

Focused on People and Committed to the Future

The First 100 Days Report



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1. Executive Summary

This report presents a brief and consolidated description of the actions and activities implemented by the new administration of IICA during the last 100 days, since its inauguration on January 15, 2002. The results-based managerial style adopted by IICA's new administration to approach its Member States and to develop a proactive agenda of mutual interests during this period, reflects, in many ways, the new vision presented by the new administration in its document "Repositioning IICA to Meet the Challenges of the 21st Century."

The new administration is focused on providing a more modern and business-oriented organization that will be driven by the needs of the Member States and where technical excellence, respect for the norms of the Institute, financial prudence, transparency and accountability, strategic partnerships and a reduction in bureaucracy are emphasized. The new administration has strengthened IICA's auditing system and created a high-level body responsible for performance management and evaluation as a mean of improving the accountability of the Institute to its stakeholders.

The need to reposition the Institute stems from five major factors that impact on the Institute and the agricultural sector of the Americas.

- Changes in the global context of agriculture and rural development
- The new mandates from the Summit of the Americas
- The new mandate and a new dimension for the Inter-American Board of Agriculture (IABA) and IICA stemming from the thirty-first General Assembly of the Organization of American States (OAS).
- The conclusion of an agreement for cooperation with global strategic partners
- The need for a new style of technical cooperation where national, regional and hemispheric agendas are developed on the basis of

national, regional and hemispheric priorities, and where transparency, accountability, strategic partnerships and shared responsibility with the Member States are adopted.

Following is an overview of the work carried out in the last 100 days, the decisions taken based on the new mandates of the Institute stemming from the Third Summit of the Americas and the thirty-first General Assembly of the OAS. In addition, this document highlights the new vision, mission, objectives and priorities considered in the new "Medium Term Plan for 2002-2006" and which will orient IICA's contribution to the agricultural community of the Americas during the next four years. The new Medium Term Plan takes into account the lessons learned and foundations built over the last eight years.

This report presents the decisions taken for strengthening and streamlining the internal management structure of the Institute in order to put this new approach into action. The managerial decisions taken follow an integrated management framework as developed and suggested by the Special Advisory Committee on Management Issues.

Finally, this report presents some conclusions and a summary of the actions taken to energize the process of change under way at the Institute in order to build an institution that supports the Member States and accompanies them in the pursuit of a hemisphere that is food-secure, technologically prepared, environmentally managed, and socially equitable for present and future generations.



Chelston W.D. Brathwaite
Director General

2. Introduction

On January 15th, 2002, the new administration of IICA began its tenure for the period 2002-2006 with a clear commitment of repositioning the Institute as the most important provider of technical cooperation on agriculture and agricultural community development in the Americas.

On that occasion, the new administration presented to all its Member States its strategic guidelines, which were described in the document “Repositioning IICA to Meet the Challenges of the 21st Century.” In this document, the new vision, mission and objectives of this administration were presented. They are as follows:

New Vision: To promote food security and prosperity of the rural sector of the Americas.

New Mission: To support the Member States in their pursuit of progress and prosperity in the hemisphere through the modernization of the rural sector, the promotion of food security, and the development of an agricultural sector that is competitive, technologically prepared, environmentally managed, and socially equitable for the peoples of the Americas.

New Objectives:

- To support the countries of the hemisphere in their efforts to promote integration, cooperation and participation in the global economy;
- To support the Member States in ensuring the safety of food supplies and removing sanitary and phytosanitary barriers to trade;
- To support agro-industrial and agri-business development of the sector by promoting the adoption of new technology and business principles by sectoral enterprises in order to upgrade competitiveness and the development of a global agri-business environment;
- To promote sustainable rural development and the sustainable use of natural resources for present and future generations;

- To support the Ministries of Agriculture in the process of transforming their role, structure, and functions in order to face the new realities of globalization and State modernization; and
- To support the process of to transform agricultural education, in order to produce scientists, technicians and entrepreneurs who can effectively develop/reposition agriculture.

