



ANNUAL REPORT 1995

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE





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MESSAGE FROM THE DIRECTOR GENERAL

During 53 years of institutional life, IICA has worked to promote agricultural development and rural welfare in its Member States. Over the years, the Institute has adjusted its actions to reflect changing circumstances, but its main objective has always been to contribute to improving conditions for farmers and their families and to foster agricultural development.

At the Summit of the Americas, held in December 1994, the presidents and heads of state of the countries of the hemisphere agreed on a plan of action calling for concerted efforts to promote modernization, democracy and integration in the Western Hemisphere.

This 1995 IICA Annual Report shows how the actions carried out by the Institute contribute, in the field of agriculture, to achieving some of the vital objectives called for under both IICA's 1994-1995 Medium Term Plan and the plan of action of the Summit of the Americas: preserving and strengthening democracy, promoting prosperity through economic integration and trade, contributing to the development and liberalization of capital markets, promoting the use of telecommunications and information technology and infrastructure, strengthening cooperation in science and technology, contributing to the eradication of poverty and discrimination, and ensuring the sustainable development and conservation of the environment for future generations.

In compliance with the norms established by the governing bodies of the Institute, I hereby submit the 1995 Annual Report for the consideration of the Member States. It is our hope that those of us who advocate the sustainable development of agricultural activities - governments, institutions and individuals- will continue to work together to bring about a better life for the men, women and young people who depend on agriculture for their survival, and without whom the rest of us in the hemisphere could not survive.

*Carlos A. Aquino G.
Director General*



Introduction

IICA: ADVOCATE FOR SUSTAINABLE DEVELOPMENT AND TRADE INTEGRATION IN AGRICULTURE

The importance of agriculture and natural resources to the countries of Latin America and the Caribbean cannot be underestimated. From the northern countries to those of the Southern Cone, from the Andean highlands to the island nations of the Caribbean, our peoples are dependent on agriculture and natural resources for their very survival and for the growth and development of their economies.

As our countries strive to bring about sustainable development, modernize their economies, increase their competitiveness, and work together to achieve greater advantages in research, trade and sanitary health, agriculture continues to reflect the greatest of extremes: subsistence farming alongside enormous, modern enterprises; total isolation alongside the use of the most advanced communications systems.

For over half a century, IICA's mission has been to serve as an advocate for agricultural and rural development, and it has interpreted this mandate in the broadest of terms. It has worked to bring isolated small farmers together into associative enterprises; it has established networks among national research organizations to coordinate and prioritize research activities; it has also established and supported effective mechanisms for bringing together the decision makers of the sector to discuss guidelines for sectoral development.



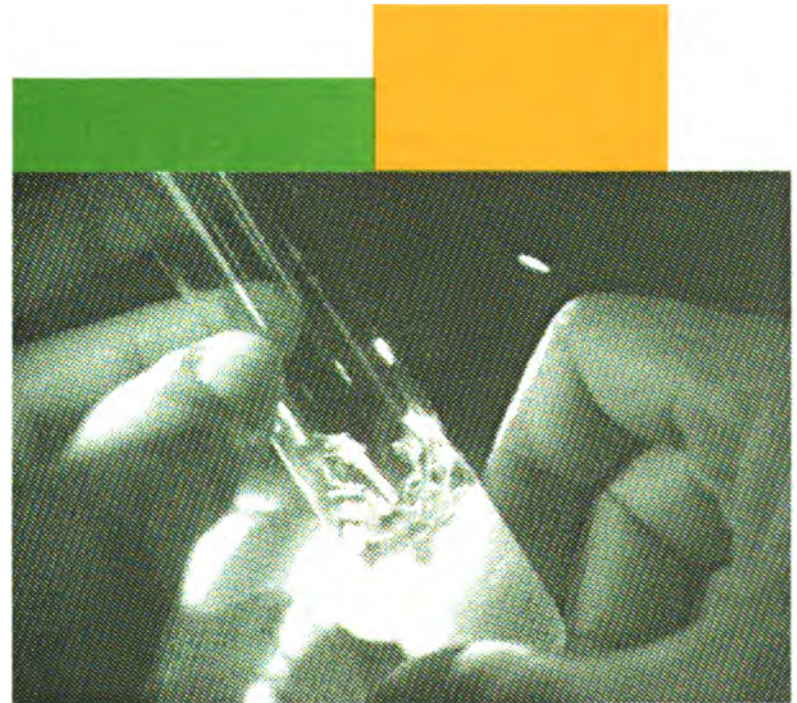


As a strategy for action, the systemic approach seeks to bring about changes in human beings, production, trade and institutions, with a view to inducing changes in society and the production structure, given the framework of international commitments and growing inter-American integration.

The 1995 Annual Report highlights the Institute's work in its member countries, as called for in the 1994-1998 Medium Term Plan. Detailed information on IICA's action at the national, regional and hemispheric levels, as well as on the structure and resources of the Institute, can be found in the Appendices, which are available from IICA on diskette.

IICA carries out projects in each of its 33 Member States; it promotes, supports and executes cooperative efforts among countries of a given region or among countries sharing similar interests; it actively promotes the establishment of strategic alliances with other international agencies in order to pool resources and avoid duplication of efforts; it also executes hemispheric actions that are of interest to all the countries in these times of economic globalization.

To address this multifaceted and complex world of agriculture in our hemisphere, IICA has adopted a systemic approach to the search for sustainable development, one that focuses on four areas of action: primary agriculture, expanded agriculture, institutional framework and policy.



and deforestation and defining plans for action and collaboration.

Bolivia IICA, in conjunction with IBTA/World Bank, conducted a research project to validate technology for the Bolivian lowlands, and research priorities were set for the region. Through a series of training and technical assistance projects for several communities, the executing units were reorganized in order to increase effectiveness, engineering studies related to irrigation works, bridges and roads were carried out, and training was provided for specialists in agricultural project management.

Costa Rica IICA participated in formulating a strategy on research and technology transfer for staple grains; it also contributed to efforts to compile a detailed inventory of agricultural technology.

