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MID-TERM EVALUATION

OF

CIDA PROJECT 540/13127:

TECHNICAL COOPERATION ON AGRICULTURE - IICA

John Ritchie

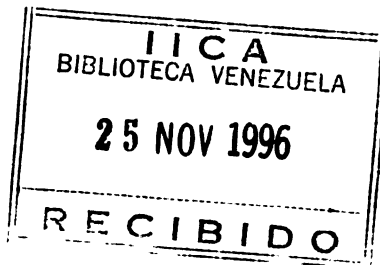
E. Cotterill

April, 1991

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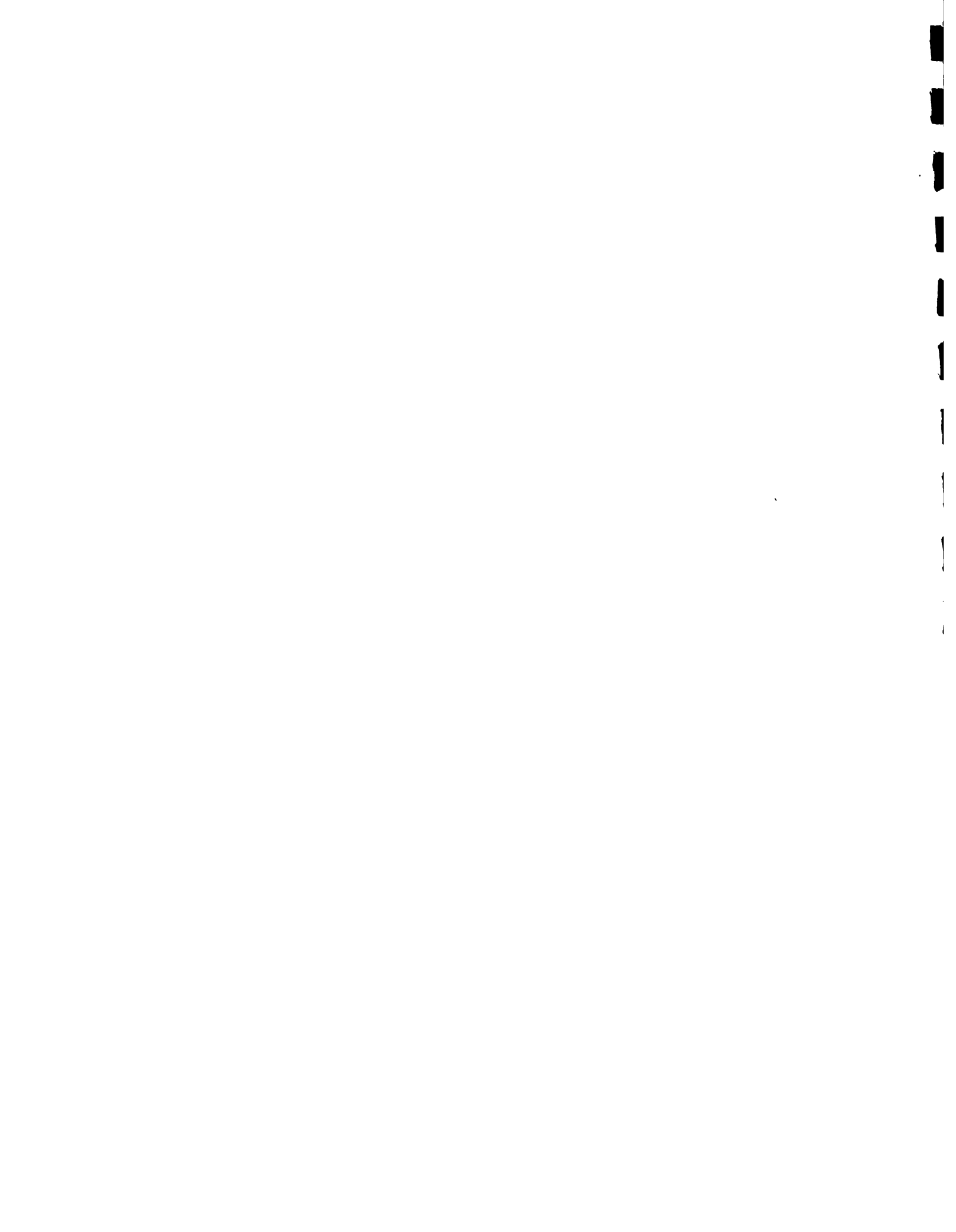
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ABSTRACT**MID-TERM EVALUATION:****TECHNICAL ASSISTANCE ON AGRICULTURE - IICA**

The Inter-American Institute for Cooperation on Agriculture [IICA] has, for a number of years, guided its activities through the aegis of four-year, medium-term plans which identify key areas of intervention and support to the agricultural and rural activities of member states. Its Medium Term Plan [MTP] for 1987-1991 centered around a substantial restructuring of IICA programs. This included a reduction from ten programs to five and the reorientation of certain programming themes consistent with changing national trends and perspectives.

In the fall of 1987, Canada hosted the Ninth Inter-American Conference of Ministers of Agriculture and the fourth regular meeting of the Inter-American Board of Agriculture [IABA]. As a result of these deliberations, IICA was instructed to prepare a Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean [PLANLAC]. Its central thesis was that agriculture could be the key sector for revitalizing moribund economies throughout the region with the initiation of appropriate joint actions by member states.

With the combination of institutional restructuring and preparation of PLANLAC, it was apparent to senior IICA officials that the Institute could benefit from a broad injection of institution-building assistance which would strengthen its capacity across its five program areas. Its request to Canada for such assistance was approved in April, 1988 as CIDA project 540/13127, Technical Cooperation on Agriculture - IICA. Agriculture Canada was designated Canadian Executing Agency [CEA]. At the time of this mid-term evaluation the project had been operating for 27 months.

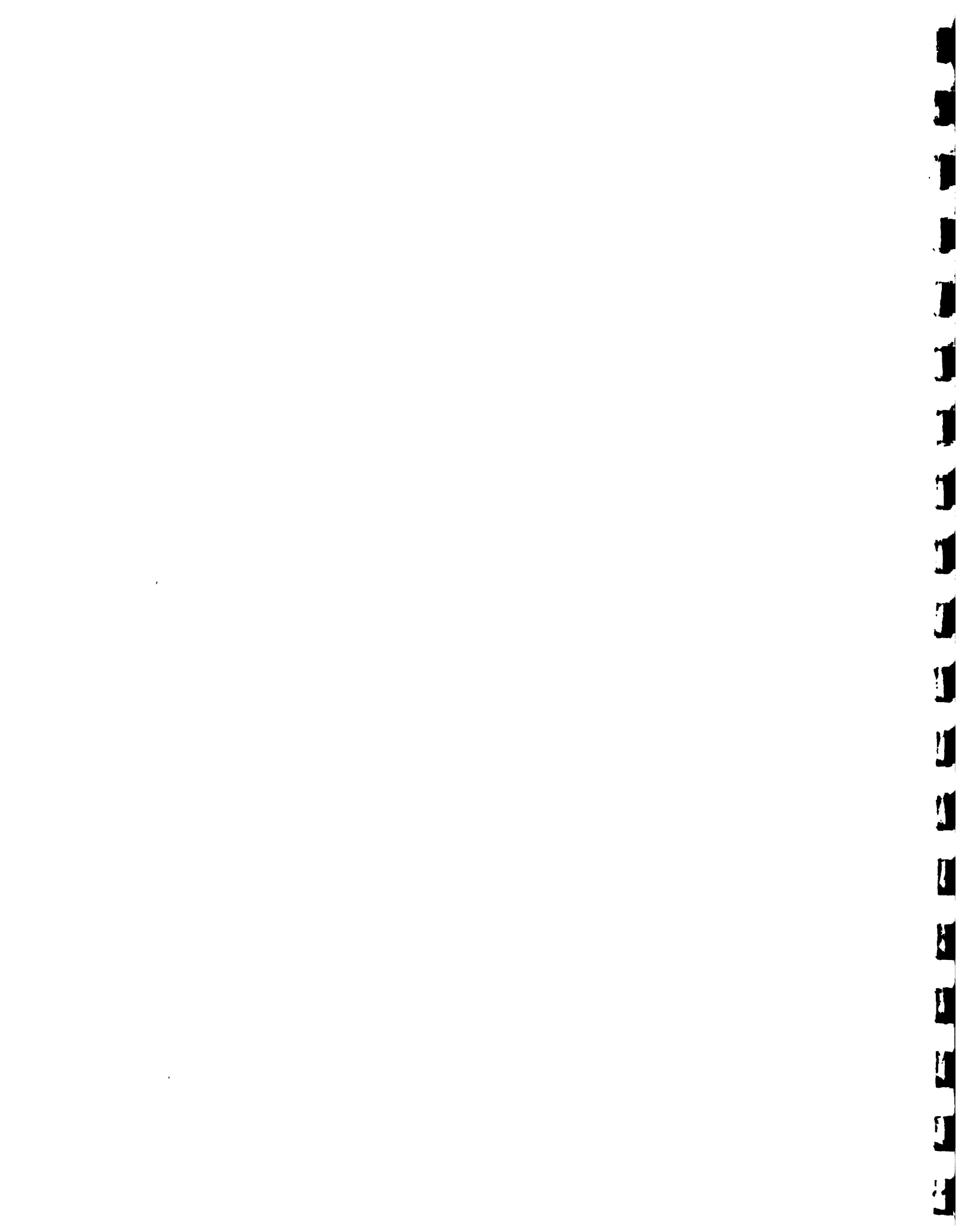


This mid-term evaluation was undertaken in November-December 1990. The assessment of the efficiency and effectiveness of the project has been made through a series of interviews and file reviews with the CIDA Project Team, the CEA, and the IICA representative in Canada. The same approach was followed in Costa Rica with Canadian Embassy officials, IICA senior management, program directors and personnel, IICA country representatives, member-country officials and Canadian consultants.

The Mission concluded that the project had been implemented in a generally efficient manner to date, producing in most cases the expected outputs on schedule and within budget. One activity is ten months behind schedule due to a misunderstanding with the consultant over the terms of reference. This has now been resolved and that activity should get back on schedule. With 62 per cent of project life elapsed expenditures in the five activities, as a percentage of allocated budget, range from 28 per cent for the activity behind schedule, to 77 per cent for the most advanced. The average for the project as a whole is 53 per cent. Most activities and outputs foreseen in the Inception Report will be completed prior to the end of the project.

The quality of outputs of the various project activities was good to excellent, but would have been enhanced by inter-program support. This is particularly true of the Rural Development strategy which can only succeed in a favourable macroeconomic context. Program I should have incorporated modernization of small producers in its policy analysis and recommendations to ensure that equity concerns are addressed, as should Programs II and IV for appropriate-scale technology and agroindustry strategies.

Sustainable agriculture is another important theme that should be addressed in a joint approach by IICA Programs.



The principal recommendations of the Evaluation Mission are that:

- CIDA should favourably consider a second project of support to IICA;
- it should be focussed primarily, but not exclusively on assisting IICA to further develop and test out its strategy for modernization of the least advantaged segments of the rural populations in the region;
- the project should also build on the successes of the current project, i.e. to improve and extend the benefits of SIAPA and CARAPHIN to all interested member countries; and, finally,
- CIDA should support the good initial efforts by Program III to incorporate the concerns of rural women in the development of the sector.

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ACKNOWLEDGEMENTS

The Mission wishes to express its appreciation to the CIDA Project Team; Agriculture Canada; the Project Coordinators in San Jose and Ottawa; Canada's Ambassador and Counsellor, Development in San Jose; and to the IICA staff at all levels who cooperated so willingly. The Director General is to be congratulated on the level of professionalism and motivation in IICA, which is above the norm for international organizations.

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EXECUTIVE SUMMARY**BACKGROUND**

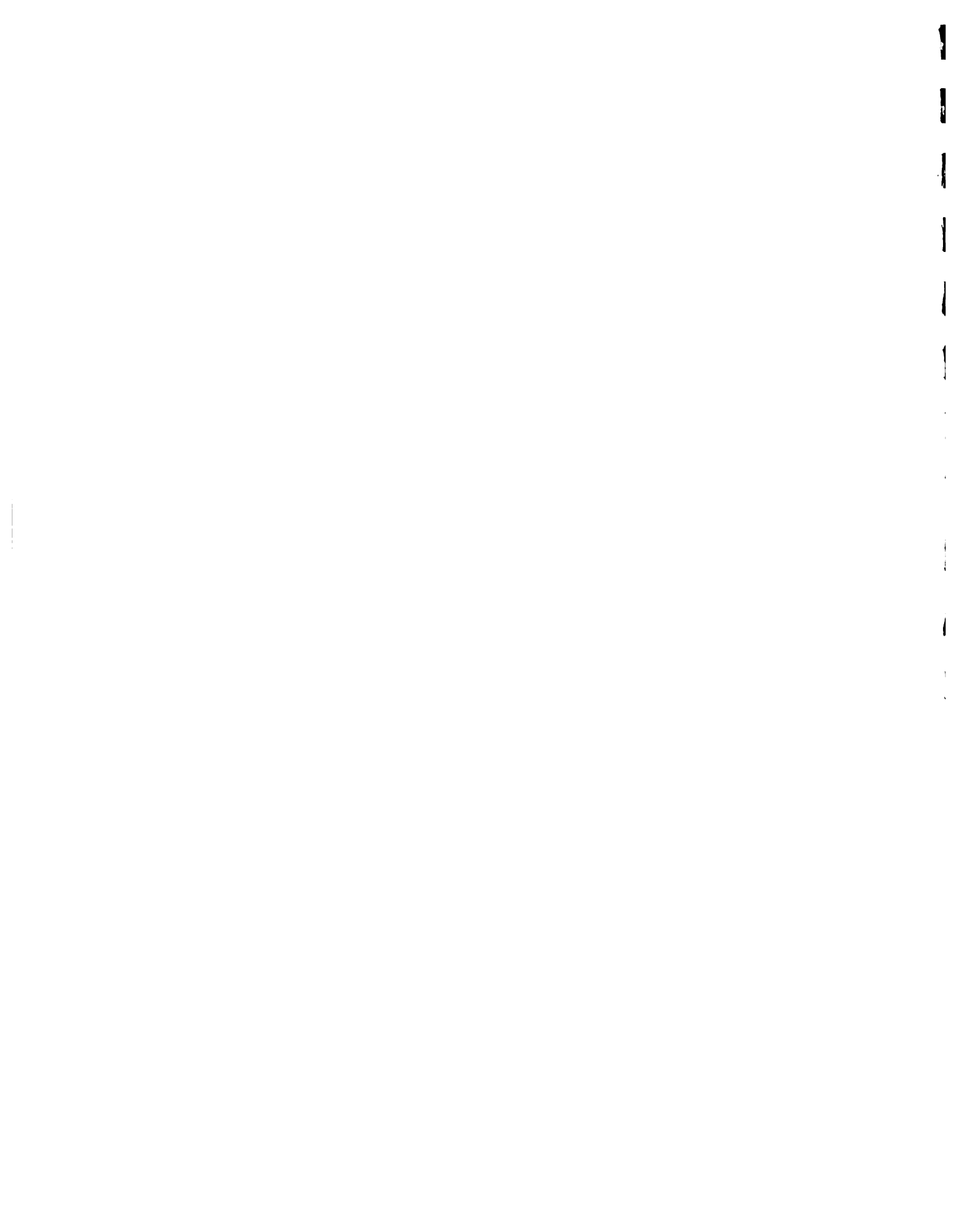
Following the Fourth Regular Meeting of the Inter-American Board of Agriculture, held in Ottawa in 1987, where the concept of a Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean was endorsed, Canada began to look seriously at mounting a substantial program of assistance to the Inter-American Institute for Cooperation on Agriculture. The project under review, Technical Assistance on Agriculture - IICA, was approved in April, 1988 with a value of \$4.57 million. Its broad objective was to support program development and activities in the five areas of concentration as defined by the Medium Term Plan, 1987-91, and to provide greater linkages between IICA and Canadian expertise and institutions.

Agriculture Canada was designated the Canadian Executing Agency IICA and the CEA designated Project Coordinators to work closely together in the detailed planning and implementation phases. An Inception Report was prepared to clearly define objectives and outputs for assistance to each of IICA's five programs. This was essential to avoid confusion with IICA's ongoing activities in these programs.

The objectives of the project for each of IICA's five Programs are briefly as follows:

Program I - Agricultural Policy Analysis and Planning - to help member countries to modernize their agriculture sectors by providing advice, tools of analysis and training based on Latin American and Caribbean [LAC] issues and experience.

Program II - Technology Generation and Transfer - to advise and support member countries in the formulation and implementation of



technology policies to meet the challenges of emerging biotechnologies.

Program III - Organization and Management for Rural Development - to formulate and disseminate policy options which integrate rural development and sectoral development efforts, and on this basis prepare projects and provide training to demonstrate the involvement of women and youth in rural development.

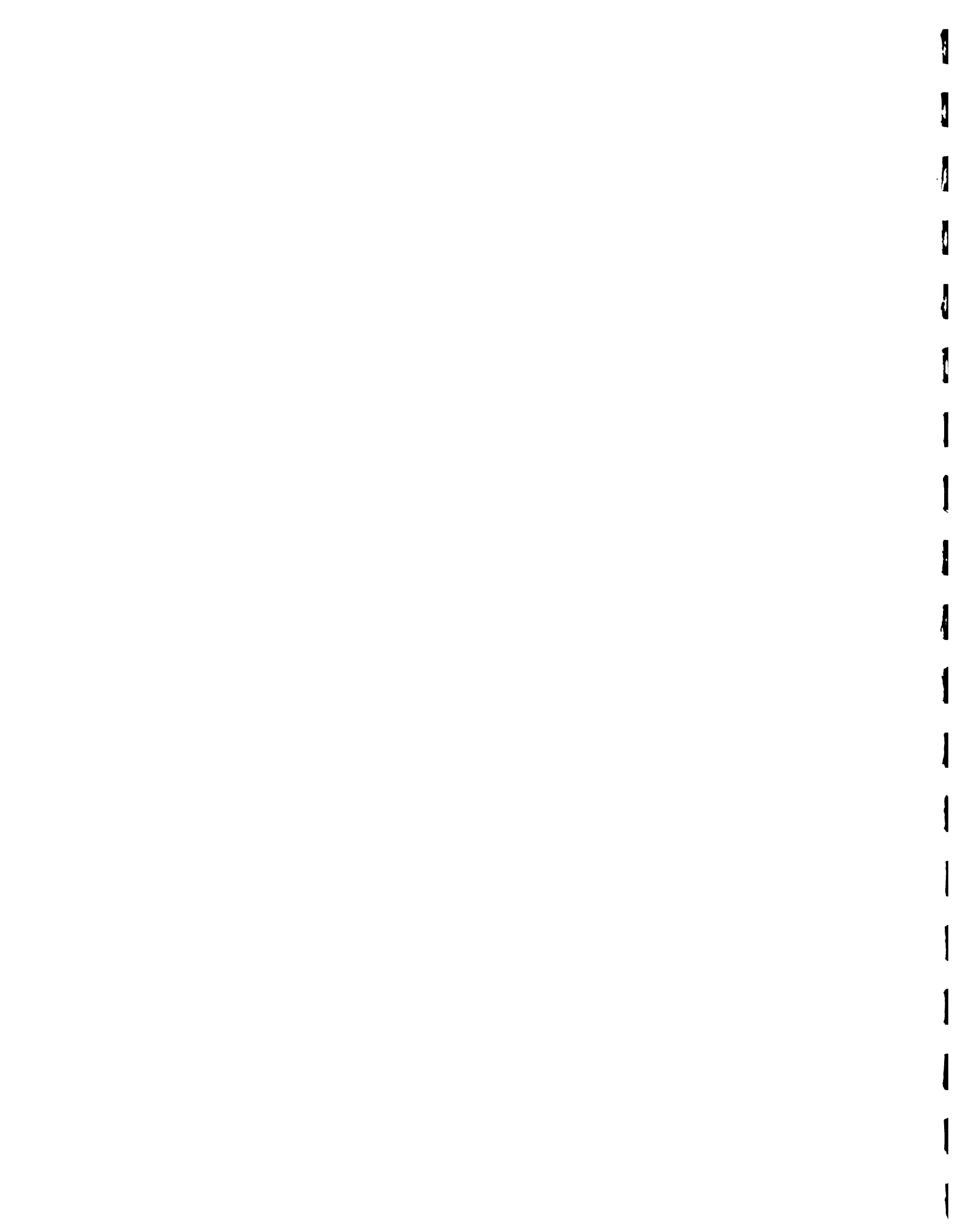
Program IV - Marketing and Agro-Industry - to develop and demonstrate approaches to the expansion of non-traditional, agroindustrial exports from LAC to North American markets, focussed on eventual, exporter-importer, joint ventures and on IICA's continuing role in LAC export facilitation.

Program V - Animal Health and Plant Protection - to develop and establish a continuing regional program in the Caribbean to monitor plant and animal diseases and pests of economic significance in agricultural production and marketing.

PROGRESS TO DATE

The Project commenced in July 1988 and is scheduled to terminate in June 1992. This mid-term evaluation covers the period July 1988 to September 1990. The overall achievements of the project in terms of activities completed are quite impressive. With the exception of Program IV, all project activities are well on schedule and within budget. Program IV, after having suffered extensive delays due to misunderstandings with the consultant, has recently come to an agreement on a new plan of work that should get its planned activities back on schedule.

