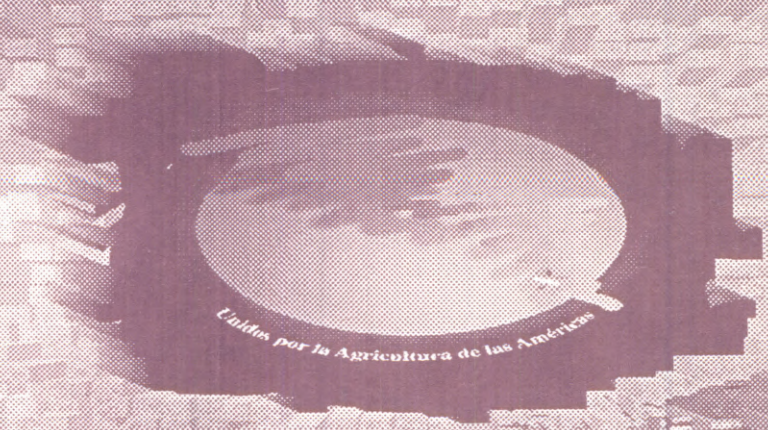


INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE
REPORT OF ACCOMPLISHMENTS OF THE DIRECTOR GENERAL
SUMMARY

Carlos E. Aquino González



IICA
3407
1997
MFN-12258
614

Santiago Chile, October 1997

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE
REPORT OF ACCOMPLISHMENTS OF THE DIRECTOR GENERAL
SUMMARY

Carlos E. Aquino González



Santiago Chile, October 1997

TABLE OF CONTENTS

❁ IICA's priorities and topics 1994-1998	3
❁ Integrated vision of the transformation of IICA	4 - 11
❁ IICA's action by thematic area	12 - 36
❁ IICA's action by región/country	37 - 44
❁ Outlook	45 - 49
❁ Global indicators of institutional transformation	50 - 53
❁ Conclusions	54 - 56

This One



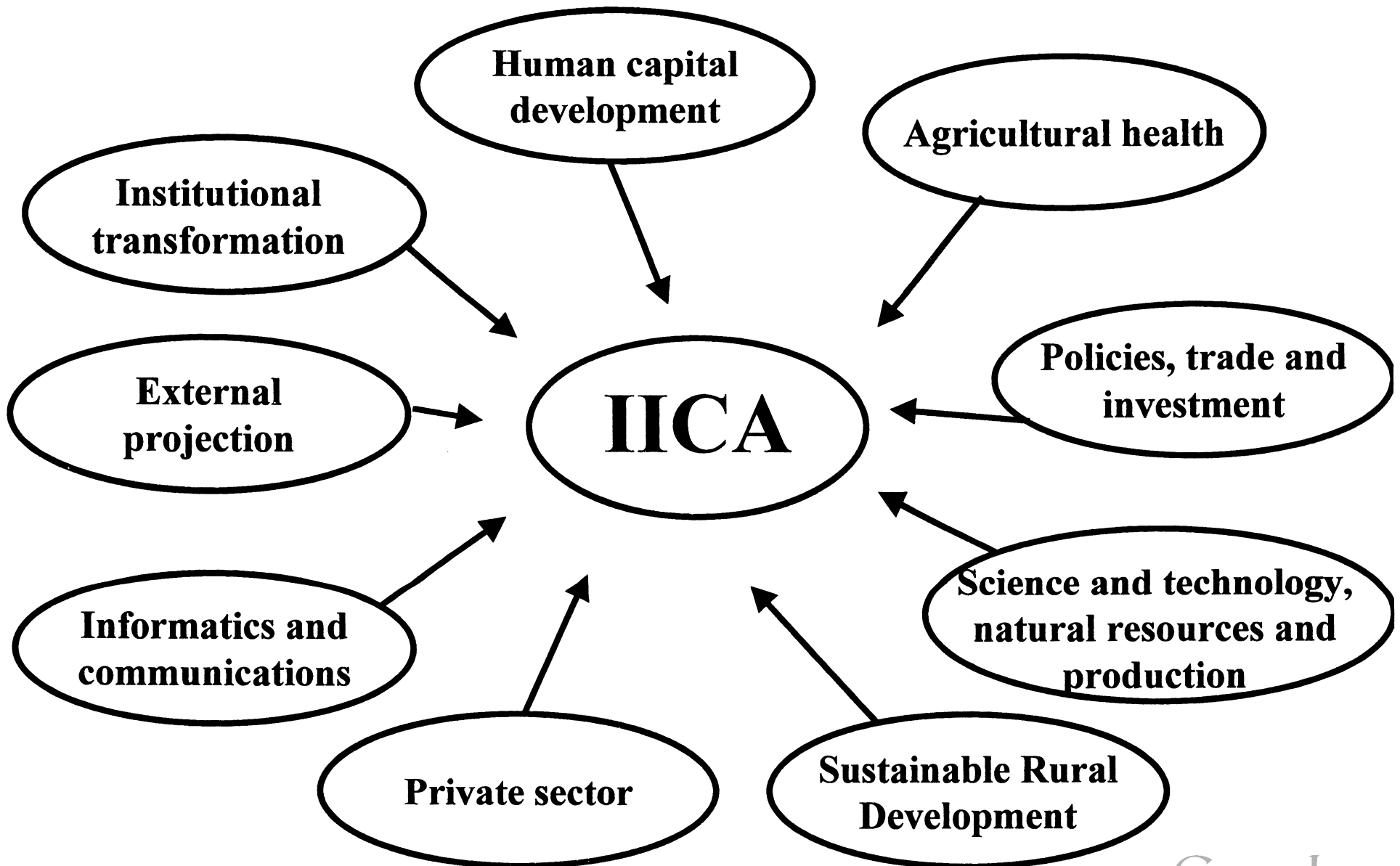
6Y5S-ARF-21YJ

Digitized by Google 1

FOREWORD

- ❖ **The document “Summary of the Director General’s Report of Accomplishments,” which is being submitted to the consideration of the Ministers of Agriculture and the members of the official delegations, provides information on the results and achievements of the Institute’s technical cooperation, and on the institutional transformation process carried out during the period under review, including the results and accomplishments of, and difficulties encountered in same, and the future outlook.**
- ❖ **Once again, it should be pointed out that the purpose of this process has always been to strengthen the technical and operating capabilities of IICA, with a view to achieving greater efficiency, reducing costs and ensuring that its products respond to the needs of the countries and regions.**
- ❖ **The main objective of the report is to provide inputs that the Inter-American Board of Agriculture (IABA) can use in formulating new policies that will help IICA in forming an inter-American alliance aimed at promoting the modernization of agriculture in the America, within a framework of horizontal cooperation among countries.**