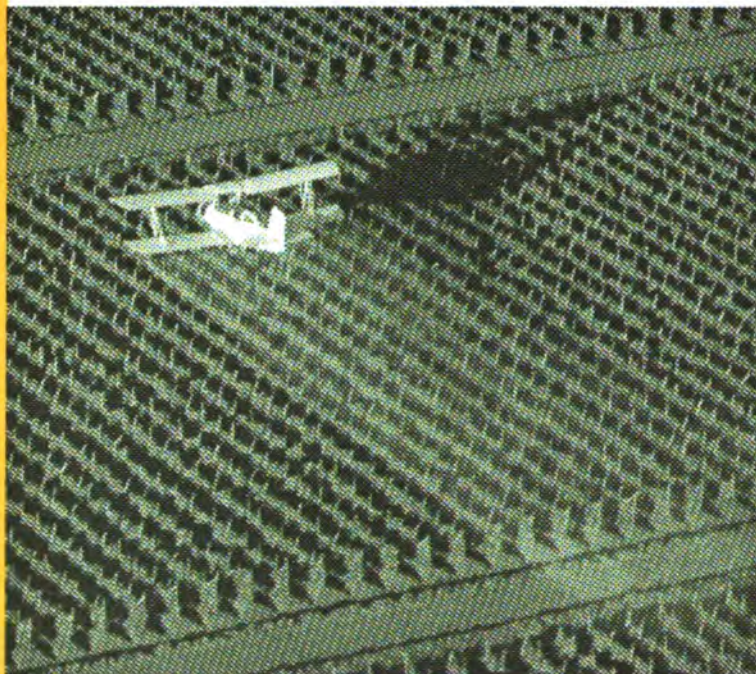
Ecuador IICA worked with the ministries, the IBRD and IFAD to promote development in indigenous communities. This included installing potable water systems, building roads, rehabilitating irrigation ditches, providing US\$500,000 in loans, organizing and managing an ecological reserve, and providing technical assistance for fruit production.

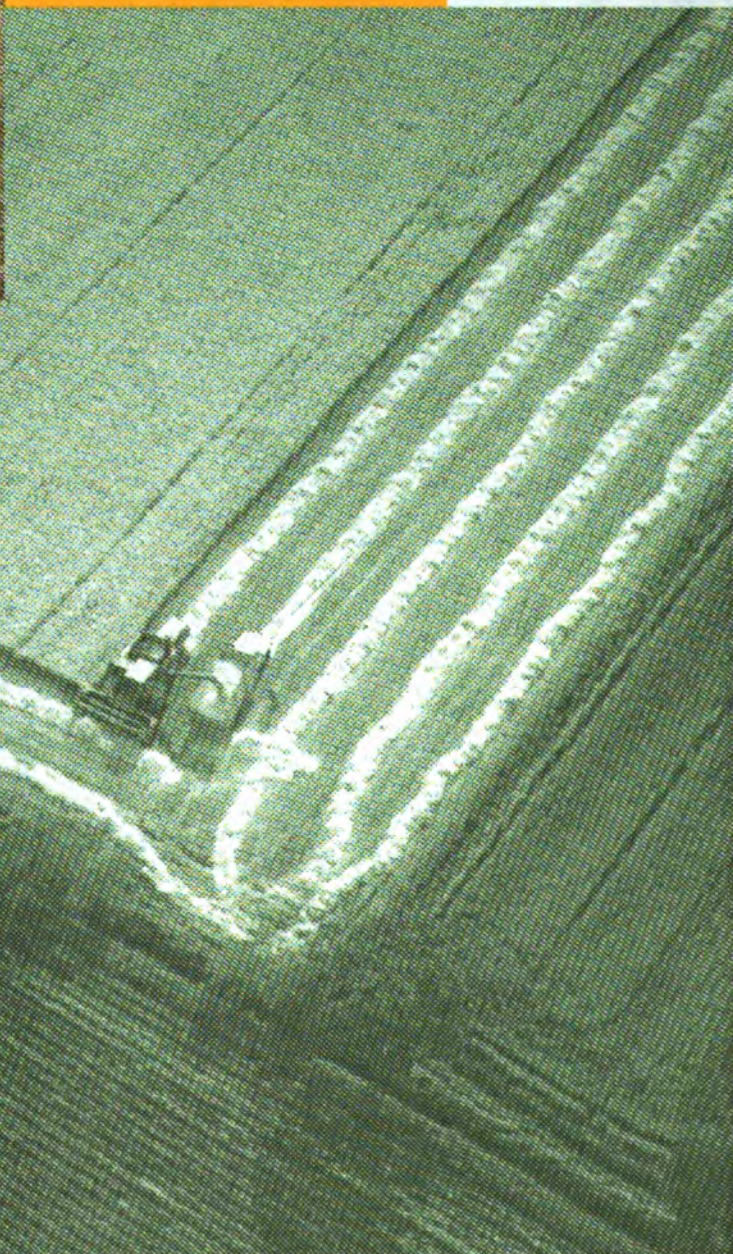
El Salvador In the Department of Chalatenango, IICA, with support from IFAD, promoted rural development in areas severely affected by the armed conflict. A training and communications component was executed to improve participation in decision making. A training center was completely refurbished, and more than 70 training events were attended by some 3,000 participants.

Peru The results of the assistance provided by IICA and IFAD to the Ministry of Agriculture for transferring agricultural technology to small-farm communities included studies on opportunities for expanding rural agroindustry, analyses of the availability of technical assistance services in rural areas, and identification of opportunities in and the agroexport potential of certain communities.

animal health regulations), and increasingly shape global as well as local markets. IICA lends support to primary agriculture through actions that reach the farmers of the Americas, including: improving farming practices, delivering technology and the results of research to farmers, promoting conservation practices and fostering diversification into

non-traditional products, the use of irrigation systems and the control of pests and diseases.





Suriname An integrated rural development project in the subregions of Marormijne, Lama and Tapanahony provided training for groups of farmers (men and women). The topics addressed included agroforestry, cropping systems, basic agricultural management, plant propagation, and nursery organization and management.

Agricultural Health

In 1995, the achievements of the IICA/FAO Program to eradicate *Amblyomma variegatum* in the Caribbean included organization of a surveillance method using public information and community participation, wildlife studies, a data management system and meetings of international experts. Eradication activities were carried out on the islands of Anguilla and St. Kitts and Nevis.

Barbados A project got under way to eradicate the caprine encephalitis virus by the year 2000. A steering committee was appointed and additional resources are being sought.