Program I has completed all its planned case studies in modernization of agriculture in the region, and has published a synthesis document which has been discussed by member countries at seminars. These studies of success stories in the region are



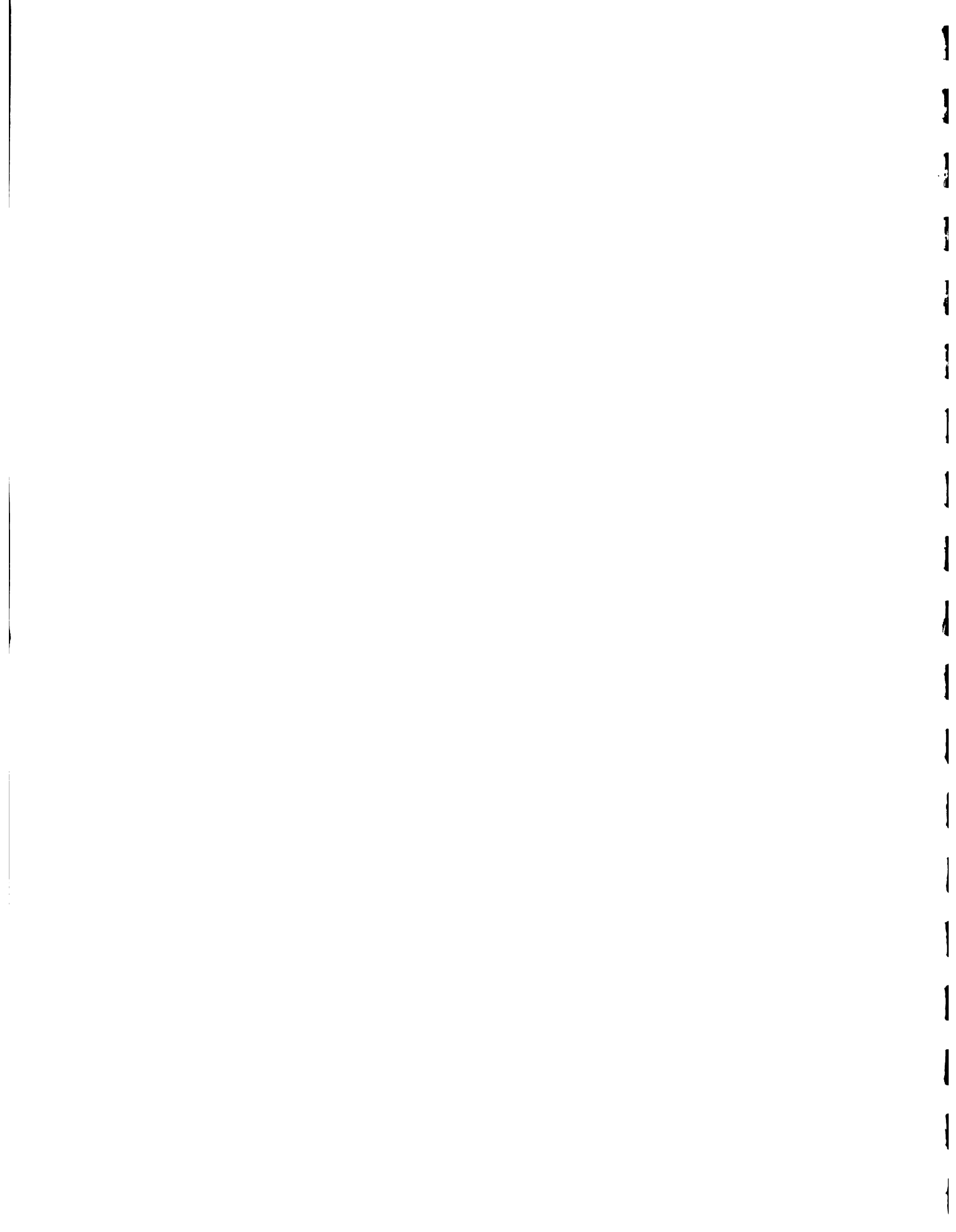
useful, to a point, but have limited replicability. Some even re-emphasized the need to avoid excessive exploitation of the environment to be sustainable, (Grains in Argentina, Mariculture in Ecuador). Others like Fruits in Chile or Vegetables in Mexico were successful because of the existence of a winter market in North America, but the market has a finite absorptive capacity, so the potential is limited for others to duplicate these success stories.

Perhaps the greatest weakness of these case studies is the fact that they did not focus on the potential for the small producers in the selected countries to participate in modernized agriculture. Program I, realizing that its model for modernization is incomplete, will be pursuing the studies further to assess the social impact of modernization, and to see how viable it is to modernize the small producers.

The three legs of PLANLAC are modernization, sustainability and equity. Program I has been putting the emphasis on the first. The latter two are now coming in for greater attention as IICA prepares papers on these for discussion at the upcoming IABA meeting in Madrid in September, 1991.

The second element of the CIDA-IICA Project support to Program I, SIAPA, (Information System for Agricultural Policy Analysis) has made an important contribution to a number of member governments in the region. The project has provided microcomputers, software, databases and training which have given governments the capability to undertake much more sophisticated analysis using a common international language and comparable data. This will be of inestimable utility during the period of accelerated movement toward agricultural policy harmonization and trade liberalization.

The downside to the picture in this component of the Project is that funds are running low, 77 per cent of budget expended in 62

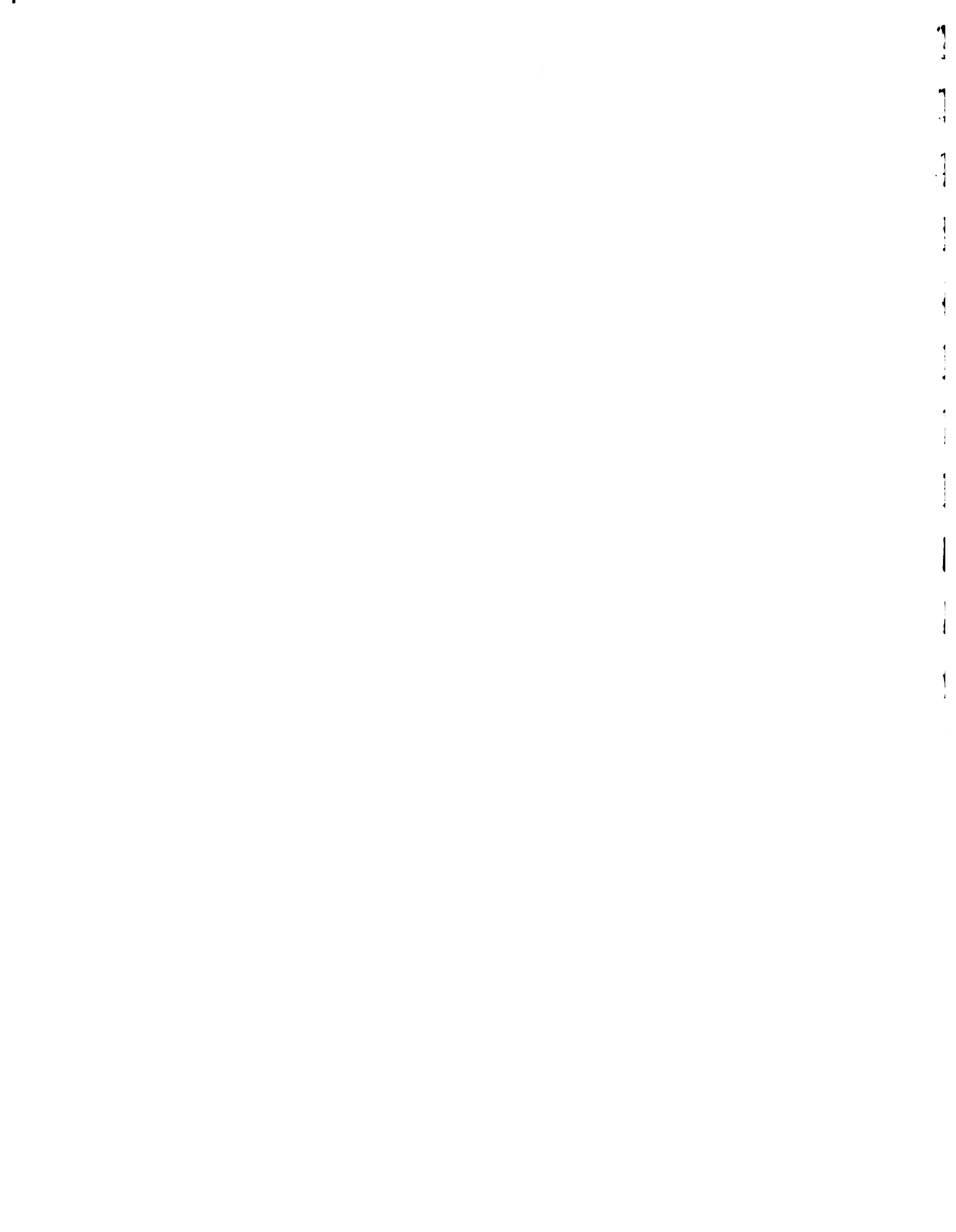


per cent of the project's life. Two important activities require continued funding - policy options for modernization of small holders and the extension of SIAPA to other member countries. In the absence of Canadian funding IICA intends to obtain support from Spain for this activity.

Program II has done pretty much what it set out to do, analysing the region's capabilities in agrobiotechnology, setting up a central directory of institutions and expertise active in the field in the region. In the process they have created a network of national correspondents who can keep IICA up to date on developments. IICA staff have also become resource persons to contribute to international discussions on subjects such as agrobiotechnology and biosafety in the region. The CIDA project has thus assisted this program to expand and deepen its capabilities in the modernization aspect of its particular field of expertise, which is part of the objective.

The project, however, has not assisted Program II to make a contribution to the other central tenets of PLANLAC, equity and sustainability. The issue of sustainability should begin to be addressed shortly, within the life of the Project, through a special allocation made for this purpose in 1990. The technological aspects of modernizing the small producer were unfortunately not identified as an objective of this project. This will need to be addressed on a priority basis to complement IICA's institutional approach to rural development.

Program III has completed its studies of countries with differentiated rural development policies and strategies. Staff have developed a model for rural development that employs a strategy of decentralization of decision making, with emphasis on a participatory approach, to increase the relevance of the activities planned for those who are supposed to benefit. The approach especially seeks to involve rural women.



A multinational project has been designed to train the trainers, and build or reinforce the institutions involved in rural development, while at the same time testing out the model in a receptive milieu. The multinational project has plans for national modules. One such module is a pilot project which is in the advanced stages of planning in Costa Rica, with tentative donor support arranged. Several other countries have expressed interest in proceeding with similar pilot projects, some having already held national workshops to explore the possibility.

Program IV has, as mentioned earlier, overcome initial delays, and has now completed a market profile for certain agroindustrial goods in Canada and the USA. Working with the consultants, they will now pursue the identification of markets, marketing requirements and conditions, as well as the promotion of joint ventures in production and trade of agroindustrial goods.

Program V has successfully established the Caribbean Animal and Plant Health Information Network headquarters in Trinidad and has brought it to functional, reporting status in 14 Caribbean countries. The project provided the necessary microcomputers, software and consultants to manage the installation of national offices. They also assisted with training on site, followed up by regional seminars. The network ensures frequent exchange of information through a quarterly newsletter. Program V is now training additional national staff in monitoring and reporting to ensure the depth of qualified personnel required to keep the system functioning.

The program has planned a second multinational project to link CARAPHIN with its Latin American counterpart [RIMISA] which would have the added advantage of incorporating additional useful features such as the issuance of import/export licenses.



MISSION FINDINGS

The evaluation mission found that:

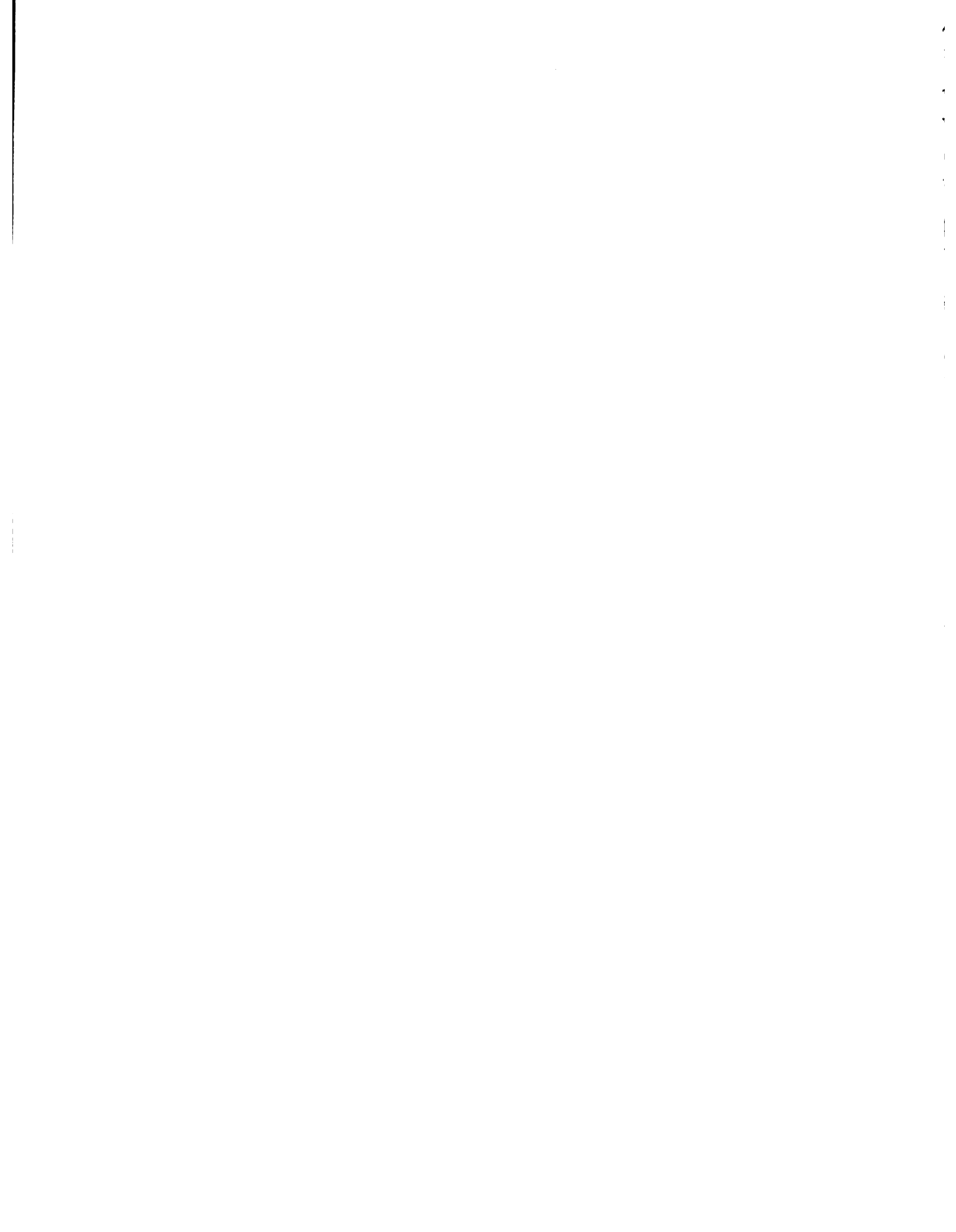
1. the project has been effective in strengthening the programs to carry out their mandates as specified in the 1987-1991 Medium Term Plan;
2. modernization of the agricultural sector has been pursued in most programs in isolation from equity and sustainability concerns;
3. the project was successful in increasing the awareness concerning Canadian consultants and institutions within IICA and in the LAC region;
4. the project has achieved most of the outputs planned for this stage in its implementation. Expenditures are ahead of schedule in Programs I and V, on schedule in Programs II and III and behind schedule in Program IV. Overall expenditures are 53 per cent of total project budget while 62 per cent of the planned implementation period has elapsed;
5. the quality of the outputs of project activities is good to excellent, but would have been enhanced substantially through a systematic exchange of experiences between programs, leading to incorporation of mutually reinforcing policy and strategy recommendations;
6. there was little, if any, interaction between programs on activities supported by the project. This finding has been corroborated by the findings of an internal evaluation of one of the programs;
7. sustainability as a theme has the potential to be an integrative factor in Programs I to III, at least;



8. equity concerns have been largely ignored to date in the policy analysis and recommendations activities of Program I;
9. improving the chances of successful rural development requires the support of favourable macro and sectoral policy recommendations, appropriate production and processing technology, and relevant-scale, agroindustry models. In short, Program III needs support from the other programs;
10. the computerized SIAPA policy analysis system developed under the project has endowed the beneficiary countries with greatly enhanced capability to process and analyse large amounts of relevant data for important decision making on, inter alia, agricultural production and trade policy;
11. CARAPHIN is an important addition to the Caribbean sub-region's export enhancement network;
12. the differentiated rural development model developed by Program III has potential to help modernize the most difficult part of the agricultural sector, and seems to be finding an interested audience in some of the region's countries with important needs in this area.

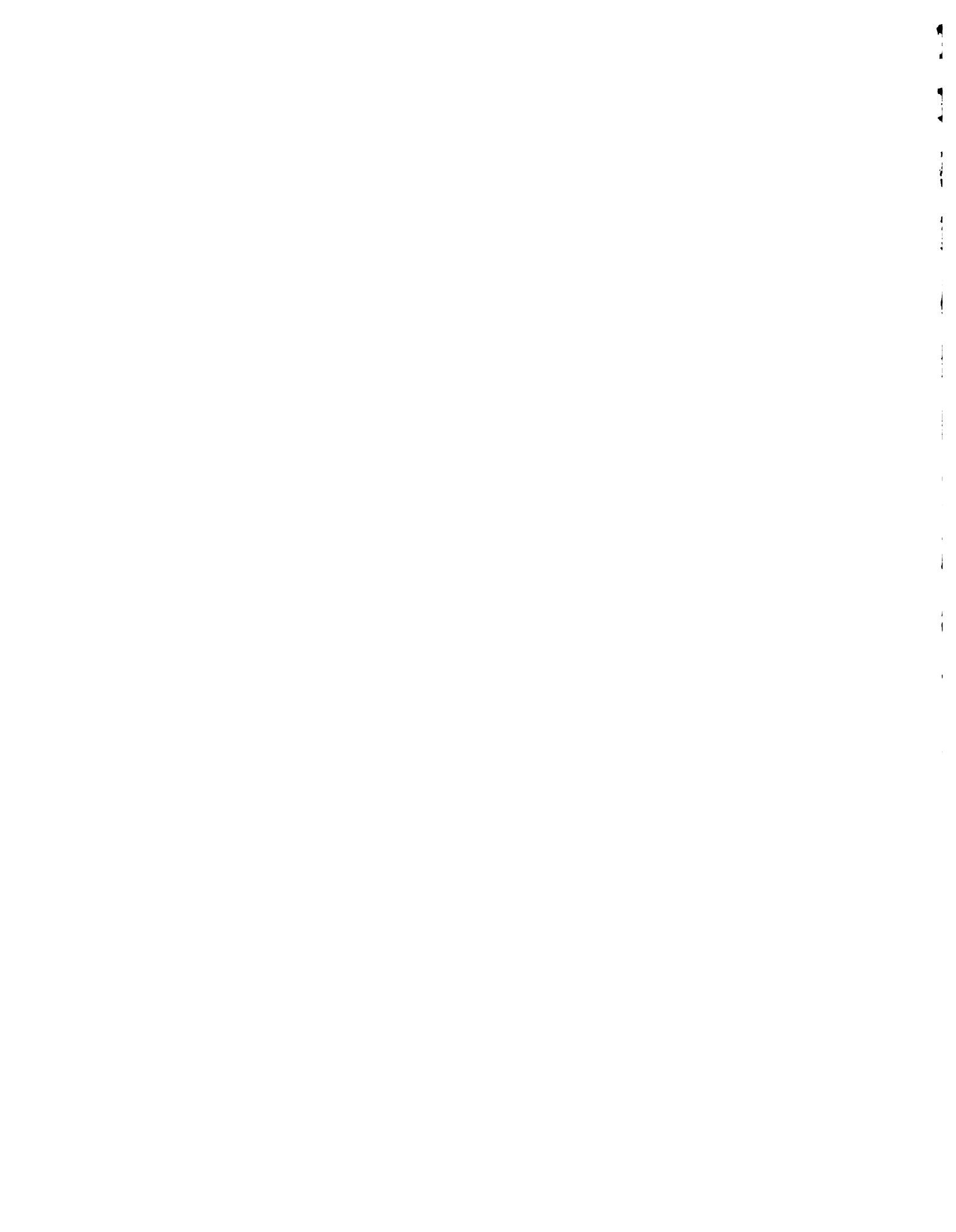
RECOMMENDATIONS

Given Canada's interest in actively supporting the OAS system and its affiliate organizations, and given the generally excellent use made of CIDA financing by IICA to date in the context of the ongoing project, and taking into account the opportunity to build on the successes of this first experience, while at the same time giving future Canadian assistance more focus and identity,



The Evaluation Mission recommends that:

1. CIDA consider a second project of support to IICA which focusses primarily, but not exclusively, on IICA's efforts to assist LAC governments and their small-scale producers in the agriculture sector to modernize using the alternative strategies developed by Program III within the CIDA-IICA Project, and currently being tested in pilot projects in the region. If this project concept is found acceptable, then IICA should develop a comprehensive proposal that would incorporate the necessary supportive elements mentioned above in Mission Findings, paragraph 9;
2. additional funding be allocated immediately, from contingency funds if necessary, to continue Canadian support for the extension of SIAPA to as many interested member countries as possible within the current project, and to complete the exercise in a second project if that should prove feasible;
3. continued support be planned to CARAPHIN, expanded to include the advantages of the RIMISA system, and extended to all countries of LAC, should IICA so propose;
4. the new project contain a provision for a full-time Canadian advisor on gender issues to support the IICA unit responsible; to develop proposals to respond to the growing interest of a number of donors; and to better meet the demands that would flow from a CIDA project focussed on IICA's modernization and organization strategies for small-scale producers, which include rural women as a priority;
5. the new CIDA project support IICA's efforts to develop strategies for sustainable agricultural development within the context of modernization of the sector; and that this element be addressed by an inter-program task force to



ensure that the concept is incorporated in all IICA's policy recommendations.