IICA's PRIORITIES AND TOPICS 1994-1998



INTEGRATED VISION OF THE TRANSFORMATION OF IICA

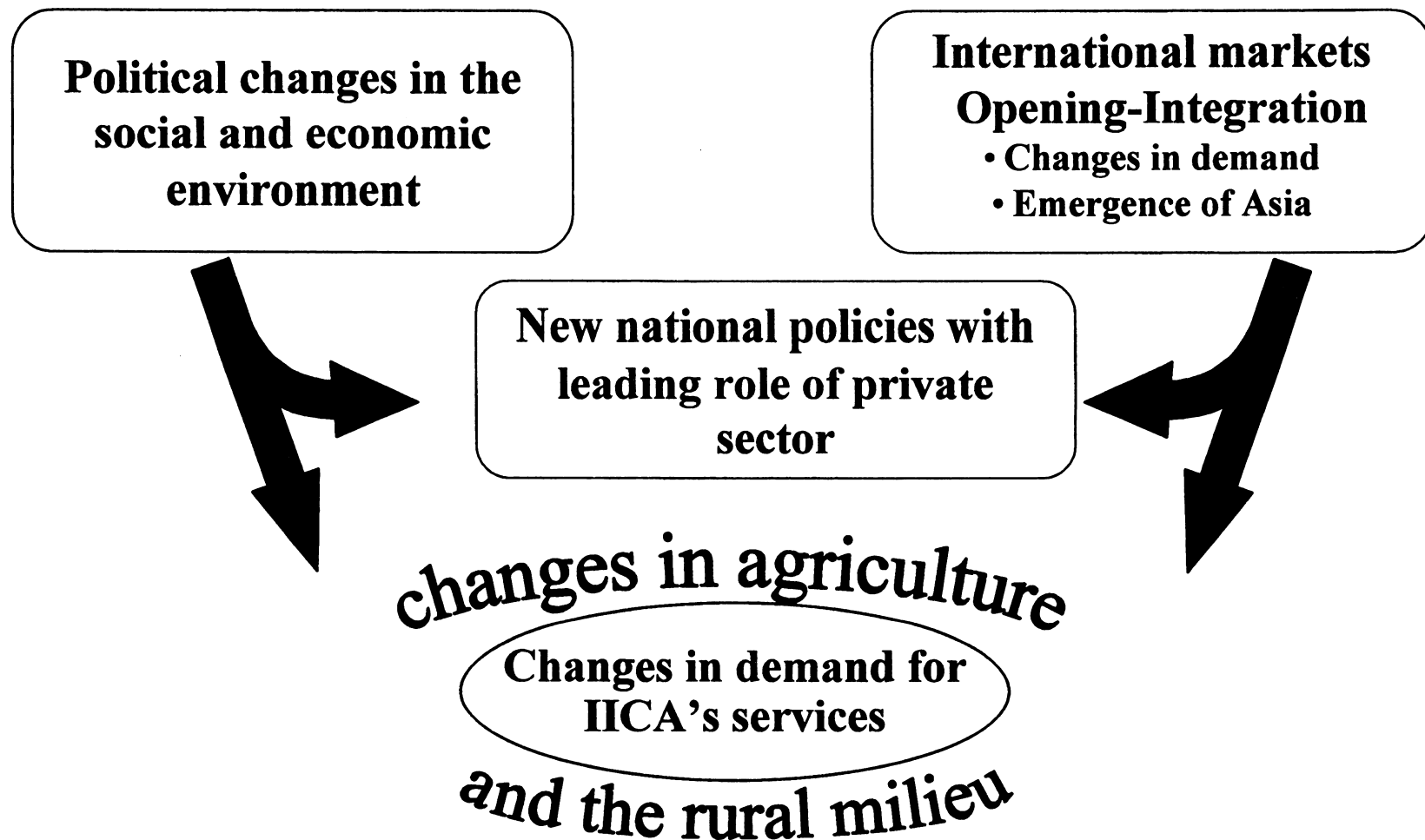
IICA'S MISSION

To encourage, facilitate and support technical cooperation between its 34 Member States and the organizations of civil society, in order to promote the sustainable development of agriculture and the rural milieu

IICA'S VISION

Hemispheric Network that, using the information technology advances, communications and training, complements the sustainable agricultural development efforts of the Member States, through horizontal cooperation; and facilitates the dissemination of experiences and technology, as well as the articulation and integration of efforts between the private and public sectors of the countries