Chile/Peru The Mediterranean fruit fly was eradicated in Arica Province, Chile, through a binational campaign which received IICA support. As a result, Chile has been declared free of fruit flies. This progress has led Peru to undertake an ambitious national program to eradicate the fly.

Grenada/Guyana The Institute embarked on a campaign to control the pink mealybug, allocating resources from its agricultural health emergency fund for efforts in Grenada and collaborating in the preparation of a national emergency plan to prevent introduction of exotic plant pests and diseases into Guyana.

Paraguay IICA cooperated in designing, organizing and implementing an integrated pest management (IPM) program to control cotton boll weevil (*Anthonmus grandis*), which involved some 680 professionals from the public and private sectors, 3300 small-scale cotton producers and 200 agronomy students. Results included preparation of a basic IPM package, a transfer mechanism and an evaluation and follow-up system.

Expanded Agriculture

Agroindustry and Marketing

In 1995, PRODAR, which was funded jointly by IDRC, IICA and the Government of France to promote agroindustrial development in rural areas, established rural agroindustry networks in Nicaragua, Panama and Venezuela. Other achievements included a training workshop on the management and organization of networks; development of a new conceptual framework for rural agroindustry; promotion of rural agroindustry; the analysis of gender in the context of rural agroindustry, and systematization of the findings of 22 research efforts in this field.

IICA implements a hemispheric project to develop domestic markets and new agricultural marketing mechanisms. In 1995, it provided technical assistance for setting up agricultural exchanges and trading mechanisms in Bolivia, Colombia, Costa Rica, the Dominican Republic, El Salvador, Honduras, Nicaragua, Peru and Venezuela.

Chile Under the PRODAR program, marketing and management courses were organized for small-farmer organizations, women farmers and technicians, and an international workshop was held on those topics with INDAP, GIA and IFAD support.

Costa Rica Studies were conducted on agri-food chains for meat, onions, heart of palm and potatoes, the findings of which will be used to orient policy and actions to modernize those subsectors.

ECS Countries (Antigua and Barbuda, Dominica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines) Seven farmer organizations received training in costing and pricing, production scheduling, post-harvest handling and marketing.



An increasingly complex gamut of activities is required to get raw materials from farms to processors and buyers in the immediate vicinity, other parts of the area or country, and more recently, other countries of the world.



Jamaica IICA assisted the Coffee Industry Board in its efforts to modernize the coffee industry, through training in coffee processing and waste management, a round table to discuss the coffee berry borer, and appraisal of wet processing systems.

Nicaragua The Nicaraguan agricultural commodity exchange was established; quality norms were set for sesame, sugar, coffee, beans, beef, corn, soybeans and sorghum. The necessary computer infrastructure was established and operators received training.

Panama Guidelines were written for the export of nontraditional agricultural products and a study was made of the corn-sorghum/feed concentrate/poultry-hogs chain.

Trinidad and Tobago Technical assistance and training was provided on agribusiness management, including marketing, investment decisions, planning, accounting, organization of farmers and strategic planning. Five women's groups received training in agribusiness, agroprocessing management and gender awareness, two of which later successfully secured funds for initiating cottage-type industries.

Venezuela A national agroindustrial development network was formally established among 43 public and private organizations; a directory of member organizations was published; and the first meeting on rural agroindustry was held and attended by representatives of 114 rural agroindustry organizations.

Trade and Agricultural Health

IICA provided public- and private-sector officials with training in agricultural trade negotiations, the identification of trade opportunities and constraints, and the application of the WTO's trade disciplines in the agri-food sector.

IICA worked closely with the organizations responsible for developing international sanitary and phytosanitary standards and distributing

information on pests and diseases, with a view to ensuring safe international trade in agricultural products. As a member of the OAS/IDB/ECLAC advisory group to the Special Trade Commission of the OAS, IICA contributed to the working group on sanitary and phytosanitary measures.