IICA's "mission" will be updated at the upcoming meeting of the Inter American Board of Agriculture Ministers (IABA) in Madrid in September 1991. Two of the theme papers to be discussed under The Agenda for LAC in the 1990s are entitled:

The type of agricultural development that LAC needs:
economic democracy and growth with equity; and Agriculture
and the conservation of natural resources in LAC.

Assuming these themes are endorsed, a project based on the above recommendations would assist IICA to prepare itself institutionally to fulfil its updated mandate.



1. INTRODUCTION

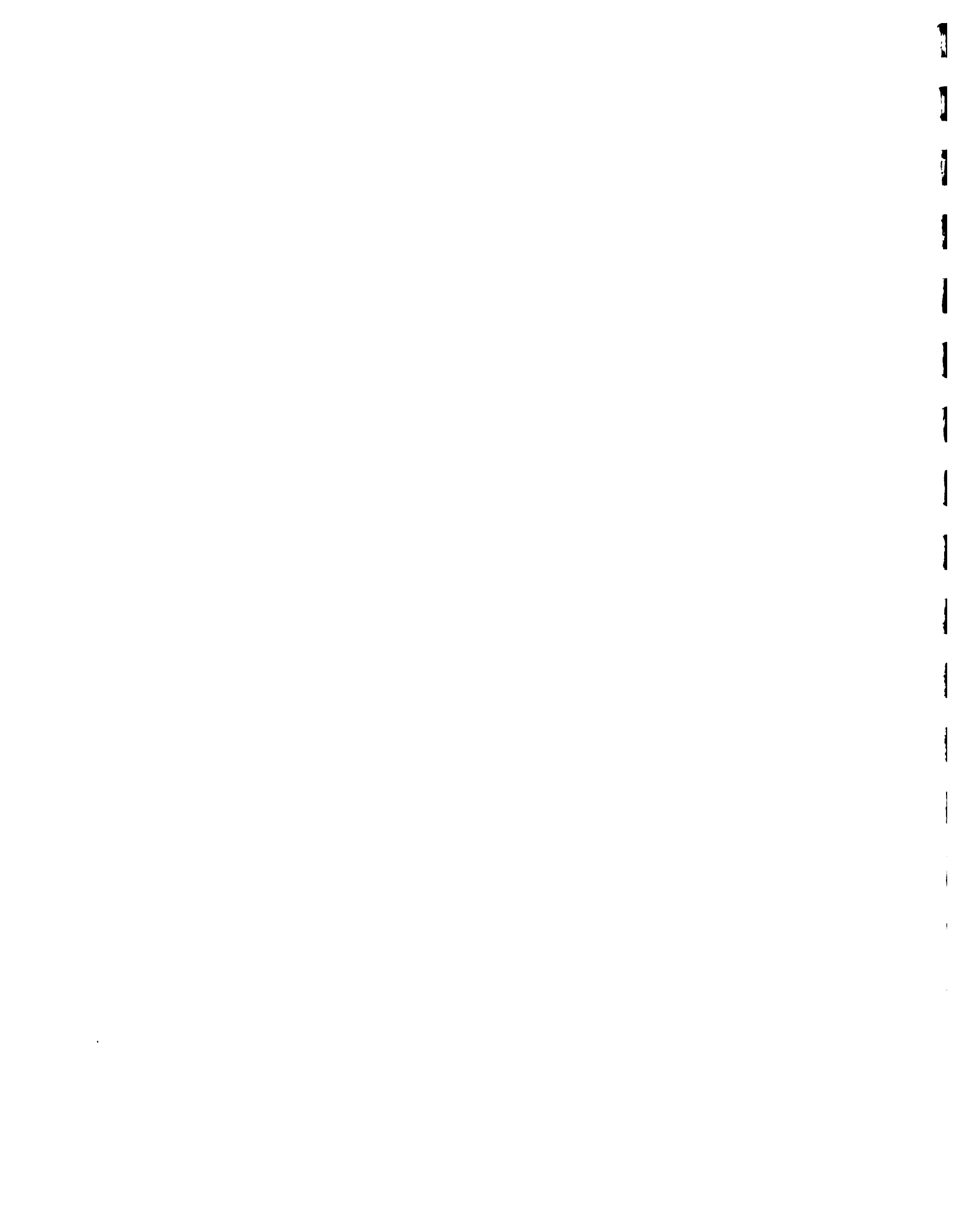
1.1 BACKGROUND

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.

IICA was created originally as an institution for agricultural research and graduate training in tropical agriculture, motivated in part by wartime scarcities of basic tropical commodities such as rubber. Over time and in response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through 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 the 32 Member States, so as to better promote agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by member states in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its member states.

The contributions provided by the member states and the ties IICA maintains with its twelve permanent observer countries and the numerous international organizations provide the Institute with channels to direct its human and financial



resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, (and subsequently updated by PLANLAC) stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agricultural Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection. To strengthen the programs' capability to carry out their increased responsibilities they were brought in from various locations in the region to headquarters and staffed to create the necessary technical analytical and research capability. The CIDA project contributes to the strengthening of this capability.

These fields of action reflect the needs and priorities established by the member states and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

The member states of IICA are: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the 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.

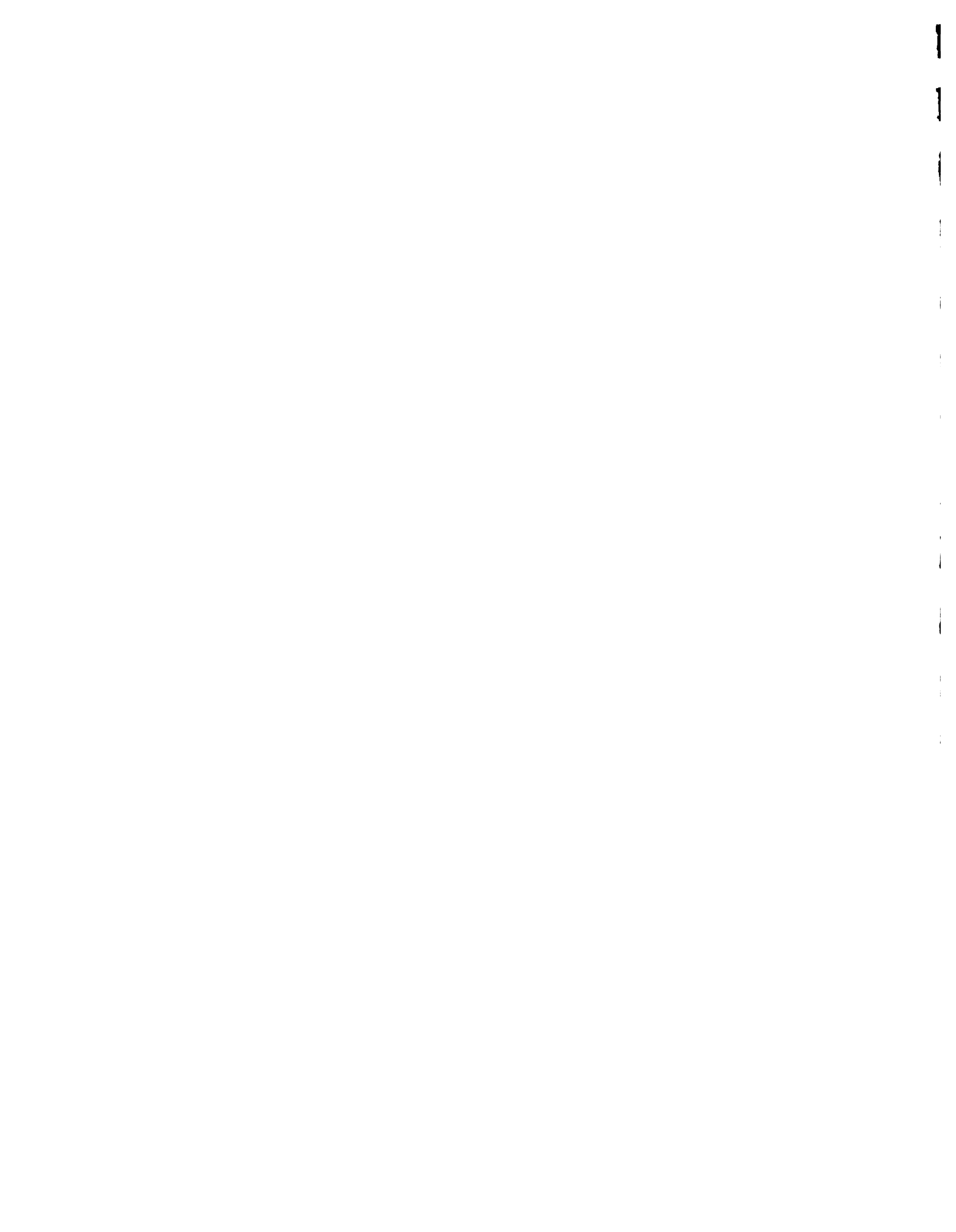
The permanent observer countries of IICA are: Arab Republic of Egypt, Austria, Belgium, Federal Republic of Germany, France, Israel, Italy, Japan, Netherlands, Portugal, Republic of Korea and Spain.

1.2 CANADA'S RELATIONSHIP WITH IICA

Canada has been a member of IICA since 1972 and is represented on its Board, the IABA, by Agriculture Canada as the lead department. IICA has been used in past as an executing agency for a number of projects under Canadian bilateral development assistance, but the current project is the first of its kind, that is to say, direct assistance to IICA to enhance its ability to carry out its mandate with member countries. The current initiative reflects Canada's continuing support of IICA but responds more specifically to a decision by IICA to substantially reshape its major program themes. This major change was articulated in the Institute's 1987-91 Medium Term Plan which detailed five programs or areas of concentration which not only refocused IICA's main activities but also resulted in substantial institutional restructuring.

1.3 NEW DIRECTIONS FOR IICA

As mentioned above Agriculture Canada plays a very active role on the IABA. At its Fourth Regular Meeting held in Ottawa in September 1987 the guidelines for development of the outline and content of PLANLAC were established. In the introduction to the General Summary of PLANLAC, quotations by the ministers of agriculture at the Ottawa meeting are cited, such as "To deal with this crisis, we have to make



profound changes in the traditional concepts concerning economics and development that have prevailed in our countries for many years."

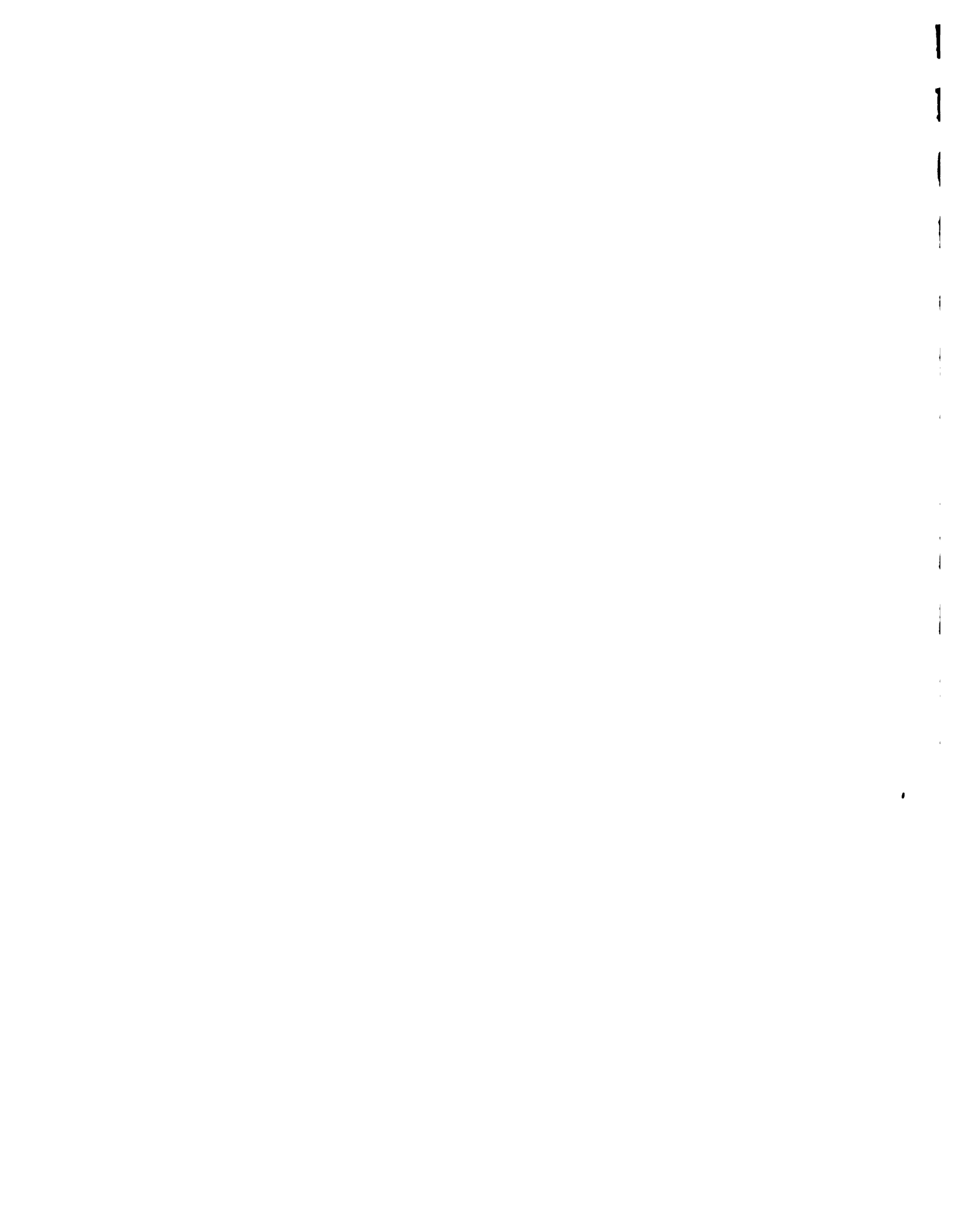
PLANLAC goes on to say that any new proposal for achieving self-sustained development should provide a solution for the false contradictions of the past, such as those erroneously assumed to exist between agriculture and agroindustry, between production for the domestic market and for export, and between economic development and social progress.

Ministers are again quoted: "In the context in which our economies operate today and will continue to operate in the future, agricultural modernization and diversification must constitute a key element of strategies for economic revitalization and development in our countries. The increase in productivity which such modernization entails, together with wide distribution of its benefits, lay the groundwork for an approach to economic development capable of exercising a strong multiplier effect on the rest of the economy, while immediately benefitting the great mass of our poor and indigent, who live in these same rural areas."

It was at this same meeting that ministers took the decision to include what became Program III, Organization and Management of Rural Development, in IICA's areas of concentration for the first time, to better enable the Institute to address the needs of this previously neglected area of agricultural development.

1.4 CANADIAN SUPPORT FOR PLANLAC

Canada is a strong supporter of PLANLAC and has given tangible evidence of its support through this project, which aims to enhance IICA's capability to assist member governments in modernizing and improving their respective



agriculture sectors, while extending the benefits to the least advantaged segments of the rural population.

The project, Technical Assistance on Agriculture - IICA, was approved on the 28th of April, 1988, and Agriculture Canada was designated the Canadian Executing Agency. The Canadian Coordinator worked closely with his counterpart in IICA in the-start up period [commencing July, 1988] to prepare the Inception Report which was to guide the implementation of the Project.

1.5 THE EVALUATION

This evaluation is a mid-term exercise and will necessarily be limited in its ability to measure the effects of the project due to the incompleteness of many elements and the short time elapsed since the termination of those activities which have been completed. Notwithstanding these limiting factors, there are a number of areas which lend themselves to assessment at this stage.

The intended project duration is four years, with start-up in July, 1988 and termination in June, 1992. At the time of this mid-term evaluation two years and four months had elapsed. Given the fact that reporting on achievements and disbursements had been done on a quarterly basis until recently (now being done on a bi-annual basis), September 30, 1990 was taken as an evaluation cut-off date for inclusion of the latest available data. Thus the evaluation will cover nine quarters or a twenty-seven month period.

1.5.1 Criteria

This evaluation will be made against the stated objectives in the Project Approval Memorandum of project 540/13127, Technical Assistance on Agriculture - IICA, i.e. to support

program development and activities in the five areas of concentration as defined by the Medium Term Plan, 1987-1991, and to provide greater linkages between IICA and Canadian expertise and institutions.

The June 1989 Inception Report expands on project objectives as follows: "The consequent emphasis on program operations is intended to make better use of IICA's comparative advantage by concentration of effort on priority areas, to provide technical leadership, and, by facilitating the integration of activities both within IICA and internationally, to multiply the impacts and benefits of the Institute's resources."

The Report further states: "The IICA-CIDA Project is designed to help the Institute achieve these goals by supporting concrete program activities on priority issues in each of IICA's five program areas, intended both to provide direct benefits to member countries, and to enhance the continuing capability of IICA programs to serve its government Ministry and agency clientele. The project activities center on the modernization and revitalization of agriculture to help bring about economic recovery in the face of widespread crises in the economies of the region. The modernization theme focusses on harnessing the region's underlying strength in agriculture through economic policy reforms, exploitation of new technologies, expansion of non-traditional exports, and recognition of small scale farmer interests. Thus, the Project is consistent with and contributes to the achievement of the priorities set out in the Declaration of the Ninth Inter-American Conference of Ministers of Agriculture (Ottawa, 1987)."

It is important to note that the Project is rather complex, supporting many activities within each of the five programs, and yet this assistance represents only a small part of the

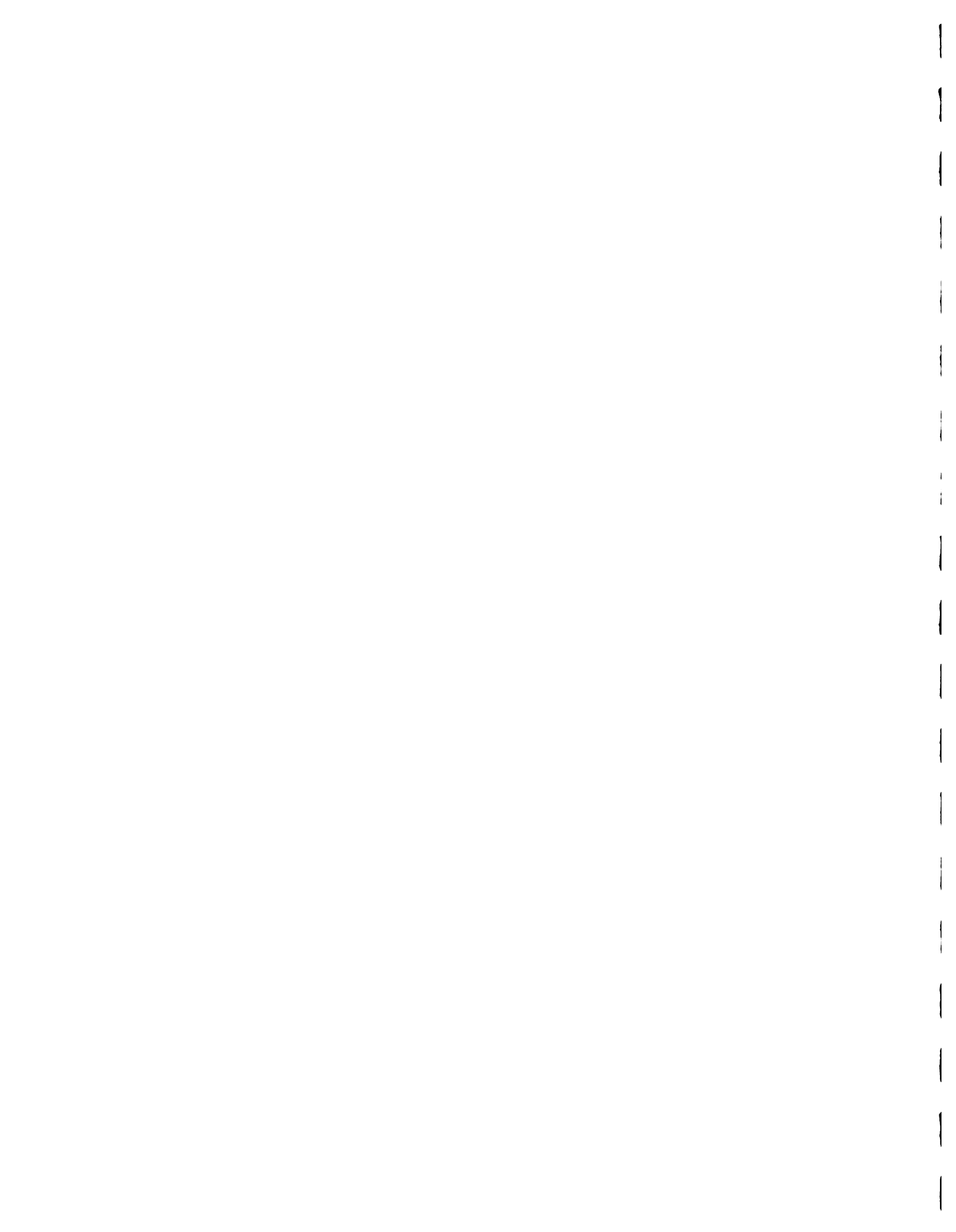
totality of IICA's activities in the period under review. It is therefore essential that we be clear from the outset concerning the aspects of these sometimes interwoven activities which the Project intends to influence, and which are, as a consequence, legitimate subjects of assessment. The above cited objectives, while not exhaustive, set out the most important objectives of the Project.