In order to achieve its objectives, the actions of the new administration in the hemisphere will be guided by 12 fundamental principles:

- Promotion of a new global dimension and a new corporate image;
- Promotion of financial prudence, transparency, efficiency, accountability, and respect for the norms of the Institute;
- Promotion of respect for diversity and continuous development of human resources;
- Decentralization of the Institute to the national level;
- Promotion of private sector participation in IICA’s endeavors;
- Promotion of a national technical cooperation agenda in all Member States;
- Incorporation of an environmental dimension in development initiatives;
- Strengthening national capacity through the use of national professionals at the national level;
- Strengthening relationships with Member States through a strategy for new governance by institutionalizing a mechanism similar to the Special Advisory Commission on Management Issues;
- Promotion of change through institutional modernization of the agricultural sector;
- Promotion of the use of technical teams, technical articulation, technical excellence, greater horizontal technical cooperation, and the transfer of experiences; and
- Implementation of a programme of performance audit, monitoring, and evaluation.

3. Enhanced Relations with the Member States: The National Cooperation Agendas

On January 16, 2002, the Director General instructed all Representatives in the Member States to begin a process of dialogue with national authorities, the private sector, academia and civil society to prepare national technical cooperation agendas.

The preparation of these agendas represents a new approach to technical cooperation in which the concepts of partnership, cooperation and demand-driven efforts are emphasized and which will constitute an important element in the preparation of the Institute's Medium Term Plan for 2002-2006. The agendas will emphasize a holistic approach that prioritizes food security, building national trade capacity and rural community development. They will place emphasis on five strategic areas of action:

- Trade, Policy and Integration

- Agribusiness Development
- Sustainable Rural Development
- Agricultural Health and Food Safety
- Technology Innovation

The preparation of these agendas recognizes the unique nature of each Member State of the Institute and aims to fulfill the mandate of greater participation of the Member States in the design and implementation of actions at the national level. In addition, each IICA Representative in the Member States will now prepare an annual report to be submitted to the Minister of Agriculture in his/her country describing the progress made in implementing the national agenda. This will promote transparency, accountability and cooperation at the national level and ongoing dialogue with our stakeholders.

The new administration proposed an institutional structure aiming to

4. A New Institutional Structure

achieve coordination, integration of actions and efficiency in operations. The proposed structure is based on an integrated management framework recommended by the Special Advisory Committee on Management Issues. The components of the proposed integrated management framework are described in the **Appendices 1 and 2.**

Results-based management will be adopted as a basis for managing the Institute. The new institutional structure is described in **Appendix 3.** The salient features of this new structure are:

- A flatter institutional arrangement

- A span of control of five management units
- A simplification of functions
- A consolidation of existing units
- Assignment of priority roles for IICA Headquarters and the IICA offices in Washington, D.C., and Madrid, Spain.

The new roles for IICA Headquarters are the following:

- Definition of strategic orientations for IICA
- Technical leadership and technical coordination
- Management of physical, human and financial resources

■ Performance management and evaluation

A new group of units was established to put into force the vision for the Institute. They are the following:

4.1 Technical Cooperation Secretariat, which is designed to provide technical leadership, coordination of efforts, and implementation of technical actions at Headquarters and in the member countries. The Secretariat comprises the following areas:

- Trade, Policy and Integration
- Agribusiness Development
- Sustainable Rural Development
- Agricultural Health and Food Safety
- Technology and Innovation
- Horizontal Technical Cooperation
- Training and Education, and
- Information and Communication
-

This Secretariat comprises the heads of the thematic areas described in the proposed Medium Term Plan for 2002-2006, as well as specialists working in the Institute's regions. These specialists will provide leadership for creating technical teams at the regional level and thematic teams at the hemispheric level, a modality that will strengthen the Institute's support for the countries in these thematic areas and provide for more effective horizontal technical cooperation. Based on the agendas for cooperation at the national level, the regional specialists will prepare regional projects that support the implementation of the agendas, and provide regional coordination in the thematic areas set out in the 2002-2006 Medium Term Plan .

