

BIBLIOTECA VENEZUELA

IICA



MEDIUM TERM PLAN
1994 — 1998

WHAT IS IICA?

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the inter-American system. The Institute was founded on October 7, 1942, when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute of Agricultural Sciences, to be headquartered in Costa Rica.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the Americas, the Institute gradually evolved into an agency for technical cooperation in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, facilitate and support cooperation among its Member States so as to promote agricultural development and rural well-being.

The Member States participate directly in the Inter-American Board of Agriculture (IABA) and the Executive Committee, the Institute's governing bodies, which issue the policy guidelines executed by the General Directorate. Today, IICA has a geographic reach that allows it to respond to needs for technical cooperation in the countries, through its Technical Cooperation Agencies and five Regional Centers, which coordinate the implementation of strategies tailored to the needs of each region.

The participation and support of the Member States and the relations IICA maintains with its Permanent Observers and numerous international organizations provide IICA with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1994-1998 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during this 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. The Institute's work is aimed at making changes in three aspects of agriculture: production, trade and institutions, using an integrated approach to development which is based on sustainability, equity and competitiveness. IICA carries out its technical activities in four Areas of Concentration: Socioeconomic Policies, Trade and Investments; Science and Technology, Natural Resources and Agricultural Production; Agricultural Health; and Sustainable Rural Development. IICA's actions receive support from two Specialized Services: Training, Education and Communications; and Information, Documentation and Informatics.

The Member States of IICA are: Antigua and Barbuda, Argentina, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela. Its Permanent Observers are: Arab Republic of Egypt, Austria, Belgium, 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



INSTITUTO VENEZOLANO
DE INVESTIGACIONES CIENTÍFICAS
Y TECNOLÓGICAS
INVESTIGACIÓN Y DESARROLLO
AGROPECUARIO

MEDIUM TERM PLAN 1994 — 1998



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PART A: FOREWORD AND EXECUTIVE SUMMARY

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FOREWORD

In its fifty-two years of institutional life, IICA has changed to respond to the technical cooperation needs of its Member States. The 1990s, however, have been characterized by such significant and unpredictable changes that strategic planning has become more difficult, requiring constant and timely revision. The only way to interpret and anticipate the factors that cause these changes is to carefully monitor the evolution of agriculture in the Americas and to foster an open process of consultation among the parties involved. As an institution, IICA must be able to anticipate change, adjust its strategies accordingly and assist counterpart agencies in adapting theirs.

For IICA and its Member States, the Medium Term Plan (MTP) is a useful instrument providing orientation for its actions in the future.

In order to ensure the participation of the parties connected with the Institute, an open consultation process provided an opportunity to analyze and comment on the documents drafted during the process to prepare the MTP.

Within the framework of the present proposal, the following priorities have been established for achieving the proposed strategy objectives: a) greater decentralization of the Institute; b) flexibility in executing actions, in order to be able to adapt them to changing circumstances; c) recognition of the fact that each Member State is different, which makes it possible to design differentiated strategies by regions and countries; d) stronger links between the public and private sectors; and e) development of strategic alliances with organizations and centers of excellence.

The participation and enthusiasm of the inter-American agricultural community, represented by the public and private institutions of the Member States, in collaboration with the international community, will make it easier to bring about the social and human change required to transform production, trade and institutions, as needed to achieve sustainable agricultural development and contribute to improving rural well-being in the Americas.

EXECUTIVE SUMMARY

Toward Human Development in Rural Areas

The objective of IICA's actions during the 1994-1998 period is to contribute to the efforts of its Member States in bringing about human development in rural areas. This is envisaged as a social, economic and political process that aims to bring about changes in rural societies and in the uneven relations between them and society as a whole and the national economy. Another aim of human development in rural areas is to produce improvements in the quality of life and the living space of rural populations.

In the search for human development in rural areas, IICA will focus its efforts on sustainable agricultural development.

Emphasis on Sustainable Agricultural Development

In this context, the Institute has set as its immediate goal to support its Member States in making agricultural development sustainable. To this end, its work will aim to make changes in three aspects of agriculture: *production*, *trade* and *institutions*, with a view to bringing about social and human change within the framework of growing inter-American integration, and an integrated approach to development which is based on three key elements: sustainability, equity and competitiveness.

The Need for New Approaches and Topics and the Participation of New Agents

Changes in the development model, in the strategies and in the macroeconomic policies being applied by the countries have

made it necessary to: 1) recognize the importance of viewing agriculture not merely as a primary sector, but rather as an important link in the agri-food chain; 2) recognize the need to identify new policy instruments for promoting sustainable agricultural development in order to combat rural poverty; 3) recognize the greater emphasis being placed on trade and investment; and 4) define a new role for the public sector and acknowledge a new function for the private sector, to include a wide range of new, emerging agents.

Concentration of Actions to Achieve a Significant Impact

In order for IICA's actions to have a significant impact, the Institute must strike a balance between what is urgent and what is important, and **concentrate its efforts** on a few areas of strategic importance, in order to produce practical results of high quality and technical excellence.

By their nature, some strategic areas are closely linked and it is useful to group them in order to ensure more effective management thereof. As these sets of topics can require varying levels of specialization and different approaches, they will be divided into two categories: **Areas of Concentration** and **Specialized Services**.

The following **Areas of Concentration** address subsectoral topics which are of priority for sustainable agricultural development.

- Socioeconomic Policy, Trade and Investment
- Science and Technology, Natural Resources and Agricultural Production
- Agricultural Health
- Sustainable Rural Development

The Specialized Services, identified below, deal with general topics that support or enhance the action of the Areas of Concentration.

- Training, Education and Communications
- Information, Documentation and Informatics

Socioeconomic Policy, Trade and Investment

This Area of Concentration provides support to public and private institutions in the countries, enabling them to: a) assess the degree of economic stability and analyze its socioeconomic impact, especially in the struggle against rural poverty; b) identify new socioeconomic policy instruments and design programs to improve the competitiveness of agri-food systems, distribute benefits more equitably and preserve the quality of natural resources and the environment; c) identify areas and new types of funding for agricultural investments; d) organize and adjust their domestic marketing systems to the new rules that have appeared as a result of changes in international trade and of adjustment policies; and e) identify opportunities on international markets and improve their skills for agricultural trade negotiations.

Science and Technology, Natural Resources and Agricultural Production

In this Area of Concentration, IICA seeks to ensure that public and private institutions develop and incorporate technological responses that are suited to the environmental and socioeconomic conditions of each country. Another goal is to improve their capabilities in designing and implementing policies to strengthen the technological

innovation process and promote sustainable and competitive agricultural production systems that help distribute the benefits of economic development more equitably. It also seeks to support national, regional and international institutions in their struggle against environmental pollution and the deterioration of water and soils, flora and fauna.

Agricultural Health

This Area of Concentration will help to resolve problems caused by the presence and impact of plant and animal pests and diseases that limit agricultural production and the trade of agricultural products, to facilitate the safe international trade of agricultural products.

Sustainable Rural Development

This Area of Concentration will focus its methodological and operational efforts on ensuring the design of national strategies, policies, programs and projects for sustainable rural development that effectively incorporate the different aspects of the rural development process, linking it with the economic and social policies of each country.

To this end, efforts will be made to develop and document a series of successful experiences, with a view to formulating alternative models that facilitate an agricultural and socio-economic characterization of each case and the design of methodologies for promoting sustainable agricultural development and rural well-being. This Area of Concentration articulates IICA's actions with the processes of institutional development and modernization including decentralization, as well as rural development programs, poverty eradication and rural agroindustrial development programs

that add value to the output of small farms and boost incomes in rural areas.

Training, Education and Communications

Training and education will target the formal and non-formal professional and technical teaching-learning process as a means of improving the skills of human resources in national counterpart institutions and at IICA itself.

Communications, as an instrument for information and education, will underpin IICA's different actions to disseminate technical and socioeconomic information on agriculture and rural areas in the Americas, and to project its institutional image throughout the hemisphere.

Information, Documentation and Informatics

Through the activities of this Specialized Service, the Member States will have access to the statistical and bibliographical information compiled by the Areas of Concentration and the Specialized Services, and the results of other technical cooperation actions will be publicized. Information, documentation and informatics are three components which will complement one another in consolidating the process to transfer the knowledge, abilities and skills needed to achieve human development.

A Participatory and Decentralized Approach

The four basic principles that will orient the Institute's work are: *participation, decentralization, flexibility and concentration.*

In order to strengthen the Institute's action with the new style of participatory decision making, the decentralization process must strike a new balance between Headquarters and the units that provide technical cooperation in the countries. This decentralization process will be based on a delegation of authority to decision makers in the regions and countries, so they can define the tasks to be carried out at each level and manage the resources they need to do so.

Regional Centers and Technical Cooperation Agencies

The decentralization process calls for the establishment of five Regional Centers for Technical Cooperation to promote sustainable agricultural and rural development: Andean, Caribbean, Central, Northern and Southern.

The Technical Cooperation Agencies carry out IICA's actions at the country level and are attached to the Regional Centers.

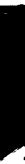
Institutional Resources for Ensuring Technical Quality

Institutional resources are those which enable the Institute to fulfill its mission effectively and are, essentially, the professionalism and excellence of its human resources, the funds it has to work with, and strategic alliances.

The objective of the Institute's human resources policy will be to make optimum use of the skills of IICA's staff and develop an organizational culture that promotes work in interdisciplinary teams and the staff's involvement in IICA's work. The policy will also promote the development of a philosophy of excellence and total quality in IICA actions.

Financial resources will be secured and used to carry out the technical and managerial actions of the Institute in order to fulfill the 1994-1998 MTP with excellence.

Strategic alliances with prestigious institutions working both in agriculture and in related fields will enhance the Institute's possibilities of meeting the demands and challenges associated with its work in pursuit of human development in rural areas.



PART B: STRATEGY GUIDELINES



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INTRODUCTION

This part of the 1994-1998 MTP consists of six chapters and defines the strategic guidelines for the Institute's action in the aforementioned period.

Chapter I, entitled **AGRICULTURE AND THE RURAL SETTING IN THE 1990s**, presents an overview of how the macroeconomic context and trade have recently evolved. It also addresses the issues of production, natural resources and the environment, as well as social and institutional considerations. For each of these, it identifies the most important problems affecting agriculture and the rural milieu. The chapter concludes with a description of the priority demands for cooperation requested by the countries for overcoming these problems, within the context of a new inter-American agenda.

Chapter II, entitled **OBJECTIVES AND GENERAL STRATEGY**, sets forth the objectives pursued in the 1994-1998 MTP for fulfilling IICA's mission, as well as the strategy the Institute will adopt for achieving them.

Chapter III, **AREAS OF CONCENTRATION AND SPECIALIZED SERVICES**, is based on the challenges the countries face in achieving sustainable agricultural development. It relates the specific objectives with the development approach, and groups priority areas of strategic importance for addressing the need to bring about transformations in production, trade and institutions. As a result, four Areas of Concentration and two Specialized Services are defined.

Chapter IV, **STYLE AND INSTRUMENTS OF TECHNICAL COOPERATION**, establishes the parameters of a new institutional approach to technical cooperation. Teamwork is at the core of this new approach and the importance given to the basic

principles that guide the Institute, IICA's participatory management system and its instruments for providing technical cooperation is underscored.

Chapter V, **INSTITUTIONAL RESOURCES**, describes new Institute policies on the recruitment and selection of personnel, professional development, remunerations and benefits, staff appraisal and the mobility of technical expertise. It also defines policies governing the use of financial resources, including quota and extra-quota funds.

Chapter VI, **GUIDELINES FOR EVALUATING IICA'S ACTION AND THE PRINCIPAL CONTRIBUTIONS BEING PROPOSED**, discusses the dynamics of updating the MTP and explains why it is necessary to monitor the changes occurring worldwide that affect agriculture in IICA's Member States. It also presents guidelines for evaluating IICA's action and summarizes some of the tangible contributions mentioned in earlier chapters.

CHAPTER I: AGRICULTURE AND THE RURAL SETTING IN THE 1990s

Beginning in the mid-1980s, a new world order began to emerge which defined new parameters for the relations among countries in economic, trade, production, social and political/institutional matters.

The most noteworthy occurrences in the area of **economics and trade** have been the globalization of markets (including markets of goods, services, technologies, capital and currencies) and the formation of common markets and free trade zones. Despite greater trade liberalization, which has been the driving force behind efforts to restructure the integration processes, policies are still in place that limit the developing countries' access to markets.

In regard to **production**, scientific and technological innovations originating in the more developed countries, especially biotechnology, microelectronics, informatics, new materials and substitutes for agricultural products, have changed the traditional bases of development. These innovations have also altered competitive relations between the developed and developing countries, and diminished the comparative advantages of the latter (cheap labor and abundant raw materials). Furthermore, intellectual property rights have become one more issue separating rich and poor countries.

As concerns **agriculture**, advances in biotechnology and microelectronics will make it possible to overcome barriers to increased productivity and production. Biological inputs, especially those derived from genetic resources, will gain importance, inasmuch as they will contribute to generating a new market basket of food products and raw materials. In addition, the new biotechnologies are expected to produce further changes in production

processes. For these reasons, the great diversity of genetic resources native to the Americas have assumed strategic importance.

From the **social** viewpoint, growing poverty, shrinking incomes and a deteriorating quality of life, especially in certain rural areas, aggravated by the undesired effects of structural adjustment programs, among other things, are making development with a focus on human development a priority topic again in the 1990s. To a large extent, rural poverty has deepened as the rural poor have lost access to the means of production, technology and markets.

