, financing, price fixing, planning and others<sup>1</sup>

1. Training, investigation, organization, promotion, coordination, legislation, import/export activities, processing, assembly, distribution, transportation, storage.



are necessary to make the purchasing function work. It is felt that in any attempt to analyse the purchasing function it should not be done in an isolated manner but in relation to all other complementary marketing functions.

As a first step in making recommendations towards improving the purchasing function, an analysis will be made of all CMA marketing functions in terms of institutional objectives and goals with the intention of identifying those functions which are critical to carrying out the purchasing function. The methodology to be applied will use relevant parts of the procedure followed by IICA in carrying out institutional analyses of marketing entities in the Dominican Republic and Guyana.

The second step towards reaching this objective will include a variety of activities including a cost/benefit analysis of available historical data on product purchases and sales, interviews with CMA personnel at all levels, interviews with farmers and other non-CMA personnel involved in CMA purchases and on-site observations.

Specific concern will be given to analysing and evaluating CMA guaranteed price structure, and its purchasing programmes and strategies in the case of rice, pigs, onions, Irish potatoes, CARICOM purchases of perishable food stuffs and others thought to be important by CMA or the Food and Agriculture Corporation of Trinidad & Tobago Ltd.

On the distribution side attention will be given to the 26 institutions receiving produce through CMA, and an evaluation will be made of their need for services and actual services received from CMA.

#### 4.1.4. 3. Products of the Technical Cooperation.

The strategy to be followed will produce a series of products useful for the improvement and strengthening of the purchasing function.

These include the following:

- A clear understanding of CMA objectives and goals and the critical marketing functions to be strengthened so as to





reach them.

- National personnel participating in the analysis will have a better understanding of the problems and alternative solutions and will thus be in a better position to help strengthen CMA's purchasing function as well as other critical marketing functions.
- The interviews with key persons in urban and rural areas will provide the basic information to identify weaknesses in the existing system and suggest alternative solutions for improvements.
- The cost/benefit analysis will quantify the magnitude of some problem areas and suggest areas for increased or decreased emphasis.
- Specific recommendations will be made as to necessary changes and improvements in ongoing purchasing programs, particularly those affecting the institutions receiving produce through CMA.
- Specific areas will be identified for personnel recruitment and training.

#### 4.1.4.4. Resource Requirements

Personnel requirements to carry out this aspect of the technical cooperation proposal will include a marketing specialist (macro-agricultural economist) and an economic anthropologist.

#### 4.1.4.5. Time Phase of Activity

The marketing specialist will be required for three man/months beginning his activities in month 1 and terminating three months later. The economic anthropologist will be used for  $\frac{1}{2}$  of a man/month beginning and ending his activities during month two.



#### 4.1.5. Objective Five

To evaluate the adequacy of the Agency's physical plant with particular reference to storage and transport facilities and to make recommendations for the proper performance of the storage and transport functions by the most efficient and cost effective methods.

As agricultural produce moves through the marketing channel between producer and consumer it must be transported and temporarily stored. If these facilities are inadequate, then overall operations of the marketing institution will be inefficient, thus the emphasis on CMA's physical facilities at this point.

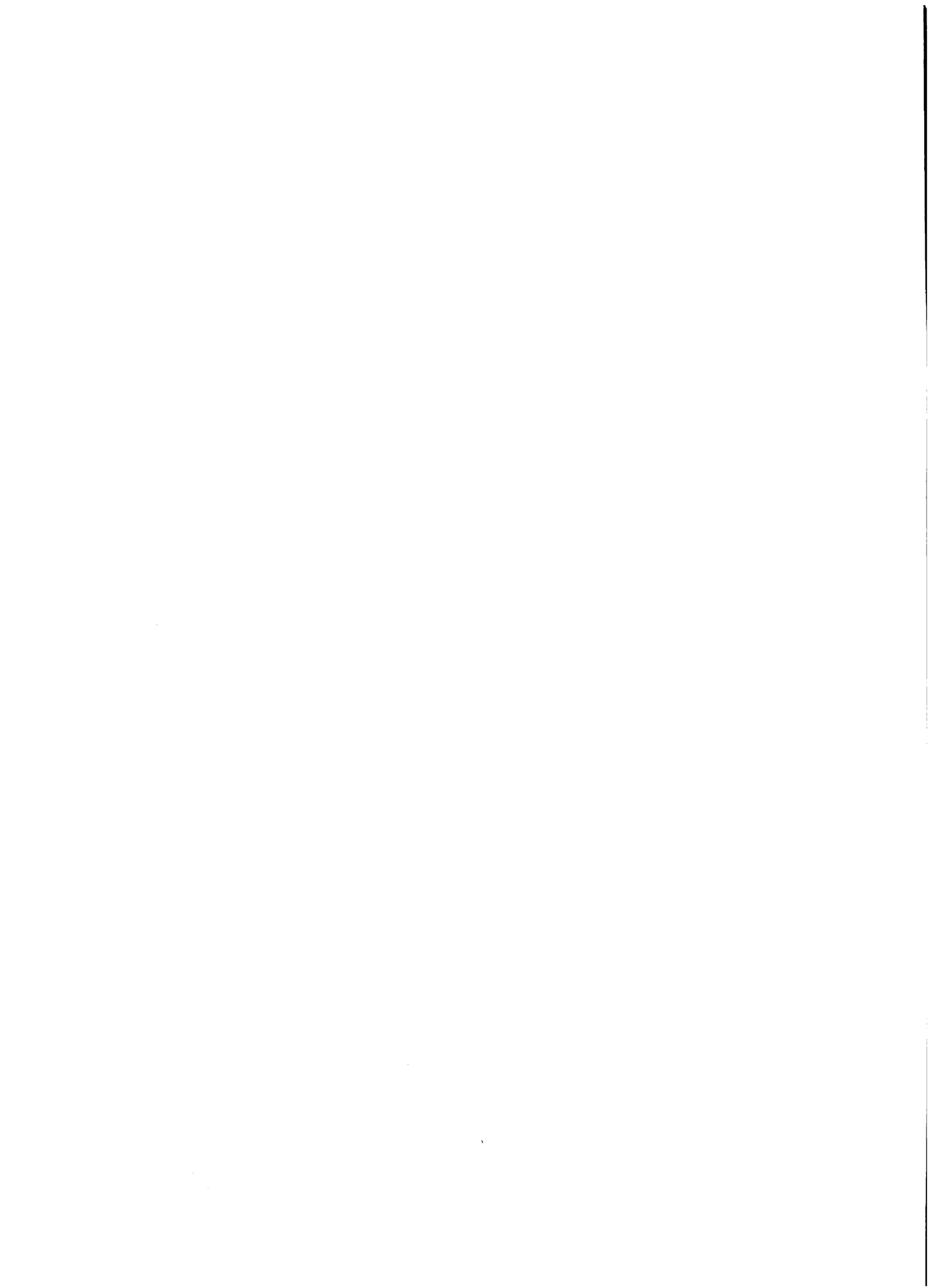
#### 4.1.5.1. Problem Identification

The need to store fresh food is based on its biological functions<sup>1</sup>.