It is also assumed that it is legitimate to substitute the updated goals of PLANLAC for those of the MTP as these represent Ministers' policy guidance to IICA. Therefore PLANLAC priorities such as "productive and institutional modernization", "equity" and "flexibility and sustainability of production" become IICA strategic guidelines.

1.5.2 Methodology

Within the broader institutional objectives established by Ministers and reflected in the MTP and PLANLAC are the project objectives as set out in the Program Approval Memorandum [PAM], Plan of Operation [POP], Inception Report, and subsequent minor modifications agreed to in Management Committee meetings. Objectives and corresponding outputs, measurable to varying degrees, are set forth for each of the five IICA Programs being supported by the Project. It is intended to show to what extent these outputs have been achieved vis-a-vis the Project schedule and disbursement projections.

The data required to effect the analysis of project efficiency were obtained through briefings by the CIDA Project Team; Agriculture Canada, the CEA; the IICA Representative in Canada; the IICA Coordinator; the Program Directors and staff; officials of other key IICA divisions; IICA Country Office Directors; IICA senior management; member country senior officials; and Canadian consultants



closely involved in project implementation. Extensive file reviews and study of documents produced by the five Programs and other relevant units of IICA such as the Directorates of Programming and Evaluation and Finance were also part of the assessment.

1.5.3 Aims of the Evaluation

While the main focus of the evaluation is the CIDA project, to properly assess the utility of the project it is necessary to look also at the Institute, its mandate and its performance in the pursuit of the goals that it sets, or rather that its Governing Board sets for IICA. This is necessary because the project sets itself the objective of "supporting programme development and activities in the five areas of concentration as defined by the Medium Term Plan...", which by decision of the Inter-American Board of Agriculture is adapted to reflect PLANLAC, the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean. Thus the CIDA project is judged to be effective to the extent that it enhances the capacity of IICA's five programs to pursue their mandates successfully.

What the project does not address is the coherence of the IICA strategy to achieve its stated goals. Perhaps this is as it should be, but the attainment of certain objectives such as "rural well being" and "equity" seem to take a back seat to modernization of agriculture, management of agrobiotechnology, agroindustry and new markets, and monitoring of plant and animal health. To the extent that these "central" themes are pursued in a disarticulated manner they are effectively de-emphasized.

To be fair, it should be recognized that IICA must respond to perceived priorities of member countries. In this era of "apertura", the long-hoped-for opening of international



agricultural markets, with its corollary obligation that national producers must be competitive to survive, the temptation is to concentrate on the modern sector.

However, while being cognizant of competing currents in a rapidly changing context, the obligation of the evaluator is to assess the project against its stated objectives, and through these, the Institute it is assisting with very broadly based support.



2. THE PROJECT: TECHNICAL ASSISTANCE ON AGRICULTURE - IICA

2.1 PROJECT RATIONALE

The Project Approval Memorandum cites the situation of economic recession and structural adjustment that is affecting most countries in Latin America and the Caribbean. There is the expectation that the agricultural sector will, if modernized and revitalized, play an important role in the economic recovery of the region. This assumption is based on the sector's " size, inherent comparative advantage and potential contribution to foreign exchange earnings, employment and overall economic growth."

The PAM further states in its Rationale and Justification that "the (agricultural) sector must diversify and improve its overall efficiency through appropriate market and production policies, the adaptation of new technologies, and a greater participation of the peasant sector including the involvement of women and youth, diversified non-traditional products for internal and external markets, and improved communications, disease detection and prevention. This projects addresses all of these aspects."

Thus, wishing to assist countries in a region faced with common problems of major proportions, and having identified agriculture as a sector of intervention which can make an important contribution to the solution of these problems, there was a need to identify the best channel for Canadian assistance. IICA was chosen as the logical instrument because it demonstrated several important advantages. It is already functionally linked to the intended beneficiary countries, has credibility in its traditional fields of expertise, and the desire to build a similar depth of expertise in all five of its selected areas of concentration.



Much will depend, however, on how quickly IICA can develop the depth of knowledge and expertise required in fields that are less traditional to it, such as rural development, agricultural policy analysis, and marketing and agro-industry. This will be especially important in the case of rural development given the expressed concerns of ministers at the IABA meeting at Ottawa for wider distribution of the benefits of modernization of agriculture which would generate multiplier effects radiating out into the general economy. These, of course, are areas in which this project aims to strengthen IICA's capacity to assist member governments.

Also entering into the rationale were expectations that a bilateral project in support of a regional institution such as IICA would provide the opportunity to increase contacts between Canadian agricultural sector institutions and private sector firms with IICA, as well as to create increased visibility for Canada in the region.

2.2 THE PROGRAMS - FOCUS OF THE PROJECT

The five programs established by the 1987-1991 Medium Term Plan are the principal instruments used by IICA for implementing its policy to concentrate efforts and exercise technical leadership. The Program Directorates also develop networks for reciprocal cooperation in the region and provide the opportunity for the exchange of experiences. This serves to intensify the impact of their activities and contributes to solving common problems. The concentration of efforts through the reduction in number of programs from ten to five was requested by the IABA at the time of approval of the 1987-1991 MTP. The emphasis on the five programs is intended to make better use of IICA's comparative advantage by concentration of effort on priority areas, to provide technical leadership, and, by facilitating



the integration of activities both within IICA and internationally, to multiply the impacts and benefits of the Institute's resources.

The above excerpt, and the following, are taken from the Inception Report, prepared by Agriculture Canada. "The IICA-CIDA Project is designed to help the Institute achieve these goals by supporting concrete program activities on priority issues in each of IICA's five program areas, intended both to provide direct benefits to member countries, and to enhance the continuing capability of IICA programs to serve its government Ministry and agency clientele."

Project activities center on the modernization and revitalization of agriculture to help bring about economic recovery in the face of widespread crises in the economies of the region. The modernization theme focusses on harnessing the region's underlying strength in agriculture through economic policy reforms, exploitation of new technologies, expansion of non-traditional exports, and recognition of small-scale farmer interests. In this sense the project is consistent with and contributes to the achievement of the priorities set out in the Declaration of the Ninth Inter-American Conference of Ministers of Agriculture (Ottawa, 1987).

However, in spite of the reference to the intention to "integrate activities both within IICA and internationally," the Project was apparently not designed to facilitate this important aspect. If it is perceived as important, or even essential, to maximize the Institute's effectiveness in achieving its stated goals, it will have to be somehow addressed as it is not yet occurring to any noticeable extent.



2.3 PROGRAM OBJECTIVES

Brief statements of objectives for project activities within each program are as follows:

Program I: to help member countries develop strategies and policies to modernize their agricultural sectors by providing advice, tools of analysis and training based on LAC issues and experience.

Program II: to advise and support member countries in the formulation and implementation of technology policies to meet the challenges of emerging biotechnologies.

Program III: to formulate and disseminate policy options which integrate rural development and sectoral development efforts, and on this basis prepare projects and provide training to demonstrate the involvement of women and youth in rural development.

Program IV: to develop and demonstrate approaches to the expansion of non-traditional agro-industrial exports from LAC to North American markets, focussed on eventual exporter-importer joint ventures and on IICA's continuing role in LAC export facilitation.

Program V: to develop and establish a continuing regional program in the Caribbean to monitor plant and animal diseases and pests of economic significance in agricultural production and marketing.

"Within these goals," states the Inception Report, "the Project is expected to make adequate provision for the small and least advantaged countries and parts of the sector, and for the potential contribution of women to the development process, as well as to strengthen institutional linkages



between Canada and the LAC region in agricultural development."

2.4 PERFORMANCE OF THE PROGRAMS

The overall performance in terms of efficiency is very impressive, given that the early stages of any project are normally occupied with getting things in motion, which do not produce many concrete outputs, per se. The five programs have achieved a high percentage of their anticipated project outputs already after only twenty-seven months its four-year planned life. Only Program IV has experienced major delays; its project activities are approximately 10 months behind schedule but seem to be getting back on track recently. Disbursements are fairly well in line, with 53.6 per cent of the activity budget spent as of September 30, 1990.

2.4.1 Program I - Agricultural Policy Analysis and Planning

The underlying assumption of PLANLAC is that the agriculture sector can become the motor to dynamize the economic recovery needed to lead member countries out of the situation of economic stagnation that currently prevails in most of the region. In an increasingly competitive world which is typified by the formation and growth of trading blocs, modernization of the agricultural sector is perceived as essential for survival, let alone becoming the catalyst for economic recovery and renewed growth.

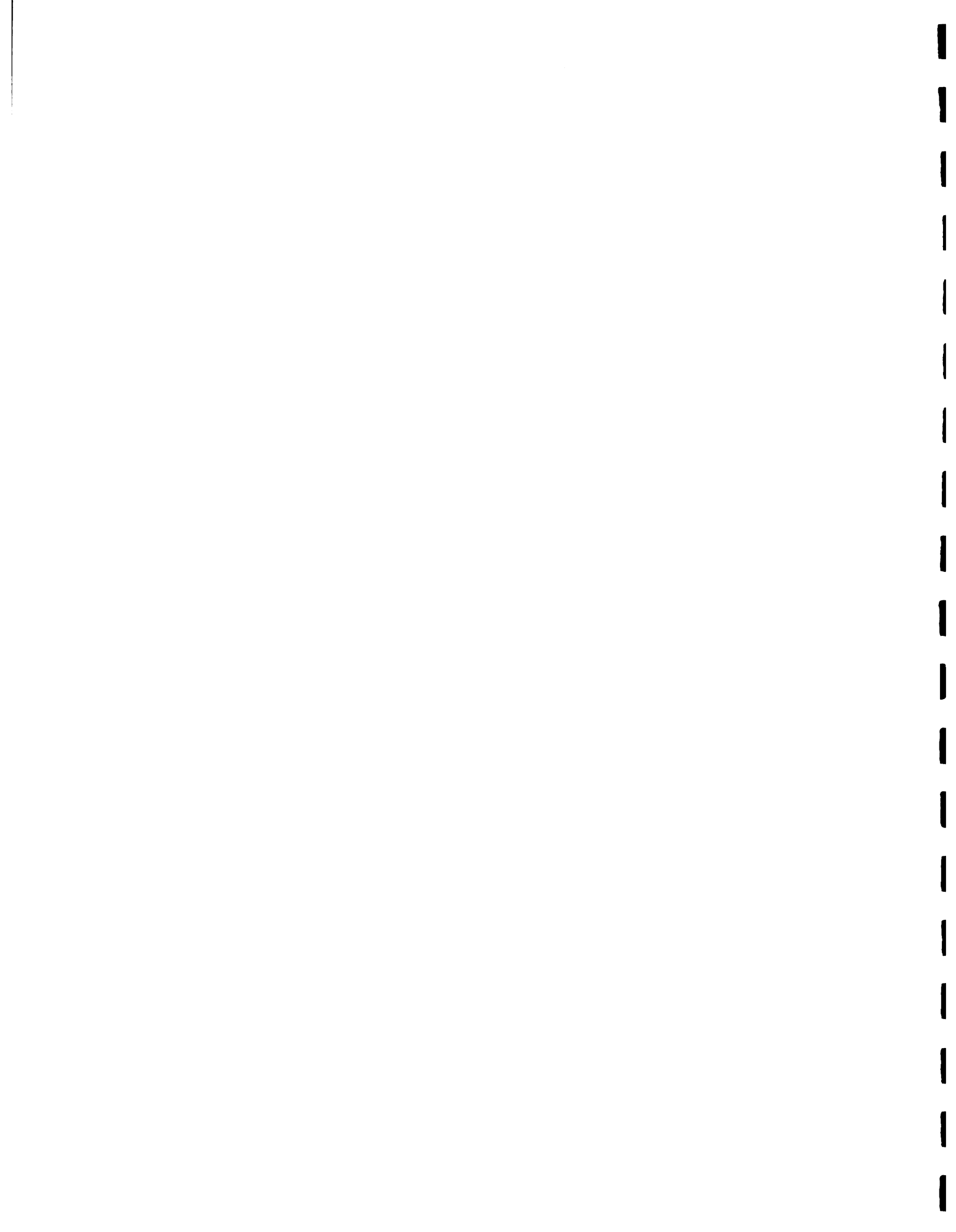
Program I has consequently been tasked with identifying the factors that determine the modernization of agriculture, and the multiplier effects of the process. Under Activity 410 the case study approach was used to look at the success stories in the agriculture sector in the region. Two conceptual papers and methodologies were produced prior to implementing the first-stage studies on factors influencing



modernization of agriculture in the region. In a second stage a series of studies was undertaken on the multiplier effects.

Eight first-stage studies have been completed and final reports presented for the following: grains in Argentina, fruits in Chile; dairy products in Costa Rica; vegetables in Mexico; poultry in Peru; soybeans in Brazil; flowers in Colombia; and shrimp in Ecuador. A book of readings presenting the eight case studies was published and given wide distribution within the region. The same procedure was followed for the case studies on the multiplier effects of modernization, but only five reports were prepared in this instance: grains in Argentina; fruits in Chile; dairy products in Costa Rica; shrimp in Ecuador; and vegetables in Mexico.

Under Activity 420 an Information System for Agriculture Policy Analysis for Latin America and the Caribbean was developed. This system includes a series of databases, software with analytical capabilities, and word processing. A plan of implementation was designed and put into operation. The system has been installed in ten IICA offices, of which 4 are IICA Area Offices, and in 3 government offices, as well as in the SIECA headquarters. (Central American Economic Integration Secretariat). The hardware and software have been supplied and installed, and the respective staffs have been trained in their use. The databases give access to World Bank, IMF and FAO socioeconomic, financial, commodity production and trade data, to which can be added the country-specific data for analytic purposes. Members are thus provided with a powerful tool to make informed policy decisions in the current rapidly changing context of new or growing trading blocs, and the need to open long protected economies to



external competition so as to gain access to new markets for their exports in return.

Activity 430 - Under the rubric of exchanging experiences regarding the modernization of agriculture, Program I held a workshop on Agricultural Modernization Processes in Latin America and the Caribbean in San Jose on July 4-6, 1989, and subsequently published the proceedings. The following year, on May 23-25, a Senior Policy Seminar was held in Vina del Mar, Chile, on the Agricultural Modernization Process and Multiplier Effects in LAC; proceedings were subsequently published.

Activity 440 - The intention to provide technical assistance to selected countries to initiate research in modernization has been delayed by the realization of the need to establish an appropriate methodology for studies on modernization of small rural producers.

To summarize then, Program I is well on its way to completing its scheduled project activities on time and, hopefully, within budget. However, with 77 per cent of its budget expended as of September 30, 1990, it may be difficult to complete the scheduled activities without additional resources. This will depend on how difficult it is to define an appropriate methodology to modernize small producers, and then to incorporate this important element in the overall modernization policy advice that will be tested in selected countries. This cannot logically be carried out without close consultation with Program III and probably with Program II as well, given the latter program's mandate to deal with the sustainability issue which is intimately linked to agricultural practises in the campesino sector.

Program I has already decided to seek another donor's support (Spain) to "expand IICA's assistance to countries on management and development of information for agricultural



policy analysis." This is rather unfortunate, given that this is the very area where Canada's profile has been perhaps highest in the region due to the very important contribution of the Canadian consulting services in developing SIAPA, and the excellent results obtained. It is to be hoped that the equally important issue of modernization of the rural sector can be appropriately addressed within the framework of the CIDA-IICA Project as this is perceived to be one of the strongest justifications in the rationale for the project.

2.4.2 Program II - Technology Generation and Transfer

This Program is perhaps the most traditional area of expertise in IICA, dealing with the generation and transfer of technology. However, as was pointed out in discussions with program staff, many countries in the region, except perhaps the smallest, now have research capacity but require assistance to establish systems to better manage technology, or to develop new institutional models and to mobilize the necessary financial resources. IICA is able to assist in these areas and in developing the conceptual analysis required to improve national research systems, as well as to help link national agriculture ministries with all sources of expertise in the region, and promote dialogue and joint action.

Program II has traditionally attracted the largest proportion of the resources allocated to the programs, receiving almost 42 per cent in 1988 and over 45 per cent in 1989. There is now a shift toward Program III, Rural Development, but Program II remains a strong second in 1990 and 1991 with 32 per cent and 25 per cent respectively. During 1989, Program II executed 13 multinational projects and 23 projects at the national level. These were in support of modernization of the agricultural sector and



institutional strengthening at the regional and subregional levels. The Program prepared several important papers based on specialized studies promoted and developed in the region and also promoted mechanisms for reciprocal cooperation.

Project Activities

The CIDA/IICA Project which is focussed on the study of policies and strategies to support the development of agrobiotechnologies (ABT) was among the 13 multinational projects mentioned above. Some of its major achievements in 1989 were the diagnosis of the status of biotechnology in LAC and the formulation of a conceptual and analytical framework to guide the definition of policies and strategies to develop biotechnology.

Specific results were a) the gathering of information on worldwide trends in the development of biotechnology as well as expected breakthroughs in scientific and technological progress; b) a theoretical framework to be used in the formulation of national and regional policies and strategies, including the identification of key problems that must be solved in order to develop and use ABTs; c) proposals for alternative methods to be used in analysing the impact of biotechnology on agriculture; and d) the establishment of IICA as a reference center in the region for matters related to the planning and administration of ABT.

Four technical events were held to discuss studies carried out by the project. Diagnostic studies were undertaken in 16 countries or groups of countries, three of which are complete. A computerized data base of all scientific materials published in the region on the subject of ABT and related areas is being prepared. Three papers were presented to high-level international meetings in the



region: Technological Change (Argentina); Challenges for Agricultural Research and Extension Services in LAC (Argentina); and Policies for Agroindustrial Development (Brazil).

Work was also done in the field of regulation and biosafety. A first draft of guidelines to govern the release into the environment of products generated through biotechnology and genetic engineering was prepared for consideration and study of the Inter-American Study Group of the New Biotechnology in Agriculture and Health.

In terms of planned outputs, Program II seems to be pretty much on schedule. All planned outputs under Activity 510, Biotechnology Impacts, have been completed (see Annex A for details). Under 520, LAC Regional Biotechnology Capabilities, two of the three analytical documents and the directory have been completed. There remains only the document Patterns of Scientific Publication, which will be completed in quarter 11, (Jan.-Mar./91). Under Activity 530 only one of four policy papers, Intellectual Property Policies, one of three case study proposals (Uruguay), and one of two seminars (I.P.) have been completed. The three other policy papers will be completed in quarter 11, as will the genetic-resources-network proposals for the Amazon Basin and the Caribbean.

Under Activity 540 it was decided at Management Committee Meeting No. 5 that the originally planned sub-activities would be reduced to three from five to concentrate on the two most important issues, management relationships between public sector research institutes and private companies, and management problems in biotechnology companies. These will be addressed through a case-study approach to produce a typology of firms including how they built up their technological capability, sources/backgrounds of their

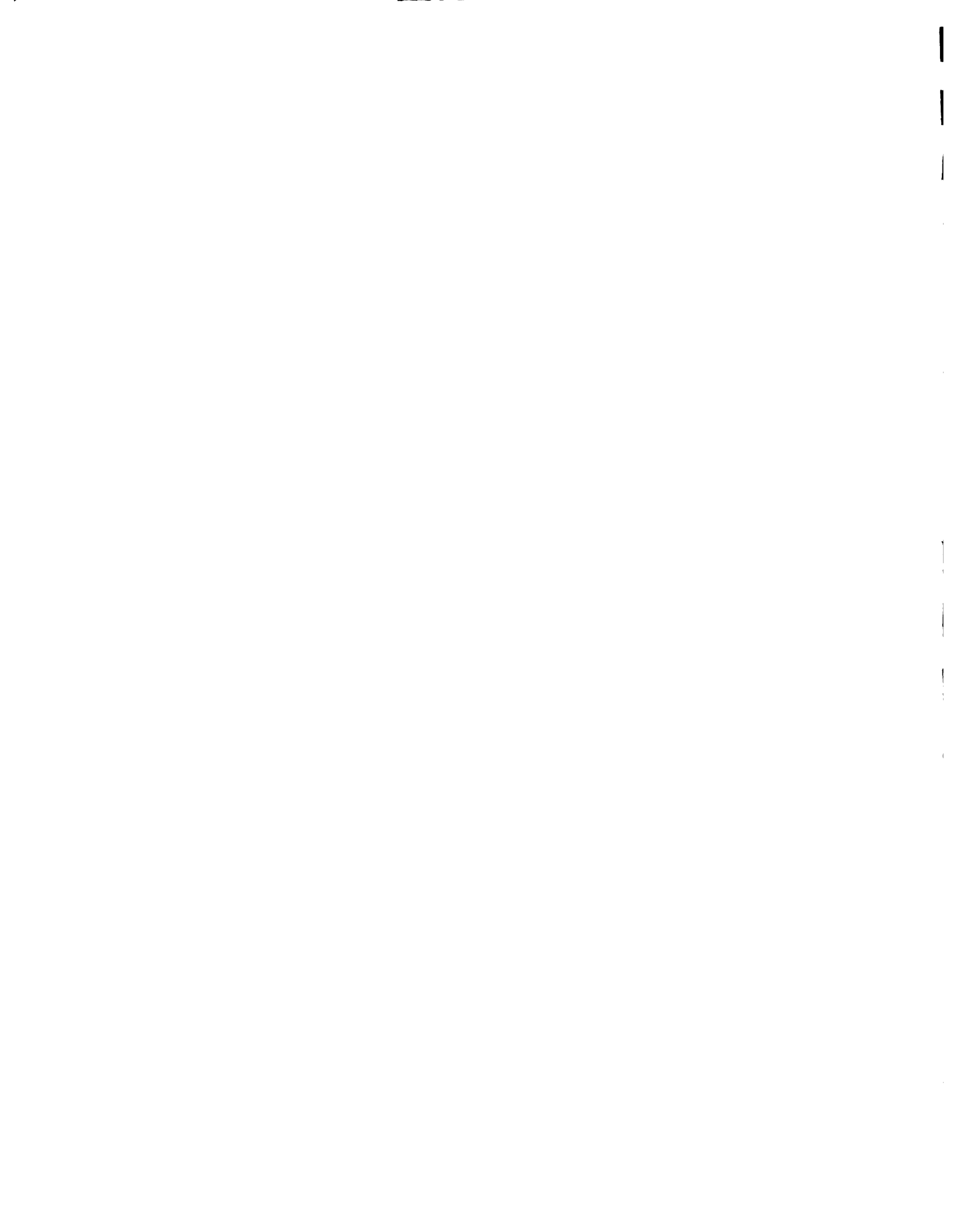


personnel, how they finance their operations and how they identify their markets. The output of the two studies will be a training course in the management of ABT, dealing with policy, management, legal and patent, and biosafety issues. All these sub-activities will take place in 1991.