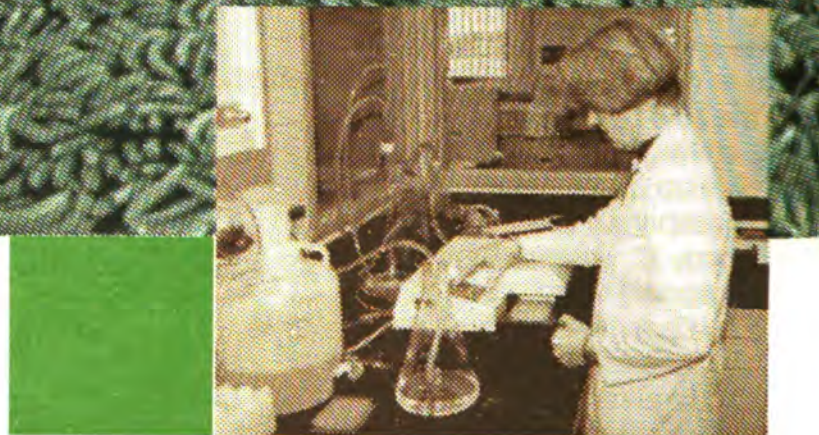
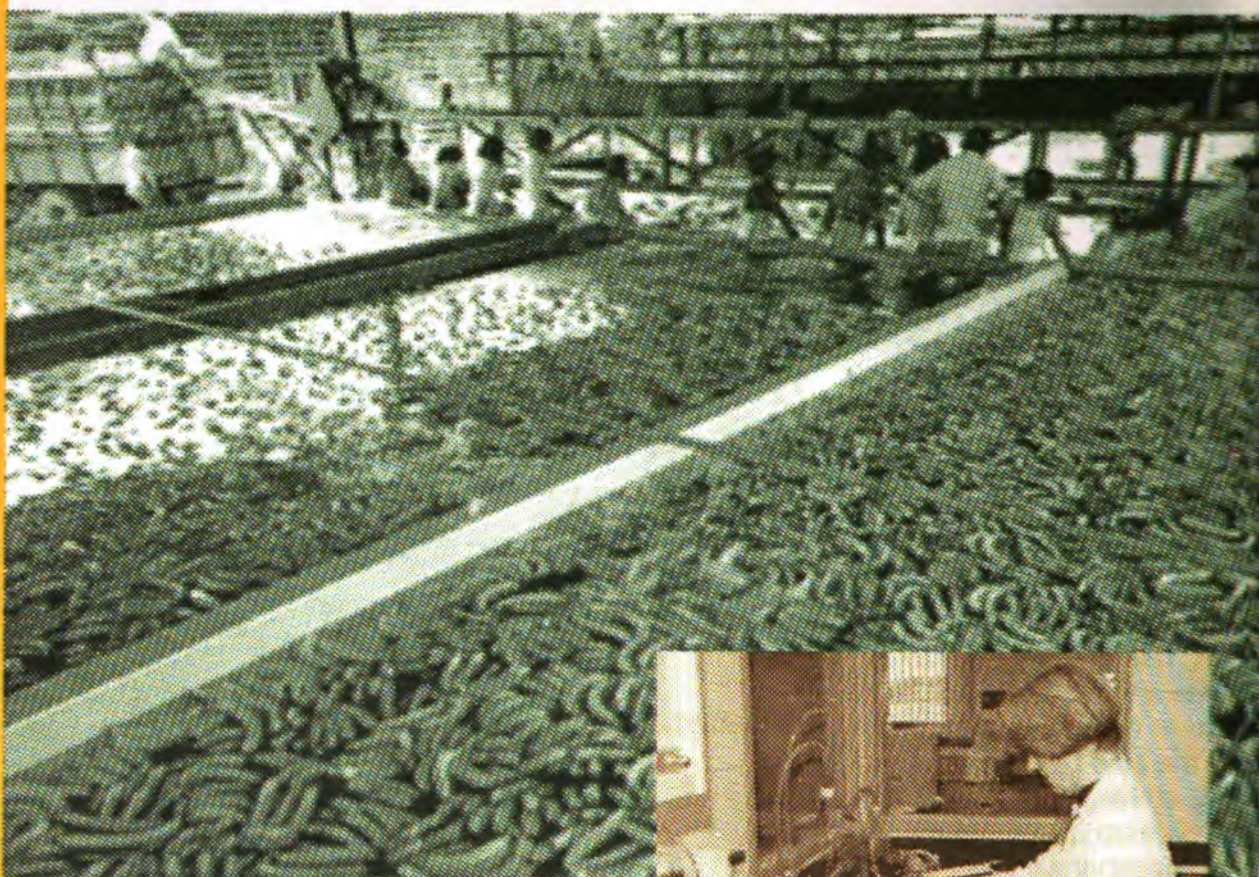
Through an hemispheric project, IICA continued to support the efforts of specialized public and private organizations to harmonize quarantine legislation. It was also involved in discussions of Andean norms on pesticides, and participated in a number of technical events to discuss the impact of the new sanitary agreement on national legislation.

In **Central America**, a regional project to support trade and integration contributed to upgrading the technical capabilities of trade policy units by providing training in the use of trade policy instruments and international negotiations for agriculture to representatives of the ministries of agriculture, other government officials and private sector organizations. Workshops were held on legal and technical instruments, policy analysis, competitiveness and the Uruguay Round accords.

Studies to identify constraints to agricultural competitiveness in OECS countries, the Lesser Antilles and St. Vincent and the Grenadines were conducted through a project to engender agricultural competitiveness in **CARICOM** countries. Also, a study of the impact of trade liberalization on CARICOM agriculture produced a joint IICA/FAO project that will be launched in 1996.

Three regional projects worked to upgrade plant protection services to facilitate agricultural trade. Principal achievements were as follows. **Southern region:** regional plant protection norms were approved by the Council of Ministers; procedures were adopted for approving quarantine treatments; criteria were established for harmonizing technical procedures. **Andean region:** strategic planning was conducted for an inspection and quarantine project in the Galapagos; a survey was conducted of 45 animal and plant health laboratories; training

This wide range of activities includes all the stages, processes, services and systems that stem from or are related to primary agriculture that add value to agricultural products





*and
contribute
to getting
them to
national
or inter-
national
buyers.*

It includes supplying inputs for production, processing food and raw materials (agroindustry), developing new marketing and trade mechanisms, improving agricultural health as a means to increase trade and exports, and providing access to trade information, all of which are essential for ensuring the competitiveness of agricultural products on national and international markets.



was provided for plant inspection, quarantine services and animal health laboratories. **Central region:** over 250 public and private sector specialists participated in a series of training events on risk analysis, avian influenza, biosafety, whitefly control, and sanitary and phytosanitary measures.

Argentina A project was designed and negotiated for Mendoza Province to support the restructuring of small- and medium-scale agroindustrial enterprises, with a view to boosting their competitiveness on the international market. The plan included external audits of the enterprises, studies to determine their competitiveness, and the fostering of strategic alliances to improve market action. Information centers are being organized for entrepreneurs and training is being provided on strategic management and organizational development.

Belize IICA initiated activities in May 1995 in this new member country, where it focused on developing a proposal to restructure Belize's plant and animal health services to comply with guidelines laid down by the WTO.

Mexico The General Directorate of Plant Protection received support for the production and international trade of agricultural products through: training in plant protection, actions to address quarantine pests and diseases; drafting of norms for preventing the introduction of exotic diseases; and inspection at the site of origin of imports.

Paraguay After the government of Chile imposed sanitary requirements on Paraguayan beef exports, IICA was able, within six weeks, to help Paraguay meet these requirements and lift the prohibition. This enabled Paraguay to resume beef exports to Chile, valued at some US\$20 million annually.

Uruguay In order to upgrade the MGAP's capabilities to provide the plant protection services necessary for agroexports, IICA collaborated with port, airport and border plant protection inspection services to improve quarantine controls and plant protection certification services for agricultural exports.

Institutional Framework

IICA implements a hemispheric project to foster technological development and innovation, the activities of which included conducting a study on organizational change at research institutions in different countries; preparing a proposal for annual seminars on agricultural research management (with ISNAR, the University of Campinas, Brazil and PROCADI); publishing a manual on economic evaluation of agricultural technology; assisting the Bolivian Institute of Agricultural Technology (IBTA) in designing a proposal for reorganization; and working with the MAG of Costa Rica to restructure its agricultural research system.

Brazil With IBRD and IDB support, the Institute contributed to institution-building efforts at EMBRAPA through the hiring of 150 national and international consultants specializing in state-of-the-art technology and who provided specialized technical services to EMBRAPA researchers.

