

Summary

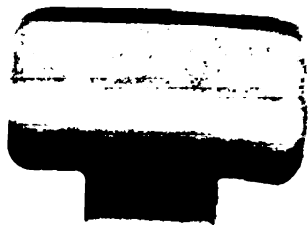


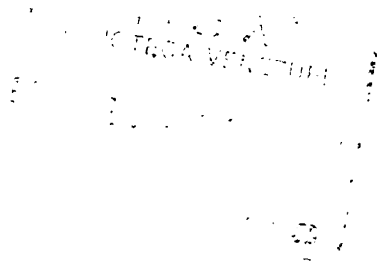
# ANNUAL REPORT 1988



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE







1988

Summary



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# **Foreword**

**The Institute presented the Member States with the 1988 Annual Report in June 1989. This document is a summary of that Report.**

**Part I describes the Institute itself, outlining the origins, legal bases, structure and purpose of IICA. It also summarizes the activities of the governing bodies of the Institute, placing special emphasis on the different tasks and activities carried out and contacts made during the year in connection with the preparation of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean.**

**Part II summarizes the Institute's technical cooperation in the 31 member countries.**

**Part III provides detailed information on the achievements of the Institute's five Program Directorates, as well as the multinational projects assigned to each Program.**

**Part IV synthesizes the relations of the Institute with international agencies during 1988.**

**Finally, Part V provides statistical information on human resources, describes the Institute's financial standing, and presents the results of the application of the evaluation system.**

**The full-length version of the 1988 Annual Report is available to the governments of the Member States and to any organizations interested in the Institute's activities during the period.**



# **Background, Juridical Bases, Structure and Goals**

The Inter-American Institute for Cooperation on Agriculture (IICA) is an inter-American agency specialized in agriculture. It is active on the economic, social and political fronts of the Member States, which dictate IICA's general policies on the basis of ongoing changes in their own economic, social, political and institutional processes.

In October 1942, the Governing Board of the Pan American Union approved the establishment of the Inter-American Institute of Agricultural Sciences. In 1944, the Institute's Multilateral Convention was opened to the signature of the American countries. The Board of Directors, in a meeting in 1970, approved a resolution to amend the Convention and expand its fields of action to strengthen the Institute. The new Convention was opened to the signature of the Member States in March 1979 and was ratified on December 8, 1980.

The Institute's purposes are to encourage, promote and support the efforts of the Member States to achieve agricultural development and rural well-being. The Convention assigns IICA the following functions: 1) promote the strengthening of national institutions; 2) formulate and execute plans, programs, projects and activities, in accordance with the needs of the governments of the Member States; 3) establish and maintain relations of cooperation and coordination with the Organization of American States (OAS) and with governmental and non-governmental entities that pursue similar objectives; and 4) act as an organ for consultation, technical execution and administration of programs and projects in the agricultural sector, through agreements with the OAS or with national, inter-American or international agencies and other entities.

## ***The Inter-American Board of Agriculture***

The Inter-American Board of Agriculture (IABA) is the highest governing body of the Institute and consists of IICA's 31 Member States. The IABA meets regularly every two years, and its responsibilities include approving policy guidelines and the two-year Program Budget and electing the Director General of the Institute every four years, unless circumstances demand otherwise.

## ***Eighth Regular Meeting of the Executive Committee***

The Executive Committee, another governing body of IICA, is made up of 12 Member States, which are elected for two-year terms on a rotating basis, as determined by the IABA. The Executive Committee meets regularly every year and serves, among other things, as a preparatory committee for the meetings of the Inter-American Board of Agriculture.

At its Eighth Regular Meeting, held at Institute Headquarters in San Jose, Costa Rica, from August 1 to 4, 1988, the Committee approved a total of 19 resolutions. On that occasion, the Director General presented the members of the Executive Committee with a detailed progress report on the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean. He also pointed out that fulfillment of the Ottawa Mandate should give rise to an active process of generating, discussing and reaching agreement on ideas and proposals concerning the role of agriculture in the region, with a view to promoting agricultural development projects and programs.

## ***The Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean***

In order to translate the political and conceptual consensus achieved at the Ottawa meeting into practice, the Ninth Inter-American Conference of Ministers of Agriculture (ICMA) adopted a resolution requesting that the IABA “charge IICA with developing, in collaboration with the member countries and other specialized agencies, a strategic plan of joint action in support of agricultural reactivation and economic development in Latin America and the Caribbean” and with securing external resources to fund its preparation.

Both the general consensus achieved in the final Conference documents and the demand for a plan of joint action were subsequently endorsed by the ministers of foreign relations of Latin America and the Caribbean (LAC) during the 17th OAS General Assembly, held in Washington, D.C. in October 1987, where a resolution backing these initiatives was approved.

This is to be a true Plan of Joint Action, rather than a simple study. Therefore, the overall objective in preparing the Plan was to design a conceptual and operating framework within which to implement joint actions to reactivate the agricultural sector in the countries of Latin America and the Caribbean, and contribute to their economic development.

An independent organizational structure was established for conducting the study, comprised of a Technical Group, an Institutional Steering Committee, an International Advisory Commission and a mechanism for consultation.

The consultation process has taken place through three kinds of meetings. The first, technical consultative meetings, were attended by other agencies that cooperate with and fund agriculture. The second type of consultation mechanism was directed toward the countries at the regional level, and toward subregional bodies (such as CARICOM, CORECA, JUNAC and others). The third forum involved discussions with all the member countries of the Institute, during the meetings of its governing bodies (the Executive Committee and the Inter-American Board of Agriculture).

There has also been a process of information sharing, discussion and participation with countries and organizations that may provide external cooperation. This is the first step toward securing resources, a task that will begin in earnest once the Plan has been approved by the countries.



## **Institutional Organization**

The executive body of the Institute is its General Directorate. The Director General, Dr. Martín E. Piñeiro (Argentina), is the legal representative of the Institute and is responsible for carrying out the mandates of the Board. IICA's Headquarters are in San Jose, Costa Rica, and it has Offices in 31 countries.

### ***At Headquarters***

The organizational chart of the Institute did not undergo any significant changes this year. In 1988, Headquarters was made up of the Office of the Director General, which includes the Offices of the Deputy Director General, Advisors and the Internal Audit.

IICA's management support units come directly under the Director General and include the Directorates of External Relations, Human Resources, Finances, Programming and Evaluation, and for the Coordination of Institutional Affairs.

The Directorates of the Institute's five Programs are responsible for developing appropriate concepts and working methods, and for establishing guidelines to govern the different areas of concentration of each Program. The five Program Directors, stationed at Headquarters, report directly to the Director General.

The technical support units generate specific, specialized services to strengthen Institute action. They are: the Inter-American Agricultural Documentation and Information Center (CIDIA), Computerized Information Services and the Center for Investment Projects (CEPI).

### ***The Office of the Assistant Deputy Director General for Operations***

Each IICA Office in the countries reports to a Director of Area Operations. The Institute has divided its operations into four geographical areas: Caribbean, Central, Andean and Southern.

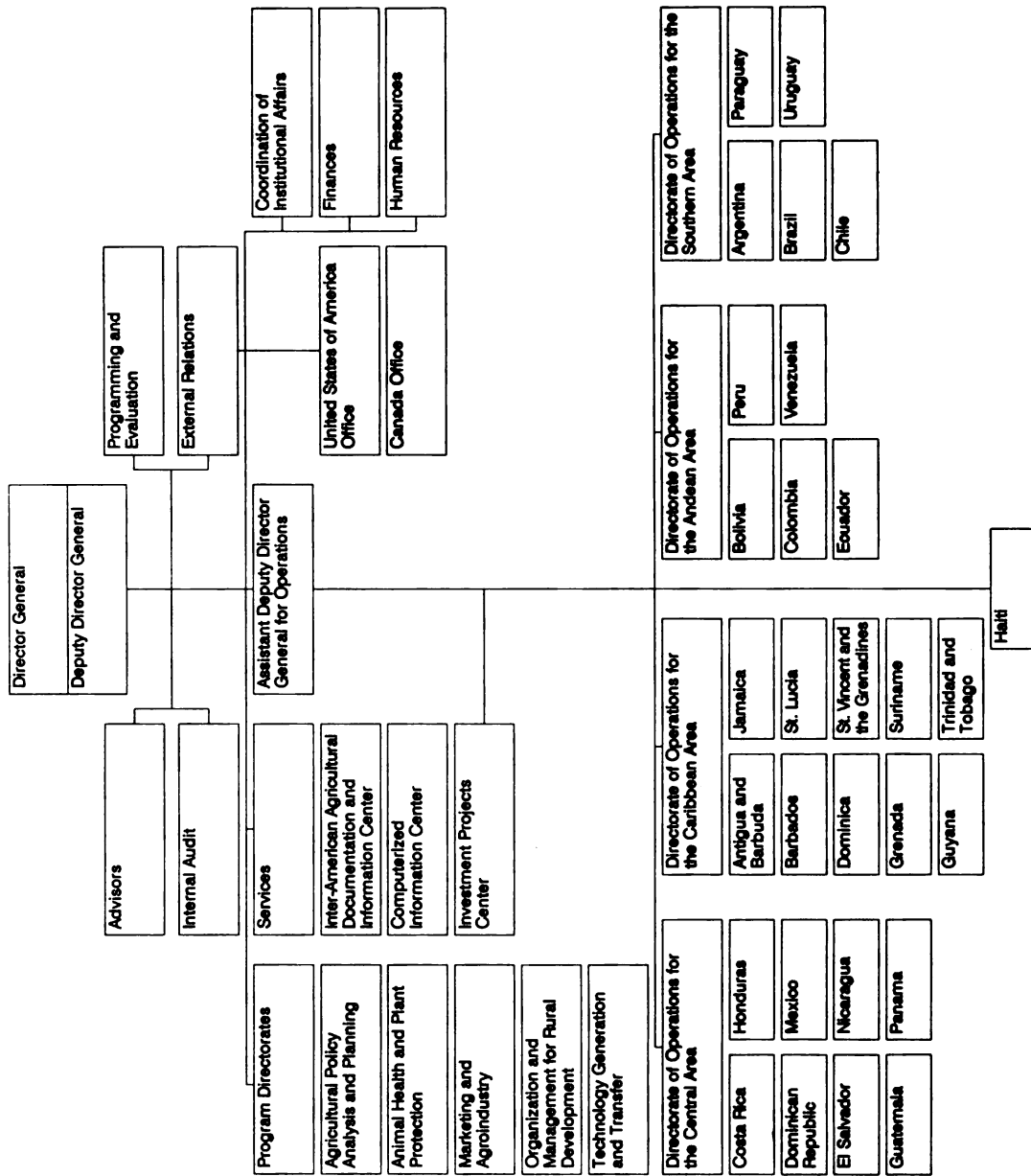
The four Directors of Area Operations report to the Assistant Deputy Director General for Operations. They play an important role in promoting horizontal cooperation among countries of the same area and in programming and implementing multinational projects in their areas. The Office of the Assistant Deputy Director General for Operations is located at the Institute's Headquarters in San Jose, Costa Rica.