4.2 Directorate of Performance Management and Evaluation, designed to provide ongoing monitoring and evaluation of technical cooperation actions. This Directorate will have the following roles:

- Develop systems for the ongoing review of implementation of hemispheric, regional, and national agendas
- Cooperate with the Internal Auditor, the External Auditors, and the Audit Review Committee in ensuring the transparency, effectiveness and accountability of the operations of the various units of the Institute
- Prepare reports, with clearly defined recommendations and a plan of action for improving the performance of the various units of the Institute
- Develop standards and procedures for the evaluation process, with appropriate incentives and sanctions
- Be a source of information on successful and unsuccessful experiences gained in the implementation of IICA's actions.

4.3 Directorate for Strategic Partnerships, designed for forging and coordinating alliances with strategic international partners, with a view to strengthening the financial and technical base of the Institute. It will be based in Washington D.C and will facilitate cooperation with the OAS, the World Bank, IDB, PAHO, and other international and financial agencies in Washington, Ottawa, Brussels, Rome and other parts of the world. It will also coordinate the work of the IICA Office in Spain, which will serve as the Institute's window for cooperation with Europe. This office will have linkages with the regional specialists in the area of project preparation, which will enable the Institute to prepare and implement investment projects in the countries in cooperation with the international financial community and provide opportunities for mobilizing local resources.

4.4 Directorate for Strategic Planning and Institutional Modernization, designed for strategic planning with a view to anticipating the future of the agricultural sector. Also included among the responsibilities of this Directorate are institutional modernization, particularly for the preparation of the Institute's

Medium Term Plans , and the evaluation of global strategic trends and their influence on agriculture in the Americas. This unit will assist agricultural institutions in the countries to transform their roles, structure and functions in order to address the new realities of globalization and State modernization. Moreover, the Directorate will be involved in the following:

- Providing planning support to the various units of the Institute
- Following up on the Summit of Americas process
- Providing inputs and planning for the Ministerial Fora of the Inter-American Board of Agriculture (IABA).

In addition to creating these new Units, the following managerial decisions were taken for improving the efficiency and effectiveness of the Institute with its Member States:

a. Elimination of the Regional Centers. The Regional Centers were created in 1995 to provide for coordination of regional action and decentralization to the regional level. Experience over the years, however, demonstrated that these centers had become administrative bottlenecks to efficient decision making. In addition, they were costly. The decision was taken to rationalize the use of financial resources and to provide coordination of regional actions by a Representative in one of the countries of the region. This decision resulted in a net saving of approximately US\$ 1.2 million.

The elimination of the Regional Centers has also resulted in a more direct relationship between Headquarters and the Representatives in the countries. Administrative arrangements between the Representatives and Headquarters are being examined with a view to decentralizing certain administrative functions to the national level. The Regional Centers are replaced by a Council of Representatives of the regions, which will be coordinated by a Regional Coordinator and the Director of Area Operations at Headquarters.

b. Establishment of a Pre-Investment and Emergency Fund in the Offices. The savings resulting from the decision to eliminate the Regional Centers has allowed the Institute to strengthen the national offices and to establish an emergency fund to address unanticipated requests from the Member States.

c. Promotion of Private Sector Participation. The new administration has proposed the recruitment of agribusiness specialists at the regional level and has included the development of agribusiness as a strategic area of the Medium Term Plan for 2002-2006. This initiative will give rise to close cooperation between the Institute and the private sector for the implementation of actions. In addition, a project to establish an agribusiness and trade capacity building facility in Miami has been proposed by IICA and is being considered by its Member States, particularly by authorities of the U.S. government.

5. Promotion of a New Corporate Image

The Institute will develop a new corporate image that emphasizes its commitment to contributing to agricultural development, food security and the modernization of rural communities in the hemisphere. The

new approach recognizes the unique nature of each Member State and the need for the Institute to become a more effective instrument for horizontal technical cooperation among its members.

The Institute is also mindful that development is a complex process and, to be successful, it must involve all actors at the national level and its global strategic partners. In promoting this new image, over 1000 copies

of the document **“Repositioning IICA to Meet the Challenges of the 21st Century”** have been distributed and press releases and interviews have been distributed throughout the hemisphere.