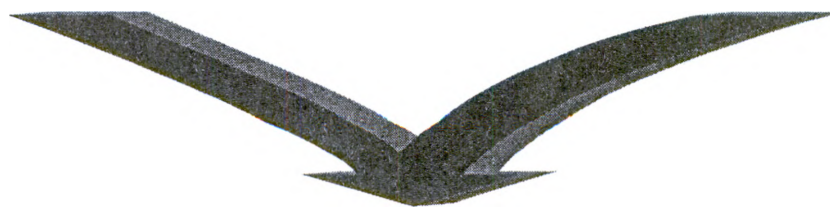
GLOBAL CHANGES DICTATE DEMAND FOR COOPERATION FROM THE COUNTRIES



CONCEPTUAL UNDERPINNINGS OF THE TRANSFORMATION

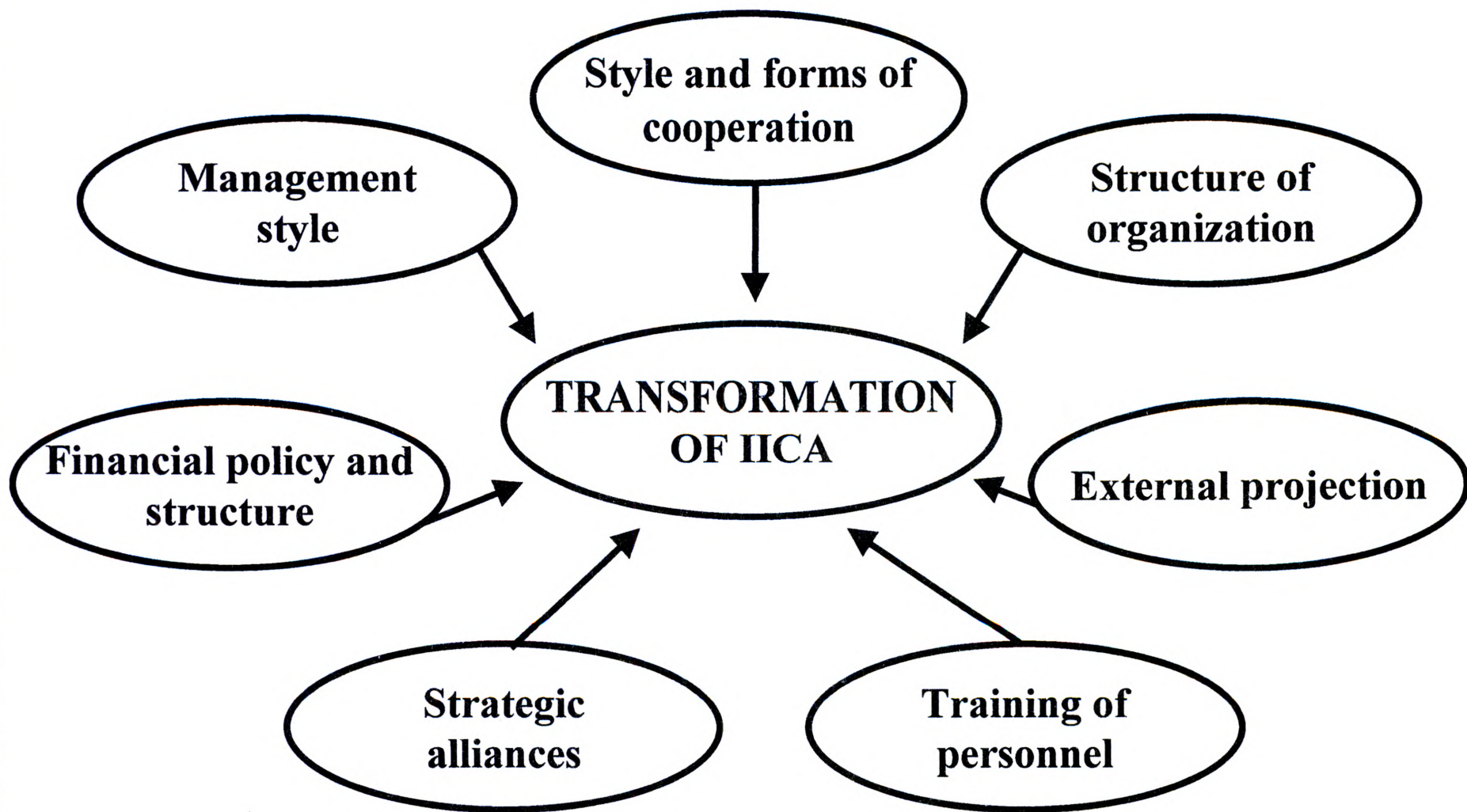
- ✘ **Economic opening**
- ✘ **Modernization of agriculture - Competitiveness**
- ✘ **Sustainable development**
- ✘ **Systemic approach to the role of agriculture in development**
- ✘ **Equity/rural poverty alleviation**
- ✘ **Integration**

- ✘ **New style and forms of cooperation**
- ✘ **Hemispheric mandates**
- ✘ **Differentiated regional strategies**
- ✘ **Partnerships**
- ✘ **Greater involvement of countries in management**
- ✘ **New institutional culture**



**INCREASE THE RELEVANCE AND EFFECTIVENESS OF
INSTITUTIONAL PRODUCTS IN LINE WITH THE
HEMISPHERIC MANDATE**

COMPONENTS OF THE TRANSFORMATION AND REVIEW OF RESULTS



**FOR THE STRENGTHENING OF TECHNICAL COOPERATION IN LINE WITH
IICA'S HEMISPHERIC MANDATE**

STYLE OF MANAGEMENT AND FORMS OF COOPERATION

Management

- ❖ **Participatory management**
- ❖ **Teamwork**
- ❖ **Constant learning**
- ❖ **Inter-American dimension**
- ❖ **Training**

Cooperation

- ❖ **Differentiated regional strategies**
- ❖ **Focused on hemispheric mandate**
- ❖ **Horizontal cooperation among countries**
- ❖ **Role of the Forum**
- ❖ **Alliances with national and international institutions**
- ❖ **National, regional and hemispheric dimension**