In the **political/institutional** realm, the most important phenomena are the renewed importance given to democracy as a form of political organization and the need to redefine the institutional framework that has governed relations among citizens, and between them and the state. The latter is due to the new demands that are emerging concerning political representation and participation, as well as new socioeconomic aspirations. When these come up against traditional structures of representation, social tensions are produced because of inadequate channels for expression.

In order to remedy this situation, a new balance must be established to bring about more harmonious relations between the state and emerging private organizations with public mandates.

Far from being a mere bystander to the changes taking place worldwide, the hemisphere is presently undergoing important changes that, in general, aim at:

- achieving or maintaining macroeconomic stability and identifying new instruments for socioeconomic policy;

- participating more actively in the international arena and reassessing the organization of domestic trade;
- developing a new technological pattern that meets the needs of present generations while protecting natural resources and the environment;
- combatting poverty and strengthening social participation; and
- redefining the "public function," taking into account the new relations between the state and the private sector, including new private organizations with public mandates.

I. The Macroeconomic Context and Trade Issues

The economies of the countries of the hemisphere have been engaged in a continuous process of policy reform for reorganizing their macroeconomic environments. The merits of structural adjustment programs have been obscured by their inability to ensure that the benefits of macroeconomic reorganization reach to all members of society.

With a few exceptions, most of the countries are winning the battle to control the worst economic problem: inflation. However, the adjustment process has generally limited investment in production and in those sectors which are less profitable or have higher transaction costs, such as agriculture. During the course of this process, some traditional agri-food policy instruments, such as subsidies for interest rates, support prices, subsidies for inputs, taxes on trade and public technical assistance services, have been eliminated.

The unilateral process of trade opening undertaken by most of the countries of the hemisphere in the 1980s has not generated

the expected results in the agricultural sector for three reasons. The first is the slow growth in demand in consumer countries for the principal basic commodities, combined with a general oversupply of same, which has depressed real international prices to their lowest level since World War II. Secondly, developed countries have maintained the subsidies and nontariff barriers established for a wide range of raw and processed products that compete with their exports. Lastly, important segments of producers in the countries (subsistence and small- and medium-scale farmers) have not been able to increase the productivity of their crops and livestock.

The vitality of regional and subregional integration efforts is a clear response by a large number of countries of the hemisphere to the consolidation of large economic blocs: EU, NAFTA and the Pacific Rim group. In addition, the establishment of NAFTA is an incentive for the countries to establish a Latin American and Caribbean free trade zone. The advantages of NAFTA in the region may lead subregional integration schemes to abandon the objective of establishing "customs unions" in favor of free trade zones.

This renewed interest in integration and the establishment of a network of trade agreements will make it possible to more effectively tap the region's resources in certain strategic areas, and to take full advantage of such resources in efforts to boost competitiveness.

The recent agreement reached in the Uruguay Round of GATT, signed in April 1994, for the first time in history, subjects the agricultural sectors of the Contracting Parties to international regulations on trade and internal aid.

Moreover, the agreements included in GATT 94 constitute an institutional framework that will regulate the creation of new free trade zones and establish the commitment that existing regional

and subregional economic integration agreements will be brought into line with the current multilateral agreement.

Imports entering the countries as a result of trade opening are placing considerable pressure on domestic markets. This situation has revealed the shortcomings of marketing infrastructure and constitutes a challenge for the countries of the region to come up with new instruments for modernizing agricultural trade and for improving the competitiveness of production.

Shortcomings in the domestic marketing infrastructure have created bottlenecks which limit access to national markets and points of export.

In synthesis, trade liberalization must be administered in a way that converts it into an effective instrument for attracting capital to the region and the more distant geographic areas of each country. This will make it possible to increase investments in production and create jobs. Otherwise, the social debt will be so great that the countries will have a difficult time ensuring social peace and consolidating democracy.

II. Production, Natural Resources and the Environment

Although there is great agricultural, socioeconomic, ecological and cultural diversity among IICA's Member States, the principal problems affecting their agricultural sectors can be summarized as follows:

- low agricultural and livestock productivity, especially for staple foodstuffs, because the technologies used are not suited to the agricultural, social, economic and environmental conditions, and because of shortcomings

in complementary services, such as credit and technical assistance;

- **pests and diseases that attack crops and livestock, which reduce productivity, hinder marketing and affect human health;**
- **rudimentary education and business training, deficient and ineffective distribution of production resources (land, water, credit), lack of business and social organization of the rural population (especially among subsistence and small- and medium-scale farmers), and approaches not tailored to their situations and needs; all of these make it difficult to modernize production and gain access to information, technologies and markets;**
- **severe environmental deterioration, caused by poor management of natural resources which has produced soil erosion, soil and water pollution, salinization, desertification, deforestation and the loss of biological diversity;**
- **a change from traditional production systems to modern systems without an evaluation of their ecological and social impact.**

When the problems of low productivity and agricultural diseases and pests have been overcome, an important production potential will be unleashed, particularly among small- and medium-scale farmers. This will contribute to increasing farmers' incomes, mitigating rural poverty and improving the quality of life in rural areas.

As far as education is concerned, subsistence farmers and small- and medium-scale farmers require more than just produc-

tion-specific training. Education for children and young people must differ from that provided for adults. For children and youths, education should be seen as a way of ensuring sustained improvement of production resources, because it is a highly profitable investment. For adults, special efforts must be made to provide today's farmers with access to technologies and specialized information. This means that the instruments designed must be tailored to their circumstances, and could include the dissemination of specific information, farmers' visits to view successful experiences, in-service training at the farm and community levels, among others.

New scientific knowledge, combined with the empirical experience of farmers, should provide a solid foundation for sustainable land-use systems.

Inappropriate forest management, steadily rising deforestation rates, the indiscriminate use of agrochemicals in "modern" production activities, land management practices that ignore land's real potential, and the inefficient use of irrigation water are some of the factors that are fostering an accelerated degradation of the production capacity of soils, which undermines the different ecological systems. Moreover, desertification is advancing at an alarming pace in vast areas of the hemisphere, especially in rain-fed ecosystems. If the natural resource base continues to deteriorate at current rates, a significant portion of our lands will have passed the point of no return as concerns its production capacity.

The loss of plant cover also has environmental implications: a) it limits and may damage permanently the generating potential of springs and watershed basins; b) it diminishes the reproductive capacity of animal and plant life; and c) it causes climatic changes and alters rainfall patterns because the capacity to fix carbon dioxide has been changed.

The wasteful use of renewable natural resources threatens the ecological, economic, social, political, biological and cultural balance. The deterioration and unequal distribution of such resources accelerates the isolation of the population and deepens rural poverty, resulting in the destruction of spiritual and moral values, the loss of national identity and an unfavorable outlook for development.

Recognizing that humankind cannot forge a safe and prosperous future without addressing jointly the problems and challenges associated with the environment and development, 179 countries participating in the Earth Summit approved the Programme of Action, also known as Agenda 21. This Program underscores the importance of forests, environment, ecology and biological diversity for socioeconomic development. It also recognizes that humanity must change its lifestyle if an era of untold suffering is to be avoided.

In order to modify these trends, specific efforts must be made to develop a new technological pattern that can meet the needs of present generations, placing an appropriate value on natural resources and the environment, without threatening the capacity of future generations to meet theirs. It is also necessary to invest in social infrastructure, and to enhance the capabilities and skills of farmers and agroindustrialists. This will make it possible to transform production, basing it on the rational use of natural resources and the preservation of the environment.

Sporadic actions and short-term projects allow no time for the regeneration or conservation of soils and other renewable natural resources. If such regeneration is to occur, what is needed are long-term programs aimed at promoting sound land use policies and strategies. For these programs to be successful, they must be based on the principle of participation.

III. Social Considerations

Despite the fact that the bulk of the populations of the countries of the region live in rural areas, their social services are inferior to those provided in urban areas, where economic and political power are concentrated.

There are clear differences in the quality of health care, potable water, housing, energy, recreation and education, among others. In the case of education, rural inhabitants are at a double disadvantage; not only do they have less access to educational opportunities, but the education offered in rural areas has little to do with the circumstances and needs of rural inhabitants.

Given these circumstances, rural families generally lack sufficient production resources and other basic elements needed to participate in the production process as economically viable producers. Moreover, rural women face additional problems, as they do not receive the support they need to fulfill their roles in the production process and as mothers and home managers. They are often excluded from training programs that would enhance their participation in production and improve the living conditions of their families.

Another key issue is the lack of importance attached to education, training and support for rural youth, both in terms of integrating them into production and the work force, and in involving them in efforts to preserve cultural and civic values.

In order to be able to appreciate the magnitude of the situation, reference must be made to the wide variety of agricultural and, more recently, agroindustrial units that exist, which are characterized by their heterogeneity. There is diversity in the size of farms, which range from dwarf holdings to large agroindustries, and in the forms of social organization used in production. This

situation should be viewed as an opportunity for defining strategies and policies to improve rural well-being.

Moreover, it is also important to note that the capitalization of agriculture is being affected by the absence of legal instruments for the consolidation of the land titling process, which has implications for resource management and environmental protection. In addition, agricultural properties continue to be subdivided, as evidenced by the large number of dwarf holdings (*minifundios*) which are not economically viable despite new technologies and increased investment, principally in areas where soil fertility is poor.

The difficulties mentioned in this and preceding sections describe a situation of poverty that affects most people living in rural areas.

In order to overcome these difficulties, policies must be established to increase per capita incomes, to achieve more equality in terms of income and basic social services and to ensure greater participation in decision making.

All these issues must be taken into account when developing the new technological pattern, and, in a broader sense, when working to bring about transformations in production and trade, to ensure that they contribute directly to improving the quality of life in rural areas. Changes in these areas, however, must be complemented with equally important changes in the public and private institutions associated with agriculture and the environment.

IV. Institutional Considerations

The aim of state reform and privatization undertaken in most countries as part of their structural adjustment programs has

been to reduce the size of the state apparatus, which has meant giving up some of its areas of action. The original reason for structural adjustment was fiscal in nature, inasmuch as public deficits had become unmanageable. This narrow view still prevails among many macroeconomic policymakers. Nevertheless, substantial progress was achieved in this area and fiscal deficits have fallen.

One dimension of the transformations taking place in the countries is little known and understood, but will be of particular importance in efforts to manage a sustainable change in agriculture and rural areas: this is the reorganization of the institutional framework. It represents challenges and opportunities for successfully addressing rural poverty and new national and international circumstances.

When many of the instruments of traditional agricultural policy were eliminated and public spending was curtailed, it was thought that public institutions and their programs would be shut down. This did not actually occur, and instead, many of the institutions were changed.

Similarly, at least three processes are under way in the private sector. First of all, private service enterprises are becoming more and more interested in serving farmers and other parties involved in the production system; some of these services were provided formerly by the public sector, others are new services. Secondly, the organizations of the private sector (trade and other types of associations) are beginning to react to the new context because their role as lobbyists was weakened when their traditional "causes" were eliminated (defending support prices, subsidized interest rates and others). Few of these organizations have made serious efforts to change their roles and adopt new "public functions" within the system. The third process is the appearance of a multitude of NGOs, which can be grouped into various

possible categories, and which are working to fill a gap in the service sector and to mobilize financial resources.

As a result of all these changes, the gamut of players in the public and private sectors will have to be organized in a way that allows each to play the most suitable and effective role possible. This means that a way must be found to orient these transformations and implement them through a process of institutional change that aims to: a) redefine the "public function" of the public and private sectors, and b) develop a new "cooperative attitude" within each sector and between the two, to make it possible to articulate them into institutional systems and more effective organizations.

V. Bases for a New Inter-American Agenda

The establishment of a new world order and the changes taking place within the countries have given rise to concerns and priorities that must be reflected in a new inter-American agenda for agriculture and rural areas.

Based on their needs, IICA's Member States have requested cooperation in the following strategic areas of this new inter-American agenda:

- economic and social policies;
- domestic trade;
- international trade;
- regional integration;
- technological innovation;
- technology transfer;
- natural resources and environment;
- diversification of agricultural production ;
- changing the structure of small-farm production;
- international sanitary and phytosanitary norms;

- pest and disease management ;
- agricultural, social and economic information ;
- situation in and outlook for agriculture and rural areas;
- investment and funding;
- planning and management of institutions, microregions, programs, enterprises and projects;
- relations within and between the public and private sectors;
- organization of farmers;
- participation of women and youths in rural development;
- adding value to agricultural production (rural agroindustry);
- human resource development, and
- agricultural and rural communications.

Due to the situation outlined earlier in this chapter, a new development approach must be incorporated into the inter-American agenda to orient actions to address the aforementioned strategic areas.

In this connection, it is worth noting what is being discussed in different international fora, especially the 1992 meeting of ECLAC, on the importance of:

"... growth that is equitable, environmentally sustainable and democratic is not only desirable, but also possible. Moreover, just as equity cannot be achieved in the absence of solid and sustained growth, so growth requires a reasonable degree of sociopolitical stability, and this implies, in turn, the need to fulfill certain minimum requirements of equity. This reciprocity between growth and equity

means that it is necessary to move toward both objectives simultaneously rather than sequentially..." *

The World Commission on Environment, created by the UN in 1983, warned that humanity must change its lifestyle and trade patterns if it is to avoid an era of untold levels of human suffering and environmental degradation, adding that growth must reflect the finite nature of the planet's resources. A few years later, the Rio Declaration, issued during the UNCED, better known as the Earth Summit, clearly stated that long-term economic development must inescapably be linked to environmental protection. Similarly, Agenda 21 states that population, consumption and technology are the principal factors that determine ecological change, and suggests that sustainable development become the means for fighting poverty and the destruction of the environment.