### ***Offices in the Countries***

IICA's Offices in the countries constitute the institutional and administrative foundation for the implementation of IICA activities and they play a central role in: maintaining relations with government authorities; providing administrative and logistic support to the activities of the five Programs; providing technical assistance to the countries faced with unanticipated, short-term problems; developing the capacity to identify, manage and execute projects; and executing national service projects.

IICA's Offices in Canada and the United States, due to the different role they play within the Institute's structure, report directly to the Director General, through the Director of External Relations.

# Organizational Chart of the Inter-American Institute for Cooperation on Agriculture 1988



**Management Structure of the Inter-American Institute for Cooperation on Agriculture  
1988**

**Martín E. Piñeiro**  
Director General

**Félix Cirio**  
Advisor

**L. Harlan Davis**  
Deputy Director General

**Rodolfo Martínez**  
Advisor for Special Affairs

**Cassio Luiselli**  
Assistant Deputy Director  
General for Operations

**Directors of Area Operations**

**Carlos E. Fernández**  
Central

**Luis A. Montoya**  
Andean

**Reginald Pierre**  
Caribbean

**Carlos Rucks**  
Southern

**Program Directors**

**Fausto Jordán**  
Organization and Management  
for Rural Development

**Harry C. Mussman**  
Animal Health and Plant  
Protection

**Carlos Pomareda**  
Agricultural Policy Analysis and  
Planning

**Rodolfo E. Quirós**  
Marketing and Agroindustry

**Eduardo J. Trigo**  
Technology Generation and  
Transfer

**Augusto Donoso**  
Director of Human Resources

**J. André Ouellette**  
Director of Coordination of  
Institutional Affairs

**Paul E. Sisk**  
Director of Finance

**Diego Londoño**  
Director of Programming and  
Evaluation

**Jorge Werthein**  
Director of External Relations

## **IICA in the countries**

The technical cooperation actions carried out by the Institute in 1988 all fell within the framework of the five Programs established in the 1987-1991 Medium Term Plan, approved by the Inter-American Board of Agriculture in October 1986.

### **Central Area**

The Institute's cooperation actions focused on three priority areas reflecting the common needs of the countries of this subregion, as follows: actions aimed at strengthening institutional capabilities in the public agricultural sector by improving their systems for formulating and adjusting sectoral policies. In another area of action, IICA helped to improve capabilities pertaining to the management of rural development projects by small-farmer organizations, to improve marketing systems, and to provide support for training in rural small-business management, with a view to enhancing food security and ensuring an adequate level of exports of agricultural products. The Institute also provided support to technology generation and transfer agencies, especially in connection with the genetic improvement of seeds, cattle and coffee, and helped strengthen agricultural research and extension programs. At the multinational level, the Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE) continued with its training courses and its work in the area of technology transfer. TRIFINIO, the Integrated Development Plan in the Border Zone of Guatemala, El Salvador and Honduras, pursued its efforts aimed at achieving Central American integration. The Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) continued to provide coordination between subregional and international organizations. For its part, IICA continued with its regional projects: the Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA); its animal health and plant protection projects; and the Regional Network for Cacao Technology Generation and Transfer (PROCACAO), inaugurated this year.

### **Costa Rica**

In 1988, the IICA Office in Costa Rica offered technical cooperation to private and public institutions and organizations associated with the agricultural sector in order to strengthen the mechanisms for implementing and adjusting agricultural sectoral policy; strengthen the mechanisms for generating and transferring agricultural technology; conduct research on forage to improve livestock feed; and implement rural development projects through small-farmer organizations.

### **Dominican Republic**

IICA's work in agricultural policy planning and analysis focused on a study, and on the preparation of guidelines, for drawing up a document on agricultural policy, in cooperation with the Study and Analysis Unit of the Secretariat of State for Agriculture (SEA). In regard to technology generation and transfer, the Office worked in close collaboration with the SEA to create the National Cacao Technology Development Center, and it also participated in the design of the legume center. IICA cooperated with the National Institute of Water Resources (INDRHI) in the design and preparation of an agricultural development project in three priority irrigated areas.

IICA worked with the Dominican Agrarian Institute (IAD) to develop and implement the self-managed associative enterprise model, including a component involving the active participation of rural youth and rural women in rural development. In regard to marketing and agroindustry, cooperation activities focused on adjusting the perishable-products markets, while in the area of plant protection, efforts were aimed at detecting coffee rust in the country.

## **El Salvador**

In 1988, IICA technical cooperation in El Salvador centered on supporting the Ministry of Agriculture and Livestock (MAG) in improving its capacity for securing and channeling IDB financial resources to strengthen its institutions and support self-management in agrarian reform cooperatives. Further training was provided in the identification and design of agricultural projects, in the integrated planning of production, and in the social organization of management of associative enterprises. This training was offered as a complement to the overall effort to strengthen sectoral institutions in their policy on decentralization and provision of services.

## **Guatemala**

IICA technical cooperation focused on analyzing and strengthening the institutional planning system, through support to the Agricultural Sector Planning Unit (USPADA), attaching special importance to emergency projects benefiting the poorest campesino sectors. Other cooperation actions in this country were aimed at improving dual-purpose cattle and production systems, in terms of analyzing and interpreting diagnostic studies conducted in selected areas. Support was also given to the training program for the National Agricultural Extension System (PROCASNEA) to train technicians and farmers in rural development. Assistance was provided to the Animal Health Program (PRODESA) of the General Directorate of Livestock Services in the form of training for national technical personnel and the preparation of laboratory manuals.

## **Honduras**

During the period under review, IICA actions provided continued support for the Secretariat of Natural Resources (SRN) and the Minister's Agenda for the 1987-1990 Development Plan in the following areas: fostering production, improving agricultural services to satisfy the basic needs of the rural population, and implementing institutional changes for agricultural development. Moreover, further support was provided to the National Agrarian Institute and the Secretariat for Planning, Coordination and Budget (SECPLAN), in activities related to rural development. IICA continued to provide support to the National Agricultural Development Bank (BANADESA). IICA also supported SRN's Agriculture and Livestock Office in programming agriculture and livestock research.

## **Mexico**

The IICA Office in Mexico continued to provide technical cooperation to enable the Secretariat of Agriculture and Water Resources (SARH) to strengthen activities associated with the identification, preparation and management of projects in the states and in the preparation of investment projects to be financed by international banks. Continued support was lent in an effort to upgrade the capabilities of the technology generation and transfer process of the National Institute for Agricultural and Forestry Research (INIFIAP). IICA continued to support SARH's General Directorate of International Affairs (DGAI) in the formulation and implementation of international agricultural marketing policies. The Institute also supported SARH's efforts to improve its technical and operational capacity in the area of plant protection, by means of training activities and improvements in the infrastructure of the laboratory network.

## **Nicaragua**

IICA support was geared to increasing the effectiveness of the mechanisms used for formulating and adjusting agricultural sector policies, and to increasing production and productivity levels in order for the country to meet its goals for 1988. IICA projects were directly linked to strengthening the technology generation and transfer systems, through genetic improvement for the development of non-traditional crops; the marketing system, through research, technical assistance and training; and the organization of small farmers, through the identification and preparation of projects aimed at the economic consolidation of associative enterprises.