ORGANIZATION AND FINANCIAL STRUCTURE

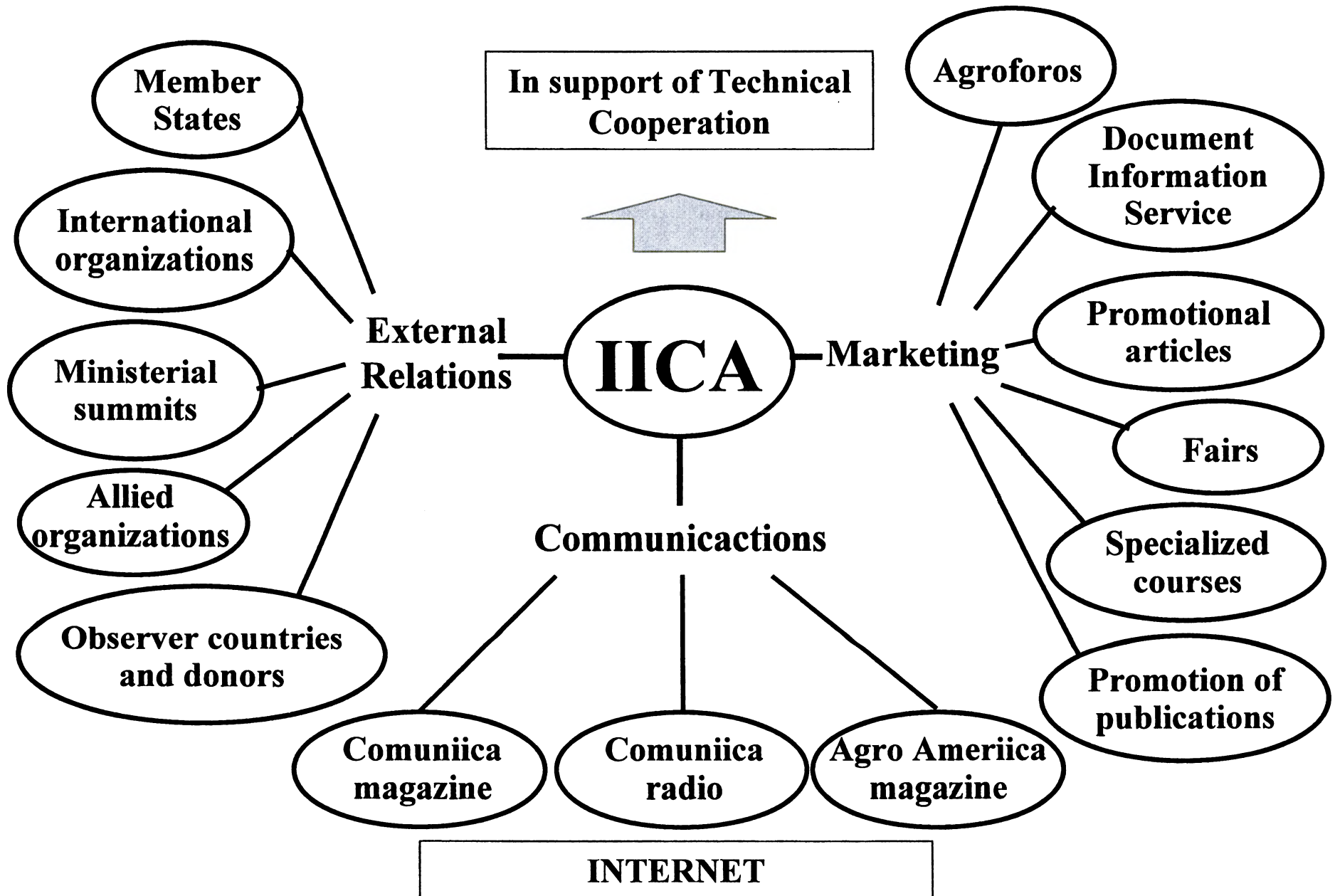
Organization - Organizational structure

- ❖ **Decentralization**
- ❖ **Deconcentration**
- ❖ **Role of TCAs**
- ❖ **Establishment of Regional Centers**
- ❖ **Consultative councils**
- ❖ **Informatics and communications**

Finance

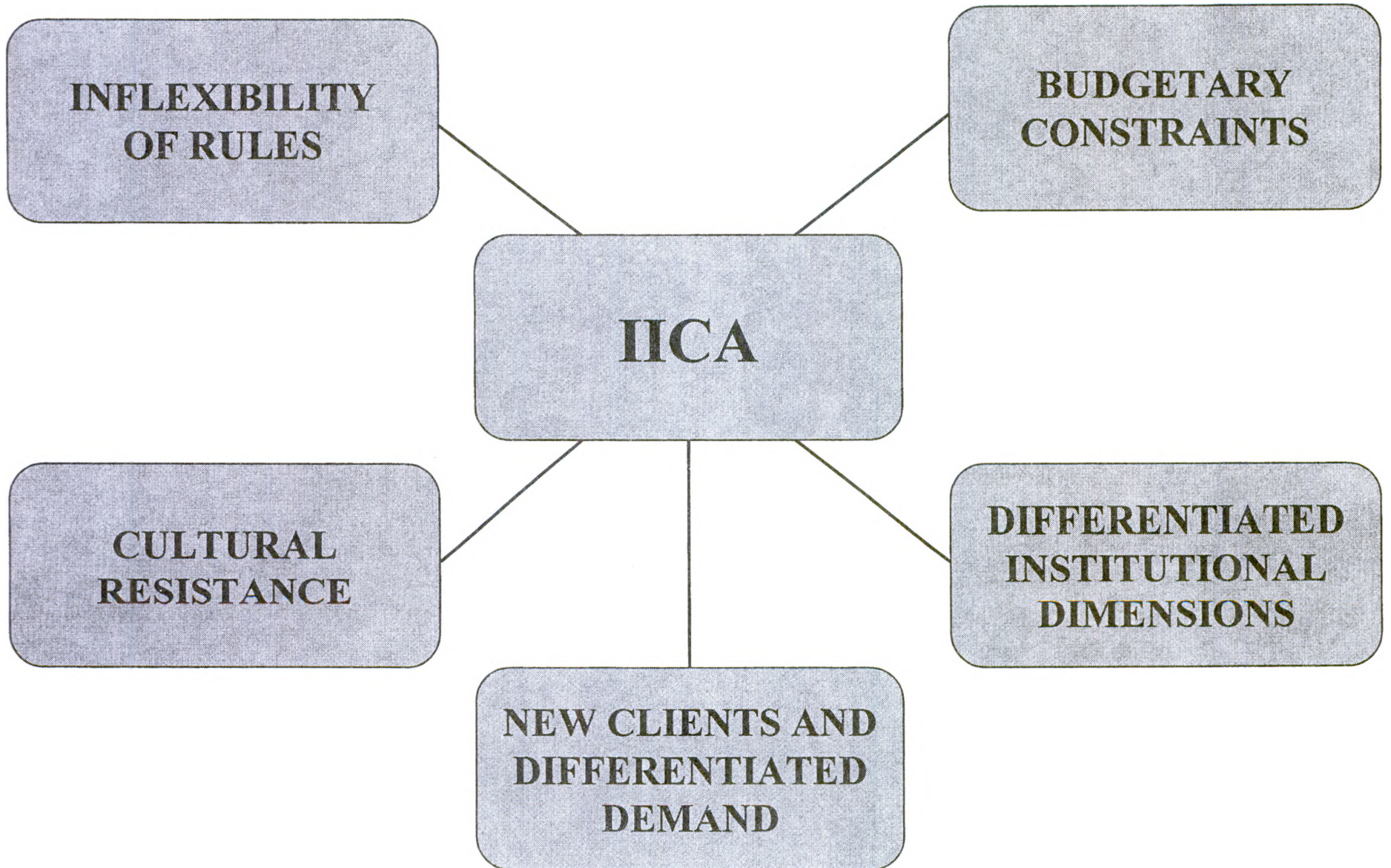
- ❖ **Quotas assigned strictly to priorities**
- ❖ **Growth external funds**
- ❖ **Redefinition of CATIs**
- ❖ **New instruments**
 - ❖ **Patrimonial fund**
 - ❖ **Countries and associated organizations**
 - ❖ **Agrifuture Foundation**
 - ❖ **Co-financing**
- ❖ **Control and auditing**