6. Preparation of the 2002-2006 Medium Term Plan

A preliminary draft of the new Medium Term Plan has been prepared and circulated to Member States for comments and opinions. The comments have been extensive and these are currently being

coordinated and synthesized to prepare a second draft version of the Plan. The Plan will also incorporate the national agendas being prepared in the countries.

7. The Policy on Human Resources

7.1 Application of Article 58.e of the Rules of Procedure of the General Directorate. The new administration took the decision to implement Article 58.e of the Rules of Procedure of the General Directorate, pursuant to which it has terminated the services of all staff members 65 years of age or more. This decision has resulted in the elimination of ten staff positions, with a potential savings of US\$1,200,000. In addition, the contracts of five international professional staff were terminated.

7.2 Reduction of Management Positions in the Institute. At December 31, 2001, there were 36 D (Director)-level positions in the Institute. As a result of a rationalization process carried out in the last 100 days, this administration has decreased this to 27 D-level positions, representing a 25% reduction in management positions in the Institute. The current situation is the following:

D-Level Positions	Previously	Currently
D2	21	13
D1	8	11
D (consultants)	7	3
Total	36	27

This will be further reduced when three additional D-level contracts will be terminated at the end of 2002. The current budgetary situation with respect to International Professional Personnel (IPP) costs is as follows:

ANNUALIZED COSTS			
	2001	2002	Difference
Number of IPPs	101	93	-8
P level	65	66	+1
D2	28	16	-12
D1	8	11	+3
Quota	US\$ 9,793,145	US\$ 8,720,115	US\$ -1,073,030
CATIs/INR	US\$ 575,288	US\$ 750,003	US\$ 174,715
TOTAL	US\$ 10,368,433	US\$ 9,470,118	US\$ -898,315

This reduction in personnel costs has released funds for operations at the national level.

7.3 Reduction in Permanent Staff Positions. Of the 93 International Staff, 12 are career positions (regular staff); the remaining 81 have temporary two-year contracts. The number of regular positions in 2001 was 17. This represents a 30% reduction in regular staff members and a 30% reduction in fixed costs. This also provides more flexibility for the recruitment policy.

7.4 Gender Balance. All 17 persons who left the Institute were men. Of the nine posts filled to replace those leaving, five were filled by women and four by men. This is in line with the new

administration's policy to recruit more professional women into the Institute.

7.5 Promotion of Respect for Diversity and Continuous Human Resource Development. As a result of its commitment to diversity and the continuous development of human resources, the administration established a unit for in-house training within the Directorate of Human Resources. This unit will evaluate training needs of personnel and promote training programs to ensure that our staff is

8. Building New Relationships with Global Strategic Partners



The Director General of IICA, Chelston W.D. Brathwaite, and the President of the Inter-American Development Bank (IDB), Enrique Iglesias, sign an agreement extending cooperation with FONTAGRO in the amount of US\$1,311,500.00. The ceremony was held in Washington, D.C. on February 11, 2002.

up to date in their knowledge of new technologies and other matters. On March 9, 2002, during the meeting of the Inter-Agency Group for Sustainable Development, held prior to the Meeting of Governors of the Inter-American Development Bank (IDB) in Fortaleza, Brazil, the new administration signed an agreement for continuing cooperation with seven strategic partners. This agreement seeks to extend and continue an initiative launched in 2000 in New Orleans. The strategic partners in the agreement are the World Bank, the United States Agency for International Development (USAID), the German cooperation agency GTZ, the International Fund for Agricultural Development (IFAD), the United Nations Food and Agriculture Organization (FAO) and the United Nations Economic Commission for Latin America and the Caribbean (ECLAC).

In February 2002, the Director General of the Institute visited the Headquarters of the Organization of American States (OAS), in Washington, D.C, to discuss a new relationship, based on effective

partnerships. As a result of this, discussions are under way for the IICA Office in Washington, D.C., to return to the OAS building. On that same occasion, the Director General also discussed strategic partnerships with the IDB, the International Food Policy Research Institute (IFPRI), USAID, the World Bank, and the Pan American Health Organization (PAHO), holding discussions with leading officials in order to present the new corporate image and

focus, and to strengthen cooperation initiatives.