Marketing agencies thus require adequate equipment, storage facilities and transportation to maintain the deterioration process of food within bounds. When this cannot be managed, post-harvest food losses soar, as do Government subsidies; and decision makers become concerned with improving the marketing system, often focusing on infrastructure, the most visible of the problem areas.

The literature abounds with references to the inadequacy of CMA's infrastructure, and one's first impression is that this is probably the case since simple visual inspection shows cramped

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1. As with all living organisms, fresh food is made up of tissues and/or cells in which occur the physiological and pathological processes associated with life. These cells breathe through a series of complex reactions in which essentially the fats, starches and sugars, stored in the tissues with the presence of oxygen, are converted to carbon dioxide and water. The energy released from this process is used in part for the reactions and activities related to the maintenance of life while the other part is dissipated in the form of heat. Up to the present time no technology has been developed which can completely detain the deterioration process in food, whether fresh or processed. Consequently, once food enters the post-harvest state, it begins a process of continuous deterioration. The success of marketing systems is dependent on the methods used to slow or reduce the speed of the processes which cause the deterioration.



and inadequate office space, very limited and poorly organized dry storage areas, inoperable cold storage facilities and a reduced number of transport vehicles.

However, the extent of this inadequacy is not known. Administrators often have a tendency to overestimate needs for basic infrastructure which can result in the construction of silos, cold storage facilities, warehouses, etc. which are often inadequately designed for local needs, or as has occurred in many countries, simply are never used or used only partially.

Another problem area that should be given some attention is that related to the economics of transportation and storage. It is quite common for marketing institutions to transport produce from one point to another for temporary storage and then haul back the same produce to its point of origin. This manoeuvre results in double charges for loading/unloading and transportation, and over a one year period can become very expensive.

The warehouse and silo locations and transport costs are important factors to analyse.

Two basic questions that will have to be asked when analysing CMA infrastructure are: How to make the existing infrastructure work efficiently, and how to identify the needs for new additional facilities?

#### 4.1.5.2. Strategy

In order to get at the answers to the two questions posed above, three types of technical cooperation will be offered.

It will be necessary to carry out an inventory and evaluation of existing storage and transport equipment and facilities; and methods and methodologies for improving the operational aspects, including preventive maintenance, will be suggested. In addition to the engineering aspects a food technologist will study the way produce is handled by CMA and will make recommendations as to techniques and methods for reducing losses under existing conditions.

Thirdly, the expertise of an agricultural economist will be required to analyse national production and importation trends and, in collaboration with the engineer and the food technologist, identify needs for new infrastructure and equipment or necessary modi-



fications in existing infrastructure.

#### 4.1.5.3. Products of the Technical Cooperation

The direct results of this technical cooperation will include the following products:

- An inventory of all CMA's infrastructure and equipment including that used for purchases, receiving, conditioning, storage, processing, conservation, sales and distribution of the products handled.
- An instruction manual for coding and inventory control of all equipment and electro-mechanical accessories.
- Forms for registering all the technical specifications and the condition of each piece of equipment.
- Forms used for registering orders and results of maintenance.
- Training of C.M.A. personnel acting as counterparts for this technical cooperation..
- Updated information on national production, agricultural produce imports and trends.
- Tables showing transport costs between key points and recommendations for warehouse location.
- Possible alternatives for modifying or improving the efficiency of existing infrastructure.
- Identification of needs for new infrastructure projects.
- Recommendations for improved methods of storage and produce handling.

#### 4.1.5.4. Resource Requirements

As indicated, three distinct types of expertise will be required to fulfill this objective; a specialist in mechanical engineering, a food technologist and an agricultural economist.

#### 4.1.5.5. Time Phase of Activity

The engineer will dedicate one month to this activity during month 2.

The food technologist will dedicate one-half month to this activity during month 2 as will the agricultural economist.





#### 4.1.6. Objective Six

To examine the trading activities in certain lines carried on by the Agency, having regard to the active trading in similar or related lines by other state companies and to make recommendations for the rationalization of the functions and the sectoral level.

The main interest here is in the similarity between functions performed by the CMA and related state agencies. The identification of the functions and organization of them so as to optimize the use of resources is the main goal.

##### 4.1.6.1. Problem Identification

Different state agencies either by design or historical accident end up performing the same functions. The need to continue the apparent duplication may be justified simply because it is the most efficient method or because of the service provided. However, where this situation exists, its rationality must be investigated. In the present context of the CMA this phenomenon is exhibited only in one product line. In this case the operations of the two companies in the same product can be evaluated, and then costs and services provided compared.

##### 4.1.6.2. Strategy

A micro-analysis similar to those carried out under Objective Three would be done on the second agency for the relevant product line.