## **Panama**

During 1988, IICA stepped up its technical cooperation activities in technology generation and transfer. IICA cooperated with the Agricultural Research Institute (IDIAP) in setting priorities on products to be targeted for research and in drafting a national research plan. Special emphasis was given to planning and implementing the agricultural policy of the Ministry of Agricultural Development (MIDA) and to upgrading the mechanisms needed for exporting non-traditional products. The Institute contributed to strengthening the institutional system connected with rural development, and helped the agrarian reform process overcome problems of an organizational and managerial nature. The Office also offered its assistance in planning and supervising the execution of the plans and programs of the National Directorate for Sectoral Planning.

## **Caribbean Area**

In 1988, IICA's action was basically focused on supporting diversification and expansion of food crops, both for local consumption and for export, in order for the countries of the Area to increase food self-sufficiency and provide a more varied base for the generation of foreign exchange. Emphasis was placed on the generation and transfer of technology for the development of improved fruit production systems, as well as on the marketing of non-traditional crops (the non-sugar subsector, cassava, etc.). Plant protection and animal health programs also continued to play a key role in efforts to attain self-sufficiency in food production, in order to overcome plant protection problems and help to improve the livestock subsector, including the production of sheep and swine.

## **Barbados**

IICA actions in Barbados were oriented to supporting the government's agricultural diversification policy. In 1988, major emphasis was placed on encouraging fruit production, as a result of which papaya output increased steadily, to the point where Barbados is now an exporter of this commodity. The Ministry of Agriculture also received support in strengthening information management systems, including preparatory work for the agricultural census. Together with the Barbados Agricultural Development Corporation (BADC), it received assistance in farm management training. IICA also contributed to strengthening national institutions in their capacity to provide training on micro-agribusiness.

## **Guyana**

The technical cooperation between the government and IICA during 1988 concentrated on two high-priority areas: livestock, improving dairy production for landless, small- and medium-scale

farmers through the transfer of technology to dairy farmers, and training of national technicians and counterparts; and fruit production, through improved propagation techniques and in-service training for technicians and nursery employees. These two areas of technical cooperation were consistent with and supportive of not only the government's agricultural diversification program, but also of the Economic Recovery Program.

## **Haiti**

In 1988, IICA supported efforts in the battle against coffee rust in Haiti. In rural development, action was undertaken on institutional strengthening for increased participation of small-scale producers. The swine repopulation project is currently in its third phase; the capability of farmers' organizations and UNAPEL (which is a national confederation of small-farmer associations) in food production and animal health surveillance has been reinforced. IICA also developed swine production systems, using sugar cane juice and high-protein forages.

## **Jamaica**

The Institute cooperated with the Ministry of Agriculture (MINAG) in developing improved crop production systems at the farm level, which will make it possible for small-scale farmers to increase their incomes, while at the same time conserving soil and water. MINAG focused on technologies adopted by small farmers for the production of potato, yam, cabbage, and corn; also, in the production of cassava cultivars, with high-yield reproductive material.

The Small Enterprise Development Project (SEDPRO) has been IICA's response to the need to strengthen the capacity of national institutions to assist rural micro-entrepreneurs in business management. As a consequence of Hurricane Gilbert, the IICA projects supporting the government were reoriented to address priorities such as planting, accessing financing and preparing nurseries.

## **Organization of Eastern Caribbean States (OECS)**

Support to the agricultural technology development process in the OECS countries covered areas such as the establishment of institutional policies on technology, programs and projects for both internal and external funding and the incorporation of technological advances into farming systems.

The Institute assisted the Caribbean Community (CARICOM) Secretariat in formulating a program for agricultural development. The resulting regional action plan contains commodity-based, as well as general institutional support programs and investment projects, which will benefit the Eastern Caribbean states.

Cooperation actions were also aimed at strengthening farmers' organizations, so that they can improve the quantity and quality of the marketing and production services they provide to their members. With regard to the formulation of projects, IICA assistance consisted of identifying and formulating projects to benefit the farmers' organizations. In an attempt to improve the exchange of information and experiences among OECS countries, an inter-island steering committee representing farmers' organizations was established.

The project on strengthening plant protection and quarantine capabilities for the production and marketing of non-traditional crops focused on removing constraints existing in this field. Ministries of agriculture, in collaboration with USAID, were assisted in the implementation of the fruit fly survey.

- **Antigua and Barbuda**

IICA assisted the agricultural sector in the identification of projects and gave initial support to the organization of a technology generation and transfer system. In the area of plant protection, to support the production and marketing of non-traditional crops, actions concentrated on training farmers in the use of pesticides, and on disseminating information on the major pests of the subregion. The plant protection system of the country was studied, and recommendations were made as to areas for future assistance.

- **Dominica**

In 1988 the first three phases of the agricultural technology development process were successfully implemented; moreover, assistance was provided in identifying and gaining access to sources of improved technology related to the production and marketing of christophene. The Institute also supported the production of smaller stock species, such as sheep, with improved production systems; and plant protection services, providing in-service training for laboratory technicians and implementing actions designed to control the *Amblyomma variegatum* tick, which has not been reported since 1987.

- **Grenada**

A sector study to prepare priority project proposals and implement them in Grenada was carried out in 1988. A study on low incomes and farmer response to praedial larceny has been concluded in the main agricultural region of the country. In the area of plant protection, efforts were aimed at strengthening the institutional capabilities of the Ministry of Agriculture through training, the application of field diagnostic techniques, and the organization of an effective plant protection service.

- **Saint Lucia**

In technology generation and transfer, IICA collaborated with the Caribbean Agricultural Research and Development Institute (CARDI) in the introduction of state-of-the-art technology to control sweet potato weevil in Saint Lucia. In rural development, IICA supported the Saint Lucia Association of Farmers' Cooperatives and the National Research and Development Foundation (NRDF). Personnel were trained in the use of a computerized information base for the collection of on-farm production and marketing information. The Institute also addressed plant protection problems, including a diagnosis of the post-harvest handling of priority fruit crops.

- **Saint Vincent and the Grenadines**

To assist the agricultural sector in Saint Vincent and the Grenadines in the identification of projects, a study was conducted to determine the most pressing problems and alternative actions. An appraisal of the National Agricultural Technology Development System (NATDS) was also conducted. With regard to plant protection, an organizational review was carried out to recommend possible areas for assistance.

## **Suriname**

IICA technical cooperation expanded considerably during the year. Efforts focused primarily on providing support to dairy production through applied research and technical assistance to the Association of Dairy Farmers in securing external financing and on contributing to research aimed at controlling and stopping the spread of oil palm and coconut pests and diseases.



## **Trinidad and Tobago**

The Institute supported the government's efforts, and placed emphasis on technical support to improve food crop marketing systems, the promotion of small agribusinesses, and the development of a methodology for the management of investments in agricultural research in that country.

## **Andean Area**

Within the context of activities aimed at modernizing Andean agriculture, IICA has worked to strengthen rural development through integrated agricultural development projects in the five countries of the Area, and has helped small rural business with the generation of new technologies for drawing up and managing rural development projects. To complement these efforts, it concentrated on developing and promoting agroindustry while offering advisory services in connection with the operation of comprehensive agricultural marketing systems for domestic supply and for export. Priority was also attached to actions aimed at strengthening planning institutions in the public agricultural sector, consolidating agencies involved in the generation and transfer of technology, and strengthening national and subregional animal health and plant protection structures. At the multinational level, the Cooperative Agricultural Research Program for the Andean Subregion (PROCIANDINO) has made significant progress in the operation of its research projects.

## **Bolivia**

IICA focused its efforts on increasing the participation of the sector in defining overall policies, and in setting sectoral strategies and priorities. Collaboration was provided in strengthening sectoral institutions through technical assistance for reorganizing the Ministry of Campesino and Agricultural Affairs (MACA), and the administrative decentralization of the Regional Development Corporations (CORDEBENI, CORDEPO, CORDEPANDO). To increase production and productivity, support was given to comprehensive agricultural development, and very successful contributions were made to identifying integrated production and marketing systems, to conducting market studies on several items such as milk, rice and chestnuts, and to identifying and designing export projects.

## **Colombia**

In the field of sectoral planning, in 1988 IICA worked with the Agricultural Sectoral Planning Office (OPSA) of the Ministry of Agriculture, to strengthen the mechanisms for analyzing and managing priority programs and projects of the sector. Training activities continued under the National Agricultural Training Program (PNCA), and support was given to the Colombian Agricultural Institute (ICA) to strengthen its institutional structure and upgrade the Office of the Assistant Manager for Research and Transfer.

Several rural development efforts were carried out with the Ministry of Agriculture and the Colombian Agrarian Reform Institute (INCORA). Two worth special mention are the support provided for the administration and management of small-farmer enterprises, and the initiation of a project with the Integrated Rural Development (DRI) Fund, which expands IICA cooperation in this field. Agreement was reached on providing cooperation in policy and strategy analysis and definition, and in regional and municipal planning for rural development.