The above is consistent with the mandate of the Tenth Inter-American Conference of Ministers of Agriculture (ICMA), which concluded that an integrated approach to development, which complements the inter-American agenda, must be based on three key elements: sustainability, equity and competitiveness.

- **Sustainability** will be achieved through a commitment to produce without damaging the environment and the natural resource base, to ensure the survival and suitable development of future generations.

- **Equity** will be achieved by consolidating a form of social organization in which the links between the different agents of the production process and rural inhabitants and groups foster the creation of ever greater opportunities, better skills and respect for the

rights of all; eliminate the conditions that produce and exacerbate poverty, and improve the quality of life.

- **Competitiveness** will be achieved by consolidating agri-food complexes and consortia, and through the conversion of small- and medium-scale farms, in which efficient operations and quality products, combined with a dynamic articulation of exports with other domestic activities, will be the driving force behind the process to gain a better position in the new international context.

CHAPTER II: OBJECTIVES AND GENERAL STRATEGY

The ability to overcome problems and capitalize on the challenges and opportunities presented above depends in large measure on the abilities of the social agents (individuals, firms and institutions) that work together in fostering agricultural development and improved rural well-being.

IICA is the specialized agency for agriculture of the inter-American system. According to its new Convention, which took effect in 1980, its purposes are:

"TO ENCOURAGE, PROMOTE AND SUPPORT THE EFFORTS OF THE MEMBER STATES TO ACHIEVE THEIR AGRICULTURAL DEVELOPMENT AND RURAL WELFARE."¹

¹ Convention and Basic Rules of Procedure of IICA. Official Documents Series No. 22. p.9.

- "a. Promote the strengthening of national education, research and rural development institutions, in order to give impetus to the advancement and the dissemination of science and technology applied to rural progress;
- "b. Formulate and execute plans, programs, projects and activities, in accordance with the needs of the governments of the Member States, that will help them meet their objectives for agricultural development and rural welfare policies and programs;
- "c. Establish and maintain relations of cooperation and coordination with the Organization of American States and with other agencies or programs, and with governmental and nongovernmental entities that pursue similar objectives;
- "d. Act as an organ of consultation, technical execution and administration of programs and projects in the agricultural sector, through agreements with the Organization of American States, or with national, inter-American or international agencies and entities."²

The Institute must work not only to develop ideas, concepts, methods, information and experience; it must also make effective use of the experiences of other organizations. The aim should be to solve problems in the Member States.

In this setting of challenges and opportunities, IICA must specify its objectives and the strategies it needs for guiding its actions during the 1994-1998 period, in order to ensure that it has

² *Ibid.*

the capacity to provide effective responses that have meaningful impact.

I. General Objective

To comply with the institutional mission set forth in the Convention on IICA, and taking into account the challenges of the present decade for the countries, the general objective of the Institute for the 1994-1998 period 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.**

IN IICA'S VIEW SUSTAINABLE AGRICULTURAL DEVELOPMENT has two closely linked dimensions:

- 1. one that concerns transforming agriculture's production and trade processes to make it more competitive, in order to meet the needs of present generations, while at the same time promoting sound natural resource management and environmental protection; and**
- 2. the other that fosters institutional transformation, for developing an organizational arrangement characterized by: a) a "new public function" for the public and private sectors, and b) a "new cooperative attitude" within each sector and between the two.**

This will ensure that the aforementioned transformations in agriculture and the rural setting are economically, socially and

politically viable and are based on necessary social and human change. It is also important to take into account economic opening, state and private sector reforms, as well as progress being made toward hemispheric integration.

Human development in rural areas is seen as a social, economic and political process that aims to bring about changes in rural societies and in the uneven relations between them and society as a whole and the national economy. Human development is also seen as the product of a form of social organization that leads to improvements in the quality of life of rural inhabitants. As a process, it seeks to:

- boost production and the productivity of commercial and small-scale agriculture;
- create more opportunities in the countryside through more effective distribution of production resources, diversification, the transformation of production and value-added production, which will strengthen domestic markets, improve the competitiveness of production and more equitably distribute benefits;
- promote and support the social and entrepreneurial organization of small farmers and the rural population;
- integrate, with resolve, women and rural youths into the development process;
- improve rural inhabitants' access to essential services, such as health care, potable water, housing, energy, recreation and education;

- achieve a more balanced regional development and a more equitable territorial distribution of the population;
- guarantee the preservation of natural resources and appropriate environmental management; and
- ensure full respect for cultural diversity.

The actions IICA will take during the 1994-1998 period will aim to bring about human development in rural areas. But because an institution specialized in agriculture can do only so much in achieving this broad goal, it will be necessary to establish **strategic alliances** with other organizations so that a joint effort can be undertaken to meet the variety of demands and respond effectively to this great challenge. Strategic alliances with prestigious institutions having an interest in agriculture or related fields will augment the Institute's capability to respond to demands and challenges that exceed its field of competence, and that are associated with the search for human development in rural areas.

II. Specific Objectives

IICA will support the institutional systems of its Member States in their efforts to attain the following **specific objectives**:

- **TRANSFORMATION OF PRODUCTION, BASED ON AGRICULTURAL DIVERSIFICATION, CONVERSION AND AGROINDUSTRIAL PROCESSING, USING TECHNOLOGICAL INNOVATIONS TO INCREASE THE EFFICIENCY OF PRODUCTION WHILE PROMOTING HUMAN AND ENVIRONMENTAL PROTECTION.**

- **TRANSFORMATION OF TRADE, WITH A VIEW TO BOOSTING THE COMPETITIVENESS OF NATIONAL AND REGIONAL AGRI-FOOD SYSTEMS ON DOMESTIC AND INTERNATIONAL MARKETS, WITHIN THE FRAMEWORK OF HEMISPHERIC INTEGRATION.**

- **INSTITUTIONAL TRANSFORMATION, WHICH REDEFINES THE "PUBLIC FUNCTION" OF THE PUBLIC AND PRIVATE SECTORS, PROMOTES A NEW COOPERATIVE APPROACH WITHIN EACH SECTOR AND BETWEEN THE TWO, AND FOSTERS THEIR ARTICULATION INTO MORE EFFECTIVE INSTITUTIONAL AND ORGANIZATIONAL SYSTEMS THAT MAKE PRODUCTION AND TRADE TRANSFORMATIONS MORE VIABLE.**

In each of these three areas, special consideration will be given both to technical-economic and to social relations. In particular, importance will be attached to the changes that must take place to bring about social and human change, which will lead to a more effective distribution of production resources and to the social organization of the rural population. This is fundamental if the substance of these changes is to be consistent with the three elements that are key to the approach to development (sustainability, equity and competitiveness).

In presenting its general and specific objectives, IICA recognizes that the impact of its actions will depend, in great part, not only on implementing its actions as planned, but also on the extent to which external constraints are overcome.

Some of the external factors that will determine the degree to which the objectives set forth are achieved are: the relatively low importance certain governments give to agriculture and rural areas; macroeconomic instability; a lack of social, environmental

and economic policies that contribute to growth with environmentally sustainable equity; insufficient funds, among others.

III. General Strategy

In order to achieve the objectives proposed for the period of this MTP, the Institute's actions will be guided by the following general strategy:

IMPROVING THE EFFECTIVENESS OF IICA'S ACTION THROUGH PARTICIPATORY TECHNICAL COOPERATION INITIATIVES THAT ARE DIFFERENTIATED BY REGION AND THAT TARGET RELEVANT PUBLIC AND PRIVATE SECTOR INSTITUTIONS IN ITS MEMBER STATES.

The principle of **EFFECTIVENESS** means that the organization will be efficient in resource use and effective in defining and achieving results.

There are two facets to the **PARTICIPATORY TECHNICAL COOPERATION** to be executed by the Institute. One is internal and will involve the work of interdisciplinary groups composed of its technical staff. The other is external and will involve public and private organizations in interinstitutional teamwork with IICA and national professionals and farmers who address the problems on a daily basis. Here, the "hands-on" method will be emphasized.

The term **DIFFERENTIATION BY REGION** means acknowledging the social, cultural, ecological and production differences that exist between regions, subregions, countries, and even within countries; this means that the general strategy will be complemented by specific strategies for each region and within them. The design and implementation of each regional strategy must reflect the countries' demands, expressed as national needs and priorities.

By **TARGETING RELEVANT INSTITUTIONS**, IICA aims to strengthen key representative institutions of the public and private sectors, promoting organizations that are also guided by the principle of effectiveness. This means implementing articulated processes of effective management that incorporate "a new public function" and new linkages with different public and private agencies, with a view to consolidating institutional systems that can make a significant contribution to sustainable agricultural development and human development in rural areas. A high-impact multiplier effect is expected to be achieved in this way.

There are two components to the general strategy:

1. **A SUPPLY OF TECHNICALLY EXCELLENT COOPERATION** resulting from a concentration of IICA efforts on areas of strategic importance, focusing on the countries' critical problems.

To consolidate the excellence and competitiveness of its technical cooperation, IICA will organize its efforts by concentrating on areas of strategic importance and specialized services or centers. These areas are in accord with the specific objectives of this MTP, the express demands of the Member States and the current and potential capabilities of IICA and national institutions.

2. **A capacity to RESPOND SELECTIVELY TO THE DEMANDS** of the countries, supported by strategic alliances to strengthen the Institute's action.

Through strategic alliances, close ties will be forged with institutions and resources complemented, as a means of ensuring a greater impact of technical cooperation actions.

CHAPTER III: AREAS OF CONCENTRATION AND SPECIALIZED SERVICES

The challenge facing the countries to bring about human development in rural areas based on sustainable agricultural development is enormous. This means that they will make a broad range of requests for support. Nevertheless, in the medium term, the countries will value the action of the Institute to the extent that it effectively supports them in bringing about the changes in production, trade and institutions needed to achieve sustainable agricultural development.

IICA's actions will not have a significant impact if it attempts to respond to every request. Therefore, it must strike a balance between what is urgent and what is important, and concentrate its efforts on a few areas of strategic importance, in order to produce practical results of the highest technical quality.

By their nature, some strategic areas are closely related and it is therefore useful to group them in order to ensure more effective development. Moreover, the different topics require different degrees of specialization and different approaches may have to be adopted, and thus should be concentrated in two categories: **Areas of Concentration and Specialized Services.**

Common to both of these is flexibility in adopting different components to respond to changes in the countries' priorities. This flexibility affords the Institute the opportunity to adapt its strategy and operations to changes in external circumstances and the new demands of the countries.

The Areas of Concentration contain components that address subsectoral topics which are of priority for sustainable agricultural development. Their work involves methodological and conceptual

development that will enable them to assume their main responsibility of assisting specialized subsectoral institutions in the countries, both in the public and private sectors, in applying these concepts and methods for upgrading the effectiveness of their actions.

The Specialized Services contain components that deal with general topics that support or enhance the action of the Areas of Concentration and provide support in compiling information, documenting and adapting successful experiences in the countries, and assisting the IICA offices in responding to the requests of the countries.

The Areas of Concentration are:

- Socioeconomic Policy, Trade and Investment
- Science and Technology, Natural Resources and Agricultural Production
- Agricultural Health
- Sustainable Rural Development

The Specialized Services are:

- Training, Education and Communications
- Information, Documentation and Informatics

I. Socioeconomic Policy, Trade and Investment

This Area of Concentration recognizes that sectoral policies for agricultural modernization are conditioned by, among other things: a) the macroeconomic policies inherent in economic stabilization and structural reform processes including the terms of external loans; b) international commitments related to agricultural reform, contained in agreements such as GATT 94, free trade agreements and commitments for subregional integration; and

c) debt service and the capability to channel domestic and foreign savings into investment projects.

Within this framework, it is necessary to identify new socioeconomic policy instruments that will enable economic agents to correctly interpret market signals, counteract market distortions, exploit new opportunities to the maximum, and meet the challenges of the new economic and social context. It is also necessary to adopt appropriate policies and instruments to counteract the possible negative distributive effects that could be generated by adjustment policies and trade liberalization. Consequently, funding and investment policies must not only aim to increase the stock of physical assets, but also address technological and organizational issues, as well as human resource development and the enhancement of managerial skills.

In view of the above, it is important that agricultural development policies be analyzed, designed and executed taking into account their economic and social implications and their impact on natural resources and the environment, with a view to striking a balance among growth, equity and sustainability.

This Area of Concentration will support public and private institutions that deal with sustainable agricultural development in:

- a) assessing the scope and implications of international agreements and economic policy reform programs; analyzing their socioeconomic impact, especially in the struggle against rural poverty, and strengthening their negotiating skills with economic authorities;
- b) identifying new socioeconomic policy instruments and designing programs to improve the competitiveness of agri-food systems, distributing benefits more equitably and preserving the quality of natural resources and the environment;
- c) identifying areas and new types of funding for agricultural investments;
- d) organizing and adjusting their domestic and foreign marketing systems to new rules that have appeared as a result of changes in international trade

and of adjustment policies; and e) identifying opportunities on international markets and developing the capability to promote investments in the forestry and agricultural sectors of the countries.