Chile Actions in support of institution building at INDAP included: strategic planning, project formulation and the upgrading of institutional services and support systems (communications, informatics, human resources, etc.).

ECS Countries (Antigua and Barbuda, Dominica, St. Lucia, St. Vincent and the Grenadines) IICA provided training to upgrade the leadership skills, as well as management, planning and programming capabilities, at ten farmers' organizations.

Nicaragua Through joint IICA/GTZ efforts, consultants specializing in the following were provided to the MAG: agricultural information, agricultural marketing, documentation and information, management of agricultural health services, inspection of fish and seafood, herd epidemiology and health, veterinary parasitology, and organization, operation and inspection of quarantine systems.

Uruguay IICA helped recruit, hire and supervise high-level consultants specializing in: ex-post



Most countries of the hemisphere are engaged in the process of restructuring their economies by effecting reforms in economic policy and the state apparatus. These reforms reflect the greater importance given to private economic agents and markets and have led to the downsizing of public institutions,

since many public-sector functions are being ceded to the private sector. To be able to efficiently exercise their new roles, implement policies and



enforce regulations applicable to agriculture, public and private institutions require assistance in redefining their functions

project evaluation, agricultural production, biotechnology, molecular biology methods, management of pest birds in rice, integrated pest management for vegetables, integrated weed management for vegetables, statistics and animal husbandry.

Rural Development

In 1995, IICA continued to implement a hemispheric project to strengthen public and private institutional systems in order to modernize the administrative system and rural development. The objective of the project was to support local governments' efforts to absorb functions transferred to them from central governments as part of decentralization and modernization processes. A methodology for conducting microregional studies was adopted and published, and work began to design a methodology for planning sustainable microregional development.

With the support of the W.K. Kellogg Foundation, IICA held a hemispheric conference with representatives from the most important national and international institutions working with rural youth in the Americas, which resulted in a consensus on priorities for a working agenda with rural youth. An agreement between IICA and CAIJR was renewed, through which support is being provided to the countries for formulating projects to generate opportunities for rural youths, and in seeking funds for same.

Brazil Executed by state governments (Bahia, Pernambuco, Piauí, Ceará, Maranhão, Rio Grande do Norte, Sergipe) with IICA technical cooperation and IBRD funding, programs to support small-scale farmers focused this year on upgrading community participation in project design, implementation, operation and evaluation. Support was provided to the National Institute of Settlements and Agrarian Reform through training for the design of development projects for settlement areas; the proposed methodology for formulating sustainable development plans for settlements was adopted; and agro-economic and environmental protection projects were implemented. Technical cooperation was provided to the Ministry of Planning and Budget for conducting studies and formulating proposals and strategies for sustainable development in the states.

Dominican Republic IICA worked actively with public and private sector organizations to address various aspects of sustainable rural development; this included offering courses on watershed management, sustainable development policy, erosion and environmental planning.

Suriname Forty-five extension agents from the Agricultural Bank and the MOA received training on sustainable agricultural development.

Venezuela IICA assisted in compiling information for assessing the present status of agrarian reform, and a system was designed for coordinating, monitoring, evaluating and conducting studies on the subject. Support was provided for establishing a regional and national network for training in sustainable rural development (IFAD-IICA-CIARA) to include Brazil, Colombia, Cuba, Dominican Republic, Ecuador and Venezuela. Training events were held in several of those countries, giving rise to a proposal for a Hemispheric Training Center for Agriculture.

Training and Education

With funding from SIDA, IICA has been executing a regional project in **Central America** since 1993 to promote an integrated approach to communications, gender and sustainable development. In 1995, some 40 training events and international exchanges took place, benefitting more than 240 leaders from participating GOs and NGOs. Teaching materials were distributed to participating institutions, and manuals are being produced on communications and gender, as well as on the production of radio programs, audiovisual materials and printed materials.

To further promote training as a means of bringing about change, IICA worked directly with five Central American countries to define national training strategies and programs.

Argentina A forum was held to examine the status of higher education in agriculture; obstacles were identified and proposals for overcoming them were proposed.

Bolivia IICA collaborated in a diagnostic of training needs, with a view to upgrading Bolivia's tropical agricultural research system.

and modernizing their operations. This includes planning, training and the reform and development of institutions.

Institutional framework also refers to efforts to create better linkages between government and the members of society, and includes, among other things, the definition of public/private sector relations, regional planning, the organization of farmers, communications and training.





IICA places considerable importance on training and education as a means of bringing about change in the men, women and youths involved in agriculture, with a view to improving the quality of life in rural areas and upgrading the competitiveness of agriculture domestically and on international markets.



Dominican Republic A component of the Training Network for Rural Development (IFAD-CIARA-IICA) was formally established, bringing together 17 public and private organizations, and NGOs. Through this network, courses were offered on the environmental, technological and administrative management of development and rural agroindustry projects; new options for rural development; and a conceptual framework for rural agroindustry. IICA also contributed to designing curricula for 20 higher and mid-level educational institutions.

Honduras A project to define a national training strategy and to upgrade training organizations associated with the rural sector achieved the following: a study of the supply of and demand for agricultural training; compilation of basic information for a training strategy for the agricultural and forestry subsectors; and establishment of the Agricultural and Forestry Training Foundation.

Scholarships

IICA operates a scholarship program serving the entire hemisphere. During 1995, scholarships were provided for participation in short courses, seminars, as well as bachelors' and masters' degree programs in areas such as computer science, tissue culture, irrigation systems, Internet, agroforestry systems, and protected areas. The Junior Professional Program continued in 1995, this year benefitting four people.

In the **Caribbean**, in order to provide graduates with strong technical and practical training in agriculture and natural resources, as well as management and leadership skills, the Institute provided scholarships to 43 students, 15 of whom are pursuing agricultural studies at the Institute of Higher Agricultural Education (ISA) in the Dominican Republic.

Policy

A hemispheric project aimed at defining agricultural policies throughout the hemisphere supported the systematization, management and sharing of information among IICA's member countries; the development of a common approach to agriculture in the Americas; and the drafting of country reports on the status of agriculture. Under the project, a homepage called AGRIFORUM was placed on Internet to expedite the exchange of agricultural-socioeconomic information.