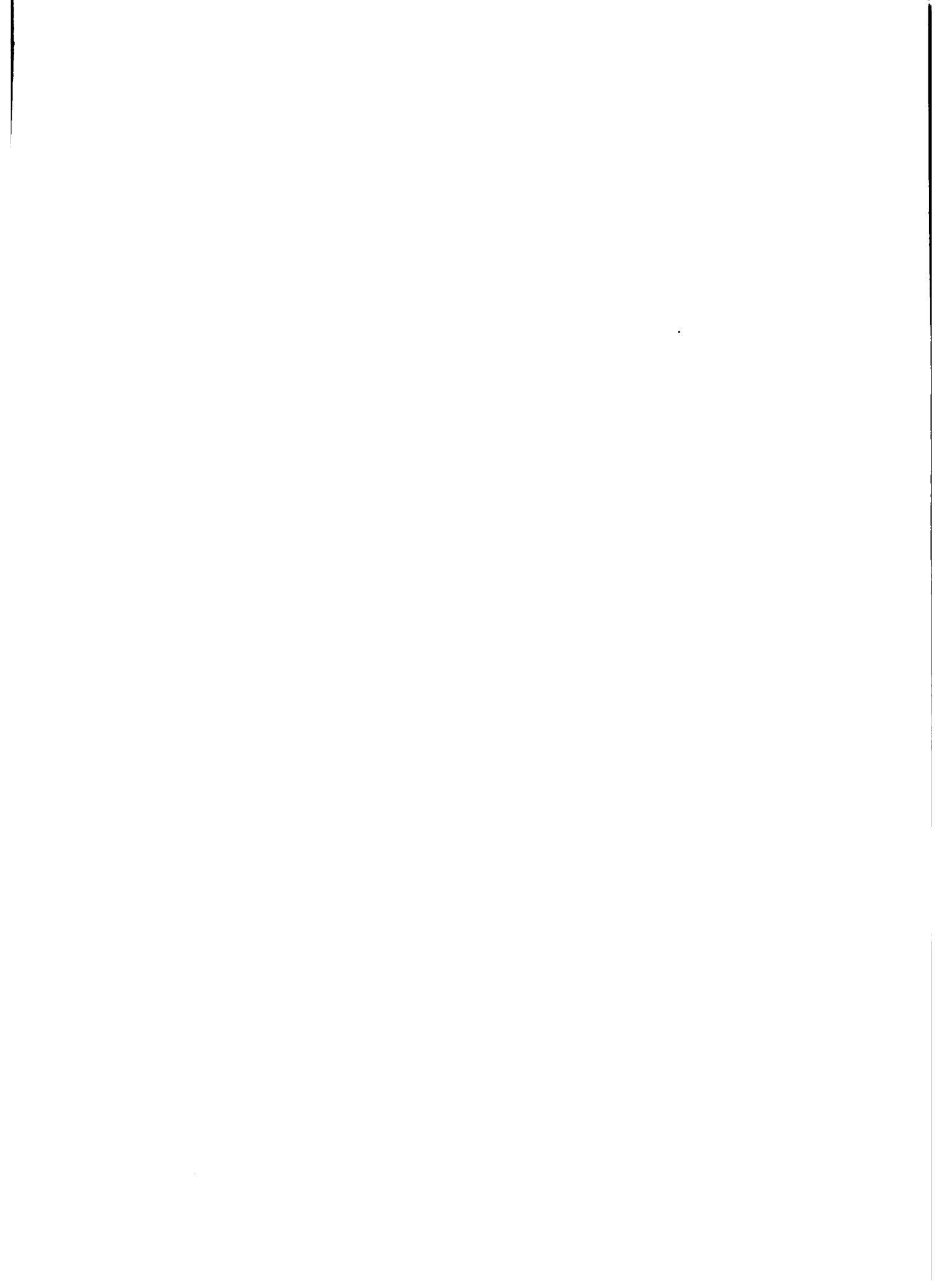
##### 4.1.6.3. Products of the Technical Cooperation

The main product will be:

The availability of a comparative analysis of the two agencies' operations in the relevant product line. This will enable optional decisions to be made for the allocation of duties between them so that the level of efficiency of the sector as a whole would be increased.

##### 4.1.6.4. Resource Requirements

The major resource required will be the services of an agricultural economist and food **technology** specialist.



#### 4.1.6.5. Time Phase of Activity

It is expected that this activity will be carried out by the agricultural economist and food technologist simultaneously with Objective Three and will occupy a total of 1/2 man/month. They will both work during month three.

#### 4.1.7. Objective Seven

To examine the human resources available within the agency in relation to present and future needs and to make recommendations for the most effective utilization of these resources.

To assure that a well-designed institutional organization be efficiently operated according to its philosophical framework and sphere of action.

A set of fundamental institutional variables such as: management, doctrine, programme resources, organizational structure and transactions; all of which comprise the organizations need to be analyzed. Nevertheless, according to the terms of reference, emphasis is being placed on evaluating quantitatively and qualitatively CMA's human resources in regard to present and future institutional needs.

#### 4.1.7.1. Problem Identification

The effectiveness of CMA's operations, as any other institution, is in direct relationship with the quality of its human resources. If inadequately trained to perform their duties or incompatible with their institutional functions will they directly reflect the effectiveness of CMA's operations and services provided.

To anticipate and assure timely and adequate human resources to support CMA's actual and future operations as needs develop, similar aspects as stated previously, would have to be projected and simulated to properly analyse, complement and make compatible CMA's human resources to its needs.

To act on the basis of CMA's human resources problem without considering and examining the rest of the institutional variables, will undoubtedly prevent the Central Marketing Agency's pursuit of an effective utilization of its resources and consequently an efficient operation.



#### 4.1.7.2. Strategy

The proposed analytical approach consists of implementing an institutional analysis by way of collection of data, information, interviews, consultations and policy statements to determine CMA's institutional policy and compare it to organizational structure and staffing so that human resources' needs can be suggested accordingly.

To analyse the institutional variables, methodologies would be designed and adapted to conform with CMA characteristics.

The elements to be addressed are as follows:

- i) Management: Formal and informal direction, administrative, technical and political capacity.
- ii) Doctrine: Formal and informal doctrine, doctrine perception and pertinency.
- iii) Programme: Instrumental procedures, administrative structure for programming, doctrine and programme coherence and technical consistency.
- iv) Organizational Structure: Formal, characterization, coordinated and integral procedures, mechanisms and organizational or structural coherence.
- v) Transactions: Organizational transactions with competing, complementing, and similar organizations, as well as general organizational transactions.
- vi) Resources: Human resources' appraisal, mobility, administrative criteria.

In light of the terms of reference emphasis would be placed on implementing a survey designed to establish CMA's personnel training needs.

Descriptive statistical methods will be employed to analyse the data.

#### 4.1.7.3 Products of the Technical Cooperation

On the basis of the analysed data and information the expected results would be:

- Definition of major institutional problem areas and



recommended actions for improvement .

- Definition of a proper organizational structure compatible with the actual CMA institutional framework.
- Definition of an institutional policy leading to CMA's institutional role.

Definition of an institutional policy to consolidate human resources in regard to its organizational structure as it relates to: complementing personnel, promotion and systematic training.

Preparation of manual for job description and functions according to CMA's organizational structure and needs.

Quantification of present and future needs of human resources according to organizational functions of CMA.

Formulation of an integral training plan in the short and medium term including an internal and specialized training programme.

It is expected that further proposals for policy and action will be generated and put forward on the basis of the information and data analyses related to the specific problems encountered.

#### 4.1.7.4. Resource Requirements

The resources required are addressed primarily to a consultant specialized in institution building with experience in marketing institutions.

In addition a medium level part-time researcher will be required to support the consultant in gathering information, data collection, survey implementation and statistical analysis.

#### 4.1.7.5. Time Phase of Activity

The time phase for the accomplishment of the operational strategy would be during a three (3) month period.

The institutional development specialist will begin his activities in month 3 and terminate in month 5. The part-time researcher will begin and end his activities in the same time phase as the consultant.