EXTERNAL PROJECTION

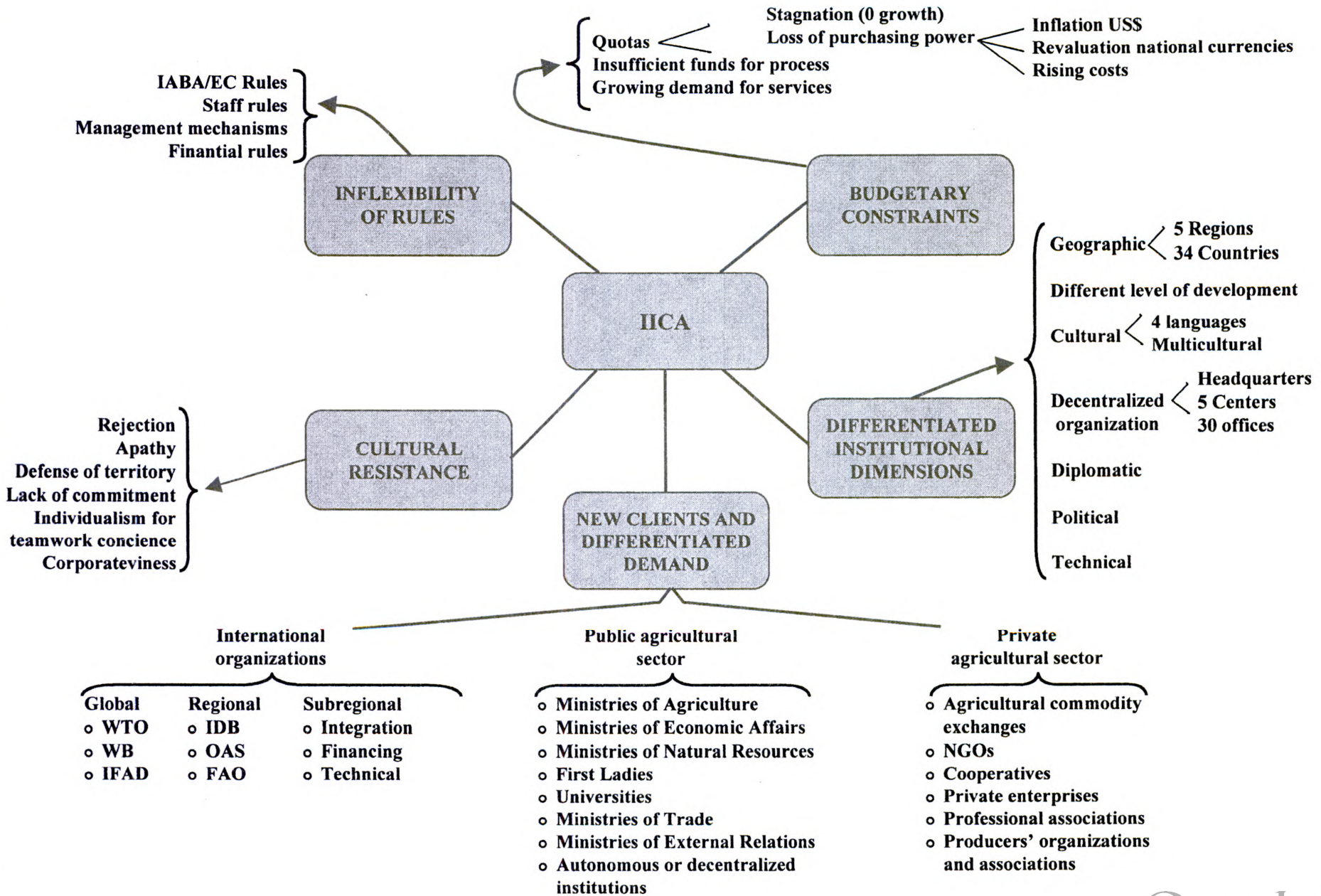


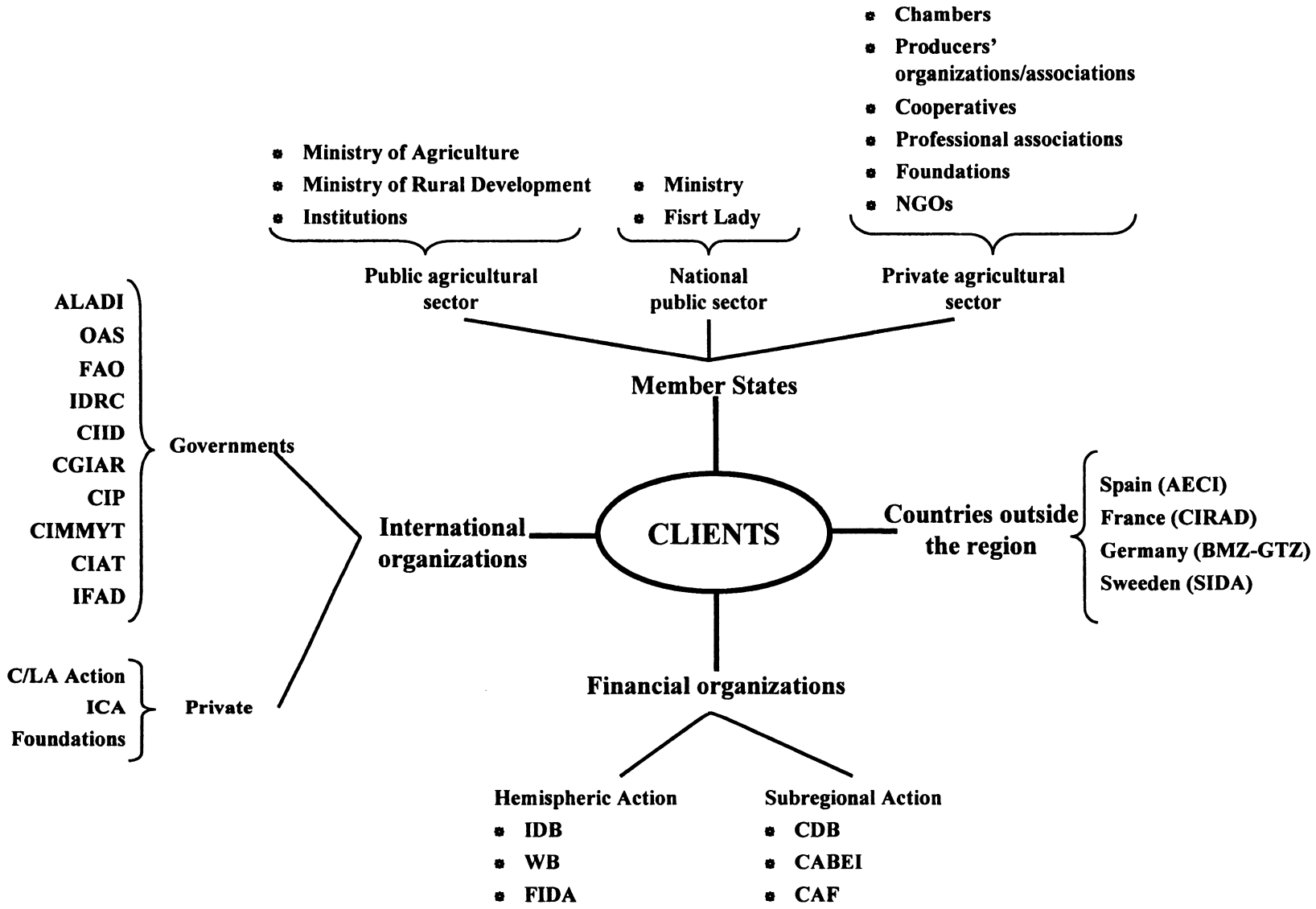
IICA'S ACTION BY THEMATIC AREA

DIFFICULTIES AND RESTRICTIONS FOR THE PROCESS OF CHANGE



DIFFICULTIES AND RESTRICTIONS FOR THE PROCESS OF CHANGE