Another hemispheric project fosters the sustainable modernization of agriculture by upgrading the expertise of leaders in the public and private sectors and equipping them with the skills they need to analyze issues, make decisions and reach consensus on socioeconomic policy. Under the project, procedures were developed and mechanisms created for conducting the analyses.

In various countries, IICA established mechanisms for conducting analyses of economic, price and market intelligence. It designed a work plan for developing models for analyzing the impact of macroeconomic policy on agriculture, as well as an analytical framework for evaluating the situation in and outlook for agriculture in the hemisphere. Information from international and regional organizations was systematized as an aid for the policymaking process and support was provided for establishing data bases in the countries.

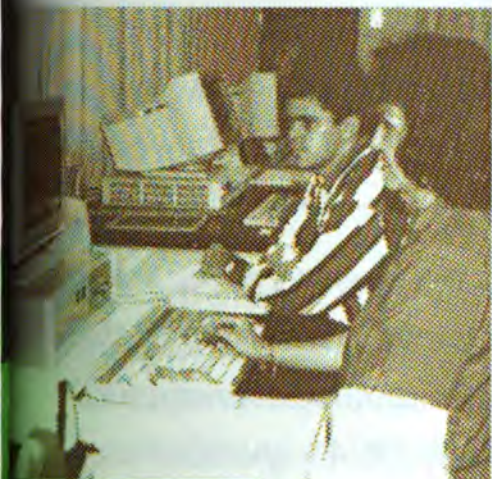
IICA continued its collaborative efforts with CORECA, a forum of the ministers of agriculture of **Central America**, to analyze sectoral policy, including aspects related to intra- and extra-regional trade in agricultural products, information systems, regional projects and coordination with other regional organizations and fora.

Colombia Actions were taken to include a policy on gender in the Ministry of Agriculture's National Rehabilitation Plan and to institutionalize the

A country's macroeconomic and agricultural policy framework, including guidelines, norms and legislation, serves either as an incentive or disincentive for the action of those working to bring about change and promote development in the agricultural sector.



Here, IICA has worked to strengthen agricultural policy analysis skills and planning mechanisms related to agriculture,



agricultural trade and gender; it has facilitated access to agricultural information systems as an input for the decision-making process. It works with leaders in the public and private sectors to upgrade their skills to analyze important issues, provide advisory services, enter into productive dialogue and reach agreement on matters related to socioeconomic policy.



policy on rural women, which included a study to determine barriers to credit for rural women.

Ecuador IICA supported public- and private-sector trade associations and institutions in addressing issues related to foreign agricultural trade policy. The project provided a forum for discussions on this topic between the government and private and academic circles. Efforts included studies of the WTO system and the GATT disciplines, and a seminar on agricultural trade.

El Salvador The Institute's efforts to support the analysis of agricultural policies and investments contributed to greater participation by the agricultural sector and the MOA in policy design and international negotiations. Also, a Special Agricultural Fund was created to stimulate investment in the sector, a stronger reforestation policy was defined, and the effectiveness of the work of government agricultural statistics offices was enhanced.

Guatemala Work to establish the basic infrastructure for an agricultural statistics system got under way. A commodity market information system that also analyzes market conditions was designed.

Panama Several workshops were offered on agricultural trade policy and negotiations for businesses, cooperatives and government employees.

Trinidad and Tobago A national workshop on gender in public administration and planning for the agricultural sector sensitized the management of the Ministry of Agriculture, Livestock and Marine Resources (MALMR) to the need for gender-oriented policies and programs.

Strategic Alliances

Agriculture and Agrifood-Canada
Alianza Cooperativa Internacional
Asian Vegetable Development and Research Center (AVDRC) (Taiwan)
Board of the Cartagena Agreement (JUNTA)
Canadian International Development Agency (CIDA)
Caribbean Agricultural Research and Development Institute (CARDI)
Caribbean Committee for the Management of Plant Genetic Resources (CMPGR)
Caribbean Food Crop Society (CFCS)
Caribbean Agricultural Research and Development Institute (CARDI)
Caribbean Community (CARICOM)
Center for International Cooperation in Agricultural Research for Development (CIRAD) (France)
Central America and Panama Nutritional Institute (INCAP)
Central American Agricultural Council (CAC)
Central American Bank for Economic Integration (CABEI)
Central American Forestry Council
Chemonics
CAB International (CABI)
Earth Council
Economic Commission for Latin America and the Caribbean (ECLAC)
Economic Development Institute (EDI) of the World Bank
Ecotopica Foundation (Costa Rica)
Federation of Private Entities of Central America and Panama (FEDEPRICAP)
German Agency for Technical Cooperation (GTZ)
Honduran Agricultural Research Foundation (FHIA)
Inter-American Development Bank (IDB)
Inter-American Organization for Higher Education (OUI)
Intercooperation (Switzerland)
International Agricultural Trade Research Consortium (IATRC)
International Bank for Reconstruction and Development (IBRD)
International Center for Forestry Research (CIFOR)
International Center for Tropical Agriculture (CIAT)
International Development Research Centre (IDRC)
International Food Policy Research Institute (IFPRI)
International Fund for Agricultural Development (IFAD)
International Plant Genetic Resources Institute (IPGRI)
International Plant Protection Convention (IPPC)



Current trends worldwide point to the need to make more efficient and effective use of the resources available in the countries and in international, national and nongovernmental organizations. Accordingly, in 1995, IICA expanded and strengthened its cooperation with agencies sharing similar interests in order to build a network of strategic alliances for executing joint programs and projects and for ensuring maximum impact and results.

Countries traditionally viewed as donors have become active partners in the Institute's technical cooperation activities. In Canada, a strategic framework for action was approved, with greater priority being attached to technical links with Agriculture and Agri-Food Canada; IICA also continues to work closely with CIDA and IDRC, two important Canadian assistance organizations. In the United States of America, relations with the Department of Agriculture,

especially the Animal and Plant Health Inspection Service, the Economic Research Service and the Agricultural Research Service, were strengthened and various joint efforts are in progress.

While IICA benefits from its participation in these alliances, the Institute also offers comparative and competitive advantages to its partners. Organizations interested in contributing to agricultural development in the hemisphere can tap IICA's technical expertise and contacts in the field, and make use of its logistic and support structure through its network of Technical Cooperation Agencies in 33 member countries.

The results of these efforts speak for themselves: in 1995, actions valued at some US\$61 million in external funds were executed above and beyond the quota resources administered by the Institute.