## 4.2. Implementation of Technical Cooperation

### 4.2.1. Coordinating Mechanism

As was mentioned in Chapter III, IICA has a permanent office in Port of Spain with both full-time technical and administrative staff. The Director of this Office is responsible for implementing IICA developmental strategies oriented towards improving production and marketing systems in Trinidad and Tobago. One of the principal instruments used in reaching these goals is that of institution building the strengthening of institutional capabilities to reach their desired developmental goals. With this orientation towards development it becomes impossible for IICA to execute a study or investigation independent of Government institutions. On the contrary, each and every activity implemented by IICA must include the active participation of one or more Government institutions.

For the above reasons the first step in the implementation of this technical cooperation proposal is the creation of an institutionalized coordinating body which will include representatives of CMA, FAC, MALF and IICA. The functions of this ad hoc body will be to orient, control and evaluate the technical cooperation package offered by IICA. The advantages of such a coordinating mechanism are numerous and include improved communication and inter-institutional integration; flexibility in implementation, including adjustment (if necessary) of terms of reference to fit more closely with specific needs; maximization of usage of available human resources, and in-service training of national counterparts.

The operational aspects of the coordinating committee will be defined during the first week of project implementation.

Coordination of activities up to that point will be the responsibility of the IICA Office Director.

### 4.2.2. Implementation Procedures

With the establishment of the inter-institutional coordinating committee the technical cooperation proposal will have begun.

The succeeding steps in the implementation procedure will be as follows:



#### 4.2.2.1. Arrival of Project Coordinator

The first member of the technical assistance team to arrive will be the:

Project Coordinator. He will remain onboard for the duration of the project, estimated at 5 months from initiation through final report preparation. The Project Coordinator will have a Ph. D in Agricultural Economics and have ample experience in production and marketing analysis.

#### 4.2.2.2. Project Planning

The project coordinator will be responsible for convening the inter-institution coordinating committee within two weeks of his arrival, with the purpose of evaluating the terms of reference for project implementation and making needed adjustments if any.

Counterparts and support personnel will be identified and the inter-institutional coordinating procedure will be defined. The project work plan will be prepared and needs for short-term consultants will be specified and programmed.

#### 4.2.2.3. Marketing Workshop

Prior to full-scale implementation of the investigations a marketing workshop will be organized to present to the marketing sub-sector the work plan with objectives and goals. The purpose of this workshop will be to bring together marketing personalities with experience and interest in this field and to identify available literature and secondary data on the subject. IICA will invite marketing specialists with experience in the areas of interest from other Caribbean countries.

#### 4.2.2.4. Implementation

The diverse studies and investigations will be carried out as presented in the work plan. In all cases the activities will be coordinated in such a way as to have the maximum support and cooperation from the institutions involved in the studies as well as their technical staffs.



#### 4.2.2.5. Report Preparation

The investigations and studies undertaken will produce a considerable amount of data and reports in a short period of time. IICA will make an effort to publish as much as possible of the primary data in a limited number of copies. The final report will be submitted to the Government in the number of copies stipulated in the agreement upon project termination, approximately 5 months from the beginning date.

#### 4.2.3 IICA's Follow-up Services

Once this technical cooperation agreement has been terminated the IICA Office in Trinidad/Tobago will provide these additional follow-up services:

- Discussions will be held with CMA personnel to determine additional needs for technical cooperation in marketing. This will include the possibilities of IICA opening a permanent position in its local office for a marketing specialist.
- The IICA Office will provide ancillary services to the marketing sub-sector in the area of information and training.
- The IICA Office will assist in the organization of a national or international seminar on marketing to present and discuss the results of the project.
- The IICA Office will coordinate the participation of national technicians in international training courses, seminars and workshops in marketing.

#### 4.3. Costs

The costs presented in this proposal refer to all direct and indirect costs for the accomplishment of the objectives stated above.



4.3.1. Workshop

The following chart outlines briefly a calendar of activities to be implemented over the project period. It is estimated that the execution of the proposal presented here would take a total of five (5) months.

TABLE # 2  
Calendar of Activities

| Activity                       | Months |   |   |   |   |   |
|--------------------------------|--------|---|---|---|---|---|
|                                | 0      | 1 | 2 | 3 | 4 | 5 |
| 1. General                     |        |   |   |   |   |   |
| - Institutional coordination   |        |   |   |   |   |   |
| - Signature of the agreement   |        |   |   |   |   |   |
| 2. Diagnosis                   |        |   |   |   |   |   |
| - Integrate team of work       | —      |   |   |   |   |   |
| - Problem identification       | —      |   |   |   |   |   |
| - Introductory Seminar         | —      |   |   |   |   |   |
| 3. Analysis                    |        |   |   |   |   |   |
| - Design of methodology        | —      |   | — |   |   |   |
| - Data collection              | —      | — | — | — | — | — |
| - Data analysis                |        | — | — | — | — | — |
| 4. Report                      |        |   |   |   |   |   |
| - Preparation of final report  |        |   |   |   |   | — |
| - Printing                     |        |   |   |   |   | — |
| 5. Coordination and Monitoring |        |   |   |   |   |   |

4.3.2. Resources Required

The resources required to execute the proposal are expressed in terms of: personnel, operational costs and overhead.

4.3.2.1. Personnel

The personnel needed for this proposal are presented in the





following table: TABLE # 3

| Personnel                   | Man/Months      | Costs <sup>1</sup> |                   |
|-----------------------------|-----------------|--------------------|-------------------|
|                             |                 | Per-month          | Total             |
| a) Permanent Professional   |                 |                    |                   |
| - Project Coordinator       | 5               | 8,400              | 42,000            |
| b) Consultants              |                 |                    |                   |
| - Agricultural Economist    | 3 $\frac{1}{2}$ | do                 | 29,400            |
| - Food Technologist         | 3               | do                 | 25,200            |
| - Mechanical Engineer       | 1               | do                 | 8,400             |
| - Economic Anthropologist   | $\frac{1}{2}$   | do                 | 4,200             |
| - Institutional Development | 3               | do                 | 25,200            |
| c) Support Personnel        |                 |                    |                   |
| - Researchers <sup>2</sup>  | 4               | 3,000              | 12,000            |
| - Secretaries               | 5               | 1,500              | 10,500            |
| - Other                     | 3               | 1,500              | 4,500             |
| <b>TOTAL</b>                | <b>28</b>       |                    | <b>\$ 161,400</b> |

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Notes: 1- Costs expressed in Trinidad and Tobago currency  
 2- Agricultural Economist

4.3.2.2. Operational Costs

The operational costs to be incurred are presented as follows:

(SEE NEXT. PAGE)