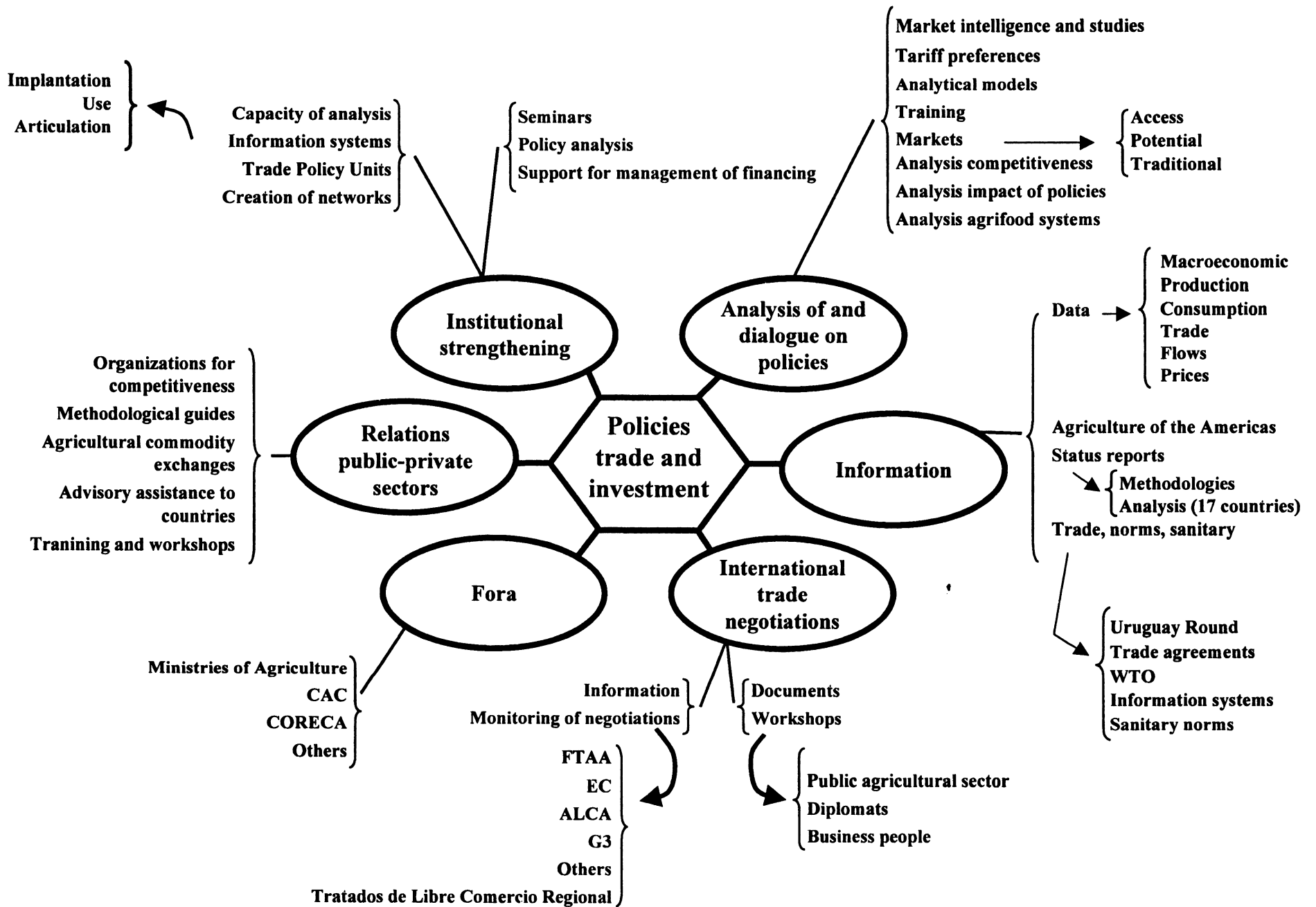




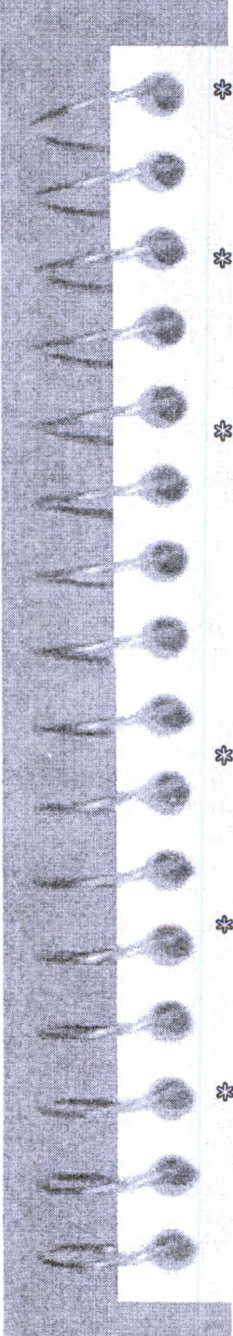
“... support for regional integration, and access to the liberalization of trade and globalization of the economy ...”