Deutsche Gesellschaft für
Technische Zusammenarbeit
IGTZ GmbH



IDB



IFAD
INTERNATIONAL
FUND FOR
AGRICULTURAL
DEVELOPMENT



United States
Department of
Agriculture



WORLD BANK

International Regional Organization of Agricultural Health (OIRSA)
International Rural Youth Advisory Council (CAJR)
International Service for National Agricultural Research (ISNAR)
Latin American Association of Development Finance Institutions (ALIDE)
Latin American Economic System (SELA)
Latin American Integration Association (ALADI)
Ministry of Economic Cooperation (BMZ) (Germany)
National Agricultural Library (NAL) (United States)
National Institute of Agricultural Research (France)
National Institute of Biodiversity (INBio) (Costa Rica)
North American Plant Protection Organization (NAPPO)
Organization for Economic Cooperation and Development (OECD)
Organization for Tropical Studies (OTS)
Organization of American States (OAS)
Organization of Eastern Caribbean States (OECS)
Pan American Health Organization (PAHO)
Permanent Secretariat of the General Treaty on Central American Integration (SIECA)
Plant Protection Committee for the Southern Cone (COSAVE)
Radio Nederland Training Centre (RNTC) (The Netherlands)
Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA)
Regional Delegation for Cooperation in the Caribbean and the Guyanas (DRCST) (France)
Societe de Developpement International Desjardins (SDID)
Society of Tropical Veterinary Medicine (STVM)
Spanish Agency for International Cooperation (AECI)
Swedish International Development Authority (SIDA)
Swiss Technical Cooperation (COTESU)
Tropical Agriculture Research and Training Center (CATIE)
United Nations Children's Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Education, Science and Culture Organization (UNESCO)
United Nations Food and Agriculture Organization (FAO)
United Nations Fund for Population Activities (UNFPA)
United States Agency for International Development (USAID)
United States Department of Agriculture (USDA)
University of the West Indies (UWI)
Volunteers in Overseas Cooperative Assistance (VOCA)
W. K. Kellogg Foundation

IICA

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the inter-American system. As a hemispheric, service-oriented agency and center of learning, IICA can be flexible and creative in responding to needs for technical cooperation in the countries through its thirty-three Technical Cooperation Agencies, five Regional Centers and Headquarters, which coordinate the implementation of strategies tailored to the needs of each region.

The 1994-1998 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during the four-year period. Its general objective is to support the efforts of the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas.

IICA's 33 Member States are grouped into five Regional Centers, namely:

Northern: Canada, Mexico and the United States of America; **Central:** Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. **Caribbean:** Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago. **Andean:** Bolivia, Colombia, Ecuador, Peru and Venezuela. **Southern:** Argentina, Brazil, Chile, Paraguay and Uruguay.

The 18 Permanent Observers of IICA are: Arab Republic of Egypt, Austria, Belgium, Czech Republic, European Communities, France, Germany, Hungary, Israel, Italy, Japan, Kingdom of the Netherlands, Portugal, Republic of Korea, Republic of Poland, Romania, Russian Federation and Spain.

IICA organizes its technical cooperation through four Areas of Concentration, one Center and two Specialized Services, which are responsible for building technical and institutional capabilities and developing specialized data bases in their areas of expertise.

Socioeconomic Policy, Trade and Investment. This Area provides cooperation related to the generation of socio-economic policy pertinent to agriculture, the development of domestic and international trade mechanisms for improving the competitiveness of agri-food systems, with a view to achieving a more equitable distribution of the benefits of trade opening and regional integration.

Science and Technology, Natural Resources and Agricultural Production. This Area supports efforts related to sustainable development, agricultural and agroindustrial modernization, diversification and transformation of production, conservation of natural resources and the environment, and the development of specialized collaborative research and information networks.

Agricultural Health. The efforts of this Area focus on the harmonization of sanitary and phytosanitary norms for national and international agricultural trade, and the monitoring and control of agricultural diseases and pests.

Sustainable Rural Development. This Area addresses modernization, institutional development and social organization, including the decentralization and democratization processes under way in the countries. It supports rural development and poverty eradication programs, and promotes rural agroindustry as a means of adding value to small-farm production and boosting farm incomes.



The Center for Integration and Agribusiness Development works to forge closer ties between public and private organizations of the agricultural sector, upgrade the countries' capabilities to engage in international trade negotiations and fulfill international trade agreements in agriculture, and promotes the development of mechanisms for improving domestic trade, including agricultural commodity exchanges.

Training, Education and Communications. *The primary focus of this Service is the educational process, at the professional and technical levels, in formal (higher education) and informal settings (training). Its aim is to contribute to the development of human resources in the agricultural sector and it has three components: training, education and communications.*

Information, Documentation and Informatics. *This Service is responsible for promoting institutional development through the installation and adoption of modern information and telecommunications technology; it also stores and disseminates bibliographic and statistical information on agriculture, and publishes technical publications pertinent to the agricultural sector.*

Meetings of Ministers

In 1995, the Ministers of Agriculture met during the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA), IICA's governing body, to discuss the Institute's 1996-1997 Program Budget, support for institutional transformation, work with rural youth, cooperation with other organizations associated with the inter-American and international systems, as well as agricultural health issues, the preservation of genetic material and rural development, among other topics.

A Forum of Ministers of Agriculture entitled "Agriculture on the Eve of the Twenty-first Century" was held concurrently with the IABA meeting, chaired by Costa Rican President Jose Maria Figueres. During the event, ministers of agriculture and senior officials from the sector discussed a new approach to agriculture in the hemisphere aimed at revaluing and repositioning the sector in light of present integration efforts.

The AgriFuture Foundation

In order to invest in the future of agribusiness, rural development and the conservation of natural resources in the Americas, IICA sponsored the creation of the AgriFuture Foundation, an autonomous organization with headquarters in Washington, D. C.