TABLE # 4

| Type of cost                  | Unit Concept         | Costs |           |
|-------------------------------|----------------------|-------|-----------|
|                               |                      | Time  | Total     |
| a) Materials                  | 1,200 per month      | 5     | 6,000     |
| -                             |                      |       |           |
| -                             |                      |       |           |
| -                             |                      |       |           |
| b) Services                   |                      |       |           |
| - Transportation <sup>1</sup> | 1,000 per month      | 5     | 5,000     |
| - Communication <sup>2</sup>  | 500 per month.       | 5     | 2,500     |
| - Publications                |                      |       |           |
| c) Other costs                |                      |       |           |
| - Air travel <sup>3</sup>     | 2,000 per consultant | 5     | 10,000    |
| - Miscellaneous               | 1,000 per month      | 5     | 5,000     |
|                               |                      |       | \$ 34,000 |

- Notes: 1- Car rental, gasoline, maintenance and other related costs  
 2- Telephone, telex, cables related to recruitment and project supervision.  
 3- Round trip airfare per technician at TT\$ 2,000

4.3.2.3. Summary of Costs

The total costs are TT\$ 214,940 from which TT\$ 161,400 referred to personnel, TT\$ 34,000 for operational and TT\$ 19,540 for IICA's overhead. See the following summary.

| Item                     | TABLE # 5  | Total Costs  |
|--------------------------|------------|--------------|
| a) Personnel             |            | 161,400      |
| b) Operational Expenses  |            | 34,000       |
| Sub-Total                |            | 195,400      |
| c) Overhead (10% of a+b) |            | 19,540       |
|                          |            | TT\$ 214,940 |
|                          | TOTAL COST |              |







1. Nombre: Alfredo C. Becker
2. Nacionalidad: Chilena
3. Especialidad: Comercialización Agrícola - Planificación Económica
4. País sede: Haití
5. Cargo actual: Especialista en Comercialización
6. Responsabilidades:
  - Elaboración de políticas de comercialización
  - Proyectos específicos de centros de comercialización y mejoramiento de mercados
  - Determinación de políticas y requerimientos de importación de alimentos
  - Elaboración de programas de comercialización rural
  - Mejoramiento comercio minorista.
7. Fecha de ingreso al IICA: abril de 1977.
8. Estudios realizados y títulos obtenidos:
  - Ingeniero comercial, Facultad de Economía y Administración, Universidad de Concepción, Chile, 1963.
  - Cursos de Postgrado en Planificación, Instituto Latinoamericano de Planificación (ILPES-NN. UU.), Santiago, Chile, 1965.
9. Cargos desempeñados:
  - Experto en Economía de O. T. C. (Naciones Unidas) en Proyecto Desarrollo, distribución urbana de alimentos, Guayaquil, Ecuador 1975-76
  - Jefe Investigaciones del Centro de Estudios e Investigaciones Mercadeo Agropecuario (CEIMA), Bogotá, Colombia 1973-74
  - Investigador y Profesor, Centro Investigaciones, Universidad Nacional de Colombia, 1970-72
  - Programador Sectorial, Departamento de Planificación y, posteriormente, en Gerencia Agrícola de Corporación de Fomento, Santiago, Chile, 1962-66.
10. Publicaciones principales:
  - Cartagena, Estudio Mercadeo de Alimentos. 3 Vols. 1963
  - Transferencia de Tecnología en la Industria de Colombia, 3 Vols. Naciones Unidas, Municipalidad Guayaquil, 1976.
  - Documento 30. Abastecimiento de Alimentos en Santo Domingo, República Dominicana. (SEA-IICA). 1977.





1. Nombre: Julio Renán Bucheli Luna
2. Nacionalidad: Ecuatoriana
3. Especialidad: Comercialización - Planificación Económica y Social
4. País sede: México
5. Cargo actual: Especialista en Comercialización Agrícola
6. Responsabilidades:
  - Apoyo a instituciones en comercialización rural
  - Diseño y ejecución de programas de capacitación
  - Capacitación en comercialización de frutales.
7. Fecha de ingreso al IICA: 7 de enero de 1977
8. Estudios realizados y títulos obtenidos:
  - Ingeniero agrónomo, Instituto Tecnológico y de Estudios Superiores, Monterrey, México, 1962.
  - M. S. en Economía Agrícola, Oklahoma State University, EUA, 1968
9. Cargos desempeñados:
  - Jefe del Departamento Técnico, Industrias Unidas del Norte de México
  - Jefe del Depto. de Desarrollo Rural, Banco Nacional de Fomento, Ecuador
  - Jefe del Depto. de Estudios Económicos, Bco. Nac. Fomento, Ecuador
  - Consultor en Economía Agrícola (Planeación), Instituto Latinoamericano de Planeación Económica y Social ILPES, Chile.
10. Publicaciones principales:
  - La comercialización del cacao en Ecuador
  - El sistema de crédito supervisado
  - Establecimiento de una empresa de comercialización
  - Planeamiento urbano-regional para Santo Domingo de los Colorados, Ecuador
  - Un plan de desarrollo comunal en República Dominicana.



1. Nombre: Héctor Morales Jara
2. Nacionalidad: Chilena
3. Especialidad: Economía Agrícola, Comercialización, Planificación
4. País sede: Costa Rica
5. Cargo Actual: Jefe, División de Evaluación de Proyectos
6. Responsabilidades:
  - Evaluación de Proyectos de Producción y Comercialización
  - Preparación de proyectos en comercialización
  - Asesorar en preparación de programas y planes de comercialización
  - Coordinar proyectos y acciones del IICA en comercialización a nivel hemisférico
7. Fecha de ingreso al IICA: Julio de 1975
8. Estudios realizados y títulos obtenidos:
  - Ingeniero agrónomo, Escuela de Agronomía, Universidad de Chile,
  - M. S. University of Wisconsin, EUA.
  - Cursos conducentes al Ph. D.
9. Cargos desempeñados:
  - Macro economista, Proyecto IICA/R. D. /AID en comercialización República Dominicana.
  - Consultor Programa Asistencia Técnica, BID/Guatemala (Oficina de Planificación).
  - Experto en Econometría, Naciones Unidas, Programa del Fondo de Estudios de Población.
10. Publicaciones principales:
  - Determinación del tamaño y ubicación de la red de silos en Guatemala.
  - Proyecto para la construcción de beneficios de arroz en Guatemala (Co-autor, Ing. J. Lizarazo).
  - Proyecto para la construcción de bodegas refrigeradas en la terminal aérea de Guatemala.
  - Metodología para la elaboración de un sistema de clasificación de ajonjolí en Guatemala.
  - Esquema metodológico para la realización de investigaciones en comercialización agrícola.