## **Ecuador**

In 1988, the IICA Office in Ecuador supported the Ministry of Agriculture and Livestock (MAG) in the improvement of the process it employs for analyzing, preparing and carrying out agricultural development policies, plans, programs and projects. The National Agricultural Research Institute (INIAP) was also given support in programming, carrying out and evaluating research and technology transfer.

In addition to these actions, IICA collaborated with PROTECA by providing management personnel for the project implementation unit, and international specialists to reinforce its operations. In rural development, support was given to the reorganization and implementation of a newly-structured Undersecretariat for Rural Development, and to the reactivation of the units at Puerto Ila-Chone, Quininde, and Guamate, especially as regards their technical assistance, credit, marketing, irrigation and reforestation components. In animal health, activities supported consolidating the national animal health laboratory and epidemiological surveillance network.

## **Peru**

In the area of agrarian policy planning, support was given to the Agricultural Sector Planning Office (OSPA) of the Ministry of Agriculture (MAG) in the development and use of a selective system for evaluation of and follow-up on agricultural and rural development policies. Cooperation was provided in developing a system of experimental stations of the National Institute of Agrarian and Agroindustrial Research (INIAA), and in research of native fruit crops of the Peruvian Amazon. With regard to rural development, support was given to microregional development in the Andean trapezoid, and to the implementation of the Sierra Plan.

In the area of marketing and agroindustry, support was given to the Ministry of Agriculture in the development of an agricultural marketing system, as well as to the promotion of agroexports. Under the Animal Health and Plant Protection Program, IICA supported the establishment of an integrated fruit fly management system, and the upgrading of animal health and epidemiological surveillance laboratory services.

## **Venezuela**

In 1988, the IICA Office in Venezuela supported the Ministry of Agriculture and Livestock (MAC) in its efforts to design and implement mechanisms to decentralize agricultural policies in high-priority areas. The national technical assistance system was upgraded with the training of a considerable number of personnel involved in technology transfer. IICA also participated in strengthening Venezuela's plan for the development and diversification of production in coffee-growing areas. The animal health program was upgraded through actions which expanded the operational capacity of the regional diagnostic laboratories to deal with the control of bovine brucellosis, tuberculosis and rabies, and hog cholera.

Support was given to the newly-restructured Agricultural Credit Fund (FCA), financed with national and external funds, and the process of obtaining credit was made more modern, less cumbersome, and more equitable.

## **Southern Area**

Technical cooperation in the Southern Area in 1988 focused on strengthening the major national technology generation and transfer institutions. IICA supported the preparation and

implementation of rural development projects, with emphasis on institutional coordination; management and administration of financial resources; and training and organization of farmers, especially in irrigation, drainage, delivery of credit and rural education. Support was also given to modernizing the system for marketing agricultural and agroindustrial products.

In the field of plant protection, IICA supported the institutionalization of a regional cooperation and coordination mechanism through the Plant Protection Committee (COSAVE); in the field of animal health, two regional coordination mechanisms deserve special mention: the Southern Area Laboratories Network (LABSUR) and the Inter-American Animal Health Laboratory Network (RILSA). In 1988, important joint actions in animal health and plant protection were carried out to control pests and diseases such as foot and mouth disease, blue tongue, classic swine fever, bovine brucellosis, tuberculosis and leucosis, and *Decus torsalis* and the fruit fly. The Cooperative Agricultural Research Program for the Southern Cone (PROCISUR) continued with its work of promoting technological exchange among the five countries of the Area.

## **Argentina**

IICA supported the Secretariat of Agriculture, Livestock and Fisheries (SAGyP) in its efforts to modernize agriculture by building up the institutions of the agricultural public sector, especially with regard to the preparation of projects and the finalization of investment projects which are under negotiation or in the process of being funded. As regards technological development, IICA contributed to consolidating the technology generation and transfer system through technical cooperation and administrative support actions, especially with the National Agricultural Technology Institute (INTA). The modernization of the domestic and foreign marketing system for agricultural and agroindustrial products went forward, through actions designed to strengthen the National Meat Board (JNC) and the Nation Grain Board (JNG).

Contributions were also made to coordinating the social and regional aspects of rural development, through the integration of the national authority (SAGyP) and its counterparts (SAG) in the provinces of northern Argentina, which produces benefits in the form of local and investment projects. IICA support for the consolidation of the national animal health service has become a priority.

## **Brazil**

IICA continued its technical cooperation actions with institutions from the public agricultural sector in the area of irrigation, especially in the northeast. Under the terms of agreements with decentralized organizations such as the San Francisco Valley Development Agency (CODEVASF), the National Drought Control Department (DNOCS) and the Special Ministry for Irrigation Matters (PRONI), which work in irrigated areas, a substantial contribution was made to building infrastructure for irrigation projects, and complementary projects for fisheries, and the shrimp breeding industry.

IICA continued to assist the Brazilian Agricultural Research Agency (EMBRAPA) in implementing the project on upgrading the dissemination of agricultural research and technology in the south-central region of Brazil (PROCENSUL II). IICA also supported the Executive Commission for Planning Cacao Cultivation (CEPLAC). The special Department of Amazonas received help in evaluating and programming research on the genetic improvement of cacao. Other cooperation was assistance to the National Program for Irrigated Plains (PROVARZEAS), under the Ministry of Agriculture; a demonstration project was designed and the ditch irrigation system was evaluated.

The support project for the Superintendancy of Development in the Northeast (SUDENE) continued to be a top priority for the Office. The Support Project for Small Farmers (PAPP)

continued to receive assistance in management and training, while the technical unit and executive bodies of the State of Rio Grande do Norte were supported in drafting guidelines for small-scale farmer organizations. The Institute continued to cooperate with the Secretariat for Education of Piauí in setting up its rural education program. In the area of animal health and plant protection, collaboration was given to the National Animal Health Service (SDSA) and the National Plant Protection Service (SNAD).

## **Chile**

In 1988, IICA followed up on the agricultural planning process of the Ministry of Agriculture. Efforts focused on helping the Agricultural Planning Office (ODEPA) improve its technical and operating capabilities, conduct sectoral analyses and make policy proposals, as well as offer advisory services concerning the allocation of public funds. In technology generation and transfer, IICA continued to provide support to the Community Agricultural Development Program of the Ministerial Secretariat of Agriculture for Region IX (PRODAC) and to the technology transfer program of the National Agricultural Research Institute (INIA). Officials from the Agricultural Development Institute (INDAP) received training in the preparation of irrigation and drainage projects for small-scale farmers, and technical cooperation was given for strengthening its programs for small-scale farmers.

The Institute supported Chile's efforts to increase the efficiency of its domestic marketing processes and to gain a greater share of the international trade of agricultural commodities, especially non-traditional products. Technical cooperation to strengthen the plant protection programs was offered to the Agricultural Protection Division of the Agriculture and Livestock Service (SAG) in the area of training and preparation of standards and procedures.

## **Paraguay**

In 1988, the IICA Office in Paraguay focused its activities on three program areas: institutional strengthening of the technology generation and transfer system for which a profile of the Medium Term Plan (PMP) was designed and approved. In it, guidelines are proposed for activities related to technology generation and dissemination (GDT), and for the institutional framework in which they will take place; the development of the National Rural Development Projects Coordination Office (ONCPDR); and the formulation of the National Agricultural Marketing Plan.

## **Uruguay**

IICA defined a new strategy of action in Uruguay, including institutional strengthening in the generation and transfer of technology; support for low-income, small-scale farmers in switching over to the production of other crops; strengthening of the unit which provides agroindustrial producers with advice in making agricultural policy-related decisions; and support for actions in plant protection.

The IICA Office also helped to consolidate the technical units of MGAP in connection with the identification, design, follow-up and evaluation of rural development projects. Emphasis focused on training technicians from the Granja Agroindustrial Projects (UAPAG-MGAP) Support Unit, which equipped them to prepare pre-investment applications and projects for consideration by the NGOs of granja farmers. To consolidate regional agricultural development, the Institute continued to collaborate with the cooperatives located in northern Uruguay: CALNU (northern Uruguay) CALAGUA (water for irrigation), CALPICA (sugar cane), and CALVINOR (grapes).

# Multinational Action of IICA

The five Programs established in the 1987-1991 Medium Term Plan are the principal instruments used by IICA for implementing a policy of concentrated efforts and the exercise of technical leadership. The Program Directorates also develop networks for reciprocal cooperation and for the exchange of experiences, in order to intensify the impact of their activities and, in this way, contribute to solving problems the countries share.

## Program I: Agricultural Policy Analysis and Planning

Program I has concentrated its efforts on strategies for agricultural development within the context of intersectoral relations; on coordination of agricultural policies and strategic investments; and on strengthening the institutional systems responsible for agricultural policy planning and implementation.

The Program has encouraged multisectoral dialogue and the exchange of experiences among countries as a way of making institutional systems more effective. It should be noted that the search for external resources continued to be of the utmost importance to Program I. Some resources have been obtained for joint actions with other international organizations (EDI-World Bank, IDB) and contributions from the governments of Member States (Canada) and Permanent Observer Countries (Sweden).