8.1 Relationship with the Tropical Agriculture Research and Higher Education Center (CATIE). Based on discussions held with the Director General of CATIE and with the ministers of agriculture of Central America and Panama, the Institute is pursuing a new relationship with that organization in order to ensure increased integration of programs and to provide

9. Strengthening Relations with IICA's Governing Bodies

more coordinated services to their Member States.

In the document "Repositioning IICA to Meet the Challenges of the 21st Century," the new administration highlighted the importance of modernizing the mechanisms that link the General Directorate with its governing bodies: the Inter-American Board of Agriculture (IABA) and the Executive Committee. The General Assembly of the OAS and the Third Summit of the Americas conferred on IICA and its governing bodies a new dimension and mandates that will play a key role in the repositioning of the Institute in the Americas.

At the Thirtieth OAS General Assembly, the foreign affairs ministers of the Member States resolved to:

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- Confer a new dimension on the IABA and recognize it as: "...the primary ministerial forum within the OAS for analyzing and building consensus on policies and strategic priorities for the improvement of agriculture and rural life in the Hemisphere, and
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- Instruct IICA to develop and strengthen mechanisms of cooperation and exchange with other organs, agencies and entities of the Inter-American system for proposing, coordinating, and executing policies and programs relating to the improvement of agriculture and rural life in the context of the Inter-American system and the Summits of the Americas process."

The Third Summit of the Americas, held in Quebec City, Canada, in April 2001, produced a Hemispheric Declaration and a Plan of Action



The Director General of IICA, Chelston W.D. Brathwaite, accompanied by Mrs. Ann Veneman, Secretary of Agriculture of the United States of America, and Dr. Gonzalo E. Gonzalez, Minister of Agriculture, Livestock and Fisheries of Uruguay, during the inauguration of the Uruguayan Embassy in the United States of America, on February 16, 2002.

that clearly define the strategies and programs needed for creating greater economic prosperity, expanding economic opportunity and fashioning international relations among the countries of the Americas.

Summit documentation potentially changes two aspects of IICA's current role, as envisaged in IICA's proposed Medium Term Plan for 2002-2006.

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- The Summit Plan of Action extends IICA's role beyond that of promoting inter-American dialogue only through the Inter-American Board of Agriculture (IABA) –the traditional route. While that important group will be valuable to the process, the Plan of Action also calls for IICA's involvement in other dialogue and coordination groups.
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- IICA is also being asked to extend its role beyond being primarily a supplier of technical cooperation for agriculture. It is now being asked to take on a broader mandate: one that is more proactive and brings agricultural, environmental and rural development issues into

a broader debate of hemispheric integration and prosperity. These mandates facilitate the definition of a clear role for IICA in the 21st Century.

Since IICA has been recognized as a partner institution of the Summit of the Americas process, its responsibilities vis-à-vis the ministries of agriculture of the Americas have been broadened. Meetings of the IABA will focus more on the strategic, political and external aspects of the responsibilities of the ministries of agriculture and IICA, particularly as concerns the agricultural community and rural life in the Americas.

As part of IICA's internal reorganization to respond to its new roles and mandates, it has created a unit to follow-up the Summit of the Americas process.

Additionally, it has strengthened the unit responsible for events and meetings which will have a more visible and important role within the

10. New Institutional Policies

General Directorate.

10.1 Strengthening national capacity through the use of national professionals. The national professional staff currently employed by the Institute make a significant contribution to the work of IICA. During this period under review, a number of national professionals were promoted to key posts in the administration at Headquarters. These include the Head of Institutional Norms and Procedures, the Head of Public Information and Corporate Image, the Head of the Meetings Secretariat, and the Head of Staff Training. National professionals

will also be more widely used to implement technical actions in the Member States.

10.2 Institutionalization of the Special Advisory Commission on Management Issues. The administration moved expeditiously to institutionalize this mechanism which advises the Director General, and has prioritized the review of current institutional norms and procedures, as recommended in the first report of the Commission. The aim is to update them in order to bring them into line with the new vision of the Institute, as set out in the document "Repositioning IICA to Meet the Challenges of the 21st Century."