1. Nombre: Gilberto Mendoza Villalobos
2. Nacionalidad: Colombiana
3. Especialidad: Comercialización - Proyectos Agropecuarios
4. País sede: República Dominicana
5. Cargo actual: Especialista en Comercialización Agrícola
6. Responsabilidades:
  - Diagnóstico de mercados por productos y por funciones
  - Elaboración de proyecto sobre acopio rural de productos perecederos, con asociaciones de pequeños productores (Proyecto CENSERI)
  - Asesoría en la implementación del proyecto de acopio rural (Proyecto CENSERI)
  - Asesoría en la creación de un programa nacional de información de precios y mercados de productos agropecuarios.
7. Fecha de ingreso al IICA: 14 de junio, 1975.
8. Estudios realizados y títulos obtenidos:
  - Economía, Universidad Nacional de Colombia, 1965.
  - Postgrado en Mercadeo Agrícola, FAO-Universidad Nacional 1967-68.
  - Comercialización Nacional e Internacional CICOM, Río de Janeiro, 1970.
  - Desarrollo Económico, ESAP, Madrid, España, 1972.
9. Cargos desempeñados:
  - Economista en Mercadeo, Instituto de Mercadeo Agropecuario, Colombia
  - Jefe, Depto. Mercadeo Conftral de Cooperativas de Reforma Agraria Cecora, Colombia
  - Responsable de un programa de mercadeo con la central cooperativa que agrupa 30 cooperativas con 30, 000 socios pequeños productores, especialmente de productos perecibles.
  - Técnico sección agropecuaria, Planeación Nacional de Colombia
  - Jefe, sección de centros de acopio, Programa de Diversificación, Federación Nacional de Cafeteros, Colombia
  - Consultor Proyectos Mercadeo en Ecuador, Bolivia y Perú.
10. Publicaciones principales:
  - Bases para reestructuración de la Comercialización Agropecuaria en Colombia
  - Proyecto de Mercadeo Agrícola para Guayaquil
  - Plan de Mercadeo de Pollos en Lima
  - Plan de Mercadeo de Leche en La Paz.
  - Compendio de mercadeo de productos agropecuarios (en edición).



1. Nombre: Jerry Lee La Gra
2. Nacionalidad: Estadounidense
3. Especialidad: Economista Agrícola - Comercialización - Desarrollo de la Comunidad
4. País sede: República Dominicana
5. Cargo actual: Especialista en Comercialización Agrícola
6. Responsabilidades:
  - Coordinador Proyecto IICA/R. D. /AID en comercialización
  - Asesorar en la preparación de proyectos de comercialización
  - Organizar programas de capacitación en comercialización
  - Colaborar en preparación del Plan Nacional de Comercialización
7. Fecha de ingreso al IICA: 16 de octubre de 1972.
8. Estudios realizados y títulos obtenidos:
  - B.S Agriculture, Washington State University, Pullman, Washington, EUA, 1968.
  - M. A Economía Agrícola, Washington State University, Pullman, Washington, EUA, 1969
9. Cargos desempeñados:
  - Especialista en Preparación de Proyectos Agrícolas, IICA, Port-au-Prince, Haití, 1972-73
  - Especialista en Desarrollo Rural, OEA, Port-au-Prince, Haití 1971-72
  - Especialista en Cooperativas, American Technical Assistance Corporation, Washington, D. C., EUA, 1971.
  - Especialista en uso de la tierra, OEA, Port-au-Prince, Haití 1969-70
  - Especialista en Desarrollo de Recursos Hidráulicos, Oficina de Desarrollo de la Comunidad, AID, Santo Domingo, República Dominicana, 1965-66
10. Publicaciones principales:
  - Transporte de Productos Agropecuarios en Haití
  - Características Estructurales de la Comercialización Interna en Haití
  - Los Mercados Públicos de Haití
  - Los Mercados Públicos en la República Dominicana
  - Organizaciones Agropecuarias en la República Dominicana
  - Precios de Productos Agrícolas en los Mercados de Haití.





1. Nombre: Norberto Frigerio
2. Nacionalidad: Argentina
3. Especialidad: Economista Agrícola
4. País sede: Brasil
5. Cargo actual: Especialista en Comercialización Agrícola
6. Responsabilidades:
  - Colaboración en la implementación de la política nacional de abastecimiento
  - Asesorar en el mejoramiento del Sistema de Información de mercado
  - Asesorar programa producción y comercialización de productos hortícolas
  - Definir estrategia para aumentar el ingreso de los pequeños productores a través de mejor sistema de comercialización
  - Asesorar un proyecto de centrales mayoristas y distribución urbana.
7. Fecha de ingreso al IICA: 3 de mayo de 1973
8. Estudios realizados y títulos obtenidos:
  - Ingeniero agrónomo, Universidad Nacional de Buenos Aires, Argentina, 1958.
  - M. A. en Economía, Michigan State University, EUA, 1970.
  - Ph. D. en Economía Agrícola, Michigan State University, EUA, 1973.
9. Cargos desempeñados:
  - Profesor de Comercialización Agrícola, Universidad de Buenos Aires, 1971-72.
  - Asesor del Consejo Nacional de Desarrollo, Buenos Aires, 1964-67.
  - Asesor de establecimientos agropecuarios, Argentina, 1959-61.
10. Publicaciones principales:
  - Planificación del Desarrollo de Mercados Nacionales, In Primer Seminario Nacional de Comercialización de Productos Agropecuarios, IICA, República Dominicana, 1975.
  - El Impacto Potencial de los Nuevos Mercados Mayoristas sobre los Costos de Distribución en áreas urbanas, IICA. Publicación Miscelánea No. 136. 1976.
  - La información de mercado como propiciador del cambio estructural en el medio rural. In Reunión Nacional sobre Instrumentos de Comercialización, 3a. . Cumaná, IICA/CORPORIENTE, 1976. pp B. II. 2. 1. - B. II. 2. 11



1. Nombre: Wyllian Rolando Otrera
2. Nacionalidad: Argentina
3. Especialidad: Economía Agrícola - Comercialización
4. País sede: Venezuela
5. Cargo actual: Especialista en Comercialización
6. Responsabilidades:
  - Asesoramiento en Política de Precios Agropecuarios
  - Apoyo en la ejecución del Programa Nacional de Centros de Acopio
  - Asesoramiento en la puesta en marcha del mercado mayorista de Barquisimeto (Venezuela)
  - Modelo para el pronóstico de cosecha de arroz
  - Comercialización de pollos
  - Apoyo en el programa de comercialización de productos del Sector Reformado.
7. Fecha de ingreso al IICA: mayo de 1978
8. Estudios realizados y títulos obtenidos:
  - Contador público nacional Universidad Nacional de Buenos Aires
  - Lic. en Ciencias Económicas " " "
  - Doctorado en Ciencias Económicas " "
  - Ph. D. en Economía Agraria, Texas A y M University.
9. Cargos desempeñados:
  - Director del Depto. de Investigaciones Económicas, Consejo Federal de Inversiones, Argentina. Nov. 1977-mayo 1978.
  - Director del Depto. de Investigaciones y Postgrado, Univ. Nacional de Santiago del Estero, Rep. Argentina. Feb. 1975-octubre 1977.
  - Especialista en Comercialización Agrícola. Instituto Nacional de Tecnología Agrícola, Argentina, junio 1973-enero 1975.
  - Ministro de Economía de Santiago del Estero, Gobierno Provincial Sgo. del Estero, julio 1970-mayo 1973.