1994-1998 MTP



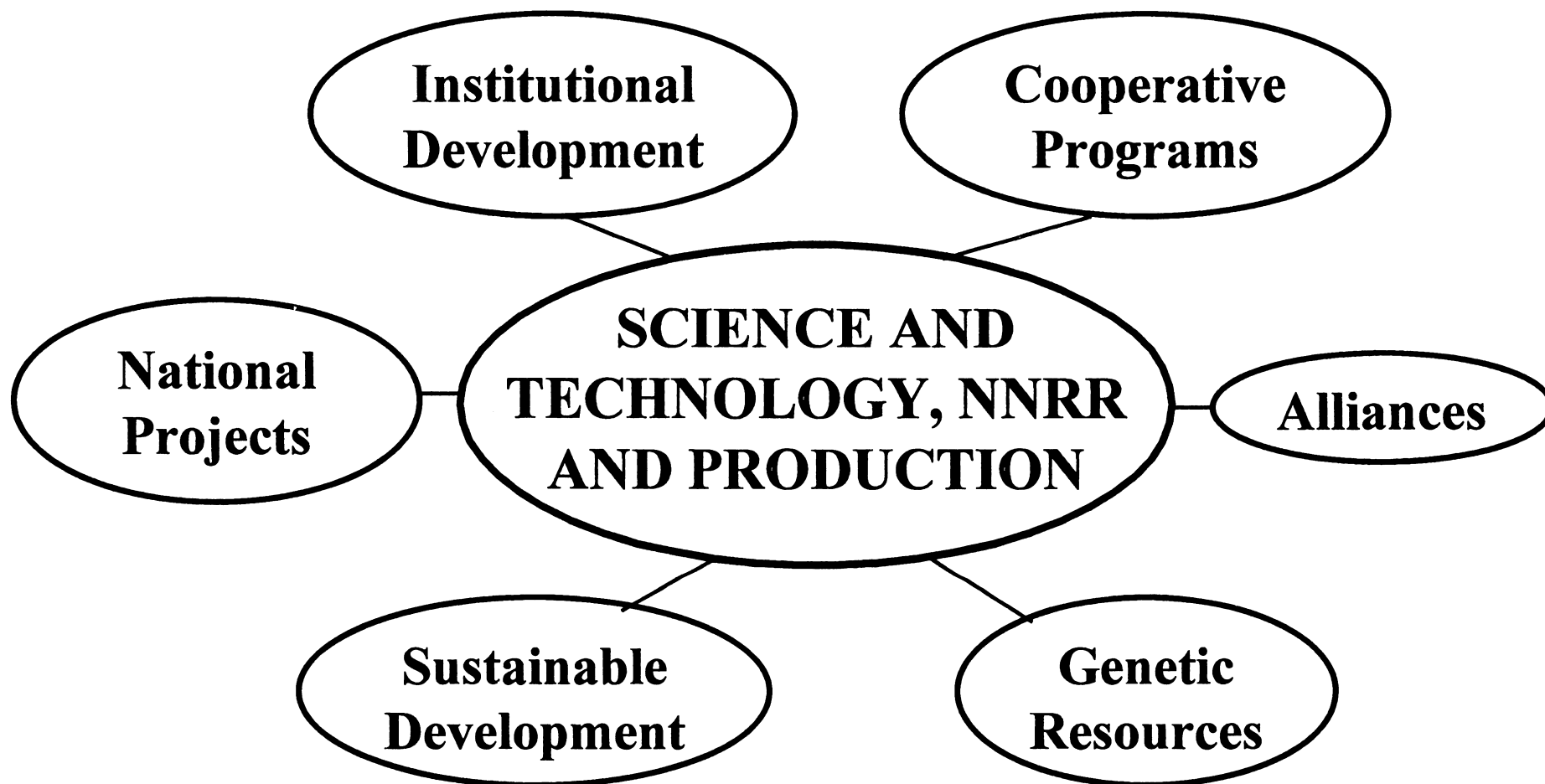


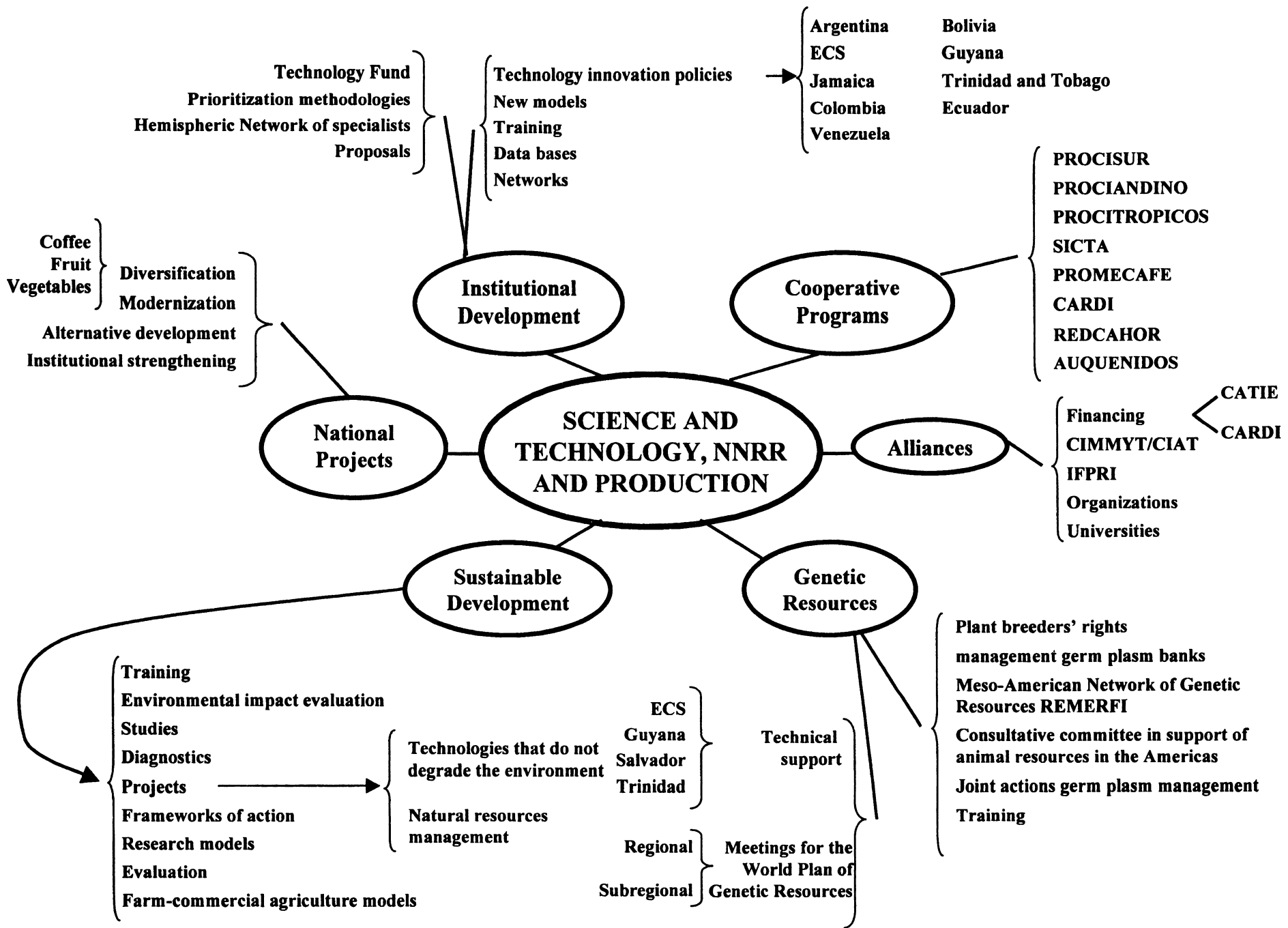
SOCIOECONOMIC POLICY, TRADE AND INVESTMENT ACCOMPLISHMENTS

- 
- * **Activities for research, analysis, discussion and consensus-building, to identify difficulties related to and possible solutions for improving the competitiveness of agri-food systems, based on the development and application of a participatory approach in 35 chains**
 - * **Development of Rural Information Centers to enhance the decision-making capabilities of farmers through the generation and exchange of information on market opportunities, prices, technology, etc.**
 - * **Mechanisms for CORECA, CAG, CARICOM, MERCOSUR to provide technical support to and monitor the regional agricultural integration process in Central America, in particular the Plan of Action for Central American Agriculture (PAC), as well as the Agricultural Commitment of Panama, and participation in the mechanisms for coordination of actions of the institutions and organs the Central American Integration System (SICA)**