A. Objective

To contribute to upgrading technical and institutional skills in the public and private sectors to generate socioeconomic policy proposals and mechanisms for domestic and international trade that: a) improve the national and international competitiveness of agri-food systems; b) ensure the preservation and correct assessment of the value of natural resources and a sound management of the environment; and c) distribute equitably the benefits of trade opening and regional integration.

B. Content

In this Area of Concentration, IICA's technical cooperation actions which will be aimed at supporting and promoting the efforts of the public and private sectors will be grouped under: a) Socioeconomic Policy, and b) Domestic and International Trade.

1. Socioeconomic policy

- a) Analysis of socioeconomic policies (macro and sectoral) and identification of new instruments for improving the competitiveness of agri-food systems, contribute to a more equitable distribution of benefits, and preserve the quality of natural resources and the environment.
- b) Identification of socioeconomic policy instruments that support the transformation of production, especially as pertains to small farmers and, in that context, strengthen the role of women and rural youth.

- c) Analysis of alternative and innovative funding systems for agriculture, with a view to attracting the public and private investments needed to enable the agricultural and rural sectors to play a major role in the countries' efforts to participate more actively in the new international and regional contexts.
- d) Harmonization and coordination of policies among countries, within the framework of subregional, regional and inter-American integration. Strengthening of CORECA, CONASUR, CARICOM and other regional integration agencies.
- e) Information on the socioeconomic performance of agriculture.
- f) Mechanisms for modernizing the public and private sectors, and for fostering cooperation between them.
- g) Promotion of an inter-American agribusiness network to facilitate the exchange of information and experiences.

2. Domestic and International Trade

- a) Improving the organization and structure of domestic markets in response to policies on trade opening and economic liberalization.
- b) Development and modernization of marketing mechanisms, such as stabilization instruments, marketing boards and agricultural commodity exchanges.

- c) Identification of market opportunities resulting from the new norms governing international trade.
- d) Organization and consensus building among the public and private sectors, at the national and regional levels, with a view to developing trade, penetrating foreign markets and investing in the agricultural sector.
- e) Development of negotiating skills for bilateral and multilateral agricultural trade negotiations.
- f) Information on trade and investment opportunities resulting from the new international economic environment.

II. Science and Technology, Natural Resources and Agricultural Production

Production is the outcome of the application of know-how and technology, by agricultural entrepreneurs and workers, to the natural resource base that sustains the production system. This implies that production volumes, levels and quality depend not only on technical relations, but also on the social relations that underpin the organization of production, and explains why the human dimension is important in the production process.

This Area of Concentration will ensure that public and private institutions develop and incorporate technological responses that are suited to the environmental and socioeconomic conditions of each country. It will also equip institutions to design and implement policies that strengthen the technological innovation process and promote sustainable and competitive agricultural production systems that help distribute the benefits of economic development more equitably. It will also support national, regional and international institutions in their struggle against environmental

pollution and the deterioration of water and soil resources, flora and fauna.

A. Objective

To support the generation, adaptation and transfer of technologies that facilitate the development of agricultural and agroindustrial production systems that are suited to the different socioeconomic characteristics of the producers, and that ensure a rational and competitive management of the natural resource base.

B. Content

In this Area of Concentration, IICA's technical cooperation actions, which will be aimed at supporting and promoting the efforts of the public and private sectors of the Member States, will be grouped under three components: a) science and technology; b) natural resources; and c) agricultural production.

1. Science and Technology

- a) Reciprocal bilateral cooperation, with the participation of PROCIANDINO, PROCISUR, PROCITROPICOS, PROCODER, PRODAR, PROMECAFE and other IICA programs, among public and private institutions and countries. The institutions that work with natural resource management associated with agriculture will be incorporated into the aforementioned mechanisms.
- b) Modernization of NARIs and other technological organizations with a view to upgrading their effectiveness. Assistance in organizing a regional

system of agricultural technology institutions for Central America and the Caribbean.

- c) **The organization of an inter-American system of technology generation and transfer institutions associated with sustainable agricultural development, in order to document and tap their experiences to benefit the Member States. This system will seek the support and participation of international centers such as ISNAR, CIAT, CIMMYT and CIP. This system will also provide technical-political support to the national research institutions themselves.**
- d) **The strengthening of scientific and technological agricultural societies in the hemisphere, with a view to enhancing their capacity to influence technological development and innovation and natural resource conservation and management.**
- e) **Participation of universities and schools of agriculture in finding solutions to the problems of sustainable agricultural development, through their professional training programs, short refresher courses for professors, scientific and technological research programs and agricultural extension activities.**
- f) **Development of national, regional and international information systems on technology transfer and innovation.**
- g) **Preparation and execution of policies to promote technology innovation and transfer.**

- h) Creation of new institutional models as part of national technology innovation and transfer systems.
- i) Development of new technological patterns that will contribute to boosting production and productivity and to improving agroindustrial articulation, without overlooking the need to conserve the environment and natural resources.

2. Natural Resources

- a) Formulation and execution of policies and regulations (i.e., intellectual property rights) on natural resource conservation and management.
- b) Conservation, multiplication, distribution and use of genetic resources, using as a basis the existing infrastructure of international research centers and research institutions in the Member States.
- c) Design of methodologies for developing indicators of sustainable agriculture for the ecosystems, watersheds and production systems of the countries.
- d) Preservation and sustainable use of biological diversity, helping prevent and combat the causes of the loss of same.

3. Agricultural Production

- a) Diversification and transformation of production based on the view of an expanded agricultural

sector, promoting the entire agri-food chain, and having a clear market orientation.

- b) Conducting assessments and research on the potential of production, in order to promote the necessary transformations and technological innovations, with a view to taking advantage of market options.
- c) Training and technical cooperation in methodologies and modern management systems for the transformation of production and technological innovation.
- d) Development of methodologies for prioritizing crops and livestock, with a view to contributing to sustainable agricultural development.

III. Agricultural Health

This Area of Concentration will help to resolve problems caused by the presence and impact of plant and animal pests and diseases that limit agricultural production and the trade of agricultural products, to facilitate the safe international trade of agricultural products.

IICA will support the countries in coordination with other institutions working in the field of animal and plant health, including OIE, NAPPO, FAO, OIRSA, PAHO, and the Canada-Mexico-USA Tripartite Commission on Animal Health, among others. This coordination will contribute to improving efficiency and economizing human and financial resources.

A. Objective

To support public and private institutions in designing agricultural protection strategies that will make it possible to control pests and diseases, prevent the introduction of exotic diseases and ensure agricultural trade, increased agricultural production and environmental sustainability.

B. Content

In this Area of Concentration, IICA's technical cooperation actions in support of the public and private sectors will be covered by two components: a) international sanitary and phytosanitary norms; and b) pest and disease management.

1. International Sanitary and Phytosanitary Norms

- a) Harmonization of sanitary and environmental protection standards and regulations relative to national and international agricultural trade.
- b) Adoption and use of risk analysis methodologies and risk reduction strategies.
- c) Reliable information on the risk of agricultural diseases and pests.
- d) Information on the prevalence, incidence and distribution of pests and diseases, on legislation and sanitary regulations related to international agricultural trade, including regulations on residue levels and restrictions on the use of pesticides and veterinary products.

2. Pest and Disease Management

- a) Development of animal health and plant protection laboratory networks, with the participation of public and private institutions, for the timely diagnosis of the principal agricultural pests and diseases.
- b) Development of national pest and disease surveillance systems.
- c) Development of integrated agricultural plant pest and disease management programs, with a view to reducing the impact of agrochemicals on the environment.
- d) Support to the countries in strengthening their animal health and plant protection services, promoting and fostering the participation of the private sector.
- e) Strengthening and establishment of national plant protection and animal health emergency systems, creating the capacity to respond immediately to the presence of exotic pests and diseases.
- f) Cooperation among agricultural quarantine and emergency services in the hemisphere, in matters related to training, consultation and information, as well as in actions to exclude pests, verify origin, etc.
- g) The establishment of an international consultation system on agricultural health regulations, methodologies, patterns and information.

- h) Development of programs for the control and eradication of animal diseases and pests, and development of programs for the detection and control of chemical, hormonal and antibiotic residues in animal products.
- i) Development of mechanisms of exchange and reciprocal cooperation through laboratory networks with a view to facilitating the exchange of information, the mobilization of technical capabilities, joint activities, the supply of antigens and reagents for biological tests, etc.

IV. Sustainable Rural Development

The primary focus of the methodological and operating efforts of this Area of Concentration will be to support the design of national strategies, policies, programs and projects for sustainable agricultural rural development, linking it effectively with economic and social policy. To this end, efforts will be made to strengthen the microregional focus and the geographically referenced data bases that the Institute is already promoting. In this context, it is of vital importance to strengthen the processes to modernize production and to organize farmers for agribusiness management and for participating in the processes of transformation (production, trade and institutional) in the sector. Therefore, the linkages between primary production and agroindustry must be strengthened and special emphasis must be placed on rural women and young people as key actors in the development process.

In addition, this Area of Concentration will use and document successful experiences in order to formulate alternative models that include agricultural and socio-economic characterizations and the design of methodologies and working instruments to

promote sustainable agricultural rural development. These experiences will serve as references for training purposes and for adaptation in other countries. IICA's action will be articulated with the institutional development and modernization processes, including decentralization. It will also provide the countries with support in their efforts to articulate agricultural and rural development programs with poverty eradication and rural agroindustry development programs.

A. Objective

To strengthen the public and private institutional systems for rural and agricultural development in their efforts to overcome the problems related to production and create greater opportunities for the rural population to enhance its skills and abilities, and make the sustainable management of renewable natural resources possible.

B. Content

This Area of Concentration is divided into two components:

- a) organization of farmers for the management of agribusiness; and
- b) modernization of rural areas and institutional development.

1. Organization of Farmers for the Management of Agribusiness

This component will:

- a) support farmers' organizations and the institutions responsible for sustainable rural development, providing in-service training for their technical teams in the preparation and execution of policy instruments, programs and specialized projects;

- b) collaborate with national institutions and NGOs in training farmers, as regards organizational, technical and management issues;
- c) support public and private organizations in providing training for their human resources, so that they can train the members of beneficiary organizations of rural development programs and projects in the management of same and in providing services for production and funding their operations;
- d) support the corresponding national institutions (public institutions, NGOs and the private sector) in connection with agricultural production programs and projects; and
- e) promote the strengthening and integration of specialized networks, reinforcing horizontal technical cooperation to address rural development and rural women and youths.

2. Modernization of Rural Areas and Institutional Development

This component will support the:

- a) development of methodologies for planning and managing institutions, microregions, programs, businesses and projects for sustainable rural development;
- b) formulation of case studies to examine modernization and the transfer of institutions from the public to the private sector; the dissemination and adaptation of successful experiences that can be used to

formulate models for sustainable rural development. These models can address the entire issue or parts of it (e.g., credit, technology transfer, marketing, management, etc.);

- c) development of methodologies for diagnoses, strategies, technical support, management, investment and funding for rural agroindustry, and the promotion of national and regional networks to facilitate rural agroindustry, as part of rural development programs:
- d) design of national strategies, policies, programs and projects for achieving a better position for youths, and for supporting the broad participation of women in these rural development and production processes. Promotion and upgrading of regional (PROCORDER and PRODAR) as well as inter-American networks for the exchange of experiences and information; and the establishment of strategic alliances with other international organizations interested in this topic.

V. Training, Education and Communications

This Specialized Service will target the formal and non-formal professional and technical teaching-learning process as a means of improving the skills of human resources in the agricultural sector of the region.

This Specialized Service is made up of three components: a) Training, b) Education and c) Communications.

1. Training

The training the Institute intends to provide includes four key elements:

- a. **Training in subject areas of priority to the countries, in accordance with the Areas of Concentration defined by IICA in its MTP.** This training will be conducted primarily within the framework of technical cooperation projects, and will be part of systematic actions designed to attain the specific objectives of the projects.
- b. **Technical assistance in designing and implementing training strategies and programs.** This assistance will be provided to national public and private entities that carry out training activities for the agricultural sector, with a view to strengthening national capabilities to train human resources for agriculture.
- c. **Development of capabilities within IICA.** As an important part of the policy on the development of the Institute's own human resources, this Service will support the Directorate of Human Resources in connection with in-house training, which will be conducted systematically and concentrate on three specific areas: job-related training; specific technical training related to the Areas of Concentration; and managerial training.
- d. **Scholarships to upgrade human resources.** The Institute will expand its current scholarship program as a means to increase opportunities for the development of human resources, while attempting to add to the

resources of the program through the participation of other entities and the beneficiary countries.

As the specialized agency for cooperation on agriculture of the inter-American system, IICA will coordinate efforts with public and private agencies and institutions, with a view to strengthening technical cooperation related to human resource development for agricultural modernization.

2. Education

In addressing **education**, the Institute will support agricultural institutions of higher education in their important task of preparing professionals to meet the needs and challenges of agriculture in our countries. This will include the following:

- a. Facilitating**, in agricultural institutions of higher education, processes to adapt the education of future professionals (the various aspects thereof, including institutional models, curricula, etc.) to the new situation of agriculture in the countries and to the new challenges this poses. In order to do this, academic activities must be seen as a whole, which includes research, undergraduate and graduate education, and community services (e.g. training, extension).
- b. Giving priority to support networks** of agricultural institutions of higher education, attaching less importance to support for individual institutions, which could disperse IICA's actions and lessen its impact.
- c. Contributing**, within the framework of the networks, to the generation of specific projects of joint interest, aimed fundamentally at facilitating the restructuring of academic programs to reflect the new challenges of

agriculture, and at strengthening agricultural institutions of higher education.