### Projects of the Program Directorate

#### *Intersectoral Relations in the Strategies for Agricultural Development*

- The Canadian International Development Agency (CIDA) is lending its support to this project, which aims to study and evaluate models and strategies for the different types of countries in Latin America and the Caribbean. The thrust of the project is to determine the factors that most significantly affect agricultural modernization. It proposes suitable coordination of macroeconomic and sectoral policies to enable this modernization process to reach farmers who have consistently been bypassed by technological change over the past decades. The project includes research and studies, and the exchange of experiences relating to the nature and functioning of sectoral linkages and their multiplier effects for reactivating the economy.

#### *Analysis and Consultation on Agricultural Policy*

In 1988, this project upgraded analytical and consultative capabilities in the design, implementation and adjustment of priority instruments of incentive policies and of agricultural investment programs, of technical personnel and directors of agricultural sector planning units (USPAs), policy analysis groups (GAPAs), and institutions involved in said process.

#### *Project for Strengthening Institutional Systems in Charge of Planning and Implementing Agricultural Policies (PROPLAN)*

This project has made great strides in strengthening institutional systems in charge of planning and implementing agricultural policies. Methods are now available for ensuring the effective operation and implementation of agricultural policies in different institutional areas. Studies carried out in Argentina, Colombia and Peru have provided important information on the effectiveness of

these mechanisms. Both the macroeconomic and intersectoral context of the design and implementation of policies which affect agricultural and rural development were taken into consideration, as were intrasectoral issues.

### ***Strategy Design for Agricultural Policy Analysis and Planning in the Caribbean***

This project seeks to design and implement strategy options that consider agriculture's interplay with other economic sectors. The following priority policy areas have been selected for the Caribbean: a) macroeconomic and agricultural policies; b) trade and exchange rate policies, and their impact on the agricultural sector; c) agriculture-tourism linkages and agroindustrial development; d) food policies, food supply and food security; e) strategies to improve agricultural efficiency; f) intra-regional and extra-regional trade and the marketing of agricultural products; g) technology for policies and decision-making; and h) political economy and agriculture.

## **Program II: Technology Generation and Transfer**

Some of the areas in which the Program concentrated its efforts were horizontal cooperation and the international transfer of technology, as well as the strengthening of national research institutions. Others of equal importance were support for the development of new technologies, especially in the field of biotechnology, and other actions aimed at strengthening technology transfer in the region.

With a view to improving horizontal cooperation, the Program worked to consolidate joint research efforts and international technology transfer through subregional cooperation mechanisms. One example was the initiation of the process to institutionalize the Cooperative Program for Agricultural Research in the Southern Cone (PROCISUR). Through this process, PROCISUR will become a permanent body for the exchange of information on research and for the horizontal transfer of research findings.

At the same time, the counterpart program for the Andean subregion (PROCIANDINO) was evaluated, and the groundwork was laid for the second stage of the program. A formal proposal was drawn up for initiating PROCICENTRAL as a permanent body for the exchange of technology among the countries of the Central Area, and initial conversations were held with the Caribbean Agricultural Research and Development Institute (CARDI) and the Caribbean Community (CARICOM) concerning the possibility of setting up a similar mechanism for the countries of that subregion.

Two other achievements in 1988 were the initiation of the activities of the Regional Network for Cacao Technology Generation and Transfer (PROCACAO), and the contacts made with the European Economic Community to secure funding for research into staple grains, in support of specific needs of the countries in the Central Area.

The Research Network on Animal Production Systems in Latin America (RISPAL) continued its operations this year, providing support to production systems geared to small-scale farmers. The Cooperative Program for the Protection and Modernization of Coffee Cultivation in the Central Area (PROMECAFE) made important progress in the control of diseases such as coffee rust and coffee berry borer, and in the dissemination of techniques for improving productivity.

The Program provided institutional strengthening in support of the efforts of the countries and of some international centers –especially the International Maize and Wheat Improvement Center (CIMMYT)– to develop new decentralized research programs in which the national systems could take on greater responsibilities.

With support from the Canadian International Development Agency (CIDA), Program II began providing advisory services to the countries in connection with the development of national and subregional policies on biotechnology.

An activity of singular importance was the High-Level Seminar on Policies and the Mobilization of Resources for Technological Innovation in Latin America and the Caribbean, held in Montevideo, Uruguay in June 1988, and co-sponsored by the Economic Development Institute (EDI) of the World Bank.

Given the importance of phylogenetic resources in the exploitation of biotechnology for agricultural development, support was given to the Action Committee for Latin American Cooperation and Concentration in Matters of Plant Germplasm (CARFIT) of the Latin American Economic System (SELA), which seeks to establish a network of regional cooperation for the conservation and exchange of these resources.

## **Multinational Projects**

### ***Institutional Strengthening***

The Multinational Project on Institutional Strengthening (FORTALIN) went into full swing in 1988 to improve the efficiency and effectiveness of national technology generation and transfer systems, and to develop new skills at IICA for assisting the agricultural research systems of the countries.

### ***Multinational Training Project on Agricultural Research in Latin America and the Caribbean (CAPACITACION)***

This project continued to develop teaching materials and to conduct training activities related to the management and administration of national agricultural research systems in the region.

### ***Multinational Project on the Establishment of the IICA Information System on Policies, Organization and Management of Agricultural Research***

The purpose of this project is to help upgrade the capabilities of national agricultural technology generation and transfer systems to draw up policies and improve the organization and management of research, by making relevant scientific and technological information more readily available to them.

### ***Support to Latin American and Caribbean Scientific Associations Involved in Technology Generation and Transfer***

In 1988, the Program lent administrative, technical and financial support to several scientific associations involved in agricultural research.

### ***Support to the Latin American and Caribbean Federation of Agricultural Research Systems for Development (IFARD-LAC)***

During 1988, IICA continued its assistance to IFARD-LAC, through support for activities of the Office of the President and of the Executive Secretariat, in terms of both logistics and administration.

***Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE)***

As in the past, the project continued to focus on bringing technology into line with the conditions faced by most coffee growers; developing instruments which will effectively transfer available technology; generating information to establish specific recommendations for the control of major diseases and pests; identifying high-yield, coffee rust-resistant varieties; disseminating technical and scientific information on coffee; improving the physical infrastructure of research; and upgrading personnel, in terms of their technical and scientific skills.

***Research Network on Animal Production Systems in Latin America (RISPAL)***

RISPAL was created by agreements among the Tropical Agriculture Research and Training Center (CATIE), Canada's International Development Research Centre (IDRC) and Peru's National Agricultural and Agroindustrial Research Institute (INIAA). Its purpose is to foster the exchange of technology and the development of research methods on animal production systems among the projects and institutions of the network.

***Cooperative Agricultural Research Program for the Andean Subregion (PROCIANDINO)***

This project, which involves national agricultural research agencies of Bolivia, Peru, Ecuador, Colombia and Venezuela, is in its second year of operation. It falls within the scope of the Institute's actions to strengthen horizontal cooperation among the research and technology transfer systems of the countries of the region, in order to make efficient use of available resources and increase the impact of technological innovations on economic development.

***Cooperative Agricultural Research Program for the Southern Cone (PROCISUR)***

PROCISUR is now in the fifth year of its second stage, which began in August 1984. This Program links the main agricultural research centers, institutes and enterprises of Argentina, Bolivia, Brazil, Chile, Paraguay and Uruguay, with support from the IDB and IICA, and focuses its efforts on winter and summer cereals, oilseeds and cattle.

***Regional Network for Cacao Technology Generation and Transfer (PROCACAO)***

This network, in its first year of operation, has as its goal to contribute to efforts being made in Central America and Panama to improve access to and the quality of agricultural research findings, through the establishment of a commodity-based research program, and of a regional network for technology transfer and development in cacao.

## **Program III: Organization and Management for Rural Development**

In 1988, the Organization and Management for Rural Development Program (PROADER) actions focused on projects offering a conceptual, methodological and operating frame of reference in the following areas: training for small farmers; training for technical personnel in rural development projects and program management; creating and upgrading special funds for rural development, and incorporating rural women and youth into development. PROADER provided support to non-governmental organizations (NGOs) involved in rural development actions.



## Projects of the Program Directorate

### ***Training for Technical Personnel in the Design and Application of Small-Farmer Training Methods***

By the end of the year, the goals for 1988 had been met, with the preparation of four basic conceptual and methodological documents on: small-farmer training in rural development projects; the role of structuring concepts in small-farm training actions; communications, the media and culture; and literacy programs.

### ***Training of Technical Personnel in the Administration and Management of Rural Development Programs and Projects***

In accordance with the goals established for 1988, an inventory was made of rural development projects under way in Bolivia, Brazil, Colombia, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay and Venezuela. Also gathered was information on existing training programs for technical personnel in the planning and implementation of development actions.

### ***Support for the Consolidation of Rural Development Actions***

The experiences of Brazil, Colombia, Ecuador, Honduras, Mexico and Venezuela in creating and activating special funds for rural development programs and projects were systematized. On the basis of this information, a strategy document is currently being prepared.

### ***Strengthening Government and Private Development Institutions***

A research project was designed to analyze and systematize experiences in order to set up a conceptual and operating base to be used in redefining, adjusting and improving specific rural development systems and instruments.