Activity 540/2 has achieved its goal of improving IICA staff and equipment to be able to duplicate approaches and methodologies in other countries. The CIDA project has made a very important input in furnishing infrastructure and computers and giving IICA the opportunity to contract for the expertise to do the essential analytic work that deepens its capability in specialized, high-demand fields such as agrobiotechnology and biosafety. As a result of this new-found capability and heightened credibility, Program II staff were asked to participate in eight regional seminars and two international workshops during the period under review, and are scheduled to make presentations in several others in the near future. There were also a number of unforeseen but very useful outputs which resulted from activities supported by the project. Publications such as the Bibliography of Agricultural Technologies, produced in January, 1990, are in strong demand, 3000 copies having been distributed in approximately three months.

Sustainability

The sustainability issue is of overriding concern and enters into all programs' areas of interest to one degree or another. It was identified in Program I case studies on modernization as a major problem, one that raises serious questions about inter-temporal equity. It puts into question the legitimacy of maximizing returns to agricultural investment today at a high cost in terms of natural resources exploited beyond the point of no return, with the subsequent penalty to future generations.

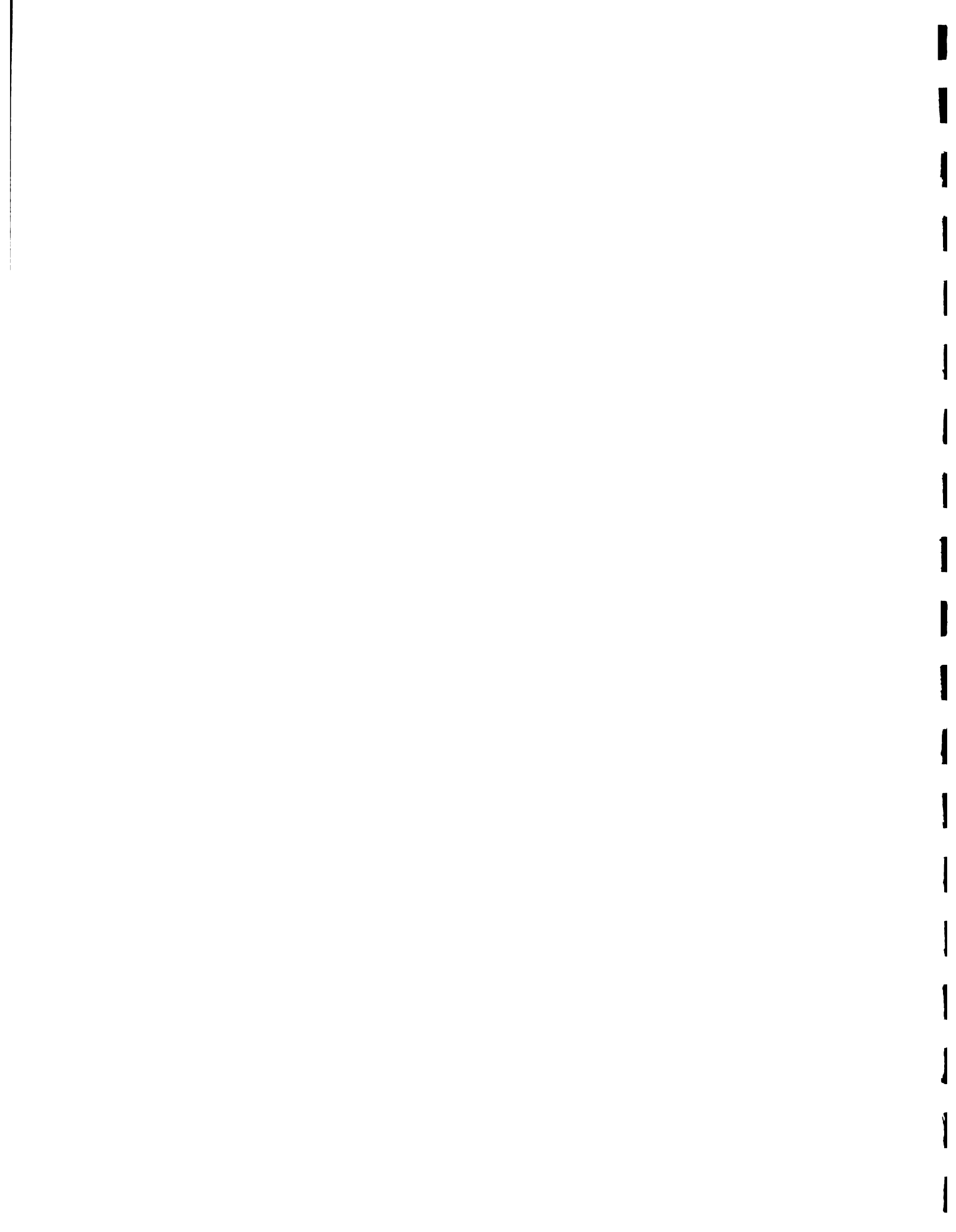


Sustainability has the potential to encourage a greater degree of integration between programs, given that it can be promoted, or undermined, by appropriate, or inappropriate policies and strategies within all programs. CIDA has provided \$100,000 seed money to develop a multiprogram project using Canadian consultancy services (Management Committee, Nov. 28/29, 1989). The Management Committee [on Aug. 27, 1990] authorized a detailed proposal for an IICA interprogram activity within PLANLAC on the issue of modernization, equity and natural resources, and undertook to allocate \$100,000 to this activity. Program II has been designated to take the lead role within IICA on the issue of sustainability.

In summary Program II has achieved most of its activities and sub-activities on or ahead of schedule. It is also living within its resources, having accomplished the above activities utilizing only 48 per cent of its budget. In terms of efficiency [output for cost within schedule], this Program has performed well. The effectiveness of its achievements will be discussed in Chapter 3.

2.4.3 Program III - Organization and Management for Rural Development

The Inception Report identifies the problematique of rural development in Latin America clearly by pointing out that efforts in the sector "have been characterized by many projects, some programs and few policies. As a consequence rural development activities have not formed part of agricultural policies, and macro-economic and sectoral policies have typically failed to take into account the interests of campesino agriculture."



The Inception Report goes on to state "The objective under this Program is to formulate policy options for rural development which are integrated with sectoral policies, and within this framework, to develop projects which demonstrate the contribution of women and youth in rural development." The efforts to date by Program III have been faithful to the stated objectives.

Lack of Integration of Program Efforts

At the time of the mid-term evaluation, very little had been done to ensure that the findings arising from Program III activities would be incorporated into the general policy recommendations of Program I. Similarly, there has been no action to assure that technology options appropriate to the small-scale rural sector are included in the recommendations of Program II; and Program IV is basically oriented to market penetration in the northern hemisphere by the modern agricultural sector. The net result is likely to be that Program III, working somewhat in isolation of the other programs, risks being left out of global policy recommendations for the sector.

There is no doubt that this reflects the historical trend in the region, but if things are ever going to change, if member countries are serious about total sector reactivation to promote economic stimulation within a situation of political stability, leadership must be forthcoming to bring the issue of rural development to center stage. To be fair, Program I very recently made a move in this direction by delaying the activities under 440 until it can develop an appropriate methodology to address the issue of modernization of small producers. The Federal Republic of Germany [through GTZ, its international development assistance arm] has offered funding and technical assistance to pursue modernization of agriculture with equity. This



activity could prove useful in drawing together IICA efforts to promote modernization of the campesino sector in a more coordinated way.

Modernization of small-scale agricultural producers is an issue central to the success of agricultural reactivation and deserves to be truly integrated in the overall strategic sector policy recommendations which IICA will be making to member countries. This will require a stronger impetus to integrate program activities toward this objective, and would certainly be consistent with the theme "The type of agricultural development the LAC needs: economic democracy and growth with equity," to be presented to the Madrid meeting in September, 1991. The appropriate model of rural development is also critical to a second theme to be discussed at Madrid, that of conservation of natural resources.

The prophetic remarks of the late Brian Perkins, first Canadian Project Coordinator and author of the Inception Report, are a worthy conclusion to this opening plea for more serious treatment of the rural sector: "Unless the project proposals on rural development policies are persuasive to those responsible for sectoral policy, they are unlikely to be adopted. Unless the interrelationships between rural development efforts and broader economic policies are adequately established, the balance of Activity 600 work will not be well oriented or integrated."

It will be essential to find a institutional solution to the need for greater integration of rural development as it seems to be a growth area. It has now become the largest program in terms of budgetary allocations moving from second place in 1989, when its share was 27.5 per cent [compared to Program II at 45.5 per cent] to first place in 1990 and 1991 with 42.8 per cent [versus 24.9 [per cent for Program II].



Project Activities

Activities 601 & 602 - The 7 case studies on differentiated policies for rural development were completed. These studies appraised rural development experiences in Honduras, Colombia, Peru, Ecuador, Brazil, Mexico, and Guatemala. They were done on common terms of reference using national consultants. The same procedure was followed for the studies in decentralization, but the countries selected varied somewhat; Bolivia and Argentina were included and Mexico and Honduras were dropped.

A synthesis document was prepared and a number of conclusions drawn. Important among these were: the need to deal simultaneously with social issues if results are expected; the need to complement state interventions through involvement of private sector organizations; and the need for a macro-economic policy context that is favourable to rural well-being.

Seminars were held to discuss and disseminate the results of these studies in San Jose [Jan./90], Quito [June/90] and Chile [Dec./90]. A country workshop was also held in Paraguay. The latter two events were additional to those activities originally planned.

Activity 630 - Six national case studies were completed on the participation of women and youth in rural development projects in Mexico, Costa Rica, Trinidad and Tobago, Ecuador, Colombia, and Brazil. Based on six studies, a document was prepared on strengthening the participation of rural women in the process of agricultural development in LAC; it will serve as a framework for IICA general strategies, programs and projects. An international workshop to discuss this document was held in San Jose during May, 1990.



Activity 640 - A training program for the strengthening the participation of rural women in agricultural development will be designed and implemented in several countries.

Activity 650 - Several technical cooperation projects at the country level will be formulated and executed. One of these, in Costa Rica, is in the advanced stages of planning with USAID financing foreseen. Five country workshops are planned for Mexico, Panama, Costa Rica, the Caribbean and the Southern Cone.

Gender Issues

Program III is also the lead program for the promotion of gender issues, with one full-time staff member working on strategies to ensure these issues are fully incorporated, not only in rural development policy and programs, but also in sectoral and macro policy, transfer of technology, marketing, and animal and plant health programs as well. As mentioned above, a policy paper and an institutional strategy to incorporate rural women's participation in IICA programs and projects have been prepared, and an international seminar held.

There is substantial donor interest in promoting the incorporation of women in efforts to reactivate agriculture in the region. IICA, however, has difficulty responding to this interest due to the scarcity of professional staff to prepare proposals for presentation to interested donors. This is an area that an interested donor like Canada could assist by seconding appropriate staff to IICA with full budgetary support, or by simply earmarking an appropriate part of any future support to IICA for this purpose. The first option, fully paid secondment, is welcomed by IICA and is currently being utilized by a number of donors, both member countries and observer countries.



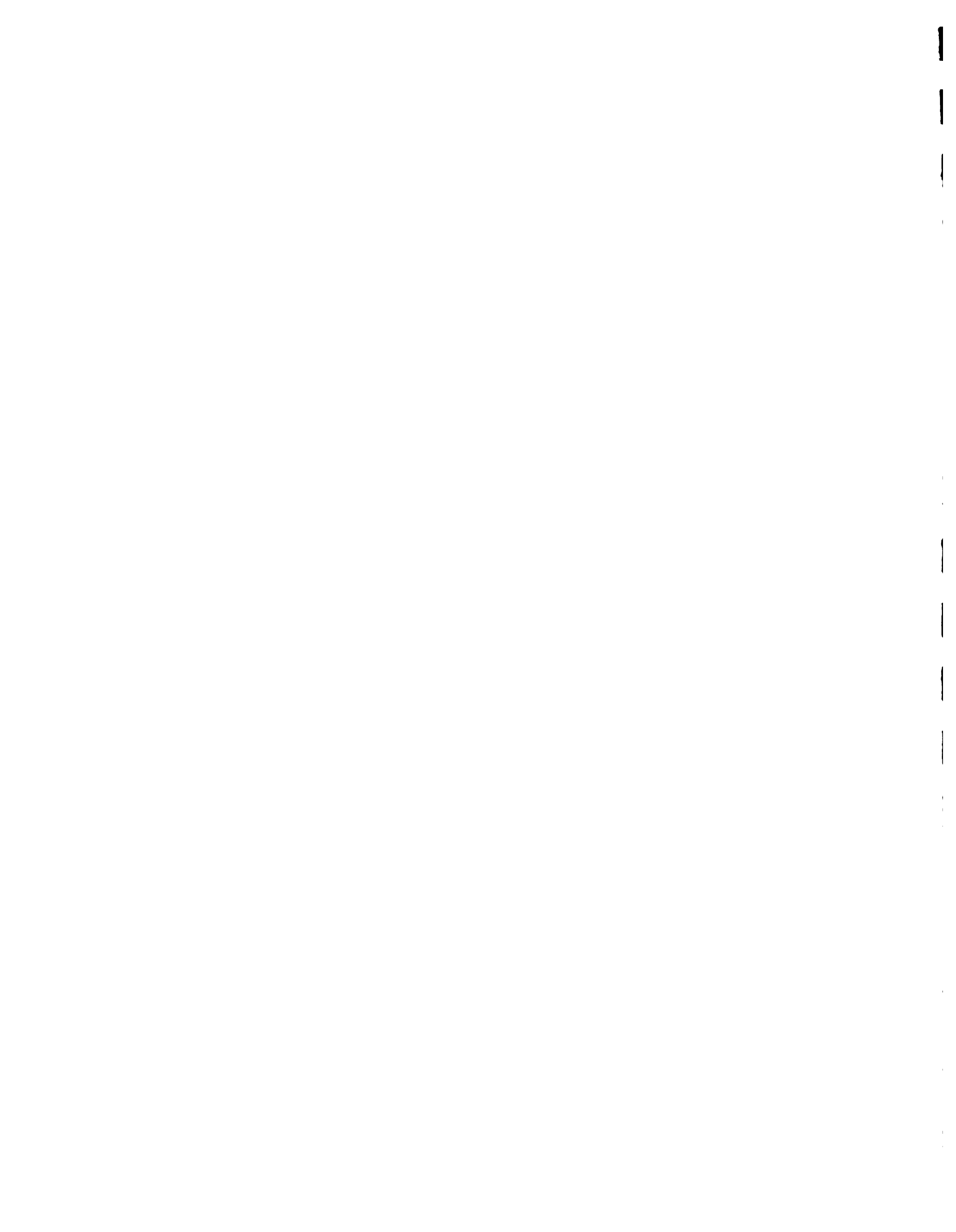
2.4.4 Program IV - Marketing and Agroindustry

This Program is the only element of the CIDA-IICA Project that is seriously behind schedule. This is due to a misunderstanding between the consultant selected and the program which may have resulted because there was insufficient emphasis on the expectation that the consultant would produce a methodology for identifying agricultural products with export potential and market niches for these in the North American context. The consultant firm, Deloitte, Touche, seemed to go beyond the terms of reference in that its staff were working on identifying joint venture opportunities. This is an activity that was foreseen in Activity 740. The contractor has now agreed to a new work plan which should produce the desired results, but the ten-month delay will have to be made up. To this end the activities foreseen under 720 will now be executed by IICA and the budget transferred.

Project Activities

Activity 710- The issue of market opportunities for agro-industrial goods has now been addressed through the preparation of a market profile for agroindustria] goods in USA and Canada, plus 5 documents entitled respectively: 1) A Stepwise Approach; 2) Market for Processed Meats; 3) Market for Processed Fruits; 4) Market for Essential Oils; and 5) Natural Additives. A Rapid Appraisal Report was also completed.

Program IV demonstrated good initiative in linking into an unplanned activity, but one that added an important information source on agro-industria] development issues. This was the International Seminar on Policies for Agro-industrial Development, held in Brasilia in April, 1989 and co-financed by the Government of Brazil, the World Bank and



the CIDA-IICA Project. The other output under this sub-activity was a catalogue of technical descriptions of products and corresponding procedures.

Activity 720 - The identification of agroindustria] projects presented to financial development institutions was transferred to IICA and will be carried out by regional consultants.

Activity 730 - Activities under this and the following sub-activity will be the subject of a new contract with the principal consultant and will be getting under way shortly. These deal with the identification of markets and marketing requirements and conditions, and the identification and promotion of joint ventures in production and trade of agroindustrial goods.

With 62 per cent of the planned project duration elapsed, Program IV has utilized only 28 per cent of its budgetary allocation under the project.

2.4.5 Program V - Animal Health and Plant Protection

The objective under this program is to set up a health information system for plant and animal diseases and pests in the Caribbean. This system, CARAPHIN, will contribute to reducing constraints to productivity and export expansion in Caribbean agriculture. In contrast to Program IV this program seems to have progressed smoothly from the start and is well along the way to accomplishing all its objectives. No doubt the program is a more traditional one for a technical organizations such as IICA and the CEA. The other factor contributing to the good progress was that because various components did not in every case have to be implemented sequentially, many of them could be implemented concurrently.



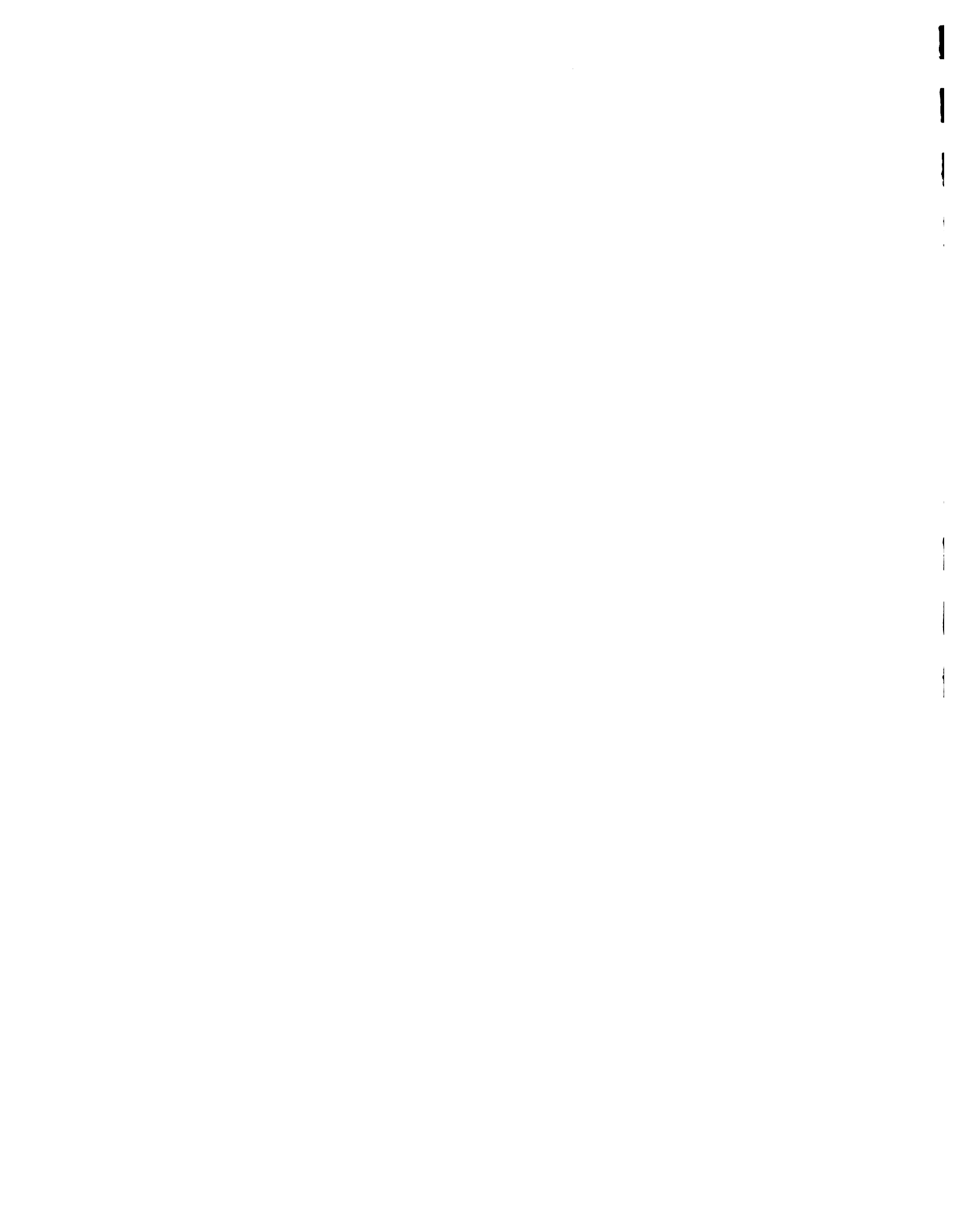
Project Activities

Activity 810 - This first component "Review, Assessment and Adaptation of Methodology - Installation of Headquarters" has been completed satisfactorily. A regional reporting system for selected diseases and pests of trade significance was developed and presented to the national authorities in charge of plant protection and animal health. Model projects to address high-priority national animal and plant health information needs were developed. The CARAPHIN headquarters have been established in the IICA office in Trinidad and Tobago.