10.3 The Cultural Context. Several initiatives have been

undertaken to further modernize the Institute. A new policy on internal communication is being developed and the Director General has held frequent meetings with the staff. The concepts

11. Conclusions and Summary of Actions

of staff training and awarding excellence have been well received by Institute personnel.

The first three months of the new administration have been an active period of change that will soon be consolidated. The actions taken reflect the new vision that the new administration presented to its Member States in the document “Repositioning IICA to Meet the Challenges of the 21st Century.”

The key strategic objective of the new IICA administration is to support its Member States in their efforts to unleash the talent, energy, and enterprise of the people of the Americas so that the agricultural and rural sectors can compete internationally. The new administration is committed to repositioning the Institute to create a culture of excellence that results in the provision of information, knowledge, leadership and technical support that will contribute to improving the lives of people and to ensuring the prosperity of the nations of the hemisphere.

This report presents the initial actions taken by the new administration in pursuit of this objective. The new administration is convinced that this proposed new strategy for the Institute will provide the basis for building the IICA of the 21st Century: an institution of excellence with clearly defined priorities, creative leadership, decentralized operations, modern management, and efficient and effective actions. Its challenges for the future, then, are to strengthen partnerships with the Member States and to accompany them in the pursuit of a hemisphere that is food-secure, technologically prepared, environmentally managed, and

socially equitable for present and future generations.

Outlined below is a summary of actions and achievements during the first 100 days of the new administration:

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- Establishment of a Code of Ethics for Institute personnel
- Establishment of a new profile for Representatives
 - Establishment of a new structure at Headquarters, including:
 - a)** Public Information and Corporate Image Unit
 - b)** Directorate of Performance Management and Evaluation
 - c)** Protocol and Institutional Relations Unit
 - d)** Technical Cooperation Secretariat
 - e)** Institutional Norms and Procedures Unit
 - f)** Directorate for Strategic Planning
- Establishment of the Directorate of Strategic Partnerships in Washington, D.C.
- Establishment of a unit to prepare proposals for staff training and for rewarding excellence in the Institute
- Proposal for a new system of national awards in the agricultural sector
 - Establishment of a system for the preparation and approval of the new National Technical Cooperation Agendas
 - Designation of regional specialists in the thematic areas
 - Appointment of Representatives to vacant posts in Canada, Peru, Trinidad and Tobago, Barbados, Jamaica, United States, Brazil and Panama, owing, for example, to retirement, changes in positions of trust, long periods in the same country
- Development of an institutional communications strategy, both for