### ***Providing Support for Mexican, Panamanian, Central American and Caribbean NGOs through Institutional Strengthening***

Negotiations were initiated to obtain financial support to implement this project.

### ***Participation of Rural Youth in Development***

One of the main achievements of this project in 1988 was the formulation of the conceptual, methodological and operating framework for IICA actions with rural youth.

### ***Training and Study Program on Agrarian Reform and Rural Development in the Central American Isthmus and the Dominican Republic (PRACA)***

In order to help in the reorientation of PRACA's actions, a study was conducted on the status of and outlook for agrarian reform in the Central American isthmus and the Dominican Republic. The study assessed agrarian reform and rural development programs in the area, as well as trends in land tenure structure and the situation of small farmers.

## **Program IV: Marketing and Agroindustry**

The Medium Term Plan identifies concrete problems that negatively impact marketing and agroindustry in the region: lack of adequate information; insufficiently developed infrastructure for agroindustry and marketing; and poor participation of the private sector in developing international markets. In view of these problems, the Plan chose to focus on the following areas: identifying marketing problems and solutions; fostering rural agroindustry; encouraging technical cooperation for international and interregional trade and food security; and boosting non-traditional agroexports.

### ***Support for Regional Integration***

The main objective of this project is to cooperate with countries of the region to increase the technical and economic efficiency of their domestic agricultural marketing systems and processes. To this end, the project cooperated with the Southern Area countries in promoting rural agroindustry; the countries received support in their efforts to increase their participation in intra- and extra-regional agricultural trade, mainly of non-traditional products. The project also worked with subregional integration agencies and institutions and with the ministries of agriculture of the Southern Area, to increase the participation of the agricultural sector in the regional integration process.

### ***Promoting Rural Agroindustry: Upgrading the Appropriate Food Technology Network for Rural Agroindustrial Development (RETADAR)***

During 1988, RETADAR was the focus of efforts by IICA, the Technological Food Research Center (CITA) of the University of Costa Rica, French cooperation, the Latin American Rural Technology and Education Center (CELATER), the International Center for Tropical Agriculture (CIAT) and the International Development Research Centre (IDRC).

### ***Agroenergy and Agroindustrial Conversion***

This project, which began in 1979, focused this year on bringing its activities into line with the priorities established in the Medium Term Plan.

### ***Trade Information Service for Expanding the Intraregional and International Trade of Agricultural and Agroindustrial Products***

This activity focuses on establishing a trade information service on agricultural and agroindustrial products, as an instrument for promoting food security and expanding intraregional and international trade in Latin America and the Caribbean (LAC).

## **Program V: Animal Health and Plant Protection**

IICA's Animal Health and Plant Protection Program continued its action in Latin America and the Caribbean through six multinational projects; four national plant protection projects in Brazil, Chile, Mexico and Uruguay; and six national animal health projects in Argentina, Brazil, Guatemala, Haiti, Mexico and Venezuela. It also conducted a technical-administrative plant protection action in Guatemala.

IICA also participated in meetings with inter-American animal health and plant protection groups to coordinate and complement technical cooperation actions with other international and regional agencies in the Americas.

## Projects of the Program Directorate

### ***Strengthening the Capabilities of Plant Protection Institutions in the Central Area***

One of the main actions of this project was the completion of diagnostic studies of official plant protection services in Costa Rica, El Salvador and Guatemala. Using these studies, project profiles will be prepared in an effort to secure external funding to upgrade these services.

### ***Integrated Fruit Fly Management in the Andean and Southern Areas***

This project was designed to support the establishment of centralized national plant protection programs with an eye to strengthening their management, planning and regulatory capabilities. This project also supported training and continued education for personnel, and the establishment of a regional system to identify and set priorities among the problems caused by the fruit fly.

### ***Multinational Plant Protection Project for the Southern Area***

This project focused its action on institutionalizing the Regional Plant Protection Committee (COSAVE), which involves the Southern Area countries, and considerable progress was made in preparing its by-laws and in drafting its plan of action.

### ***Strengthen Laboratory Services and Epidemiological Surveillance in the Central, Andean and Southern Areas***

One of the most significant achievements of this project in 1988 was the establishment of the Inter-American Network of Animal Health Laboratories (RILSA) during a meeting held in Lima, Peru, in August.

Also in 1988, 80 percent of the animal health laboratories currently operating in Latin America and the Caribbean were evaluated.

### ***Surveillance and Monitoring of Animal and Plant Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean***

Its main achievement in 1988 was the definition of specific actions to be taken in the countries of the Caribbean as concerns animal health and plant protection information.

### ***Latin American Animal and Plant Health Monitoring and Information Network***

Principal project actions in 1988 included a survey to determine the countries' present interest in participating in pilot projects to evaluate economic losses due to animal and plant pests and diseases. The survey provided helpful information on the approach to be used in the system, based on the countries' needs.

# **Institutional Relations**

The primary goal and function of external relations policies is to increase availability of the financial and technical resources needed to satisfactorily carry out specific programs and projects.

The IICA Offices in the Member States played a key role in the activities carried out to secure external resources for technical cooperation, through the ongoing contacts they maintain with the representatives of funding institutions and the Permanent Observer and Donor countries, and by identifying, in conjunction with national institutions, priority projects for funding. The five Program Directorates were also active in seeking and obtaining external resources for specific projects.

Throughout the year, there were continuing efforts at intensifying relations with international funding agencies and IICA's Permanent Observer and Donor countries, to keep them informed of IICA's actions and interest them in participating in the projects through technical and financial support.

## **Relations with Canada and the United States of America**

### ***Canada***

During 1988, the Office maintained ongoing contacts with the Ministry of Agriculture, the Secretariat of State for External Affairs, and the Canadian International Development Agency (CIDA). IICA's actions in Canada to date have focused primarily on projects and other commitments with CIDA and Agriculture Canada.

### **IICA-CIDA Project to Strengthen IICA Programs**

This four-year multinational project is hemispheric in scope. It is a decentralized project, in that the Program Directorates will be responsible for the execution of their corresponding subprojects. The Director of Program II will be in charge of overall project coordination. About one half of Canada's contribution to this project will come in the form of direct support to IICA's Programs, while the other half will be made in kind (consultants, equipment and materials). The aim of the project is to strengthen the methodological and operating base of IICA's five Programs, and through them, the countries' efforts to modernize and revitalize their agricultural sectors. The project will place special emphasis on designing and implementing actions to promote and expand the active participation of women in the development process.

### ***United States of America***

During 1988, the main objective of IICA's Office in the United States was to increase the visibility of the Institute in that country and to generate support for its activities in the Member States, especially those in which United States' participation has a direct bearing. The Office established new contacts with government, international, and academic communities, with technical cooperation and lending organizations, and with the media, in order to release information on IICA and on its objectives and actions in the region.

Contacts were established with key members of the U.S. House of Representatives and Senate who hold important positions on committees that authorize and allocate funds for agricultural

development and for related international agencies. The Office provided information on IICA's Programs and their contribution to agricultural development in the region.

## **Relations with Agencies of the Inter-American System**

### *Organization of American States (OAS)*

**Permanent Council.** The Director General of IICA participated in a Special Session on September 14. At that time, he spoke on the objectives and activities of the Institute, and on the serious problems besetting agriculture in Latin America and the Caribbean. The Director General discussed with the Council the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean.

**Meetings of the OAS General Assembly.** The Director General participated in the Eighteenth Regular Session of the OAS General Assembly, held in San Salvador, El Salvador in November 1988, at which time he presented IICA's 1987 Annual Report to the Assembly for consideration.

**General Secretariat.** Within the framework of the cooperation agreement signed between IICA and the General Secretariat of the OAS for the execution of the Multinational Integrated Development Plan in the Border Zone of El Salvador, Honduras and Guatemala (TRIFINIO), the institutions worked together in formulating the Plan for the development of the border region of the three countries; negotiating funding for specific projects included in the Plan; and creating a multinational institutional mechanism for backing the process of border integration and for implementing the development plan.

In fulfillment of the agreement signed in November 1986 by the Governments of El Salvador, Guatemala and Honduras, and the OAS and IICA, 28 integrated rural development projects, valued at US\$458 million, were delivered to the vice presidents of these countries by the Director General of IICA, in October.

### *Inter-American Commission of Women (IACW)*

As called for in Letter of Understanding No. 2, signed in September 1987 by the IACW and IICA, a project was prepared in 1988 on increasing the participation of women in rural development projects in Central America. It is currently being negotiated with the government of Norway.

### *Pan American Health Organization (PAHO)*

Continued support was given to PAHO's Pan American Foot and Mouth Disease Center (PANAFTOSA) in developing an information and epidemiological surveillance system for swine diseases.

### *Inter-American Development Bank (IDB)*

During the course of the year, IICA maintained close ties with IDB authorities in Washington, and with IDB representatives in the countries.

IICA continued implementing the Cooperative Agricultural Research Program for the Southern Cone (PROCISUR), and also the Cooperative Agricultural Research Program for the Andean Subregion (PROCIANDINO), both funded by the IDB.

Through the Project Preparation Unit (PPU), the Institute proceeded with the implementation of Phase II of the technical cooperation agreement signed with the IDB in 1985.