Activity 820 consists of training national personnel. Two regional courses have been held. The second, in September, 1990, was attended by plant protection and animal health professionals from the 14 participating countries, staff of research and educational institutions (CARDI, CENTENO, UWI) and by IICA Program V specialists in the region. A regional newsletter is being published bi-annually. Training has been given in epidemiology and data analysis. Training of national animal and plant health officers has also been given through on-site visits and regional courses.

Activity 830 - The regional reporting system has been initiated through purchase and installation of computers and software. Visits were made to each office to set up and render the equipment operational. Projects in Trinidad and Tobago (fruit fly) and Guyana (dairy) are operational. The CARAPHIN network for sharing results of surveillance is functioning through newsletters, workshops and correspondence.

Program V activities are essentially on schedule but in danger of running out of funds with much useful work still to achieve having disbursed 69 per cent of budgetary



allocation. Work remaining is largely the addition of countries not yet covered but interested in participating (Belize, Montserrat and St Kitts/St Nevis), for which an additional \$30,000 was allocated. Some countries, such as Haiti, will need additional assistance to attain the level of analysis and reporting of most islands. This is due to the impossibility of achieving expected outputs to date because of political instability. It seems that the French territories in the Caribbean may wish to join the network, and there are definite benefits to be derived by linking up with Latin American surveillance systems through the Inter-American Agricultural Health Monitoring and Information Network.

To complete activities foreseen under the project, it will apparently be necessary to extend the contract of the Canadian epidemiologist, provided under the University of Guelph contract, from March, 1991 to June, 1992 at a cost of \$106,000. It is also considered necessary to train more national staff in order to increase project exposure and generate long-term interest, and to ensure that the project does not suffer as a result of the normal attrition of staff who have acquired skills that make them attractive to the more remunerative private sector. Achieving this desired consolidation will require two full-time professionals to maintain and expand the regional surveillance and reporting system, to publish the CARAPHIN News, and to organize and execute the third regional course.

Finally, the program is currently preparing a project document for a second phase of CARAPHIN for the period 1992-1996. This phase will include programs for technical assistance, continuing education and development and adaptation of information systems that will give updated, relevant information to the public and private sector individuals interested in agricultural production,



protection and trade. If a second phase is not forthcoming for any reason, it will be essential to take a decision in the very near future as to a permanent home and financing for CARAPHIN, otherwise the investment to date would certainly be lost.

2.5 INTER-PROGRAM SUPPORT

It seems evident to the Mission that there are definite benefits to be gained by interaction between Programs. If IICA intends to be effective in assisting member governments to incorporate the least-advantaged segments of the agricultural sector in the modernization process, then the policy, technology, and marketing programs will have to play a more active and supportive role to assist Program III in its efforts to devise a strategy for modernization of campesino agriculture and small-scale agroindustry. Because this integrated approach is central to its strategy for reactivating the sector, it is incumbent on IICA to develop incentives for the programs to work together on this and other important aspects of its mandate under PLANLAC.



3.0 EFFECTS OF PROJECT ASSISTANCE

Determining the effects to date of CIDA project assistance to IICA presents a challenge common to many mid-term evaluations:

- projects often take time at the outset to gain momentum and begin to generate outputs;
- other instrumental or complementary changes may also be required outside the project to facilitate its results; and
- the adoption by and/or impact of change on the intended beneficiaries is usually slow.

As a consequence, it is often early at project mid-term for substantive results to be evident.

These general difficulties are compounded by the nature of the current project. It is intended to strengthen IICA's ability to assist member countries in each of the Institute's five program areas, with main emphasis on capacity for policy or strategy formulation. These are areas where effects are often difficult to identify or isolate and would, in any event, occur as changes in the well-being of specific national or sub-national groups in member countries. In addition, project assistance to each IICA program consists of a number of sub-activities [approximately 20 in total] so that its scope is very broad and its potential effects quite diffuse.

Notwithstanding these conceptual difficulties, most project activities are on schedule as indicated earlier and the flow of outputs is proceeding apace. In addition, the evaluation team learned of a range of activities which have occurred or been initiated as a direct result of project activities.



This section will attempt to assess project effects on both IICA's capacity to assist member states and the longer-term and more speculative goal improving agricultural growth and rural development in the region.

3.1 SECTORAL OVERVIEW

The early 1980s saw most countries in Latin America and the Caribbean facing difficult economic circumstances linked to sharp increases in both interest rates and prices for petroleum-based products. Many governments had been operating with optimistically large deficits and building up high foreign-debt servicing obligations. Inflation, declining per-capita output, capital flight and shrinking investment were common problems in the region.

Key development strategies emphasized industrialization, import substitution and export development. Macro-economic policies frequently were biased in favour of these approaches and against the agriculture sector. This situation prevailed despite the fact that agriculture exports often played a crucial role as major net earners of foreign exchange which was required to purchase modern industrial technology. Similarly, social and labour policies paid more attention to the needs of urban dwellers than to rural groups. In summary, the prevailing policy environment was largely hostile toward agricultural and rural concerns and small farmers and peasants were most disadvantaged.

The following listing summarizes significant agricultural and rural issues in the hemisphere during the last decade:

- agricultural development had been concentrated on a limited number of commodities, often for export;



- transformation of these commodity sub-sectors usually involved medium- to large-scale farms adopting modern, capital-intensive technology so that benefits to rural labour were limited;
- prices for many agricultural commodities were unstable and/or declining;
- export markets in industrialized countries were often restricted by protectionist policies and producer subsidies;
- these subsidies also generated surpluses of some commodities, depressing world prices and undermining LAC domestic markets;
- the Uruguay Round of GATT negotiations was initiated in an attempt to bring about significant reductions to trade barriers; agricultural protection and support became a major issue therein;
- meanwhile, significant regional trade liberalization was accomplished within the EEC and was initiated under the U.S.-Canada Free Trade Agreement; renewed interest in economic integration began to be evident in the region;
- agriculture's share of both total output and employment was declining steadily;
- agricultural processing was becoming increasingly important in most economies but was usually carried out in cities;
- rural incomes and land tenure were becoming increasingly concentrated;



- rural underemployment and unemployment were increasing;
- in many countries, poverty and malnutrition were persistent or increasing in rural areas;
- agricultural activities were causing serious environmental damage, often as a result of migrants clearing fragile frontier lands or poor farmers using steep slopes more intensively;
- government agricultural infrastructure deteriorated in many countries as real budgets declined;
- autocratic governments in various parts of the region were being replaced by democracies placing increasing attention on equity concerns and the consolidation of the democratic process;
- rural poverty and emphasis on urban/industrial development caused many rural residents to move to urban areas; cities grew three times faster than rural populations, over-taxing urban capacity to provide employment and basic services.

3.2 IICA'S RESPONSE

In its Medium Term Plan for 1987-1991, IICA identified several major challenges which the region must face and to which the Institute must give special attention in order to achieve agricultural development and rural well-being. The first of these was to increase production of basic foods for domestic consumption and export commodities. Definition and implementation of appropriate agricultural policies was mentioned as a critical factor in this regard, to be facilitated by the establishment of highly qualified policy units in member countries.



The need to increase and diversify agricultural exports was also mentioned. In this context, the MTP mentioned marketing information, strategies and structures, product preparation and packaging and trade barriers related to plant and animal health.

Increasing agricultural productivity was also mentioned to permit increased production and international competitiveness. Improved public and private systems for technology generation and transfer, better plant and animal health services and improved coordination among member states were called for.

Finally, the MTP recognized the existence of diverse groupings within rural populations. It called for member countries to take specific steps so that the most disadvantaged strata can benefit from the modernization process, citing this as the only way to realize the growth promised by modern technology and to ensure that it is equitable and will not cause social disturbances.

Following this identification of major regional challenges, the 1987-1991 Plan went on to point out that development actions need to be prioritized to ensure that they are based on the real interests and problems of the rural poor within a context of justice and equity in the distribution of economic power. These groups must be given access to resource ownership, research and technical assistance, marketing, credit, etc., along with training to develop participatory attitudes and capacities - in summary, access to self-sustained development.

In order to assist member states to address these challenges, IICA reduced and restructured its programs to focus on five priority areas:



- I Agricultural Policy Analysis and Planning;
- II Technology Generation and Transfer;
- III Organization and Management for Rural Development;
- IV Marketing and Agroindustry; and
- V Animal Health and Plant Protection.

CIDA's project assistance was intended to help IICA solidify this restructuring by strengthening conceptual and analytical capacity in each program area.

As indicated earlier, the Inter-American Board of Agriculture, at its September, 1987 meeting in Ottawa, established guidelines for the development of a Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean. IICA officials emphasized that this was to be a plan of action [rather than a study] focusing on aspects common to member countries which could be dealt with through joint actions at regional or sub-regional levels. Resulting activities should promote self-sustaining development by solving "false contradictions of the past," i.e.:

- between agriculture and agroindustry;
- between domestic and export production; and
- between economic development and social progress.

Agricultural modernization with equity, making full utilization of the region's natural, institutional and human resources, was seen as fundamental to the new strategy. The region's Ministers of Agriculture saw in this approach the



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key to the region's general economic revitalization and development:

"The increase in productivity which such modernization entails, together with wide distribution of its benefits, lay the groundwork for an approach to economic development capable of exercising a strong multiplier effect on the rest of the economy, while immediately benefiting the great mass of our poor and indigent, who live in these same rural areas."

This assessment was based on a number of general conclusions concerning agriculture in the region:

- the sector is responsive to price and technology changes and can generate both additional output and foreign exchange;
- it can support and benefit agroindustrial linkages;
- it merits further modernization in order to respond competitively to growing demands for foodstuffs and industrial inputs;
- it can increase production and incomes for marginal rural strata and create demand for other sectors;
- the sector requires macroeconomic policies that do not impede its development and encourage efficient use of scarce financial resources;
- it requires different policies for different sectors of the small-farm economy so that small farmers can contribute as producers, as labour and as markets;



- it also requires technologies that are suited to existing production systems and permit increased productivity while sustaining resources and quality of life.

Considering these factors, the likelihood of slow and uneven world economic growth and the prospect of only slow growth in commodity trade, PLANLAC suggests that policies aimed mainly at the promotion of small-farm production should be central to agricultural policy. This would take advantage of this sector's "buffering and anticyclical" capacity and also strengthen domestic demand for foodstuffs.

This theme is repeated in the general proposition that "agriculture can make a major contribution to the reactivation process only if a conscious effort is made to promote and regulate agricultural activity while achieving economic and social development objectives"; and "growth and equity are the two fundamental objectives of any strategy for economic and social development." Based on this assessment, PLANLAC presents the following strategy guidelines for agricultural and rural reactivation and development in the region:

- modernization of production systems and institutions considering the sector in its broad, agroindustrial context with adequate incentive policies;
- pursuit of equity through a rural development strategy which takes advantage of new options for profitability, abandons welfare-type criteria and brings the various groups of rural poor into agricultural reactivation;
- inclusion of flexibility to permit response to changing conditions; and



- assurance of sustainability through conservation of natural resources, genetic heritage and the environment.

3.3 EFFECTS ON PROGRAM ACTIVITIES

As indicated earlier, assessing the mid-term effects of CIDA's project assistance to IICA is difficult for a number of reasons. It is worth returning briefly to this theme to point out that many of the activities in this project are sequential, so that they form the basis for subsequent activities which may be not yet or only recently completed. Effects should be more apparent or foreseeable during an end-of-project evaluation when integrated packages of activities have been completed. In addition, IICA frequently draws support from a number of donor sources to execute simultaneous or sequential pieces of a comprehensive project. These relationships may get overlooked as evaluators try to focus specifically on the effects of activities which their organization has funded.

3.3.1 Agricultural Policy Analysis and Planning

Modernization Studies: The eight subsectoral modernization studies are a reasonably comprehensive listing of country/commodity instances where an industry has undergone major restructuring in recent years. They identify key factors in terms of macro and sectoral policies, technology, markets, subsectoral organization and firm-level capabilities which facilitated these transformations and they add substantial new and comprehensive understanding of the process. Similarly, the set of five case studies of forward and backward linkages expand this understanding into related input-supply and product-processing and marketing activities. IICA staff feel this gives the Institute and member governments a basis both for understanding what has



happened in other subsectoral cases and for framing additional studies to explore such situations in more detail.

The eight case studies and the conceptual framework developed by Canadian consultants were published in August, 1990. IICA staff mentioned several requests for assistance with similar studies since that time. In addition, the findings will support presentations to Ministers at the September, 1990 Madrid meetings concerning policies and actions required to foster modernization. The studies also may be useful in facilitating interaction and cooperation between Program I and Programs II, III and IV

The team feels that the work supported by the project provides a basis for understanding the implications of a number of factors on agricultural modernization. Concern for the implications of trade liberalization could have been more explicit, however, in light of the Uruguay Round of GATT negotiations which were ongoing throughout the study. Changes with respect to protection of first-world markets, artificial over-production and protection of member countries' own markets could have significant implications for some of the success stories which were documented. In addition, more caution was probably in order concerning the possibility of replicating some of the experiences which depended on and largely satisfied markets that were expanding rapidly in the industrialized countries while a number of the success stories were occurring.

Also, the studies started from a traditional definition of modernization as a shift from subsistence production to supplying domestic cash markets and then to export marketing, with short-run goals of increasing production and exports and longer-run concerns for changing industry structure, diversification, internal and external linkages



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and improved distribution of benefits. The team is concerned, however, that the studies did not systematically and thoroughly explore linkages between the modernization process and socially and economically marginal rural people. This concern is raised for two reasons.

Firstly, both the 1987-91 MTP and PLANLAC advance cogent arguments for the integration of small farmers into the agricultural development process. Evidence over several decades indicates that relatively little has been accomplished in the region by way of meaningful improvements in the social and economic well-being of small farmers and the rural labour force in general. The team's experience suggests that unless these groups are kept continuously in focus at all stages of the development process, they are easily missed or forgotten. IICA's stated concern for them could have been evident in these studies in terms of systematic consideration of changes in structure over time, differential impacts of sectoral and macroeconomic policies, implications of marketing arrangements, etc.

Instead, the conclusion to the linkages study includes the equity issue among unanswered questions: "The changing character of the modernizing producers and available techniques opens possibilities for smaller-scale producers to gain access to subsector development. However, the participation of many producers - especially the poorest farmers - has been limited to date. More extensive work must be done to determine which factors block the entry of the more traditional farmer from the modernizing process." It also suggests that additional work is required to examine the environmental/sustainability aspects of the modernization process.

IICA plans to pursue both equity and sustainability aspects of modernization in a project to be funded by GTZ. The team



is concerned that these studies may focus somewhat narrowly on the small-farm strata within the various sub-sectors so that both equity and sustainability for these groups are unduly isolated from changes occurring within other strata. As indicated earlier, it would seem to have been advantageous [in terms of both study effectiveness and resource efficiency] to have paid systematic attention to equity concerns from the very beginning.

Policy Information System: This sub-activity has established an Information System for the Analysis of Agricultural Policy. The combination of software, comprehensive national macro-economic and agricultural data [FAO, WB/IMF], micro-computer systems and Canadian technical assistance has given IICA new capacity to carry out and assist members with a range of agricultural policy analysis. Both Institute staff and the Canadian consultant report a strong demand for the system in a number of countries including Chile, Peru, Argentina and Brazil.

The system requires the user to have some computer knowledge but at a fairly elementary level; basic routines can be carried out with three to four hours of instruction. It accommodates a wide range of data uses from simple tabulations to very complex analyses. It is also easy to update the database as new series become available and to add data from other sources. The Argentine Ministry of Agriculture is in the process of incorporating its own national commodity price series into the database.

At a very basic but important level, common use of the SIAPA data base can avoid problems of disagreeing on "the facts" which often complicate or frustrate trade or policy discussions. The team was informed that requests for data are increasing. Use of common analyses also helps reduce "wooly" debate. The intense current interest in SIAPA

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arises mainly from structural adjustment activities in the region and the renewed interest in regional integration which has been evident for some time. Both themes create a need to analyze a range of issues such as policy harmonization, reduction of trade barriers, production and market distortions, etc.

Andean Group countries are particularly interested.

Presidents and senior ministers seem committed to achieving substantial reductions to tariff barriers. Southern Cone countries are at a more preliminary stage; IICA is providing secretariat services to a working group and has been asked to assist with both data and analysis. Moreover, the failure of Uruguay Round deliberations to reach consensus by their original deadline has increased interest in regional integration so that additional requests for IICA assistance can be expected.

The team expressed concern that the data base carried little information regarding sub-national distributional issues, being restricted to national and aggregate data. The consultant indicated that progress was being made toward analysis of differential policy impacts on producers of different sizes including income distribution but that IICA clients' key current interests relate to policy harmonization and trade. He suggested that training more national analysts in the use of the system should be a first priority followed by utilizing the system to examine equity issues. An aspect of the latter would include examining the impact of improved marketing systems on equity between large and small producers. He also suggested that this type of analysis could encourage a symbiosis between IICA's agricultural policy and marketing programs [I and IV] and could assist Program III [rural development] to become more analytical.

3.3.2 Technology Generation and Transfer

In the early 1980s, IICA initiatives in the area of agricultural technology focused on the execution and promotion of research activities in member countries. Since the 1950s, however, many countries in the region have increased their own capacities to conduct research and technology transfer activities. The number of agricultural researchers increased from approximately 5,000 to 12,000 and extension capacity doubled. As a result of these changes, IICA undertook to shift its agricultural technology emphasis to provide leadership in areas such as research policy, planning, management, evaluation, etc. Program II, as articulated in the 1987-91 MTP, was designed to develop IICA's capacity in these areas although the Institute continues to recognize and support the needs of smaller member countries for more direct assistance in creating and upgrading national research capacity.

With this shift of emphasis in its agricultural research and technology activities, IICA began to be aware of its lack of capacity to focus on some of the larger changes occurring within agricultural technology. Traditional methods were giving way to powerful new research and development techniques. New disciplines were gaining prominence. New sources of productivity were being developed or recognized including the genetic potential of the region's various ecosystems. As a result of agrobiotechnology, the speed of technology development was increasing and institutional prominence was shifting from public research institutions to private firms and universities. In light of these trends, IICA requested that Canadian assistance to Program II focus initially on understanding the current situation with respect to biotechnology - both the likely impacts of emerging technologies on regional agriculture and the region's existing capabilities in this area. This was to be

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followed by the development of policy guidelines and strengthening of management capacity related to agrobiotechnology.

A Canadian consultant from the University of Lethbridge explored potential economic impacts of agrobiotechnologies in the LAC region in a paper entitled "Biotechnology Impacts on Agrosectors of Latin American and Caribbean Countries: A Preliminary Assessment". In order to assure basic understanding of the new technology, the study reviewed a number of important agrobiotechnology techniques and developed a methodology for assessing the impact of their introduction into commercial agriculture.

The methodological approach taken was to estimate supply shifts which the new technology might generate being sensitive to adoption differences among various producer strata and resulting price changes based on demand elasticities data. The paper also identified alternative policies which countries in the region could use to offset undesirable effects caused by these technologies. The methodology provides a useful starting point which will undoubtedly be refined in successive studies. In the meantime, it provides a straight-forward starting point which can be replicated without sophisticated analysis and can be easily understood by policy-makers.

IICA staff indicated themselves to be pleased by the results of the conceptual study. The seminar in Colombia at which its findings were presented involved government agricultural research officials from most countries in the region [Brazil was a significant exception]. The Canadian consultant suggested that IICA staff and a small number of other participants appeared to have been positively influenced by his paper.



Interaction at the seminar led the consultant to initiate a case study in Mexico applying the same methodology to that country's potato industry. That project resulted in contact and some familiarization with the Universidad Autonoma de Mexico and several other Mexican institutions on the part of the consultant and another professor and graduate student from the University of Calgary. Since that time the consultant has had no interaction with professionals or institutions in the region which would have arisen out of his involvement in the project.

In the assessment of existing biotechnology capacities in the region, a Canadian consultant was engaged to assist IICA in developing a methodology to approach this exercise. This person developed a "Delphi-technique" methodology wherein country coordinators were contracted to survey national experts on the problems and productive uses of biotechnology. This has resulted directly in a working paper which will be published shortly on problems related to development of agrobiotechnology in the region. This will contribute to a basic understanding of main issues on the part of both Institute staff and other LAC agricultural professionals. The work has also permitted IICA to participate in an FAO seminar on the subject and has generated a substantial bibliography on related papers published in the region. Contact between professionals through use of the Delphi technique has led to the establishment of an informal network of professionals in the region with a connection to agrobiotechnology. IICA staff indicate that the agrobiotechnology-impact and regional-situation assessments have in general given them a strong basis for responding to new issues and initiatives and orienting further institutional strengthening in this area.