- 
- internal and external communications
 - Preparation of the draft of new Medium Term Plan and presentation of same to stakeholders and to the international financial community
 - Proposal for new ways to manage the budget and to prepare the 2003 budget
 - Establishment of internal committees and guidelines for their operations
 - Review of the posts of support personnel at Headquarters
 - Review of the policies on travel and on the hiring of consultants
 - Proposal prepared for the Meeting of Representatives scheduled for September 2002
 - Preparations advancing for the Executive Committee Meeting and for the event to commemorate the Institute's 60th anniversary
 - Official visits to member countries: United States, Brazil, Panama, Dominican Republic and Jamaica, and to a number of strategic partners
 - Establishment of closer ties with the Special Advisory Committee on Management Issues
 - Establishment of an internal committee to address the use of information technology for reducing Institute costs
 - Development of an instrument for internal communication
 - Establishment of an internal committee to make the Institute multilingual
 - Establishment of an internal committee to review the institutional relations of the Institute with strategic institutions such as the Inter-American Center for Rural Development (CIDER), CATIE, etc.
 - Definition of International Professional Positions within the Institute
 - Meeting with ministers of agriculture of Central America and
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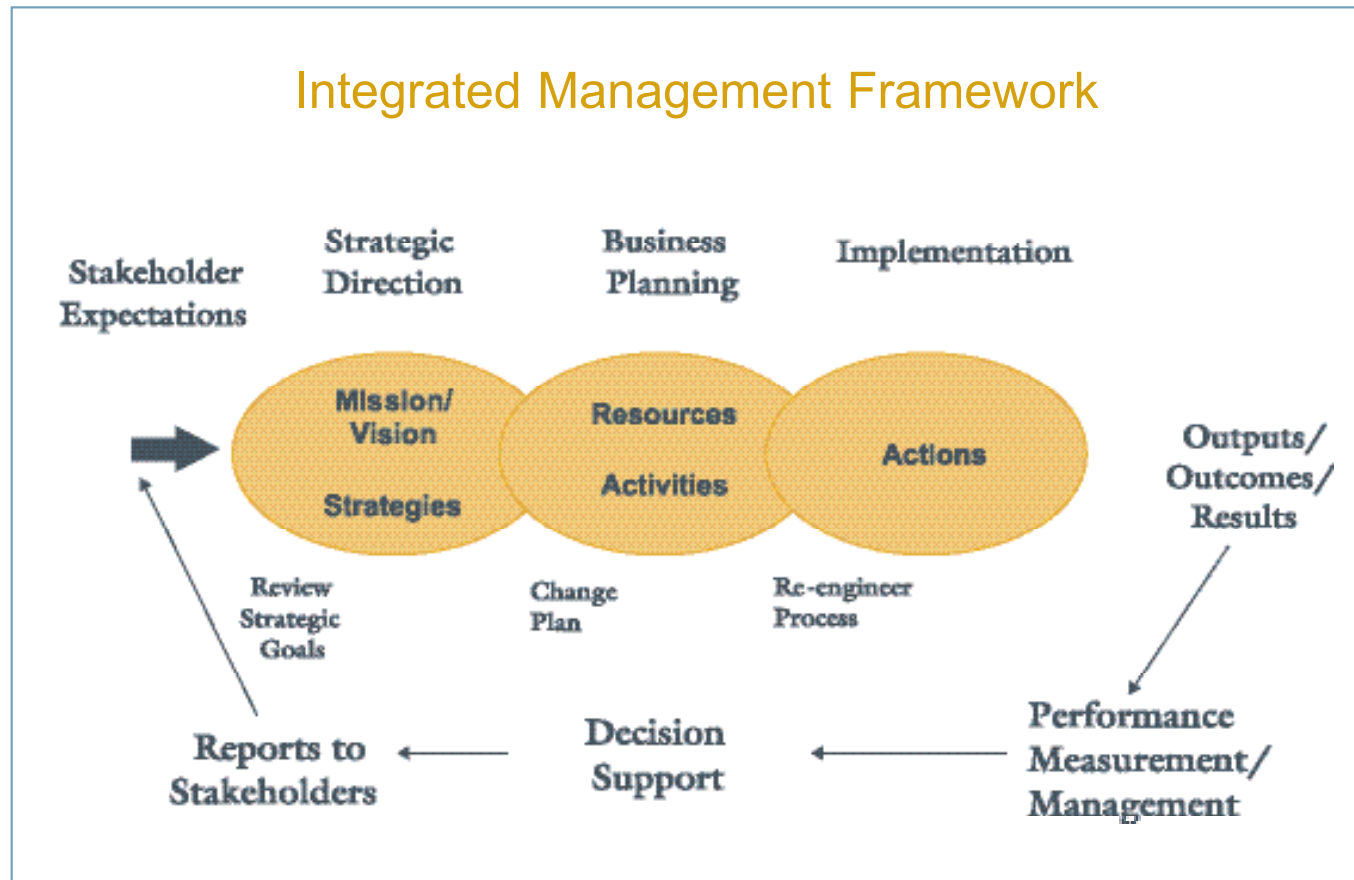
Appendix 1

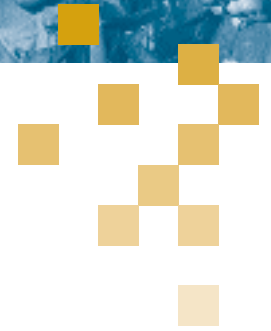
Components of the Proposed Integrated Management Framework

The following table shows the relationship between the components of the integrated management framework and the responsibilities assigned to the units of the Institute.