## **Relations with Regional and Subregional Organizations**

### *Latin American Association for Integration (ALADI)*

Under the terms of the basic cooperation agreement signed by the two institutions, IICA and ALADI continued to work together in 1988.

### *Latin American Energy Organization (OLADE)*

In 1988, OLADE and IICA continued their joint efforts in the area of agroenergy, in connection with the Institute's Multinational Project for Cooperation in Agroenergy.

### *Permanent Secretariat of the Latin American Economic System (SELA)*

Under the 1986 technical cooperation agreement on food security, signed by IICA, the Institute agreed to lend support in the execution of the regional research and technology transfer project being carried out through CADESCA.

### *International Regional Organization of Agricultural Health (OIRSA)*

In accordance with the cooperation agreement signed in 1986 by OIRSA and IICA, activities were undertaken to support Panama in the control of witches' broom in cacao, as well as other activities in support of the efforts of Mexico, Central America and Panama to upgrade their quarantine systems.

### *Latin American Association of Development Finance Institutions (ALIDE)*

IICA continued to work with ALIDE by actively participating in the Second Latin American Seminar on Development Banking and Agroindustry, held in Bogota, Colombia in April 1988.

### *Caribbean Community (CARICOM)*

The Ministers of Agriculture of the Caribbean, while attending a meeting in Georgetown, Guyana in September 1988, took under consideration the document presented by IICA "Strategy of Action for Reactivation of Agriculture in the Caribbean Countries," which is the Caribbean component of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean.

### *Board of the Cartagena Agreement (JUNAC)*

Under the terms of the general cooperation agreement signed in 1984 between JUNAC and IICA, a cooperation agreement was signed in April 1988 for the purpose of establishing the bases for technical cooperation between the two institutions in the joint preparation of the Andean component of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean.

### ***Andean Development Corporation (CAF)***

In 1988, the CAF and IICA signed a general technical cooperation agreement that calls for joint studies, identification of investment opportunities, and preparation and implementation of projects in the Institute's five Program areas.

### ***Permanent Secretariat of the General Treaty for Central American Economic Integration (SIECA)***

In September 1988, a general cooperation agreement was signed with SIECA, which establishes areas of joint cooperation between the two institutions.

### ***Group of Sugar-exporting Countries of Latin America and the Caribbean (GEPLACEA)***

During the annual meeting of the Board of Directors of GEPLACEA, held in San Jose, Costa Rica in October 1988, a general technical cooperation agreement was signed by the Executive Secretariat of GEPLACEA and IICA.

### ***Latin American Association of Food-related Industries and Associations (ALICA)***

IICA signed a technical cooperation agreement in May 1988 with ALICA. The goal of this agreement is to join efforts and make use of resources available for developing agriculture and agroindustry in the member countries and institutions of both organizations, and to serve as a link between the trade associations and ALICA associates, and the technical cooperation which IICA offers or channels through its Programs.

## **Relations with Agencies of the United Nations System**

### ***International Bank for Reconstruction and Development – World Bank***

**Cooperative Project for the Modernization of the Agriculture Sector in Argentina.** The Agricultural Sectoral Loan granted to Argentina by the World Bank during the first semester of 1986 included as part of its technical assistance component a series of studies to identify topics of priority in the development of the agriculture sector, to be carried out by IICA.

### ***United Nations Food and Agriculture Organization (FAO)***

During 1988, IICA continued to work with FAO to strengthen cooperative and complementary activities in areas of common interest.

The Institute participated in the Twentieth Regional FAO Conference for Latin America and the Caribbean, held in Recife, Brazil in October 1988.

### ***International Fund for Agricultural Development (IFAD)***

The cooperation agreement signed by IICA and the International Fund for Agricultural Development (IFAD) calls for IICA to participate in the identification and design of agricultural projects, and to provide support to special IFAD planning missions.

### *United Nations Children's Fund (UNICEF)*

In September 1988, a general cooperation agreement was signed by the United Nations Children's Fund (UNICEF) and the Institute, which will boost actions in the field of rural communications.

### *Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP)*

For the purpose of exchanging experiences and knowledge in the field of rural development in Asia and the Pacific, and Latin America and the Caribbean, IICA and CIRDAP (headquartered in Bangladesh) signed an agreement at IICA Headquarters in March 1988.

## **Relations with other Institutions**

### *International Center for Tropical Agriculture (CIAT)*

CIAT continued to provide support to the Cooperative Program for Agricultural Research in the Andean Subregion (PROCIANDINO).

### *International Maize and Wheat Improvement Center (CIMMYT)*

CIMMYT specialists continued to provide support to the Cooperative Agricultural Research Program for the Southern Cone (PROCISUR) and to the Agricultural Research Program for the Andean Subregion (PROCIANDINO).

### *International Potato Center (CIP)*

In 1988, CIP cooperated with PROCIANDINO, in accordance with the terms of the agreement.

### *International Institute of Refrigeration (IIF)*

In 1988, IICA joined the International Institute of Refrigeration (IIF) as an associate member.

## **Relations with Governments and Institutions of Permanent Observer and Donor Countries**

### *Spain*

The government of Spain stepped up its technical cooperation with IICA through the participation of 18 young Spanish technicians (cooperants), which represents a significant contribution of external resources from Spain.

In November 1988, IICA, along with the Ministry of Agriculture, Fisheries and Food of Spain, conducted at IICA Headquarters a seminar on the European Common Agriculture Policy and cooperation for development.



### ***France***

In 1988, France continued to collaborate with the Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE).

### ***Kingdom of the Netherlands***

In March 1988, the facilities of the IICA/Radio Nederland Project were inaugurated at IICA Headquarters.

### ***Federal Republic of Germany***

Successful negotiations were held with the West Germany Agency for Technical Cooperation (GTZ) for the creation of a 1 to 1.5 million German mark fund to be used for activities of the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean, and for funding projects arising from said Plan.

### ***Israel***

An agreement on agricultural development training is about to be signed between the Government of the State of Israel and IICA. This agreement includes courses and seminars in Israel and courses in IICA member countries, financed with resources from Israel and from international funding institutions.

### ***Japan***

Agreed upon were the placement of two Japanese experts in IICA's Investment Projects Center (CEPI) and the placement of Japanese volunteers in IICA projects in member countries.

### ***Republic of Korea***

Korea agreed to place Korean experts in IICA projects; a project would be submitted to Korea for funding; and technical personnel from IICA member countries would receive training in Korea.

### ***Sweden***

The government of Sweden approved projects on the following subjects in 1988: training in mass and group communications techniques for governmental and private organizations working with rural women in Central America; and strategy for designing compatible policies for agriculture in Central America.

# IICA Management System

## Human Resources

The Directorate of Human Resources, in its desire to reach the goals established in the Medium Term Plan, reduced the total number of International Professional Personnel (IPP) and increased the number of Local Professional Personnel (LPP). In part, this was achieved through a reduction of IPP covered by quota resources and an increase in LPP covered by extra-quota resources.

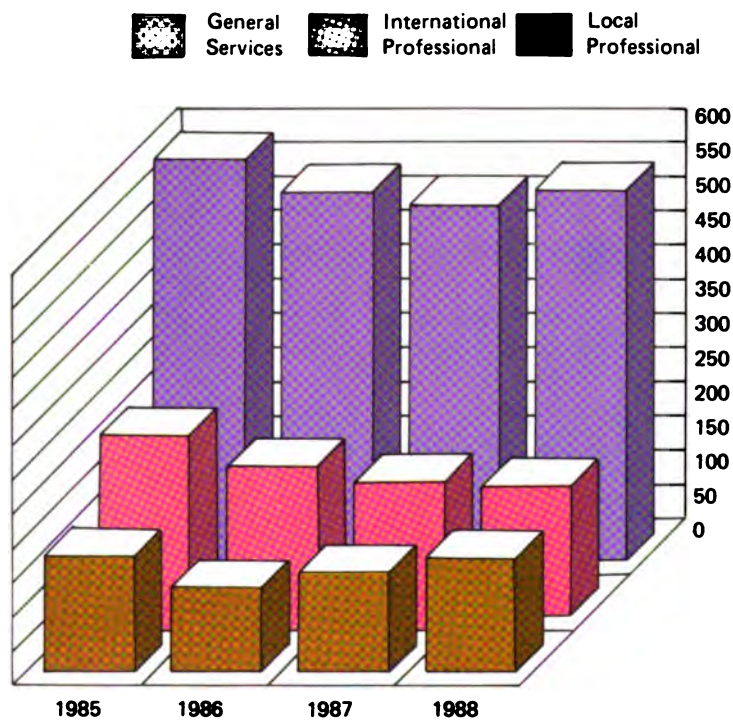
The training, recruitment and selection process facilitated the renewal and updating of the Institute's professional personnel through the transfer and promotion of existing personnel and the selection of new personnel. At the same time, and with a view to recognizing the contribution local professional personnel make to the technical work of the Institute, the first steps have been taken to adjust the salaries and benefits of this group of employees.