1. Nombre: Michel J. Morán
2. Nacionalidad: Estadounidense
3. Especialidad: Comercialización y Planificación Agrícola
4. País sede: Estados Unidos
5. Cargo actual: Asesor Especial de Relaciones Externas
6. Responsabilidades:
  - Coordinación y asesoría en preparación de proyectos interinstitucionales
  - Consultor en problemas de comercialización.
7. Fecha de ingreso al IICA: 10. de octubre de 1972.
8. Estudios realizados y títulos obtenidos:
  - B. S., University of Detroit, EUA, 1962.
  - M. S., Michigan State University, EUA, 1968.
9. Cargos desempeñados:
  - Coordinador, Programa Hemisférico de Comercialización, IICA, San José, Costa Rica, 1972-76.
  - Coordinador y Profesor, Centro Interamericano de Comercialización Nacional e Internacional OEA/FGU, Brasil. 1968-72.
  - Investigador Asociado, Latin American Market Planning Center, Michigan State University, East Lansing, Michigan, EUA, 1968.
  - Asesor, Desarrollo Rural, Asociación Internacional para el Desarrollo, Santa Cruz, Bolivia, 1962-66.
10. Publicaciones principales:
  - Considerations for an agricultural marketing policy aimed at small farmers. s. n. t.
  - Planificación del desarrollo de la comercialización en una sociedad cambiante. Agro (República Dominicana) 4 (27):34-35, 39, 1975.
  - Las políticas de precios agrícolas en una perspectiva de comercialización institucional. s. n. t.
  - La comercialización agropecuaria y su significado para el desarrollo socioeconómico del campesino.



1. Nombre: José Luis Pando
2. Nacionalidad: Canadiense
3. Especialidad: Comercialización Agrícola y Aprovechamiento del Agua
4. País sede: Costa Rica
5. Cargo actual: Especialista en Comercialización Agrícola
6. Responsabilidades:
  - Asesorar en organización de centros de acopio
  - Asesorar en la creación de servicios en información de precios y mercados
  - Organización e implementación de programas de capacitación para dirigentes cooperativistas y extensionistas
  - Establecimiento de sistemas de warrants y mercados de futuros.
7. Fecha de ingreso al IICA: agosto de 1973
8. Estudios realizados y títulos obtenidos:
  - B.S.A., Instituto Nacional Agronómico, Madrid, 1963
  - B.A., Facultad de Ciencias Políticas y Económicas, Universidad Complutense, Madrid, 1965
  - M.S., School of Agricultural Economics and Extension, Ontario Agricultural College, University of Guelph, Canada, 1971.
9. Cargos desempeñados:
  - Especialista en Comercialización Agrícola, IICA/Venezuela, 1973-1977.
  - Economista-Investigador. Research Division, Economics Branch Canada Department of Agriculture, Ottawa, Canada. 1972.
  - Economista en Pronósticos de Mercadeo. Market Outlook Section, Marketing and Trade Division, Economics Branch. Canada Department of Agriculture. Ottawa, Canada. 1969-71.
  - Analista de Productos. Commodity Analysis Section, Marketing and Trade Division, Economics Branch, Department of Agriculture, Ottawa, Canada. 1966-69.
10. Publicaciones principales:
  - A study of the marketing of Canadian apples in relation to the feasibility of a national marketing board. Marketing and Trade Division. Economics Branch CDA 69/5. March 1969.
  - The trend pattern of butter consumption in Canada. CFE. December 1970.
  - Estrategia de Comercialización para Pequeños Agricultores, Programas Nacionales de Centros de Acopio.





1. Nombre: Ramón José Roldán
2. Nacionalidad: Argentina
3. Especialidad: Comercialización - Instituciones Agrícolas, Servicios e Instrucción Rural
4. País sede: Brasil
5. Cargo actual: Especialista en Comercialización Agropecuaria
6. Responsabilidades:
  - Definición y detalle de un modelo operacional de comercialización e implementación de agro-industria para el Valle del Sao Francisco, Brasil
  - Organización de los productores para la implementación de una estrategia de comercialización
  - Implementación de un Programa de Promoción y Análisis de Mercado para las áreas irrigadas de la CODEVASF y el DNOCS.
7. Fecha de ingreso al IICA: 30 de noviembre de 1976
8. Estudios realizados y títulos obtenidos:
  - Ph.D., Universidad Nacional del Litoral, Rosario, Santa Fe, Argentina, 1953.
  - M.S. en Economía Agrícola, Ohio State University, EUA, 1965.
  - Cursos de Postgrado en Comercialización de Productos Agrícolas, Argentina y EUA, 1961 y 1963.
9. Cargos desempeñados:
  - Técnico del Instituto Nacional de Tecnología Agropecuaria, INTA, Argentina.
  - Subsecretario de Agricultura, Ganadería y Granja, Entre Ríos, Argentina.
  - Decano, Facultad de Ciencias Agropecuarias, Paraná, Argentina.
  - Profesor, Universidad Nacional del Litoral.
  - Presidenté de "Bodegas y Viñedos GIOL", empresa estatal industrial y comercial, Mendoza, Argentina.
10. Publicaciones principales:
  - Punto de vista económico de la rotación de cultivos.
  - Punto de vista económico en un programa de extensión agropecuaria.
  - Caracterización de problemas relevantes agroeconómicos entrerrianos.