- d. **Coordinating** its technical cooperation with other organizations that work in this area, such as FAO.

3. **Communications**

Communications is the means that will be used for transmitting technical know-how for use by producers and other agents of the agri-food chain.

Communications, as an instrument of information and education, will underpin IICA's different actions to disseminate technical and socioeconomic information on agriculture and the rural milieu in the Americas, and to project its image.

The support provided by this component will focus on the following:

- a) **Communications for sustainable agricultural development.** Educational communications to support sustainable agricultural development will be strengthened through the design and implementation of methodologies, the production and dissemination of technical messages, and the training of communicators.
- b) **Use of the mass media.** The capabilities of communicators to produce radio and television programs, as well as written materials, for the agricultural and rural sectors will be upgraded.
- c) **Production and distribution of educational materials.** The capabilities of institutional agents involved in sustainable agricultural development to produce and

distribute materials for mass and group application will be upgraded.

- d) **Design and implementation of communications policies and strategies.** IICA will cooperate with agricultural sector institutions in designing communications strategies and policies, with a view to facilitating the transformation processes discussed herein.
- e) **Institutional technical-scientific information systems.** Support will be provided to public and private institutions in designing and upgrading their technical-scientific information systems, with a view to facilitating technology generation and transfer.

VI. Information, Documentation and Informatics

Information, documentation and informatics are three components which will complement each other in the process to consolidate the transfer of know-how, abilities and skills, and to improve communications among the different administrative units. This Specialized Service will provide support to national institutions and the units of the Institute.

This Specialized Service consists of: a) Information, b) Documentation and c) Informatics.

1. Information refers to:

- a) **Designing and setting up a system for storing basic agricultural and socioeconomic information, referenced by geographic area, including specific information on production, trade, processing and consumption. This**

base will be used to improve the capacity for analysis and for the generation of reports on the situation in and outlook for agricultural and rural areas.

- b) **Developing and implementing methodologies for disseminating strategies to promote sustainable agricultural development and human development in rural areas.**

2. **Documentation** refers to the process of organizing and storing written information so that it can be retrieved easily and rapidly. Its main objective is to provide reliable, systematized and classified bibliographic information. Support actions in this area will focus on the following:

- a) **Strengthening national information and documentation systems.** Efforts will aim to upgrade the capabilities of national documentation centers and libraries so they can adopt systems that will provide a rapid, selective and timely flow of information.
- b) **Improving access to international systems and modern agricultural information technologies.** Emphasis will be placed on enabling the countries to link up to international bibliographic information networks.
- c) **Access to international, regional and national bibliographic databases.** Efforts will seek to facilitate access to bibliographic data bases on specific and general aspects of international, regional and national agriculture, and on the rural sector. The aim is for these databases to serve as a reference center.

3. **Informatics** refers to the development of dynamic and efficient communications systems that can meet the needs of a decentralized institution of inter-American scope. Support will be provided in upgrading the Institute's computer systems with a view to developing an integrated information network that will lead to improved efficiency and effectiveness.

An Inter-American Reference Center for Agricultural Information (CRIIA) will be created, underpinned by the support of documentation and informatics, the data generated by IICA's offices in the countries, and results of the analysis of information by the Areas of Concentration and Specialized Services.

CHAPTER IV: STYLE AND INSTRUMENTS OF TECHNICAL COOPERATION

The development of technical and professional capabilities in the countries demands changes in the cooperation provided by international agencies. In this sense, IICA, in the new international context, will strengthen its role in facilitating and articulating technical and financial resources and more specific and high-quality technical cooperation.

In order to achieve this, it is necessary, on the one hand, to adapt the Institute to the new demands, through a modernization process that will make it possible to offer high-quality services, making full use of the potential of its human resources. On the other hand, the Institute will develop a participatory technical cooperation approach, including closer relations with national technical services, in order to respond more effectively to the demands of the Member States.

I. BASIC PRINCIPLES

This style of technical cooperation is characterized by:

A. Participation

The present administration of the Institute proposes a **comprehensive participatory management style**, with a view to linking all staff members of the different operating units more effectively, among themselves and with the representatives of the public and private sectors, for developing and executing the technical cooperation it provides.

Within the Institute, participation will be geared to developing teamwork and effective communication among the different levels of the Institute.

Outside the Institute, efforts will be focused on encouraging the participation of the governing bodies of the Institute in programming, executing and evaluating technical cooperation. Efforts will also be made to strengthen relations with other public and private sector entities that work in the fields of agricultural development and rural well-being.

B. Decentralization

Decentralization is designed to gradually transfer more financial and human resources to the countries, with a view to enhancing their capacity to provide technical cooperation and make decisions during project execution.

Within this context, a new balance is established between Headquarters and IICA's offices in the countries.

Bases for decentralization:

1. **Creation of Regional Centers.** made up of groups of IICA's offices in the countries, hereafter known as Technical Cooperation Agencies.

These Centers will carry out their actions using a differentiated strategy for each region. To this end, they will articulate the work of the Areas of Concentration, the Specialized Services and the support units of the Institute, so that, through the work of interdisciplinary teams, they will be able to have a greater impact on sustainable agricultural development in the member countries.

2. **Conversion of IICA's offices in the countries to Technical Cooperation Agencies,** through the gradual and progressive decentralization of human and financial resources to the countries. This new name responds to the high priority given to the technical function of IICA's cooperation.

C. Flexibility

Flexibility is defined as the Institute's capacity to adjust its actions in a flexible and timely manner to changes and the demands for cooperation from the countries.

This action is characterized by:

1. The capability to create mechanisms for analyzing and proposing solutions to emergency situations or significant internal and external changes that affect the agricultural sectors of the Member States.
2. The development of procedures to adapt its activities to changes in the priorities of the countries.

3. Greater mobility of resources, which will make it possible to take full advantage of the Institute's technical capabilities.

D. Concentration

Concentration of the Institute's work aims to ensure a **supply of excellent technical cooperation that has a significant impact.**

Concentration will be characterized as follows:

1. **Thematic concentration**, through the Areas of Concentration and the Specialized Services.
2. **Geographic concentration**, through region-specific strategies and by concentrating technical resources in the regions where technical cooperation actions are undertaken to respond to the different needs of the regions and countries.
3. **Institutional concentration**, by identifying and supporting key public and private sector institutions whose effectiveness can be upgraded, that can generate a multiplier effect and produce a significant impact.

II. Instruments for the Participatory Technical Cooperation

The following instruments are used by IICA in providing cooperation.

A. Direct technical support

The goal is to collaborate with public and private institutions in solving present and potential problems through the application of concepts and methodologies and the adaptation of successful experiences to their own situations. The technical excellence of the support provided by the Institute will be evidenced in its research and studies, which will supply the conceptual and methodological material of the proposals for action generated by the interdisciplinary teams in each Area of Concentration and Specialized Service.

B. Training

In order to bring about the changes in production, trade and institutions needed for sustainable agricultural development and human development in rural areas, senior managers and technical experts must possess a wide range of knowledge. Therefore, it is important to support training and skills development for human resources.

IICA emphasizes and places priority on training as a means of preparing a new generation of professionals and technical experts to meet the new challenges facing the hemisphere.

The experiences and materials generated through direct technical support will serve as inputs for training efforts.

C. Research and studies

This cooperation instrument provides support to the preceding two and also draws on their results for the purpose of ensuring that the concepts and methodologies that are developed aim to solve existing problems in the countries and identify potential problems.

D. Dissemination of information

IICA will establish the Inter-American Reference Center for Agricultural Information (CRIIA), which will provide the Member States and other agencies with the agricultural and socioeconomic information they need for decision making by their public and private organizations. The main responsibility of this Center will be to store and disseminate basic and specialized information on agriculture to other Institute units and to the Member States, and to publish an annual document on the state of agriculture in the Americas.

The Institute will also implement communications strategies to provide its Member States, in a systematic and ongoing fashion, with information on the results of IICA's work and the work of other scientific and academic institutions to address problems related to agriculture, sustainable agricultural development and human development in rural areas.

E. Cooperative networks

The Institute will promote and support the consolidation and operation of reciprocal technical cooperation networks, with a view to fostering the exchange of human and genetic resources, the planning and implementation of cooperative research efforts in regions and subregions, and the dissemination and exchange of experiences and know-how, among others.

F. Discussion Fora

Participatory technical cooperation cannot be limited to duplicating ideas and models used in the countries, regardless of how successful they have been. The countries and the region as a whole must strive to find innovative solutions that are viable for the hemisphere.

To a large extent, success in finding innovative solutions will depend on how effectively international agencies make use of national and international capabilities for enabling researchers and technical experts to make contributions that draw on the entirety of their experiences. The aim is to make it possible to pinpoint and tap talents that are, to some degree, dispersed from an institutional point of view.

IICA intends to coordinate, promote and organize national and international fora for the discussion of vital topics, the results of which will serve as valuable inputs for helping solve present problems, anticipate potential problems in the hemisphere, and contribute to achieving sustainable agricultural development and human development in rural development

G. Technical scientific, financial and administrative brokerage

Many countries and national and international institutions have technical and scientific capabilities that can help solve problems in other countries. These capabilities are not well articulated, because the institutions that possess the know-how are often not linked with the real problems of the countries and regions.

IICA will renew its efforts to effectively link technical and scientific institutions and the countries through mutually beneficial activities. This is a means of providing the countries with innovative ways to strengthen actions to solve specific problems.

Brokerage should be extended to the financial and administrative areas and for brokering cooperation between the private sectors of the countries. This is particularly relevant when considering the fact that most technological and financial resources

available to the countries will be channeled through the private sector and oriented primarily to agricultural modernization.

H. Administrative support and cooperation services

These will expedite the identification, preparation and execution of national projects. Administrative support services must include a minimum component of technical support that links them also to the Areas of Concentration or Specialized Services. This instrument should be seen as a means of enhancing the impact of technical cooperation actions.

CHAPTER V: INSTITUTIONAL RESOURCES

Institutional resources are those which enable the Institute to carry out the tasks established for the period in which this MTP is in effect. There are basically two kinds: human and financial.

IICA's human resources are its most important asset. Accordingly, institutional policy will be geared toward making optimum use of the staff's abilities and developing an institutional culture that promotes work in interdisciplinary teams and the staff's involvement in every aspect of the institution's work. Financial resources will be secured and used to implement this MTP with excellence.

I. Human Resources

In order for the Institute to have highly qualified staff, a series of measures are necessary to ensure their quality and motivation for participating actively in implementing this MTP. The most important measures are:

A. Recruitment and selection

IICA's recruitment and selection policy is designed to attract highly qualified human resources with maximum potential, and includes the following elements: a) job descriptions that emphasize the technical and human capabilities required, the internal and external relations that must be developed and the key management qualities required to achieve the desired results; b) wide distribution of announcements of vacancies, seeking the greatest possible coverage in the Member States and centers of excellence; c) the hiring of young professionals who demonstrate potential for personal growth under the Institute's philosophy of excellence, participation and teamwork; d) the recruitment of women and members of the different ethnic groups of the hemisphere; and e) a selection process that facilitates the determination of relevant technical and institutional criteria.

Selection will be based on demonstrated technical ability, affinity with the institutional culture, geographic balance, gender considerations and the potential for professional growth.

B. Professional development

The development of the capabilities of Institute staff presents a new panorama. It defines a core of human capital for the Areas of Concentration and Specialized Services, and complements this with temporary staff hired to meet short-term needs or for specific tasks that require a high degree of specialization. In this way, IICA will be able to assure continuity and consistency for its actions, while also meeting specific needs and providing the level of specialization required in the cooperation process.

All IICA staff members, even those hired on a temporary basis, will have opportunities for professional growth which will be enriched with the experience gained in the countries and a training

program that facilitates the systematization of these experiences. In this way, the Institute will be able to offer its staff different avenues for advancement in the technical, management and administrative fields, while improving its efficiency in meeting the demands of the countries.

C. Training

Training for IICA staff members is aimed at support personnel, professional personnel (local and international) and senior or middle management, each of which requires a different type of training. To this end, this program will be coordinated with the training activities of the Specialized Service of Training, Education and Communications.

D. A new role for local professionals

Because of the growing professional expertise available in IICA's Member States, the Institute must seek to make full use of this capacity for executing cooperation actions; therefore, the number of international staff funded with quota resources will be reduced.

Consequently, IICA's Technical Cooperation Agencies in the countries will attach priority to hiring national technical personnel for all work for which international personnel offer no evident comparative advantages.

In the hiring of local personnel, IICA will strive to be competitive at the country level. This will enable it to secure the best human resources available, who will be given opportunities for professional advancement and be assigned important technical and administrative responsibilities.

E. Remunerations and benefits

So as to ensure that IICA is competitive with other organizations in the labor market, remunerations, benefits and other forms of compensation for local and international personnel will continue to be reviewed on an ongoing basis, thus enabling the Institute to hire first-class staff members with competitive remunerations and benefits.

The policy will be to have fewer international staff funded with regular resources; however, they will be first-rate and offered competitive remuneration and benefits.

F. Performance appraisal system

The performance appraisal system should reflect as clearly as possible what is expected of the staff, what is being encouraged and what is valued. The system should foster a working environment and provide motivation that will make it possible for staff members to make full use of their talents.

The results of the application of the appraisal system will provide input in allocating material and moral rewards, as well as possibilities for further professional development, and in applying fair and appropriate sanctions, when required.