The Institute currently is in the middle of developing agrobiotechnology policy planning guidelines. It has



already published a paper entitled "Biosafety Regulations in Developing Countries" and participated in a major seminar on biosafety at which LAC was the only Third-World region represented as a result of CIDA-supported work in agrobiotechnology.

Patent issues in agrobiotechnology [and regarding plant materials in general] constitutes IICA's second policy planning thrust. A Canadian consultant is supporting a study on priority setting in agrobiotechnology research including assistance with questionnaire design and with a high-level seminar on the subject. He recently drafted a paper on related intellectual property issues for the region and participated in a seminar on the subject.

A group of Canadian consultants [from University of Waterloo and Agriculture Canada] also developed "Guidelines for the Implementation and Introduction of Agrobiotechnology into Latin America and the Caribbean." This study provided guidance concerning the establishment of biotechnology facilities and outlined a series of operational factors and conditions required for agrobiotechnology facilities to operate successfully including a number which related specifically to the institutional realities of many IICA member countries. Brief discussions of the scope of animal, plant and microbial biotechnology and detailed listings and costs of facilities in these areas also are provided.

The mission felt that this document would provide an excellent technical and operational introduction to regional research planners and managers. Institute staff indicated strong satisfaction with both this effort and the priority-setting and intellectual property assistance.

The primary consultant in this group indicated that he had had no interaction with regional professionals or

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institutions since his mission visited the region to gather information for the study. One regional institution had indicated interest in holding a seminar with some of the team members at a later date to deal with topics arising out of the mission's field visit. Nothing has yet developed, however, and pressures of ongoing academic activities appear to make this unlikely. Lack of feedback may also result from the fact that no seminar was conducted at which the consultants could present their findings to regional representatives and stimulate interest in the topic as well as related Canadian activities and capacity.

IICA staff indicated that Canada's support to date for agrobiotechnology activities under Program II has been instrumental in permitting the Institute to respond to requests for horizontal cooperation in this area. They cited several examples including a request from Uruguay for assistance to develop a biotechnology strategy. IICA proposed a "national opportunity study," the results of which led to preparation of an agrotechnology action plan dealing with investments required, personnel considerations, etc. IICA staff indicate that it is premature yet for Uruguay to have taken action based on the project but feel the results justify using it as a model for similar assessments in other small and medium-size countries.

A request is currently being considered from EMBRAPA's National Centre for Genetic Resources and Biotechnology [CENARGEN] to establish an international network for the evaluation and commercialization of biotechnology resources. This request arises out of a generally increasing awareness of and concern for the changing value of these resources. More specifically, however, CENARGEN, in cooperation with a Belgian organization, had patented a tree gene with the capacity to increase the nutritional value of certain food crops. A multinational firm



apparently wanted to buy this gene but, when agreement could not be reached, obtained the plant material in Venezuela and attempted to replicate the results independently. IICA proposed a seven-country network concentrating on the Amazon basin. CIDA/IICA project funding has provided seed money to help initiate the project.

IICA has also received a request to assist the establishment of a plant biotechnology network for the English-speaking Caribbean. This request arose from a meeting with the Caribbean Food Crops Society which sponsored the first network meeting. CIDA seed money will finance a second meeting in St. Lucia in 1991.

While sub-activity 540 [strengthening abt management] has not yet been started, it is planned to carry out studies on [a] the management of relationships between public research institutions and private companies; and [b] on management problems in biotechnology companies. The latter will use a case-study methodology and cover "the most interesting companies in the region." IICA staff feel the two studies will provide a good basis for developing a course in technology management and policy aspects of agrobiotechnology.

3.3.3 Organization and Management for Rural Development

In the early stages of the project, Canadian rural development specialists were contracted to provide a conceptual basis for case studies to analyze national rural development experiences as a basis for rural development policy formulation. Their initial efforts resulted in framework which was found to be unsuited to IICA's needs. Program III staff attributed this to a lack of common experience between the Canadian team and regional professionals. The mission accepts this as a partial



explanation but wonders if IICA's needs and perspectives were adequately communicated during start-up activities or perhaps were evolving during the period.

After cancellation of the Canadian contract, regional consultants were engaged to provide the framework and a series of country studies was carried out focusing on differentiated policies for rural development and decentralization and participation in rural development administration. These studies emphasize the need to consider, develop policies for and work with the marginal rural population in a more comprehensive manner. Their situations must be seen as the result of macro-economic, institutional and socio-economic factors as well as micro resource limitations. In the context of increasing democratization and government decentralization, transformation of rural institutions and enhancement of peasant participation in the rural development process are seen as critical.

These ideas have already influenced IICA's MTP and form the basis for ongoing work to update and refine PLANLAC. They have been presented to several meetings of senior rural development officials and have created demand for IICA technical assistance in related national projects. Institute staff cited their involvement in development of an Andean rural development fund which arose directly out of their work on the decentralization issue.

CIDA assistance has also contributed to IICA's efforts to bring women more clearly into focus in rural development activities. Project funding supported studies of the specificity for women of rural program activities in Mexico, Costa Rica, Trinidad and Tobago, Brazil, Colombia and Ecuador. This is being followed by two more detailed case studies in countries where the state has had major program

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orientations toward rural development and women. IICA is already shifting its focus to promote policy interventions at a higher and more strategic level.

Finally, IICA is currently planning a major [hemispheric] project to strengthen local rural development institutions. While it will be implemented initially in Costa Rica, assistance to strengthen rural development institutions has also been requested by Chile, El Salvador and Paraguay. This project will allocate at least 30 per cent of its resources for working with rural women and incorporate gender specificity into its training activities. Its design has built directly upon the CIDA-funded decentralization and participation studies mentioned at the beginning of this section and women-specificity studies mentioned above.

3.3.4 Marketing and Agro-industry

CIDA's assistance to Program IV had two general objectives. Firstly, it was intended to produce information concerning non-traditional trade possibilities for LAC agro-industrial products in North America; based on these activities it was to identify and catalyze specific opportunities for Canadian-LAC joint ventures. Secondly, it was intended to create in IICA the ability to carry out and transfer these capacities.

The difficulties which occurred in the early stages of Canadian consulting assistance to Program IV may have resulted at least partially from failure of the consultant's terms of reference or related discussions to stress adequately the importance of the second objective and/or the information component of the first. Reasons notwithstanding, these difficulties delayed the delivery of intended outputs for almost a year. It is, therefore, particularly difficult to identify effects at this time.

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IICA staff indicated that the reports produced to date by the primary Canadian consultant are satisfactory and will be useful despite the delay. They are also pleased with the arrangements for provision of the remaining Canadian technical assistance [development of promising commodity market profiles and preparation and promotion of selected joint ventures]. They feel that by having the consultant spend significant periods of time in the region and by engaging a counterpart IICA employee to work exclusively on these activities, the Institute should realize significant strengthening of its capacity in this area.

The evaluation mission discussed with IICA staff how far the Institute could go in terms of promoting actual joint ventures, particularly since this seemed to have been the primary focus of the main Canadian consultant at the outset. IICA staff are cognizant of the important role which governments often must play in establishing major new trade initiatives. However, they recognized the practical limitations faced by governments and by the Institute i.e. that such unions might occur as a result of information and linkages provided by IICA or by member governments; but that they must depend, ultimately, upon the interest and initiative of their first parties - Canadian and regional firms or organizations. The team feels that the Canadian technical assistance may have contributed to this understanding.

IICA staff hope CIDA's assistance to Program IV will lead to the establishment of a network of ongoing, working relationships and communications channels between Canadian agro-industry organizations and specialists and interested sectoral organizations and individuals in IICA and the region. Commodity market profiles were prepared by the primary consultant and a report on North American Food Processing Technologies was prepared by another Canadian

firm as an interim activity during initial difficulties. In both cases, these reports provide information on Canadian firms and individuals with agro-industrial technology and/or expertise.

At present it is premature to say how effectively the already-completed activities will contribute to establishing the types of linkage which IICA advocates. One of the consultants reported to the mission that he had had no contact to date arising out of his processing technologies inventory work and was also not aware of any contact received by the Canadian firms identified therein. It is possible that the remaining project activities within Program IV will generate interest in industry contact, building upon the work carried out thus far.

3.3.5 Animal Health and Plant Protection

Under IICA's program reorganization outlined in the 1987-91 MTP, previously-separate animal and plant health programs were combined to form Program V. In addition to capitalizing on commonalities and complementarities between the previous programs, the reorganization has also seen a shifting emphasis from production- to trade-related concerns and the inclusion of animal- and plant-health information issues within the new program. Furthermore, an effort is being made to give Program V a stronger action orientation i.e. to try to plan and execute activities or projects with a view to causing some desired response, change or action to happen at some target point in the system. An example of this action focus would be to influence legislation in order to permit an expansion of agricultural trade by exploiting opportunities which may arise out of GATT deliberations. The mission found this action/results perspective to be more evident in Program IV than in IICA's other program areas.



CIDA's assistance to Program V consists of CARAPHIN, the Caribbean Animal and Plant Health Information Network. It contains a computerized data base of which the main component is technical information on a large number of regionally significant pests and diseases of quarantine importance. The data base also contains less complete information on laws related to the commerce of agricultural products and a pest risk analysis component which is not yet fully developed. This information is useful to national plant and animal health staff in advising on and approving exports and imports of various commodities, consulting on trade development proposals, etc.

The project provides formal and on-the-job training for participating staff and is developing a reporting system for plant and animal pests and diseases of concern to participating countries. It also has taken specific actions to assist with several current regional problems including fruit fly data management, response to the incursion of African desert locusts and factors affecting milk production.

The mission was informed that it is being extremely well received in its 14 participating countries for a number of reasons, some of which are implicit in its underlying principles. It was designed specifically to meet the needs articulated directly by officials of these countries at an early planning meeting. It recognizes their limited budgets and does not require significant new financial resources from them. It builds on and strengthens existing projects. It empowers national plant and animal health officials to do a better job by improving their technical capacities and by creating an enthusiastic support network among participants.

Participating countries have expressed their approval of both the technical assistance and training provided by

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CARAPHIN at senior IICA meetings. Training sessions are designed and conducted to appeal to the working-level officer. Accommodations and general arrangements are kept modest so that costs are reasonable and larger numbers of staff can participate. The hands-on nature of training makes it extremely practical, resulting in high retention and immediate applicability. The latter means that staff who have been trained are seen as very useful to their employing agencies. Their jobs and work programs are therefore more stable in a region where resource limitations and competing pressures often create instability. IICA staff indicated also that CARAPHIN training has been used as a model for training national staff in South and Central America despite their use of different systems.

The system offers possibilities to serve as a model for other parts of the region and to complement other related systems to provide a more comprehensive set of plant and animal health tools. For example, a Central American organization engaged a consultant to elaborate an information program for plant and animal diseases. He recommended adoption of the CARAPHIN system. A South American system exists to generate export and import certificates based on a similar but more limited data base. IICA sees possibilities to combine the two systems to permit the expansion of activities to include certificate generation on a much more comprehensive data base.

The project has a built-in performance monitoring dimension in the surveillance system. Reports sent in to project headquarters in Trinidad contribute to a regional surveillance summary but also provide a continuing check on how the system is being used and problems that participants may be having. The mission was impressed by the course evaluations carried out after training workshops. Participants were asked to rate various aspects of



lectures, sessions conducted by outside agencies, accommodations and support, etc. They were also asked for suggestions and comments.

IICA staff indicate that the project has a distinct Canadian identity in the region, probably due to its Canadian director and its ongoing association with the University of Guelph. They feel that it has strengthened regional linkages to the university. The project has also sponsored attendance by women veterinarians from the region at the World Veterinary Congress where there are specific symposia for females in the profession.

3.4 AGRICULTURE AND RURAL DEVELOPMENT LINKAGES

IICA, Agriculture Canada and CIDA staff acknowledge their shared good fortune in having as first Canadian project coordinator a senior Agriculture Canada official who combined [perhaps uniquely] excellent professional and contextual qualifications. One of his objectives was to provide Canadian technical assistance of superior quality and to try to facilitate ongoing involvement of these individuals as appropriate through the project.

Canada's corpus of agricultural and rural development professionals has been assessed as relatively weak in terms of Latin American exposure and experience [usually in comparison with professional colleagues in the U.S.]. As indicated earlier, nine Canadian consulting contracts have been let under this project. Most of these have involved participation of several individuals directly in the contract and some have led to subcontracts which will expand the number of Canadians involved.

All of these individuals will have acquired some knowledge of the region's agricultural and rural development context

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including general institutional familiarity and, particularly, some understanding of IICA and its role and programs. They will also have gained experience in applying their conceptual and analytical expertise in this context. Those who travelled in the region in the course of their activities will have benefitted most in this regard; limited discussions by mission members with some of these individuals indicated that several felt they had benefitted enormously.

There was, nonetheless, a feeling of lack of continuity on the part of some of these individuals. Several had had specific expectations of further contract opportunities which were not realized [this was attributed to the death of the original Canadian Coordinator]. Although IICA staff indicated general-to-strong satisfaction with the contributions made by most Canadian consultants, none of the four contacted had had any subsequent feedback from Institute staff or other regional individuals once contract requirements had been fulfilled. It would appear that opportunities to strengthen and link Canadian consulting capacity in the regional context have been only partially exploited.

Some Agriculture Canada staff will also have gained from their exposure to the project. A number of senior staff were consulted, for example, in the course of developing strategies in agrobiotechnology. The Department also has a senior committee which the Canadian Coordinator can consult for professional support as required. In general, however, the mission concluded that little professional interaction has occurred that would strengthen linkages within the Department.

Two actions have been taken that will contribute to development of linkages. A project display has been



created which can be used by CEA staff, IICA's Canadian representative or others at professional meetings, conferences, presentations, etc. In addition, the Canadian Coordinator is encouraging Canadian consultants to make presentations on the project at their places of employment or elsewhere to share findings and general project knowledge with their colleagues. The mission applauds both of these initiatives.

4. MISSION FINDINGS AND RECOMMENDATIONS

4.1 MISSION FINDINGS

The Evaluation Mission found that:

General

1. Canadian assistance under project 540/13127 has been effective in strengthening IICA's five programs to carry out their mandate under PLANLAC;
2. the programs have made good progress toward the objectives set at the beginning of the project, and should complete most of their planned activities within the four-year life of the project;
3. the quality of the outputs of the programs was good to excellent but would have been enhanced substantially by cross-fertilization between programs;
4. there was little, if any, interaction between programs on activities supported by the project;
5. a recent (September, 1990) internal program evaluation by the Directorate of Programming and Evaluation [DIPROE] arrived at the same conclusion and recommended that the programs improve their coordination in order to improve their technical support to the Operations Division in the execution of projects;
6. the 'sustainability' theme has not been well internalized to date, but is felt to have the potential to be an integrative factor since it touches all programs;



7. IICA's efforts to incorporate the concerns of women in development are well directed, but limited to one program to date. The strategy for implementation throughout the programs will require more resources and support from senior management.

Particular

In spite of the fact that the ultimate impact of IICA activities - i.e. its studies, seminars and publications - was often difficult to ascertain, a number of the project's more tangible outputs to date are noted below:

1. Program I - Under the project, a very powerful policy analysis tool, SIAPA, has been transferred to several member countries. These countries received microcomputers, software and a series of data bases together with training in their use. This will allow recipient governments to quickly arrive at informed decisions on matters of great interest and importance for their economies eg. the plethora of questions to be addressed prior to the upcoming discussions on reducing sub-regional and hemispheric trade restrictions.

2. Program II has, with the support of the project, become the coordination centre within the region for knowledge and expertise on agrobiotechnology and biosafety, building reference lists of experts, organizations and enterprises active in the field in LAC. Several Program II staff members have been invited to make presentations to international fora on these subjects.

3. Based on a series of country studies, Program III has developed an alternative model of rural development, one that foresees implementation of rural development in microregions in a decentralized, participatory manner. The



model postulates a hybrid of government (municipal) and the private sector, and puts greater emphasis on the participation of women and on training of leaders of cooperatives, rural enterprises, communities and municipalities in management and accounting.

This model will be tested in Costa Rica in a large [\$50-60 million, 5-year] project targeting 25,000 families which USAID has indicated interest in financing. Several countries have hosted country workshops (Paraguay and Chile) and others are being considered in Panama, Costa Rica, Central America and the Caribbean. These country and sub-regional workshops may lead to additional pilot projects.

4. Program III has also produced an IICA strategy for incorporating the concerns of women in development, and plans to employ consultants in policy development to incorporate these concerns in Programs I and II, as a priority.

5. Program V has assisted 14 countries in the Commonwealth Caribbean to mount a Caribbean Plant and Animal Health Information Network through the supply and installation of microcomputers and software, with appropriate training for national personnel.

6. Nine Canadian consulting firms or individual consultants have been involved in the project to date, and have been given exposure to IICA and various other entities, with the added benefit of increasing awareness of Canada in the region.

7. Under the project, IICA has conducted 7 seminars (276 participants), 5 workshops (96 participants), and 2 courses (48 participants). A complete list of meetings held and documents published is appended to this report.

Project Management

Agriculture Canada's International Programs Branch, the Canadian Executing Agency, has had a somewhat uneven input into this project. It was very active initially, taking charge and demonstrating leadership in the task of bringing coherence and structure to what was essentially a series of five separate IICA program requests. The Project Coordinator prepared an outstanding Inception Report, complete with a schedule of activities and expected outputs, which has proven very useful to the IICA Project Coordinators and Program Directors, as well as to the Evaluation Mission. While the CEA did not appear to address the issue of integration of activities, it did give structure and direction to the project.

The other major perceived value of the CEA, from IICA's point of view, was the Coordinator's knowledge of the Canadian professional resource context, and his ability to identify the appropriate consultant for the particular task. The Coordinator was also a good negotiator and a decisive manager, and was dedicated to the project full time. Although his death was a severe blow to the project, the CEA reacted quickly putting together a different kind of coordination unit.

This unit has a part-time Coordinator, supported by clerical staff who manage the financial reporting in a satisfactory manner. However, the effects of this part-time arrangement are beginning to manifest themselves in the lessening of regular contact with the IICA Coordinators and Program Directors, with the result that Canada's interests are being overlooked: IICA's decision to continue development of the highly acclaimed SIAPA system is not surprising; the Mission feels it is regrettable that this must be done with support from the Spanish government.



4.2 RECOMMENDATIONS

Given Canada's interest in actively supporting the OAS system and its affiliate organizations, and given the generally excellent use made of CIDA financing by IICA to date in the context of the ongoing project, and taking into account the opportunity to build on the successes of this first experience while at the same time giving future Canadian assistance more focus and identity, the Evaluation Mission recommends that:

1. CIDA consider a second project of support to IICA which focusses primarily, but not exclusively, on IICA's efforts to assist LAC governments and their small agricultural producers to modernize using the alternative strategies developed by Program III within the CIDA-IICA Project, and currently being tested in pilot projects in the region. If this project concept is found acceptable, IICA should develop a comprehensive proposal that would incorporate the necessary supportive elements involving the other programs;
2. additional funding be allocated immediately, from contingency funds if necessary, to continue Canadian support for the extension of SIAPA to as many interested member countries as possible within the current project, and to complete the exercise in a second project if that should prove feasible;
3. continued support be planned to the CARAPHIN network, extended to include the advantages of the RIMISA system, and extended to all countries of LAC, should IICA so propose;
4. the new project contain a provision for a full-time Canadian advisor on gender issues to support the IICA unit responsible, to develop proposals in response to the growing interest of a number of donors, and to better meet the



demands that would flow from a CIDA project focussed on IICA's modernization and organization strategies for small agricultural producers, which include rural women as a priority;

5. the new CIDA project support IICA's efforts to develop strategies for sustainable agricultural development within the context of modernization of the sector, and that this element be addressed by an inter-program task force to ensure that the concept is incorporated in all IICA policy recommendations.

6. Agriculture Canada appoint a full-time Coordinator to ensure adequate follow up on all substantive issues in the ongoing project, and be able to contribute appropriately to the consideration of a future project of assistance to IICA.

IICA's "Mission" will be updated at the upcoming meeting of the Inter American Board of Agriculture Ministers (IABA) in Madrid in September, 1991. Two of the theme papers to be discussed under The Agenda for LAC in the 1990s are entitled "the type of agricultural development that LAC needs: economic democracy and growth with equity" and "agriculture and the conservation of natural resources in LAC". Assuming these themes are endorsed, a project based on the above recommendations would assist IICA to prepare itself institutionally to fulfil its updated mandate.