Twenty-one specialists were hired to carry out new technical cooperation projects, to fill positions in the five Programs and to fill vacancies in the management support units. For various reasons, including the termination of externally funded projects, and age, 28 specialists left the Institute, thus reducing the number of international personnel to 189. In contrast, at Headquarters and in the Offices in the countries, the number of Local Professional Personnel increased by 22, which brought the number of local technical personnel to 168. These changes, like those made in 1987, reflect the guidelines established in the Medium Term Plan.

Table 1. Distribution of IICA Human Resources by Category and Funding Source, as of December 31, 1988

		Quota	%	Extra-quota	%	TOTAL	%
<b>Category</b>	International Professional Personnel	151	79.5	39	20.6	190	21.0
	Local Professional Personnel	76	45.8	91	54.2	167	18.7
	General Services Personnel	354	66.0	187	34.9	541	60.2
<b>Total</b>		<b>581</b>	<b>65.1</b>	<b>317</b>	<b>35.5</b>	<b>898</b>	<b>100.0</b>

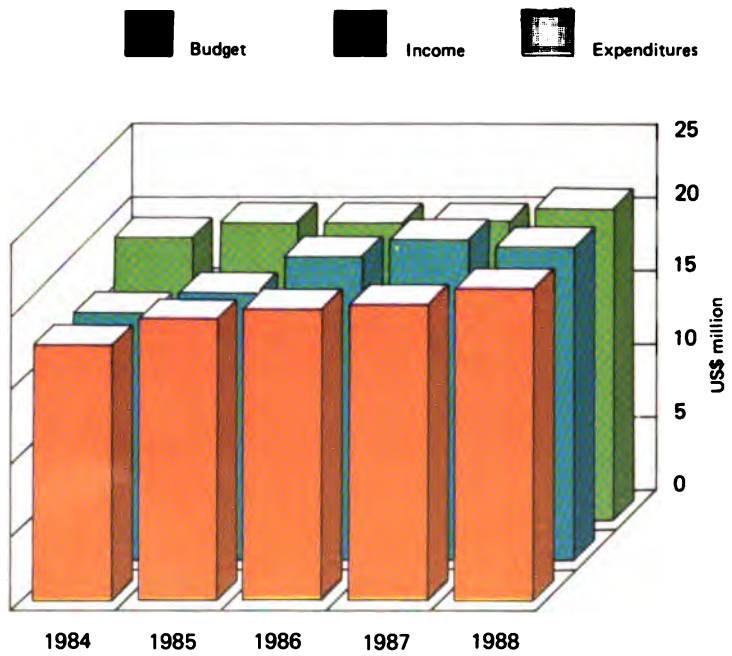
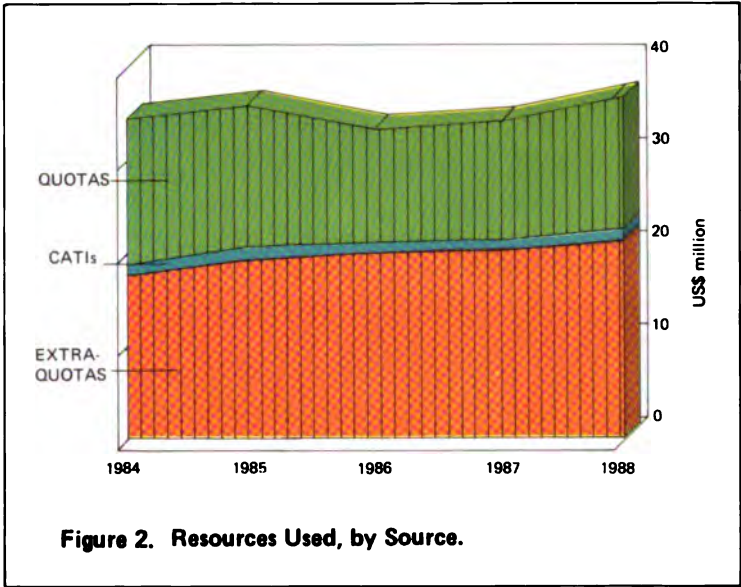
Source: Directorate of Human Resources.



**Figure 1. Distribution of Personnel by Category.**

(Includes Quotas and Extra-Quotas)

*Source:* Directorate of Human Resources.



**Figure 3. Execution of Quota Budget.**

## Financial Resources

Institute operations are financed by a number of sources classified either as trust or regular funds.

Regular funds comprise revenue from quotas collected from Member States, overhead charged for administering trust funds, and miscellaneous income. Trust funds comprise resources of national entities and international agencies held by IICA for conducting specific activities with established objectives.

The persistent and tangible support of the Member States produced in 1988, for the second consecutive year, quota receipts in excess of annual assessment. This cash flow improved the liquidity of the Institute and reduced quotas outstanding from prior years, as can be seen in Table 2. This excellent collection record allowed the Institute to continue with a trend of increasing success in executing the approved quota budget and of increasing total resources administered. This trend, depicted in Table 3 and Figure 2 for years 1984 to 1988, brought quota expenditures and total resources to record levels of US\$21,305,751.00 and US\$36,745,278.00 respectively. The composition of quota expenditures progressed in the period from a 60-40 split between direct technical services and management costs in 1984 to a 80-20 split in 1988 (See Table 4).

The growth in quota income and expenditure in comparison to approved budget can be seen in Table 5 and Figure 3 for the years 1984-1988.

The concentration of quota resources in direct technical cooperation services is evident in Table 6, where actual expenditures in 1988 are presented by major budget item.

Table 2. Detailed Table of Income by Quota for the 1984-1988 Period (in US\$)

	1984	1985	1986	1987	1988
<b>Source</b>					
From Earlier Years	1 348 145	5 361 046	6 534 840	7 191 475	5 265 191
From the Stipulated Year	15 575 178	12 911 348	14 250 239	14 734 675	16 181 834
<b>Total</b>	<b>16 923 323</b>	<b>18 272 394</b>	<b>20 785 079</b>	<b>21 926 150</b>	<b>21 447 025</b>
Percentage of Budget Approved	88	90	102	108	101

Table 3. Total Resources Used, by Source 1984-1988 (in US\$)

	1984	1985	1986	1987	1988
<b>Source</b>					
Quotas	17 497 441	19 234 497	19 917 409	20 240 560	21 305 751
Overhead Recovery	1 272 063	1 396 859	1 187 697	1 198 938	1 190 511
S.B.F.	34 140	22 856	79 726	18 488	--
Extra-Quotas	15 820 423	15 143 686	12 192 971	12 827 540	14 249 025
<b>Total</b>	<b>34 624 067</b>	<b>35 797 898</b>	<b>33 377 803</b>	<b>34 285 526</b>	<b>36 745 278</b>

Source: Directorate of Finances.

Table 4. Comparative Table of Actual Quota Expenditures by Chapter during 1984-1988 Period

	1984	%	1985	1986	1987	1988	%
Direct Technical Cooperation Services	10 650 027	60	11 838 979	12 688 756	15 741 371	16 884 507	79
General Directorate Costs	6 173 068	35	6 835 735	6 469 208	3 687 313 *	3 910 085	18
General Costs and Provisions	674 348	5	559 783	759 445	811 876	511 159	3
<b>Total</b>	<b>17 497 441</b>	<b>100</b>	<b>19 234 497</b>	<b>19 917 409</b>	<b>20 240 560</b>	<b>21 305 751</b>	<b>100</b>

\* Reduction from 1986 reflects change in budgetary classification of the cost of the basic structure of the IICA Offices in the member countries.

Table 5. Comparative Table of Budget, Income and Expenditures from Quota Resources during 1984-1988 Period

	1984	1985	1986	1987	1988
Approved Budget in US\$	19 322 935	20 289 100	20 289 100	20 289 100	21 314 187
Income	16 923 323	18 272 394	20 785 079	21 926 150	21 447 025
Expenditures	17 497 441	19 234 497	19 917 409	20 240 560	21 305 751

Table 6. Actual Expenditures of Quota Budget by Level of Programming (in US\$)

Chapter / Units	Total Expenditures - Amount in US\$		%
<b>Chapter I - Direct Technical Cooperation Services</b>	<b>16 884 507</b>		
<b>Programs</b>	<b>8 676 984</b>		
Program I	1 313 253		6.2
Program II	2 385 792		11.2
Program III	2 287 277		10.7
Program IV	1 136 978		5.3
Program V	1 553 684		7.3
Projects Assigned to Directorates of Area Operations	728 262		3.4
IICA Offices in the Countries	5 142 452		24.1
Technical Support Services	1 032 625		4.8
Contribution to the Tropical Agriculture Research and Training Center (CATIE)	1 054 600		5.0
Short-Term Technical Cooperation and Pre-investment Costs	249 584		1.2
<b>Chapter II - Management Costs</b>	<b>3 910 085</b>		<b>18.3</b>
<b>Chapter III - General Costs and Provisions</b>	<b>511 159</b>		<b>2.5</b>
<b>Total</b>	<b>21 305 751</b>		<b>100.0</b>

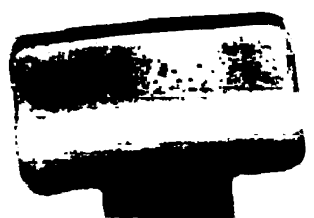
Source: Directorate of Finances.

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