In this way, performance appraisal becomes a management tool that facilitates feedback among different levels of the Institute, encourages personal growth within the organization and upgrades the effectiveness of its services.

G. Mobilizing the technical capabilities of IICA's human resources

In order to improve the effectiveness and efficiency of the cooperation provided to the countries, greater use must be made of the Institute's own expertise. With the establishment of teams, it will be possible to mobilize technical experts for providing technical support to the work being carried out in the countries, regions and at Headquarters.

This will help both to standardize approaches and working methods and to effectively complement the actions carried out by the operating units at Headquarters, in the Member States and among the latter.

The mobilization of technical capabilities is one aspect of the new institutional culture which emphasizes flexibility and internal cooperation. The hiring of consultants will be justified only when it is intended to complement existing capabilities.

The human resources policy, with all the components described herein, will give rise to an integrated, coherent process, the goal of which is to ensure the excellence of IICA's personnel.

II. Financial Resources

To implement the cooperation actions emphasized in this MTP, in support of sustainable agricultural development in the Member States, the Institute must make more efficient use of its funds in addressing the established priorities, and must obtain more extra-quota resources.

A. Quota funds

The policy regarding quota funds includes the following:

- 1) **Making efficient use of the quotas contributed by the Member States, allocating them primarily to finance cooperation activities within the Areas of Concentration and the Specialized Services, and trimming the expenditures they cover, especially those of an administrative nature.**
- 2) **Ensuring that quota funds are used exclusively to cover the costs of the core structure and the priority activities of the MTP.**
- 3) **With the approval of the Member States, implementing a policy to maintain the real value of the budget in order to compensate for the effects of inflation and overvalued currencies.**
- 4) **Encouraging Member States to reduce the amount of quota funds in arrears.**
- 5) **Entering into arrangements in which Member States make non-traditional contributions, such as human and physical resources, that complement their regular quotas.**

B. Extra-quota funds

Depending on their origin, these funds are divided into:

- 1) **Cooperation funds provided by international organizations and donor countries.**

- 2) **Funds provided by the Member States themselves and entrusted to the Institute for the execution of technical cooperation and administrative support actions in which they have a particular interest.**

The policy measures that will be applied for each of these sources are:

- 1) **Resources from international cooperation agencies:**
 - **IICA will promote, at the international or national level, the importance of activities associated with sustainable agricultural development. In this context, the Institute can play an important role as a specialized organization.**
 - **Priority will be given to promoting projects that enjoy the active support of the countries.**
 - **This process will be decentralized and all units will participate in efforts to secure resources, with the necessary degree of central coordination.**
 - **The IICA Representatives in the countries will be responsible for converting the requests of the Member States into projects or programs that will be submitted for funding.**
 - **Strategic alliances will be established with multi-lateral and bilateral funding agencies, NGOs, universities and foundations, especially those associated with IICA's Areas of Concentration and Specialized Services.**

2) **Management of resources from the Member States:**

The additional funds entrusted to the Institute by Member States for the execution of technical cooperation and administrative support actions have represented a significant portion of its budget. The importance of these funds lies in the fact that they increase the volume of cooperation the Institute can provide, and can have a multiplier effect on technical cooperation.

IICA will strive to increase its participation in the execution of priority projects that contribute to sustainable agricultural development and rural well-being in the Member States and that are funded by the governments or external sources. IICA will provide administrative support services to ensure efficient management of these funds, and will complement these services by providing direct technical cooperation that contributes to the achievement of the objectives of these projects.

C. Indirect Administrative and Technical Costs (CATIs)

The policy governing this source of funds will be as follows:

- 1) Agreements negotiated for externally funded projects and administrative services must charge a percentage of CATIs that satisfactorily covers all indirect costs, seeking at all times to be both competitive and effective.
- 2) CATI funds will be used, first and foremost, to cover indirect (overhead) costs. Any surplus will be used as

seed capital for new technical support and training activities.

D. Miscellaneous income

This source of funds, which includes revenues from the sale of depreciated assets, technical products and other services, will be used primarily to reinforce the short-term cooperation and pre-investment budget item.

E. Nontraditional funding sources

This category includes various proposals whose main goal is to increase the Institute's capacity to offer technical cooperation, not necessarily by increasing the amount of financial resources available. Some of these are:

- 1) **Horizontal technical cooperation actions.** Cooperation agreements of this kind will be fostered among Member States, Permanent Observers and friendly nations, farmer organizations and IICA, as a means of facilitating the exchange of personnel and of transferring the results of successful experiences and other actions of interest.
- 2) **Creation of corporate associations.** The establishment of corporate associations with other national and international cooperation agencies and organizations will be promoted, with a view to ensuring a more successful participation in international competitive bidding, or to sharing the costs of large cooperation projects. These associations will be determined by the comparative advantages offered by the participating organizations.

- 3) Special emphasis will be placed on developing the mechanisms and capabilities required to administer projects financed by trade associations, farmer organizations and other organizations, with IICA providing technical and administrative support as needed.
- 4) Inter-American Foundation for Sustainable Agriculture. In order to secure additional public and private economic support for achieving its objectives, IICA will put into operation the Inter-American Foundation for Sustainable Agriculture, so that it can expand the scope of technical cooperation actions especially in the least developed countries.

CHAPTER VI: GUIDELINES FOR EVALUATING IICA'S ACTION, AND THE PRINCIPAL CONTRIBUTIONS BEING PROPOSED

The definition of strategy guidelines must be accompanied by a process of self-examination and learning that includes mechanisms whereby adjustments can be made to keep pace with changes that occur. To do this, both a clear indication of the characteristics of the dynamics of the strategy development process at the Institute and guidelines on how to identify verifiable indicators of impact are needed.

This chapter consists of three sections. The first describes the process involved in updating the MTP and justifies the need to monitor changes occurring in international circumstances that affect agriculture in the IICA's Member States. This is a key element in efforts to adjust the actions of the Institute to a changing scenario.

The second section presents guidelines for evaluating IICA's actions. Two levels, external and internal, are identified for measuring the impact of technical cooperation actions.

The third section summarizes some of the principle tangible contributions highlighted in the preceding chapters.

I. The Process of Updating the MTP

The pace of change in the international context creates uncertainties that make it difficult to foresee what kinds of adjustments the countries make in their economic, trade and production, social and political-institutional settings. Agriculture is not immune to these forces. In this context, IICA cannot rely on a MTP that is static or obsolete in terms of its outlook or the projections for its operations. For the MTP to be a true working tool that guides IICA's technical cooperation actions, it must be flexible and updated in response to changes in the priorities of the Member States.

Differentiated strategies are an integral part of IICA's general strategy and are intended to orient specific technical cooperation actions at the regional, national and local levels. The results of these actions, and the lessons learned from them, will provide inputs for adjusting the strategies of the Institute.

Only in this way will the MTP be able to serve as a guide for making IICA an institution that continually reassesses and responds to the real needs of the countries, and is capable of foreseeing problems before they arise.

II. Guidelines for Evaluation

The impact of IICA's actions will be reflected in a set of changes that occur in a given environment as a result of technical cooperation actions carried out jointly by IICA experts and representatives of national public and private institutions, and the evolution of certain external conditioning factors.

Impact should be measured both outside of and within IICA, which is where the results of technical cooperation actions are felt. "External" refers to public and private institutions in the countries and regions; "internal" refers to changes in the capabilities and performance of the Institute itself.

The results envisaged in this MTP are ranked into three different levels. The first, which is at the highest level, are those related to the General Objective, which defines the direction the Institute will take, and which closely reflects the purpose assigned to IICA in its Convention. For the life of this MTP, this objective is defined as sustainable agricultural development as a contribution to human development in rural areas.

The second level of results is associated with the Specific Objectives, and refers to the three types of changes (production, trade and institutional) required to bring about sustainable agricultural development.

The results achieved at this second level depend primarily on the efforts of the countries and on the support that IICA and other technical cooperation agencies provide to their institutional systems. The second level, in turn, defines where the results of the third level will be achieved. At the third level, the effect of the actions of IICA's Areas of Concentration and Specialized Services will be felt within national public and private institutions that promote the three aforementioned kinds of changes.

A. Impact on the public and private institutions of IICA's Member States

IICA's impact in the countries and regions will be evaluated at three levels:

- 1) **Transformation of production**, to determine IICA's contribution in helping national institutions to develop:
 - a. socioeconomic policies and make investments for diversifying, transforming and adding value to agricultural production (agroindustry), the effect of which will be seen in greater competitiveness, a more equitable distribution of benefits and the preservation of the quality of natural resources and the environment; and
 - b. mechanisms to diagnose, monitor and manage agricultural pests and diseases, and to upgrade quarantine and emergency systems, the effect of which will be higher quality products.
- 2) **Changes in trade**, to determine IICA's contribution in helping national institutions to develop:
 - a. trade policies that improve agriculture's competitiveness; and
 - b. mechanisms to promote exports and modernize domestic marketing.
- 3) **Changes in institutions**, to determine IICA's contribution to improving the effectiveness of the institutional systems linked to sustainable agricultural development and human development in rural areas in implementing

the necessary changes in production and trade. This will include the ability of the institutions to:

- a. adopt strategic planning and institutional management techniques;
- b. set up and operate a data system of agricultural and socioeconomic information on production, trade, processing and consumption at the domestic, national, regional and international levels. This data will be used to prepare studies and design and implement policies and programs aimed at bringing about necessary changes in production and trade;
- c. use models to promote processes to bring about sustainable agricultural and human development in rural areas in which consideration is given both to the local level (communities, geographic areas, microregions or regions) and to the macro level (sectoral, national and international), which affects developments at the local level.

B. Impact within IICA

Part of IICA's efforts will aim to improve the effectiveness of the technical cooperation provided by the Institute. Thus, the impact is closely linked to the general strategy, synthesized in the **new participatory technical cooperation approach** which is considered a prerequisite for achieving the results proposed for the countries and regions. Three levels have been defined for measuring the impact within IICA: the basic principles that orient the Institute's actions, its participatory management system and the instruments for action it uses to provide technical cooperation.

- 1) **The basic principles of participatory technical cooperation.** The degree of compliance with the four principles (participation, decentralization, flexibility and concentration) and the impact this has on the effectiveness of technical cooperation will be verified. To this end, it will be necessary to determine whether:
 - a. the staff of the Institute participates actively in the process of generating ideas, opinions and suggestions that will serve as inputs in defining and implementing Institute policy;
 - b. the representatives of the Member States participate in the governing bodies of the Institute, offering proposals that have been raised and improved through a mechanism of consultation, discussion and consensus building in each country involving representatives of the public and private sectors;
 - c. a new, decentralized regional level has been firmly established at IICA and is operating on the basis of differentiated strategies and technical teams and Technical Cooperation Agencies that work in coordination with one another and in concert with key institutions representing the public and private sectors; and
 - d. the Institute is flexible and capable of responding in a timely fashion to emergencies and changes in the priorities of some countries.

- 2) **The participatory management system.** Verification will be made of the extent to which IICA's staff and the staff of institutional systems of the countries participate in the processes of the participatory management

system: strategic planning, short-term planning, execution of technical cooperation, monitoring and evaluation.

- 3) **The instruments of technical cooperation.** Verification will be made of the extent to which the different operating units of IICA and public and private institutions associated with sustainable agricultural development and human development in rural areas collaborate in the execution of technical cooperation projects.

III. Principal Contributions Being Proposed

The proposed results set forth in the preceding section represent a wide range of actions and results that are difficult to quantify. This section presents some of the most tangible achievements the Institute expects to make during the 1994-1998 period.

A. Contributions outside of IICA

Below are some initiatives that could have an important impact in the member countries of IICA:

- Creation of an inter-American agribusiness network to facilitate the exchange of information and experiences among its members, and to increase the participation of the private sector in IICA's activities and vice versa.
- Entry into operation of the Inter-American Foundation for Sustainable Agriculture.
- Strengthening of existing technology generation and transfer, rural development, agroindustrial and agricul-

tural health networks, and the creation of others, especially in Central America and the Caribbean.

- Creation of an inter-American system of institutions that generate and transfer technologies for sustainable agricultural development.
- Establishment and maintenance of agricultural and socioeconomic data bases in the member countries.
- Annual reports on the situation in and the outlook for agriculture at the national and inter-American levels.

B. Contributions within IICA

- Creation of five Regional Centers to articulate the work of groups of IICA Technical Cooperation Agencies in the countries.
- Formulation and implementation of differentiated strategies for each region.
- Involvement of new social agents and rural players in all the subject areas addressed by IICA.
- Greater incorporation of sustainable agriculture and natural resources as topics in the Institute's work.
- Modernization of the mechanism for recruiting and selecting human resources, through greater use of competitive hiring procedures.
- Establishment of a work approach involving interdisciplinary and interinstitutional teams.

- Establishment of project systems by Area of Concentration and Specialized Service, which articulate the national, regional and hemispheric levels.
- Establishment of an Inter-American Reference Center for Agricultural Information (CRIIA) for disseminating statistical and bibliographic data to the countries.

C. Contributions to Both

- Upgrading IICA's staff and the staff of national and regional institutions, through the scholarship program and other training opportunities.
- Establishment of mechanisms for multilateral cooperation among countries, IICA and other organizations.
- Strengthening of strategic alliances with technical cooperation, research, educational, financial and agribusiness institutions.
- Establishment of an integrated communications network to facilitate communications among IICA's Technical Cooperation Agencies, IICA Headquarters and the countries.
- Greater participation by public and private organizations in the processes of programming and evaluating IICA's technical cooperation actions.
- Documentation and dissemination of successful experiences with sustainable agricultural development and rural well-being.