5. **APPENDICES**



APPENDIX 5.1:**PERSONS INTERVIEWED**

B. Ross	Country Program Director, South America Regional
C. Lapointe	Country Program Analyst, S.A. Regional
H. Friso	Agriculture Sector Specialist, Natural Res.Div.
I. MacGillvray	former Agriculture Sector Specialist
E.M.C. Fiori	IICA Representative in Canada
C. Drummond	Director, Int Ag Dev Div, Int Prog Br, Ag Canada
L. Larose	Canadian Coordinator, IICA-CIDA Project
H.G. Pardy	Canadian Ambassador to Costa Rica
G. Grenier	Counsellor, Development, Can. Embassy
L. Bazinet	Consultant, Gender Issues
M. Piniero	Director General, IICA
L.H. Davis	Deputy Director General, IICA M.R. Otero Advisor to the Director General
J. Werthein	Director, External Relations, IICA
E. Trigo	Director Program II & Project Coordinator
W. Jaffe	Deputy Coordinator, CIDA-IICA Project
E. Alarcon	Acting Director, Program II
C. Pomareda	Director, Program I
J. Torres Z.	Specialist, Ag. Policy Analysis & Planning
G. Mair	Director Finances
M.O. Chiriboga	Director, Program III
C. Miranda	Specialist in Rural Development
D. Medrano	Specialist in Gender Issues in Development
S. Sepulveda	Specialist in Rural Development
J.L. Fowler	Director, Program V
A. Perdomo	Specialist in Plant Health
R.E. Quiros G.	Director Program IV
A. Padilla L.	Specialist, Marketing & Agroindustry
R. Casas B.	CEPPI, Specialist, Project Formulation & Admin
C. Brathwaite	Asst. Dir. Operations, Caribbean & C. America
F. de Risco	DIPROE, Director Programming
E. Lizano	CEFSA, Former Pres. Central Bank of C. Rica

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J.J. Humana

T. Kerr

J. Leon

S. Muller

Vice Min. Agriculture, Costa Rica

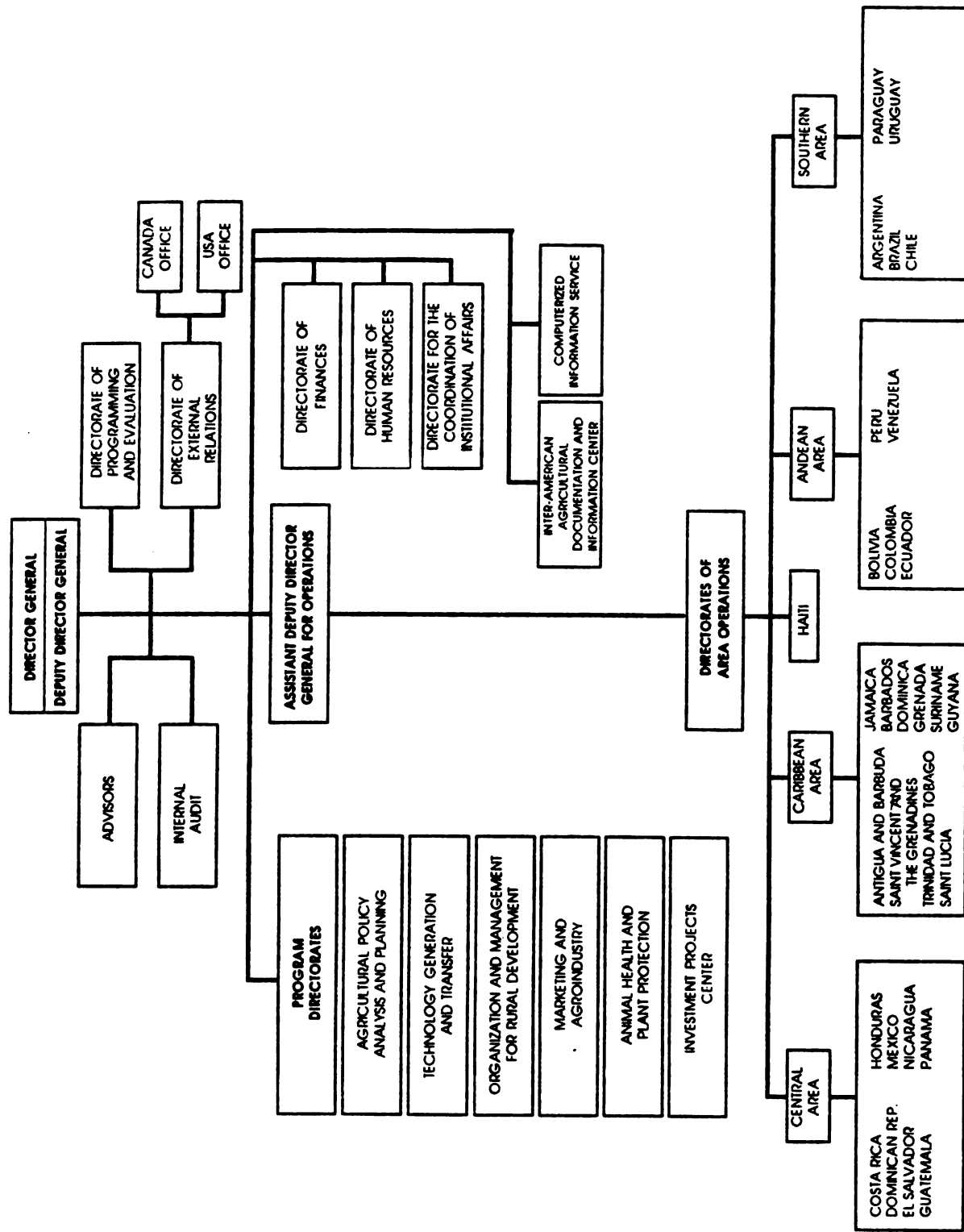
Consultant, Program I for SIAPA

IICA Country Representative, Guyana

Consultant, GTZ, Fed Rep of Germany



APPENDIX 5.2: ORGANIZATIONAL CHART OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (1989)





LA AGRICULTURA DE ALC EN EL CONTEXTO INTERNACIONAL DE LOS NOVENTA
ESTRATEGIAS PARA EL FIN DE SIGLO

1. Cambios en las Políticas Agroalimentarias en el nuevo contexto internacional
 - a. Cambios económicos y políticos a nivel mundial: su impacto en el contexto agroalimentario
 - b. Prioridades de las nuevas políticas agrarias en los países desarrollados:
 - . Apoyo a la explotación familiar
 - . Desarrollo rural y diversificación de actividades
 - . Agricultura y conservación de la cubierta vegetal
 - . Seguridad alimentaria y calidad de los alimentos
2. La agenda de ALC en los años 1990
 - a. El papel del sector agroalimentario en la apertura de la economía
 - b. El tipo de desarrollo agropecuario que necesita ALC: democracia económica y crecimiento con equidad
 - c. La agricultura y la conservación de los recursos naturales en ALC
3. Las oportunidades y necesidades de la cooperación internacional
 - a. Relaciones tecnológicas, comerciales y financieras
 - b. Formación de recursos humanos para hacer efectiva la cooperación
 - c. Desafíos para el sistema institucional internacional



OUTPUTS COMPLETED (September 30, 1990)

PROGRAM I

- 410- 2 conceptual and methodological papers
8 case studies on modernization in agric in LAC.
8 final reports on modernization
1 book of readings on modernization
5 case studies on multiplier effects of modernization
4 final reports on multiplier effects
- 420- SIAPA (Info System for Ag Policy Analysis) developed Data base with analytical capabilities and word processing installed in 10 IICA Country Offices (of which 4 Area Offices), in 3 govt offices, and in SIECA. Hardware for above supplied to 7 offices Staff trained in use of the system
SIAPA adapted to SIECA (Cent Amer Econ Integration Sys
- 430- 1 Seminar in San Jose, July/89 on modernization
1 Seminar in Vina del Mar, May/90 on modernization and multiplier effects thereof
1 Publication of the proceedings in Spanish & English
- 440- Slightly behind schedule due to need to establish appropriate methodology for studies on modernization of rural producers (peasant sector said Jorge)

Additional output- Study on methodology to determine social impact (environment) of modernization.

BUDGET- \$578,700 (12.7% of Project budget)

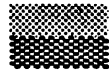
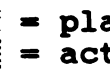
EXPENDITURES (30/09/90) \$447,648 or 77% Of Program I budget

TO BE COMPLETED- 410- 1 report (Mexico) 420-equipping an unspecified no. of country offices (13?) 440- Devise methodology to modernize rural sector, complete training.



TABLE I.A: ACTIVITY 400 _ AGRICULTURAL & RURAL DEVELOPMENT STRATEGIES

SCHEDULE

 = plan
 = actual, as of June, 1989

1988 1989 1990
 III IV I II III IV I II III IV

ACTIVITY

410: AGRICULTURAL
 MODERNIZATION



420: INFORMATION
 SYSTEMS FOR POLICY



430: SENIOR
 POLICY SEMINARS



440: SELECTED AGR'L
 STRATEGY ASSISTANCE



1991 1992 1993
 I II III IV I II III IV I II

410: AGRICULTURAL
 MODERNIZATION

420: INFORMATION
 SYSTEMS FOR POLICY

430: SENIOR
 POLICY SEMINARS



440: SELECTED AGR'L
 STRATEGY ASSISTANCE



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OUTPUTS COMPLETED (September 30,1990)

PROGRAM II

- 510- 5 analytical studies -Biotechnology in the Caribbean, Economic impact methodology assessment, Prospective Biotechnology, General impacts of agrobiotechnology on LAC, Elements for a Strategy-published.
1 Seminar-Paipa, Colombia, Aug/89
1 Proceedings on the Seminar and two papers presented were published.
- 520- 2 documents-Methodology-indicators for assessment of capability in agrobiotechnology(abt), Diagnostic of problems in development of abts.
1 Directory of research organizations and researchers in abt in LAC.
- 530- 1(of 4 policy papers) Intellectual Property Policies 1(of 3) case study proposal for Uruguay
1(of 2) Seminar on Intellectual Property, Nov/90
1 network established-Inter-American Study Group on the New Biotechnologies (Biosafety)
1 Seminar held for the above group, Brasilia, May/90
- 540- By decision 6.1 of Management Committee #5, reduce 7 sub-activities to 3.
Study of commercialization of research results and public and private sector linkages.
Study of abt firms.
Training in technology management.
- 540.2 Program II staff participated in 8 regional seminars and 2 international workshops, and published 4 docs.

BUDGET- \$1,043,830 (22% of Project budget)



EXPENDITURES (30/09/90) \$496,122 Or 48% of Program II budget

**TO BE COMPLETED-520-Patterns of scientific publication Q11
530-Methodology & seminar on priorities tech policy. Tech, fin & org req research capability
Info systems for ABT.530/2 Network proposals
genetic resources in Amazon Basin and plant
biotechnology in the Caribbean.**



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TABLE II.A: ACTIVITY 500 - STRATEGIC PLANNING & TECHNOLOGY OPTIONS

SCHEDULE

 = plan
 = actual, as of June, 1989

ACTIVITY	1988		1989				1990			
	III	IV	I	II	III	IV	I	II	III	IV

510: BIOTECHNOLOGY IMPACTS   (delayed)

520: LAC REGIONAL BIOTECH CAPACITIES  

530: BIOTECHNOLOGY POLICY FORMULATION 

540: GUIDELINES FOR RESEARCH MANAGEMENT 

1991				1992					
I	II	III	IV	I	II	III	IV	I	II

510: BIOTECHNOLOGY IMPACTS

520: LAC REGIONAL BIOTECH CAPACITIES

530: BIOTECHNOLOGY POLICY FORMULATION 

540: GUIDELINES FOR RESEARCH MANAGEMENT 

THE UNIVERSITY OF CHICAGO

OUTPUTS COMPLETED (September 30,1990)

PROGRAM III

- 610- 7 case studies on differentiated policies for rural dev
 - 1 synthesis document for above studies
 - 3 seminars, San Jose, Jan/90, Quito, June/90, Chile, Dec/90
 - 1 Country workshop, Paraguay
- 620- As above, decentralization studies and docs prepared jointly.
- 630- 6 case studies completed
 - 1 Document on strategies for programs and projects
 - 2 Seminars on women and youth participation in rural development, San Jose, May/90, Colombia, Sept/90
- 640- Training achieved in seminars under 610/620
- 650- Pilot experience in Costa Rica in advanced stages of planning. IDA funding anticipated
 - 4 other pilot projects planned

BUDGET-\$769,500 (17% of Project budget)


EXPENDITURES (30/09/90) \$429,827 or 56% of ProgramIII budget









TO BE COMPLETED-610- 5 country workshops (Mex. Pan. C.R. Caribbean, Southern Cone. 650- Pilot experiences in 3 or 4 additional countries.



TABLE III.A: ACTIVITY 600 - ORGANIZATION & MANAGEMENT
FOR RURAL DEVELOPMENT

SCHEDULE

 = plan
 = actual, as of June, 1989

ACTIVITY	1988				1989				1990			
	Quarter:	III	IV	I	II	III	IV	I	II	III	IV	
610: DIFFERENTIATED POLICIES FOR RD												
620: PARTICIPATION & DECENTRALIZATION												
630: WOMEN & YOUTH IN DEV'T PROJECTS												
640: TRAINING FOR RD PROFESSIONALS												
650: TWO RD PILOT PROJECTS IN LAC												
	1991				1992							
	I	II	III	IV	I	II	III	IV	I	II	III	IV
610: DIFFERENTIATED POLICIES FOR RD												
620: PARTICIPATION & DECENTRALIZATION												
630: WOMEN & YOUTH IN DEV'T PROJECTS												
640: TRAINING FOR RD PROFESSIONALS												
650: TWO RD PILOT PROJECTS IN LAC												



OUTPUTS COMPLETED (September 30,1990)

PROGRAM IV

710- Rapid appraisal report

Market profile for agro-industrial goods in USA & Can
5 documents- 1) Stepwise approach, 2) market for processed
meats, 3) market for processed fruits, 4) market for
essential oils, 5) natural additives.

Catalogue of technical descriptions of products and
correspondent procedures.

International Seminar on Policies for Agro-industrial
Development, co-financed by Government of Brazil, World Bank
and CIDA.

**720- This activity was transferred from the Canadian consultant
to Program IV along with the budgetary allocation, and will
begin implementation in Quarter 11. -Decision 8.1 of
Management Committee Meeting #5.**

730- nil

740- nil

BUDGET- \$689,200 (15.1% of Project budget)

EXPENDITURE (30/09/90) \$192,650 or 28% of Prog IV budget







**TO BE COMPLETED-710-Seminar was not held, Market Approaches
& Products not developed, Methodology 10 mo. late.
720-IICA seeking consultants for list proj
submitted to fin inst, & list of feasible proj
given LA productive conditions. Q11**

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TABLE IV.A: ACTIVITY 700 - AGRO-INDUSTRIAL EXPORT DEVELOPMENT

SCHEDULE

 = plan
 = actual, as of June, 1989

ACTIVITY	1988		1989				1990			
	III	IV	I	II	III	IV	I	II	III	IV
710: NORTH AMERICAN MARKET POTENTIAL										
										
720: AGROINDUSTRIAL PRIORITIES IN LAC										
730: MARKET PROFILES FOR JOINT VENTURES										
740: DEVELOP/PROMOTE JOINT VENTURES										
		1991			1992			1993		
	I	II	III	IV	I	II	III	IV	I	II
710: NORTH AMERICAN MARKET POTENTIAL										
720: AGROINDUSTRIAL PRIORITIES IN LAC										
730: MARKET PROFILES FOR JOINT VENTURES										
740: DEVELOP/PROMOTE JOINT VENTURES										



OUTPUTS COMPLETED (September 30,1990)

PROGRAM V

- 810- Proposals made to governments
2 model projects under way, Fruit Fly in Trinidad and Tobago
and Dairy in Guyana
Quarterly progress reporting amended.
- 2.- Project headquarters established in Trinidad, staffed and
operational.
Consultations held in workshops for Chief Veterinary
Officers and Plant Protection Agents.
- 820- 2 Regional training courses held, latest course in Sept 1990
with 14 countries participating, Animal Health & Plant
Protection.
Regional Newsletter published bi-annually
Training given in epidemiology and data analysis
Training of national animal and plant health offices given
through on-site visits and regional courses.
- 830- Regional reporting system initiated through purchase and
installation of computers and software, with visits to each
office to set up and render equipt operational.
Model projects operational and reporting??? CARAPHIN network
functioning through newsletters, workshops and
correspondence.

BUDGET (Rev) \$ 493,500 (10.8% of project budget) EXPENDITURES
(30/09/90) \$342,722 or 69% of Program V budget TO BE COMPLETED-
Program V on schedule.

FIVE PROGRAMS' BUDGET- \$3,574,730 (78% of Project budget)



TOTAL EXPENDITURES- \$1,915,750 or 53.6% of 5 Programs'
budget

TIME ELAPSED- 62.5% of Project duration, 2 years 3 months
or 10 quarters out of 16 quarters to June 1992



TABLE V.A: ACTIVITY 800 - PLANT & ANIMAL HEALTH INFORMATION SYSTEMS

SCHEDULE

 = plan
 = actual, as of June, 1989

	Quarter:	1988			1989				1990			
		III	IV	I	II	III	IV	I	II	III	IV	
ACTIVITY												

810: PRIORITY REVIEW METHODS & STRATEGY 


820: TRAINING NATIONAL PERSONNEL 

830: IMPLEMENTING INFORMATION SYSTEM 

		1991					1992				1993	
		I	II	III	IV	I	II	III	IV	I	II	

810: PRIORITY REVIEW METHODS & STRATEGY

820: TRAINING NATIONAL PERSONNEL 

830: IMPLEMENTING INFORMATION SYSTEM 



APPENDIX 5.5:

WORKSHOPS, MEETINGS, SEMINARS AND PUBLICATIONS

Por otro lado, debe destacarse que con las diversas actividades realizadas por el Proyecto en la región, tales como seminarios, cursos de capacitación y publicaciones, se ha difundido la presencia de Canadá en América Latina y el Caribe en forma significativa y se ha ampliado el interés por ese país, como lo demuestran las cifras de participantes en los eventos realizados a la fecha:

Seminarios: 7	Participantes: 276
Talleres de trabajo: 5	Participantes: 96
Cursos: 2	Participantes: 48

Resultados específicos

Ya se ha obtenido un número significativo de productos específicos en el Proyecto. En los siguientes listados se presenta el número de encuentros realizados y la cantidad de participantes, así como las publicaciones impresas.

Listado de encuentros

17 - 18 de noviembre 1988.

Regional Workshop on Animal and Plant Disease and Pest Monitoring for the Caribbean, Port of Spain, Trinidad and Tobago.

31 delegados nacionales y representantes de Ministerios y agencias regionales responsables de asuntos agrícolas, de 13 países del Caribe angloparlante y Suriname.

13 de noviembre 1988.

Regional Meeting on Desert Locust in the Caribbean.

Port of Spain, Trinidad and Tobago.

12 funcionarios de alto nivel responsables de asuntos fitosanitarios de 12 países del Caribe angloparlante.

13 - 14 de marzo 1989.

Taller de trabajo sobre metodologías para la determinación de capacidades en biotecnologías en América Latina y el Caribe.

Ottawa, Canadá.

10 Directores Generales y Directores de varias unidades de Agricultura Canadá y personal del IICA.

4 - 7 de abril 1989.

Seminario de alto nivel sobre Políticas para el Desarrollo Agroindustrial.

Brasília, Brasil.

50 participantes de 14 países de América Latina y el Caribe y organizaciones regionales e internacionales, todos ellos funcionarios de alto nivel de ministerios, asociaciones industriales y otras organizaciones relacionadas al desarrollo agroindustrial.

4 - 6 de julio 1989.

Taller de trabajo sobre Procesos de Modernización en la Agricultura de América Latina y el Caribe.

San José, Costa Rica.

31 participantes de 8 países representantes de ministerios de Agricultura, instituciones académicas, firmas de consultoría y del IICA.



27 -29 de junio 1989.

Taller de trabajo sobre Experiencias de Políticas de Desarrollo Rural Diferenciadas y Modelos de Desarrollo Rural Descentralizados con Participación Campesina en América Latina y el Caribe.

Quito, Ecuador.

12 investigadores, consultores y personal del IICA.

14 - 17 de agosto 1989.

Seminario sobre Perspectivas e Impactos Generales de las Agrobiotecnologías en América Latina y el Caribe: Implicaciones Políticas y Estratégicas.

Paipa, Colombia.

32 participantes de 12 países y 6 organizaciones regionales e internacionales, incluidos 15 Directores y Coordinadores de programas nacionales o institucionales de biotecnologías.

11 - 22 de septiembre 1989.

Primer Curso Regional de Monitoreo de Plagas y Enfermedades de Cultivos y Animales en el Caribe.

St. Augustine Campus, U.W.I., Trinidad and Tobago.

36 participantes representantes de ministerios y agencias regionales responsables de asuntos agrícolas del Caribe angloparlante y Suriname. Los participantes incluyeron a todos los miembros del área del Caribe del IICA, con excepción de Haití, más Belice, Montserrat and San Kitts y Nevis.

8 -19 de enero 1990.

Curso sobre Modelos para la Formulación y Evaluación del Análisis de Políticas Agrícolas.
San José, Costa Rica.

12 miembros del Programa de Análisis y Planificación de Políticas Agrícolas del IICA.

30 de enero - 1 de febrero 1990.

Seminario sobre Políticas de Desarrollo Rural Alternativas para América Latina y el Caribe
San José, Costa Rica.

30 representantes de agencias nacionales responsables del desarrollo rural y de organizaciones internacionales y regionales de 15 países.

23 - 25 de mayo 1990.

Seminario sobre Procesos de Modernización en la Agricultura de América Latina y el Caribe.

Viña del Mar, Chile.

22 participantes de 8 países representantes de ministerios de agricultura, instituciones académicas y organizaciones internacionales.

28 - 31 de mayo 1990.

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San José, Costa Rica.

25 representantes de agencias nacionales y regionales responsables del desarrollo rural de 7 países.

29 de mayo - 1 junio 1990.

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Brasília, Brasil.

77 científicos y representantes de agencias regulatorias y organizaciones internacionales, europeas y regionales relacionadas al tema de la bioseguridad.

24 - 26 de junio 1990,

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40 representantes de agencias responsables del desarrollo rural de cinco países andinos y organizaciones regionales.

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Autor

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