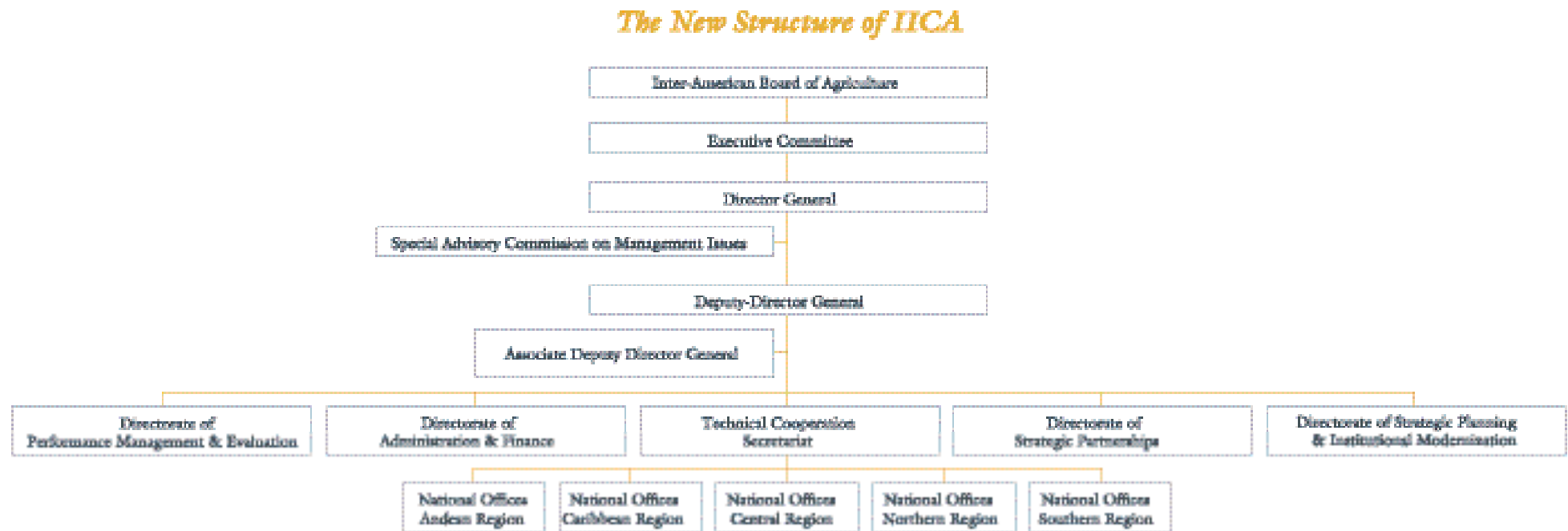
Component	Unit(s) responsible
Strategic orientation	IABA Executive Committee Special Advisory Commission on Management Issues Office of the Director General
Planning and resource allocation	Office of the Director General Directorate of Administration and Finance Directorate of Performance Management and Evaluation Directorate for Strategic Planning and Institutional Modernization Technical Cooperation Secretariat Directorate of Strategic Partnerships
Implementation	Technical Cooperation Secretariat National Offices
Performance evaluation	Directorate for Performance Management and Evaluation
Reporting, review and adjustment	Office of the Director General Directorate of Performance Management and Evaluation Technical Cooperation Secretariat Other relevant units

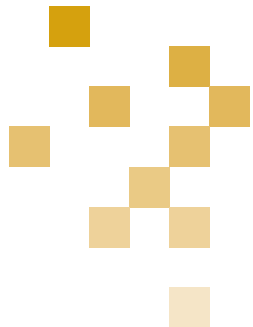
Appendix 2





Appendix 3 The New Structure of IICA





IICA's new mission is to support the Member States in their pursuit of progress and prosperity in the hemisphere by modernizing the rural sector, promoting food security, and developing an agricultural sector that is competitive, technologically prepared, environmentally managed, and socially equitable for the people of the Americas.

IICA MEMBER STATES

Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Republica Dominicana, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States of America, Uruguay, and Venezuela.



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