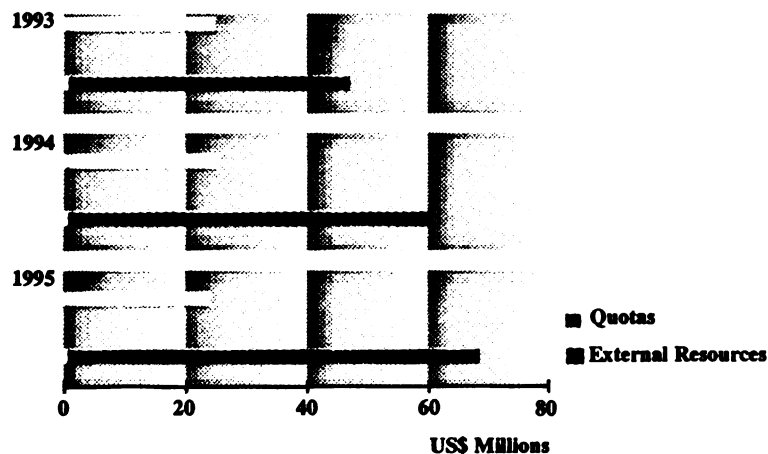
Modernization and Decentralization

In 1995, top priority was attached to the modernization of the Institute, and important progress was made in the areas of participatory management, strategic planning, teamwork, innovation and leadership development. Special attention was also given to upgrading the skills of IICA personnel through training, including management courses for staff at all levels. Further steps were taken to implement the new information system, planning systems were improved and administrative systems were restructured.

Decentralization culminated in the establishment of five Regional Centers, and the subsequent redistribution of human and financial resources. Also, 27 Technical Cooperation Agencies and Headquarters linked up to Internet, which allows for a freer flow of information between the many sites of the Institute. IICA can be consulted on the World Wide Web at <http://www.iica.ac.cr>.

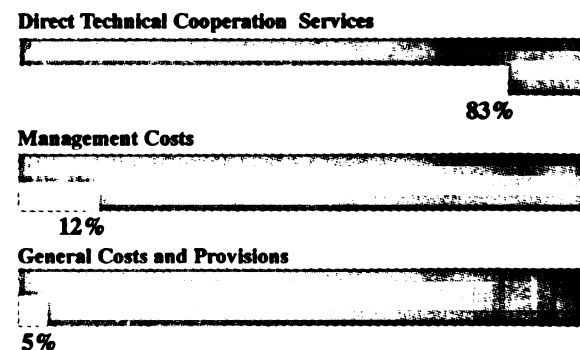
Graph 1

Evolution of Quota and External Resources



Graph 2

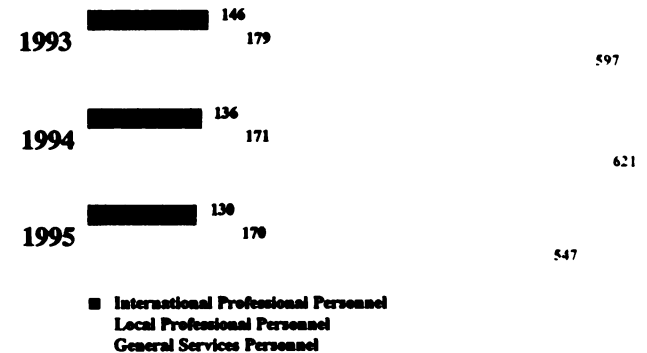
Execution of Resources by Chapter %



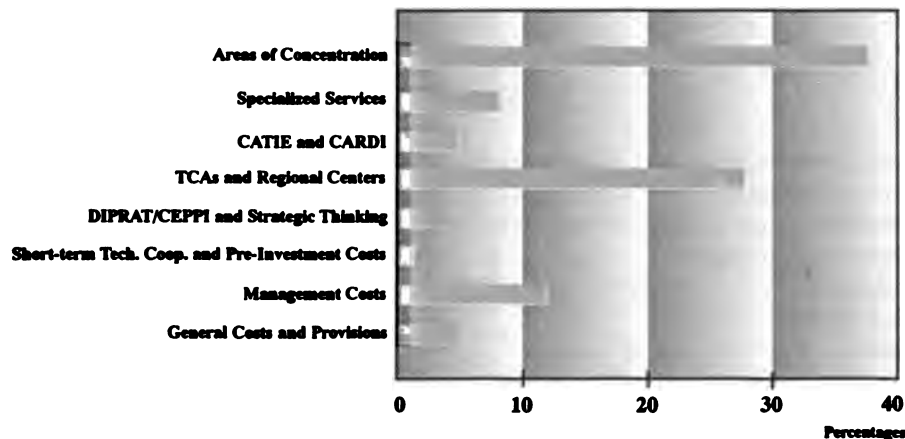
Resources

Graph 1, which shows the evolution of quota and external resources in 1993, 1994 and 1995, reveals the increasing role of extra-quota resources. Graph 2 illustrates execution of the regular budget: 83% was earmarked for direct technical cooperation services, 12% for management costs and 5% for general costs and provisions. Graph 3 shows the distribution of resources among the technical cooperation units, support units, Regional Centers, Technical Cooperation Agencies, management costs, and general costs and provisions. Graph 4 shows the distribution of the Institute's human resources in 1993, 1994 and 1995.

Graph 4
Distribution of Human Resources



Graph 3
Direct Technical Cooperation Services
Quota Resources



ACRONYMS

CAIJR	International Rural Youth Advisory Council
CIARA	Foundation for Training and Research Applied to Agrarian Reform
CIAT	International Center for Tropical Agriculture
CIDA	Canadian International Development Agency
CIDAE	Center for Integration and Agribusiness Development
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic
ECLAC	Economic Commission for Latin America and the Caribbean
EMBRAPA	Brazilian Institute of Agricultural Research
FAO	United Nations Food and Agriculture Organization
GATT	General Agreement on Tariffs and Trade
GTZ	German Agency for Technical Cooperation
IBRD	International Bank for Reconstruction and Development
IBTA	Bolivian Institute of Agricultural Technology
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
INDAP	Agricultural Development Institute of Chile
ISNAR	International Service for National Agricultural Research
MERCOSUR	Southern Common Market
MOA	Ministry of Agriculture
OAS	Organization of American States
PAPP	Small-Farmer Assistance Program
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion
PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Cone
PROCTROPICOS	Cooperative Program on Research and Technology Transfer for the South American Tropics
PRODAR	Hemispheric Rural Agroindustrial Development Program
SIDA	Swedish International Development Authority
UNFPA	United National Fund for Population Activities
USDA	United States Department of Agriculture
WTO	World Trade Organization

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