- Organization of national and international fora for discussion that help solve present and potential problems in the hemisphere associated with sustainable agricultural development and human development in rural areas.

**PART C: ORGANIZATION OF THE INSTITUTIONAL
SYSTEM**

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I. Implications of the Strategy Guidelines for the Structure

The aspects of the "Strategy Guidelines" of the 1994-1998 MTP that are of particular importance in achieving the proposed objectives and which have direct implications for the structure of the Institute are:

A. Up-to-date information on changes in the international context and in agriculture and the rural areas of the countries

IICA, as the specialized agency for agriculture of the inter-American system, should be known for its up-to-date understanding of the current situation, evolution and trends of the agricultural and rural sectors in its member countries. To accomplish this, IICA's Technical Cooperation Agencies in each Member State must gather and generate, on an ongoing basis, the data required to maintain an up-to-date database. These data will be used by IICA's Technical Cooperation Agencies to prepare an annual report on the state of agriculture and rural areas in each of their countries. The reports from the countries in each region, combined with other international data and analyses, will be used to prepare a similar report for the corresponding region. Also, a monitoring of changes worldwide and the data provided by the countries and other international agencies will be used to prepare an inter-American report on the situation of agriculture.

The Inter-American Reference Center for Agricultural Information (CRIIA) will be created to store and disseminate data and documentation.

B. Teamwork to administer and execute technical cooperation

The general strategy of the 1994-1998 MTP states that teamwork is the key to improving the effectiveness of the Institute's actions and will create a multiplier effect in the countries. To achieve this, a change is required in the institutional culture that will translate into changes in the attitudes and performance of all staff members. Moreover, emphasis is placed on teamwork, which makes it possible to tap the strengths and knowledge of each member, rather than on individual efforts, which are promoted under a rigid and compartmentalized structure.

If this goal is to be achieved, all units of the Institute must participate, especially the Commission for Analysis, Reforms and Institutional Development (COARDI), the Regional Centers, the Directorate of Human Resources and the Specialized Service of Training, Education and Communications.

C. The development of strategic thinking

The different topics IICA will address through its Areas of Concentration and Specialized Services must contribute to achieving the specific and general objectives of the 1994-1998 MTP. To this end, all work carried out by the Institute must take into account the three key elements of the development approach (sustainability, equity and competitiveness), and the concepts that underpin the general and specific objectives of the 1994-1998 MTP (transformations in production, trade and institutions and sustainable agricultural development and human development in rural areas).

To this end, the Directorate of Strategic Thinking will be created and given the responsibility of coordinating IICA's

conceptual framework and of contributing to the definition of the paradigm of sustainable development and the strategy of the 1994-1998 MTP.

D. The balance between thought and action, and the new articulation between the national, regional and inter-American levels

In a technical cooperation institution of inter-American scope, conceptual and methodological development is needed to give consistency and substance to the technical cooperation it provides to its Member States. For this reason, the MTP states that the work of the Areas of Concentration and Specialized Services should move from isolated projects with varying degrees of coverage to the construction of project systems that link the national, regional and inter-American levels.

The components of these project systems are: a) hemispheric projects (whose main task is conceptual and methodological development); b) multinational projects (whose main task is documenting and transferring the results of successful experiences in the region); and c) national projects (whose main task is solving specific problems in the country).

The comparative advantage of teamwork is that it facilitates the articulation of the different types of projects into systems, by bringing together, in one team, specialists assigned to different projects. The benefits of such articulation are many since it makes it possible to: a) mobilize and articulate available technical capabilities for addressing problems in a country (principal concern of the national component); b) document successful experiences that can then be transferred to other countries and regions (principal concern of the regional and hemispheric components); and c) on the basis of such experi-

ences, systematize the proposals made by the Institute in its different fields of action (principal concern of the hemispheric component).

The delegation of authority and responsibilities to the Regional Centers is accompanied by an effective monitoring and evaluation process. This process includes a technical audit, the results of which will provide feedback for decisions related to IICA's operations and strategy, with the timeliness required by the different levels. These decisions, in turn, serve as a basis for new programming and as feedback for the Institute's strategic planning process.

For this balance to be achieved, it is necessary that:

- A planning unit review project preparation and approval methodologies, with a view to bringing them into line with the project system by Area of Concentration and Specialized Service. This will be the responsibility of the Directorate of Planning, Programming, Projects and Technical Audit (DIPRAT).
- The Specialized Service of Training, Education and Communications provides support to the technical teams so that team members can acquire the teamwork skills necessary for operating the project systems.
- The current Programs and specialized Directorates become four Areas of Concentration and two Specialized Services.

E. Regional differentiation and decentralization of the Institute

Differentiation by region is another element of the strategy of the 1994-1998 MTP. For this reason, it is necessary to

develop region-specific and country-specific strategies that specify the real needs for cooperation, so that IICA can provide differentiated responses suited to each particular situation. In order to prepare and execute these strategies, and in order to ensure that the decisions are always made as close as possible to the area of action, IICA must decentralize even more toward the regions and the countries.

To do this successfully, it is necessary to:

- Establish and consolidate five Regional Technical Cooperation Centers: Northern, Central, Caribbean, Andean and Southern. Each Regional Center will have a headquarters in one of the countries of its region; IICA's Technical Cooperation Agencies in the countries will come under the respective Center. The Centers must have high-level professional personnel who will coordinate the work of the Areas of Concentration and Specialized Services. Both the headquarters of the Regional Centers, and the Technical Cooperation Agencies that make them up, must be reinforced.

F. New approach of the relationship between the public and private sectors

Changes in the development model, strategies and macroeconomic policies being applied by the countries have given rise to the following: a) recognition of the importance of envisaging agriculture as more than just a primary sector, but rather as an important link in the agri-food chain; b) recognition of the need to identify new policy instruments for promoting sustainable agricultural development, combatting rural poverty and strengthening social participation; c) recognition of the greater emphasis being placed on the market; and d) definition of a new role for the public sector and recognition of new

functions for the private sector, incorporating the wide range of new agents emerging on the scene. This raises the need to review the way IICA has been addressing certain topics, change approaches, and identify new agents working with agriculture and rural areas.

Given this new challenge for the Institute, it will be necessary to create a mechanism to advise the Director General and IICA's other units on relations with the private sector; here a broader definition is used to include new nongovernmental organizations with public functions. This mechanism will be used to coordinate IICA's actions, in order to provide broader and more aggressive support for strengthening links between the private and public sectors. An Inter-American Network of Agribusiness Organizations will be promoted to enable IICA to multiply its efforts with the private sector and, at the same time, contribute to institution building.

Also, inter-American, national and regional Honorary Technical Advisory Councils will be established to provide advice in identifying priorities and in designing and preparing IICA's regional and national strategies. These councils will make it possible to reach effective agreement with institutions in the Member States.

G. Administrative Strengthening

In order to ensure a more sound and efficient use of the Institute's resources and to coordinate the administrative efforts of Headquarters, the Regional Centers and the Technical Cooperation Agencies, a Directorate of Administration will be established.

II. Organization: Levels and Arrangement of the Units

The structural considerations described in the preceding section are organized into three levels: a) the Office of the Director General, b) support units and c) technical cooperation units.

A. Office of the Director General. The highest decision-making level within the Institute, which is made up of the offices of the Director General, the Deputy Director General, the Advisors to the Director General, the Executive Technical Secretariat, the Commission for Analysis, Reforms and Institutional Development (COARDI), the Legal Advisor, and the Administrative and Financial Audit.

1. Offices of the Director General and Deputy Director General

This is the highest technical and administrative management level of the Institute. The Director General answers to IICA's governing bodies (IABA and the Executive Committee) and represents IICA before the Member States and other national, regional or international organizations. These offices direct and articulate the technical and administrative actions of the different units of the General Directorate. They also direct, organize and articulate strategic alliances with other national, regional and international organizations.

2. Advisors to the Director General

The Institute's structure includes an Office of Advisors to the Director General. Depending on circumstances, the Director General may make use of advisory services whenever he deems it necessary; for example, in connection with special efforts to strengthen relations between the public and private sectors. Advisors can be staff members of the Institute or professionals

from outside IICA, working under temporary contract or providing their services *ad honorem*.

3. Executive Technical Secretariat

This Secretariat answers directly to the Director General. It serves as technical secretariat of the cabinet meetings; advises the Director General in coordinating and managing the tasks of his Office; coordinates the preparation of addresses, speeches and lectures and the correspondence of the Director General, and carries out other tasks assigned by the Director General.

4. Commission for Analysis, Reforms and Institutional Development (COARDI)

COARDI is responsible for making a comprehensive analysis of the organizational adjustments and reforms necessary for the modernization and organizational development of the Institute, taking into account recent developments and the environment in which the Institute must carry out its cooperation actions. This unit responds directly to the Director General and works through a number of committees made up of IICA staff members. The findings of these committees are submitted as recommendations to the Director General.

5. Office of the Legal Advisor

The Office of the Legal Advisor is responsible for analyzing documents and issuing legal opinions on the Institute's technical cooperation instruments, and for keeping IICA's files on legal norms, procedures and provisions up to date. It will advise the Director General directly and provide support to the Regional Centers in relation to the application and interpretation of legal matters.

6. Administrative and Financial Audit

This unit is responsible for organizing and conducting the administrative and financial audits of the Institute's units. Based on the outcome of the audits, it proposes to the Director General corrective or preventive measures and adjustments in norms and procedures. It will provide support to the Directors of the Regional Centers and the Directors of IICA's Technical Cooperation Agencies in the execution of administrative and financial procedures, to ensure suitable management thereof.

B. Support Units

7. Directorate of Planning, Programming, Projects and Technical Audit (DIPRAT)

This Directorate provides support to the Areas of Concentration and Specialized Services in preparing and updating their guidelines for cooperation. It also directs the formulation and adjustment of technical cooperation projects, and develops methodologies, norms, instruments and procedures for strategic planning, short-term programming, monitoring and evaluation.

It coordinates the development of methodologies and norms for preparing differentiated strategies for the regions and countries. It coordinates preparation of the MTP, the biennial Program Budget and the annual plan of operations. It coordinates the process for approving legal, administrative and technical cooperation instruments, and the allocation of resources for implementing them. It conducts the technical audit of the different units and projects through the process of monitoring and evaluation, in order to provide feedback for the decision-making process.

As part of DIPRAT, the Center for Programs and Investment Projects (CEPPI) cooperates with the Member States in defining agricultural development strategies at the country and regional levels, through national or regional sectoral and subsectoral studies to analyze the situation of the agricultural sector, identifying its principal limitations and opportunities, and proposing strategy guidelines for accelerating development.

CEPPI provides support to the activities of the pre-investment/investment process: a) project identification, formulation and evaluation; b) start-up activities; c) *ex-post* evaluation; and d) drafting of proposals for the pre-appraisal and appraisal of pre-investment studies and projects. It also develops and adapts methods and techniques used in the preparation of sectoral studies and investment projects and provides technical support to public and private sector institutions in using them. In addition, it provides support in the preparation of sectoral studies and investment projects at the request of national and international organizations.

8. Directorate of External Relations (DIREX)

This Directorate is responsible for promoting the Institute's cooperative relations with international institutions and agencies and with the Institute's observers and donor countries. In coordination with the operating units of the Institute, it promotes and coordinates the negotiation of external agreements and contracts to fund studies and projects. It serves as the Technical Secretariat of the Executive Committee (EC) and the Inter-American Board of Agriculture (IABA), and prepares, organizes and coordinates the official meetings of the governing bodies of the Institute. It is also responsible for protocol, public relations and actions to publicize the Institute's work.

9. Directorate of Human Resources

This Directorate is responsible for administering IICA's international and local personnel, which includes the recruitment and selection processes, training, remunerations, benefits and performance appraisal. It also advises the Director General on the definition and application of policies and regulations, norms and procedures that contribute to the management and development of the Institute's human resources.

10. Directorate of Finance

This Directorate is responsible for monitoring budgetary execution, administering financial resources, recording and analyzing expenditures and ensuring compliance with the Institute's financial rules. It also advises the Director General on the definition and application of policies and regulations, norms and procedures that contribute to the successful management of financial resources.

11. Directorate of Administration

This Directorate is in charge of purchasing the goods and materials necessary for the operation of the units at Headquarters and supervises purchases by the Regional Centers. It ensures compliance with administrative rules, maintains control of all Institute assets and materials, and is responsible for general services at Headquarters. It also advises the Director General on the definition and application of policies and regulations, norms and procedures that contribute to a more effective organization and administration of the Institute.

C. Technical Cooperation Units

These are the Directorates of the Areas of Concentration, Specialized Services, Strategic Thinking, the Regional Centers and the Technical Cooperation Agencies in the countries.

The Regional Centers are the focal point of IICA's technical cooperation in the countries, and all technical and administrative units of the Institutes act through them.

The Directorates of the Areas of Concentration and of the Specialized Services, in collaboration with the Directorate of Strategic Thinking and the Regional Centers, will develop conceptual and methodological frameworks for topics associated with their respective Areas and Services. The Directorates of the Specialized Services will place greater emphasis on the application of conceptual and methodological solutions to specific problems faced by IICA's Technical Cooperation Agencies in the countries.