1. **Nombre:** Nelson Suárez González
2. **Nacionalidad:** Colombiano
3. **Especialidad:** Comercialización Agrícola - Producción Agrícola
4. **País sede:** Ecuador
5. **Cargo actual:** Especialista en Comercialización Agrícola
6. **Responsabilidades:**
  - Definición de políticas de comercialización y señalamiento de los programas básicos en este campo
  - Asesorar la promoción, organización y asistencia técnica a formas asociativas de producción y mercadeo
  - Asesoría en preparación de proyectos de centrales mayoristas y distribución urbana
7. **Fecha de ingreso al IICA:** Octubre 13, 1973
8. **Estudios realizados y títulos obtenidos:**
  - Ingeniero Agrónomo, Facultad de Agronomía de Palmira, Universidad Nacional de Colombia
  - M. S. Economía Agrícola, Universidad de Wisconsin, 1963-65
  - Economía de Recursos Naturales, Universidad de Nebraska, EUA, 1964.
9. **Cargos desempeñados:**
  - Subgerente Técnico de la Corporación de Abastecimiento de Bogotá (CORABASTOS), Colombia, 1970-73.
  - Co-director del Proyecto Integrado de Mercadeo Urbano-Rural del Valle, Cali, Colombia, 1968-70
  - Jefe del Departamento Agropecuario de la CVC (Corporación Autónoma Regional del Cauca) Cali, Colombia, 1967-68.
  - Auxiliar en Administración Rural-CVC, Cali, Colombia, enero 1962-1963.
10. **Publicaciones principales:**
  - La coordinación de mercadeo y el desarrollo económico del Valle del Cauca (Co-autor)
  - Análisis económico de 109 fincas en el área de Rondanillo, La Unión, Toro (Co-autor), Agosto, 1963.
  - El sistema de transporte de productos alimenticios en la zona de influencia de Cali, (Co-autor) junio, 1970.
  - Plan integral de mercadeo de productos alimenticios para la zona influencia de Bogotá, 1970.
  - Evaluación de las reformas de mercadeo de alimentos adelantados por CORABASTOS (Co-autor), Bogotá, agosto de 1975.



1. Nombre: Juan Pablo Torrealba
2. Nacionalidad: Chilena
3. Especialidad: Comercialización Agropecuaria, Economía Agrícola
4. País sede: Colombia
5. Cargo actual: Director Oficina del IICA en Colombia
6. Responsabilidades:
  - Supervisión del Programa Nacional de Capacitación Agrícola
  - Supervisión de Proyectos
  - Responsable de la administración de la Oficina del IICA en Colombia.
7. Fecha de ingreso al IICA: enero de 1973.
8. Estudios realizados y títulos obtenidos:
  - Ingeniero agrónomo, Universidad Católica de Chile, 1966
  - M. S. (Economía Agrícola), Universidad de Michigan, EUA, 1971
  - Ph. D. (Economía Agrícola), Universidad de Michigan, EUA, 1973
9. Cargos desempeñados:
  - Programa de diversificación de la Federación Nacional de Cafeteros: desarrollar metodología de localización de centros rurales de acopio de frutas y hortalizas y la organización y administración de las mismas con pequeños agricultores.
  - Asistente en Investigación, Universidad de Michigan, EUA, 1970-73.
  - Investigador Asistente, Universidad de Chile, Departamento de Economía Agrícola, 1968-70.
10. Publicaciones Principales:
  - Agricultural Marketing in Economic Development: An Annotated Bibliography, Research Report No. 9, Latin American Studies Center, Michigan State University. 1971.
  - El desarrollo de la comercialización en América Latina y sus Problemas Actuales. Revista Desarrollo Rural en las Américas, Vol. VI No. 1, enero de 1974.



1. Nombre: Hugo A. Torres Soto
2. Nacionalidad: Colombiana
3. Especialidad: Economía Agrícola, Comercialización
4. País sede: Perú
5. Cargo actual: Director de la Oficina del IICA en Perú
6. Responsabilidades:
  - Administración de la Oficina del IICA
  - Formulación de un programa de comercialización
  - Supervisar estudios en mercadeo
  - Colaborar en programa de capacitación en comercialización
7. Fecha de ingreso al IICA: 21 de enero de 1971
8. Estudios realizados y títulos obtenidos:
  - B. S. Economía Agrícola, Universidad del Valle, Cali, Colombia, 1963
  - M. S. Ohio State University, EUA, 1964
  - Estudios a nivel de Doctorado, University of Illinois, EUA, 1966-68.
9. Cargos desempeñados:
  - Profesor Asociado, Universidad del Valle, Colombia, 1964-1971
  - Jefe Programa Subgraduado Economía Agrícola, Universidad del Valle, Colombia, 1968-1971.
  - Jefe Programa Magister en Economía Agrícola, Universidad del Valle, Colombia, 1970-71.
  - Presidente, Asociación Colombiana de Economía Agrícola, Colombia, 1969-1970.
  - Director, Proyecto de Granos, Proyecto Integrado Urbano Rural (PIMUR) Planeación Nacional, Michigan State University, EUA, 1968-1969.
10. Publicaciones principales:
  - Cursos de mercadeo agrícola. Versión preliminar, Lima, IICA. Dirección Regional para la Zona Andina, 1972. p. irr.
  - Manual sobre centros de acopio. IICA: Publicación Miscelánea No. 116. 1974. 48 p. (Co-autor).
  - Estudio sobre estructura y comportamiento de los mercados mayoristas No. 1 y No. 2 de Lima. IICA. Publicación Miscelánea No. 121. 1974. 220 p. (CO-autor).
  - Procedimientos metodológicos para la investigación de la distribución urbana de alimentos. Comercio Mayorista. 1977. (Co-autor con Aída de Espada.).
  - Procedimientos metodológicos para la investigación de la distribución urbana de alimentos. Comercio Minorista. 1977 (co-autor con Aída de





1. Nombre: Nízar E. Vergara García
2. Nacionalidad: Colombiana
3. Especialidad: Mercadeo Agropecuario
4. País sede: Colombia
5. Cargo actual: Profesor en Mercadeo.
6. Responsabilidades:
  - Capacitación en manejo de productos perecibles.
7. Fecha de ingreso al IICA: 16 de noviembre de 1972.
8. Estudios realizados y títulos obtenidos:
  - Economista Agrícola, Universidad del Valle, Colombia
  - Especialista en Mercadeo Agrícola, Instituto Latinoamericano de Mercadeo Agrícola, Colombia
  - Programación Agrícola (Proyectos Agrícolas), Comercialización y Tecnología de Productos Pesqueros.
9. Cargos desempeñados:
  - Coordinador del Centro de Estudios e Investigaciones en Mercadeo Agrícola, Universidad de Bogotá Jorge Tadeo Lozano, Colombia 1970-73
  - Jefe del Grupo de Estadísticas Agropecuarias, DANE, Colombia 1971-72
  - Asesor en Comercialización de Productos Pesqueros, FAO-INDERENA, Colombia, 1969-71
  - Asistente del Jefe de Productos Perecederos, ILMA, Colombia, 1965-68.
10. Publicaciones principales:
  - Estudio sobre la situación de la industria pesquera en el Valle del Cauca
  - Aspectos generales de la industria pesquera en Colombia y bases para planificar su desarrollo
  - Estructura de la Comercialización Minorista de productos pesqueros en Colombia
  - Comercialización y Consumo de productos pesqueros en Bogotá
  - Proyecto de Mejoramiento de las Estadísticas Pesqueras del País.