The Directorates of the Areas of Concentration and Specialized Services are also responsible for preparing, maintaining and updating the guidelines for cooperation on topics which fall within their area of competence. They will be responsible for preparing and executing hemispheric projects in the Areas and Services, ensuring that they are designed and will operate as important elements of a project system linking them with multinational and national projects. They will issue technical directives to ensure that multinational and national projects are also designed to operate as components of the respective project systems.

12. Directorate of Socioeconomic Policy, Trade and Investment

This Directorate is responsible for developing technical and institutional capabilities for cooperation related to socioeconomic policy, domestic and international trade and investments in agriculture. It will also coordinate the development of specialized databases on these topics.

13. Directorate of Science and Technology, Natural Resources and Agricultural Production

This Directorate is responsible for developing technical and institutional capabilities related to agricultural and agroindustrial modernization, diversification and transformation of production, conservation of natural resources and the environment and reciprocal cooperation mechanisms. It will also coordinate the development of specialized databases on these topics.

14. Directorate of Agricultural Health

This Directorate is responsible for developing technical and institutional capabilities for cooperation related to sanitary and phytosanitary norms applicable to national and international agricultural trade; the diagnosis, monitoring and management of animal and plant diseases and pests; preventive protection systems; and for coordinating the development of specialized databases on these topics.

15. Directorate of Sustainable Rural Development

This Directorate articulates IICA's action with processes under way in the countries to modernize and upgrade institutions, promote social organization (including decentralization and

democratization), and foster rural development, rural poverty eradication and rural agroindustry programs that add value to the output of small farms and boost incomes in rural areas.

16. Directorate of Training, Education and Communications

This Directorate will provide methodological and operational support to the training activities carried out by the Institute's units; it will also coordinate the institutional efforts related to education and training.

17. Directorate of Information, Documentation and Informatics

This Directorate will develop the Inter-American Reference Center for Agricultural Information (CRIIA), which will store and disseminate bibliographic and statistical information on agriculture.

It will also provide support to the headquarters of the Regional Centers and the Technical Cooperation Agencies in the countries for strengthening and modernizing the countries' documentation systems (both public and private).

18. Directorate of Strategic Thinking

This Directorate develops the conceptual framework that will guide the Institute's technical cooperation activities and identifies lines of prospective thinking for the development of agriculture in the future. To do this, the Directorate will work very closely with IICA's other units and develop strategic alliances with centers that engage in conceptual development.

19. Regional Technical Cooperation Centers

Central, Caribbean, Andean and Southern Regional Centers

The Central, Caribbean, Andean and Southern Regional Centers represent the Institute at the regional level. Their functions include identifying and analyzing the cooperation needs of the respective Region, and the subsequent design and follow-up of the Institute's differentiated cooperation strategy, as well as its implementation through technical cooperation projects. Likewise, they assume the functions of the current Directorates of Area Operations. National Technical Advisory Councils, made up of renowned professionals of the agricultural sector in each respective country, will be established to provide them with institutional support.

From the headquarters of the Regional Centers, the site of which will be selected in concert with the countries that make up the Center, the annual programming process will be coordinated for the region, in collaboration with the corresponding units at Headquarters. The regional headquarters will also supervise the administrative and technical work of IICA's Technical Cooperation Agencies in the Member States, and facilitate the coordination of actions between the corresponding Regional Center and Headquarters.

The **Central Regional Center** covers the following countries: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. The **Caribbean Regional Center** covers: Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago. The **Andean Regional Center** includes: Bolivia, Colombia, Ecuador, Peru and Venezuela.

The Southern Regional Center covers the following countries: Argentina, Brazil, Chile, Paraguay and Uruguay.

Northern Regional Center

Given the nature and level of development of the countries in this area (Canada, Mexico and United States of America), it will carry out technical assistance functions like the other Centers and will facilitate links with the headquarters and branch offices of international technical and financial agencies. It will also develop a special technical cooperative relationship with the other four Regional Centers in connection with training opportunities, funding, trade policies and investments.

In support of the other regions, this Center will be in charge of monitoring developments of the NAFTA, the application of the GATT accords, and other integration and trade opening processes that affect the Member States. It will develop mechanisms for facilitating the identification of market opportunities and will promote a two-way exchange of human resources, information and training opportunities to benefit the Member States.

20. Technical Cooperation Agencies (currently, IICA Offices in the countries)

The Technical Cooperation Agencies carry out IICA's actions at the country level and are attached to the Regional Centers. Their responsibilities include identifying and maintaining updated agri-socioeconomic information on the respective country. This information will be used to design and implement their technical cooperation program, that will be executed through national projects. They will participate in the identification, formulation and preparation of the multinational projects to be executed in their country.

With support from the Areas of Concentration and Specialized Services, IICA's Technical Cooperation Agencies will generate and collect agricultural and socioeconomic information and will maintain an up-to-date database. These databases will be used to conduct the analyses required to prepare an annual report on the current situation, the trends, and the outlook for agriculture and rural areas. They will also support the Directorates of the Areas of Concentration and Specialized Services in compiling specialized information.

Regarding administrative matters, they are responsible for managing the human, financial and material resources of the Institute at the country level, ensuring that they are applied in accordance with the regulations of the Institute, the guidelines established in the MTP, and the objectives of the agreements and projects.

Honorary National Technical Advisory Councils, made up of notable professionals from the Member States of IICA, will be set up to advise the Technical Cooperation Agencies.

IICA's Technical Cooperation Agencies will serve as technical fora that facilitate the countries' discussion of current topics of national interest and problems associated with sustainable agricultural development and rural well-being. They will maintain the best possible and closest of relations with international agencies with a view to establishing strategic alliances that will make it possible to provide more efficient and productive technical cooperation in each country.

III. IICA, the Setting in which it Operates and Strategic Alliances

As a result of continual change in the sociopolitical and institutional settings, the Member States submit requests for technical cooperation which IICA will attempt to address. Nevertheless, given its limited human and financial resources, the Institute is not always able to provide the level of response required. In such cases, strategic alliances with international, national and extra-regional institutions, and the availability of external funds, will enhance the Institute's capabilities to meet the needs of the countries. Thus, strategic alliances are established with international, regional, national and extra-regional agencies of recognized prestige in order to enhance IICA's technical capabilities, promote horizontal cooperation among the Member States of the Institute, and make IICA's work part of national development efforts.

One such strategic alliance is that established with the Tropical Agriculture Research and Training Center (CATIE).

CATIE is a high-level academic and scientific center associated with IICA and dedicated to post-graduate education, specializing in training and advisory services, as well as in tropical agricultural and forestry research. Institutional and technical ties between these two institutions are being strengthened so as to enable IICA and CATIE to support each other in providing together the best possible service, with a view to achieving a level of integration that will reinforce the strengths of each. To this end, these two institutions work together in each one of the countries in which they operate, sharing physical and technical facilities, exchanging information and preparing cooperation projects.

Other important strategic alliances are with:

1. international funding agencies, such as IBRD and IFAD;
2. agencies of the inter-American system, especially with the OAS and IDB, in order to make better use of regional resources;
3. organizations of the United Nations system, especially FAO, with which the Institute will establish a strategic alliance for joint action;
4. universities and international training centers, to increase the Institute's capacity to provide education and training;
5. national institutions of excellence, to make IICA's work a more important part of national efforts, and promote horizontal cooperation among the countries; and
6. research institutions in countries outside the region which play an important role in the context of a greater globalization of technical and scientific advances.

Thus, IICA's system is not limited to its internal organization, but rather extends beyond the organizational structure because of the importance placed on close ties and joint efforts with public and private, national and international agencies.

ACRONYMS

ALADI	Latin American Integration Association
ALIDE	Latin American Association of Development Finance Institutions
APHIS	Animal and Plant Health Inspection Service
CABEI	Central American Bank for Economic Integration
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CATIE	Tropical Agriculture Research and Training Center
CATIs	Indirect Administrative and Technical Costs
CDB	Caribbean Development Bank
CEPPI	Center for Programs and Investment Projects
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
CIMMYT	International Maize and Wheat Improvement Center
CIP	International Potato Center

COARDI	Commission for Analysis, Reforms and Institutional Development
CONASUR	Advisory Council for Agricultural Cooperation in the Countries of the Southern Area
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico and the Dominican Republic
CRIIA	Inter-American Reference Center for Agricultural Information
DIPRAT	Directorate of Planning, Programming, Projects and Technical Audit
DIREXI	Directorate of External and Internal Affairs
EC	Executive Committee
ECLAC	Economic Commission for Latin America and the Caribbean
EMBRAPA	Brazilian Institute of Agricultural Research
EU	European Union
FAO	United Nations Food and Agriculture Organization
G-33	Representatives of the ministers of agriculture of IICA's 33 Member States
G-6	Group of Six External Experts

GATT	General Agreement on Tariffs and Trade
IABA	Inter-American Board of Agriculture
IBRD	International Bank for Reconstruction and Development
ICMA	Inter-American Conference of Ministers of Agriculture
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IICA	Inter-American Institute for Cooperation on Agriculture
INIA	National Agricultural Research Institute
INTA	National Institute of Agricultural Technology of Argentina
IPP	International Professional Personnel
JUNAC	Board of the Cartagena Agreement
LAC	Latin America and the Caribbean
MTP	Medium Term Plan
NAFTA	North American Free Trade Agreement
NGOs	Non-governmental Organizations

OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OIRSA	Regional International Organization for Agricultural Health
PAHO	Pan American Health Organization
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
PROCITROPICOS	Cooperative Research and Technology Transfer Program for the South American Tropics
PROCODER	Cooperative Program for Rural Development in the Countries of the Southern Area
PRODAR	Hemispheric Rural Agroindustrial Development Program
PROMECAFE	Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic
UN	United Nations
UNCED	United Nations Conference on Environment and Development
WHO	World Health Organization

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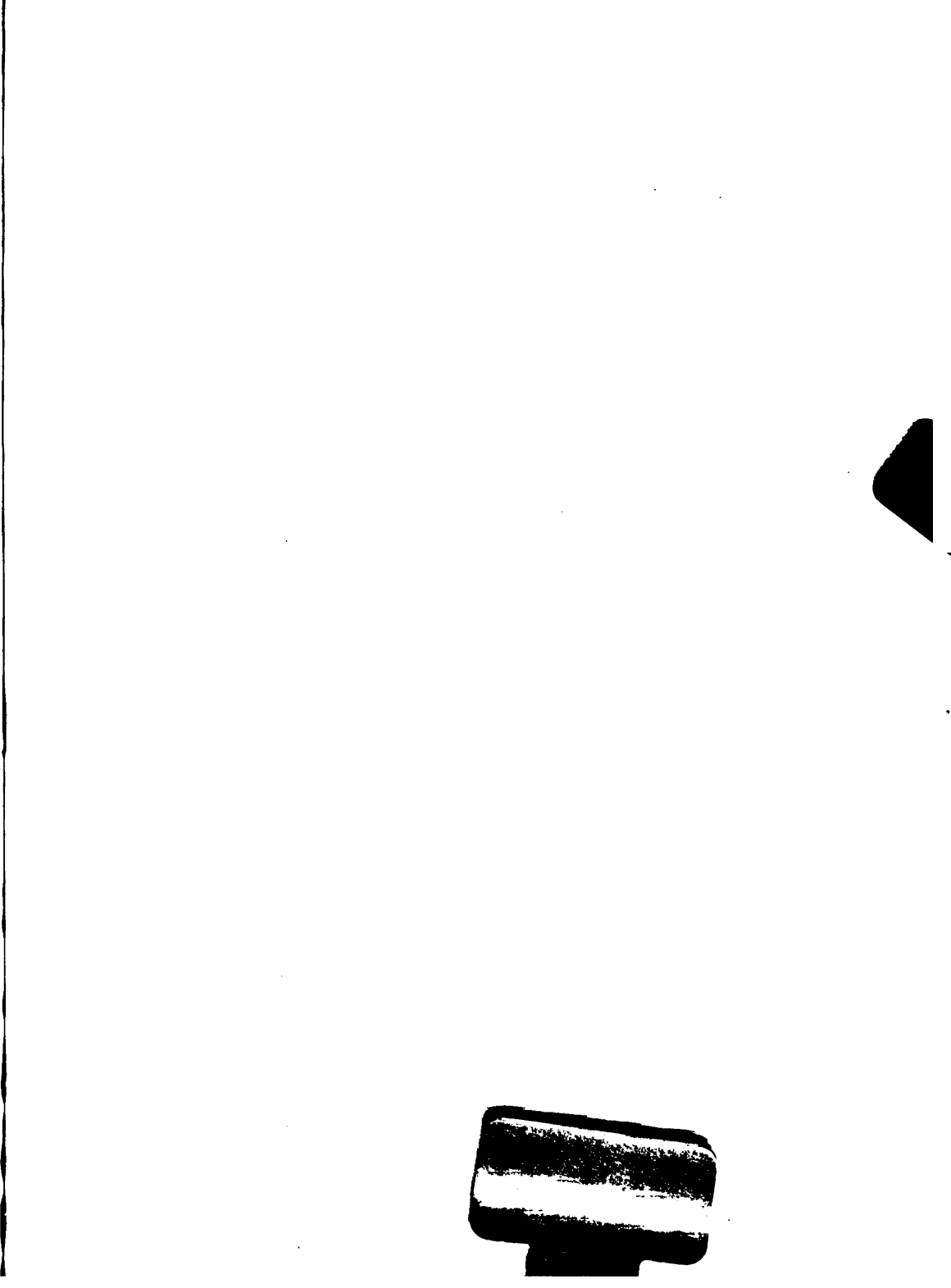
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