 - * **Establishment of systems for gathering, supplying and exchanging information with collaboration institutions in 9 countries, in order to monitor the performance of trade, identify market niches and make comparisons with trading partners and other competitors**
 - * **Private sector personnel in the Caribbean countries trained through joint advisory services with the FAS. Training provided by CORECA to officials of agricultural institutions of Central America, on the new instruments of foreign trade**
 - * **Promote the establishment of exchanges in the Central American countries and Dominican Republic, under development in 3 South American countries and the creation of the Pan-American Association of Commodity Exchange**

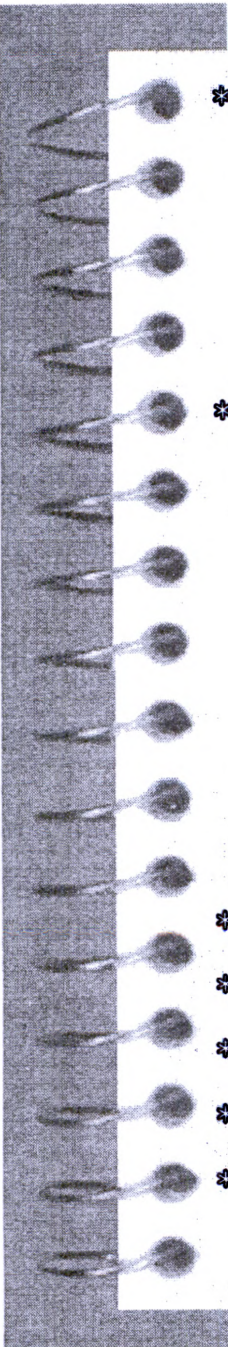
“... design policies to strengthen the technological innovation process and promote sustainable and competitive agricultural production systems that help distribute the benefits ... more equitably ...”

1994-1998 MTP



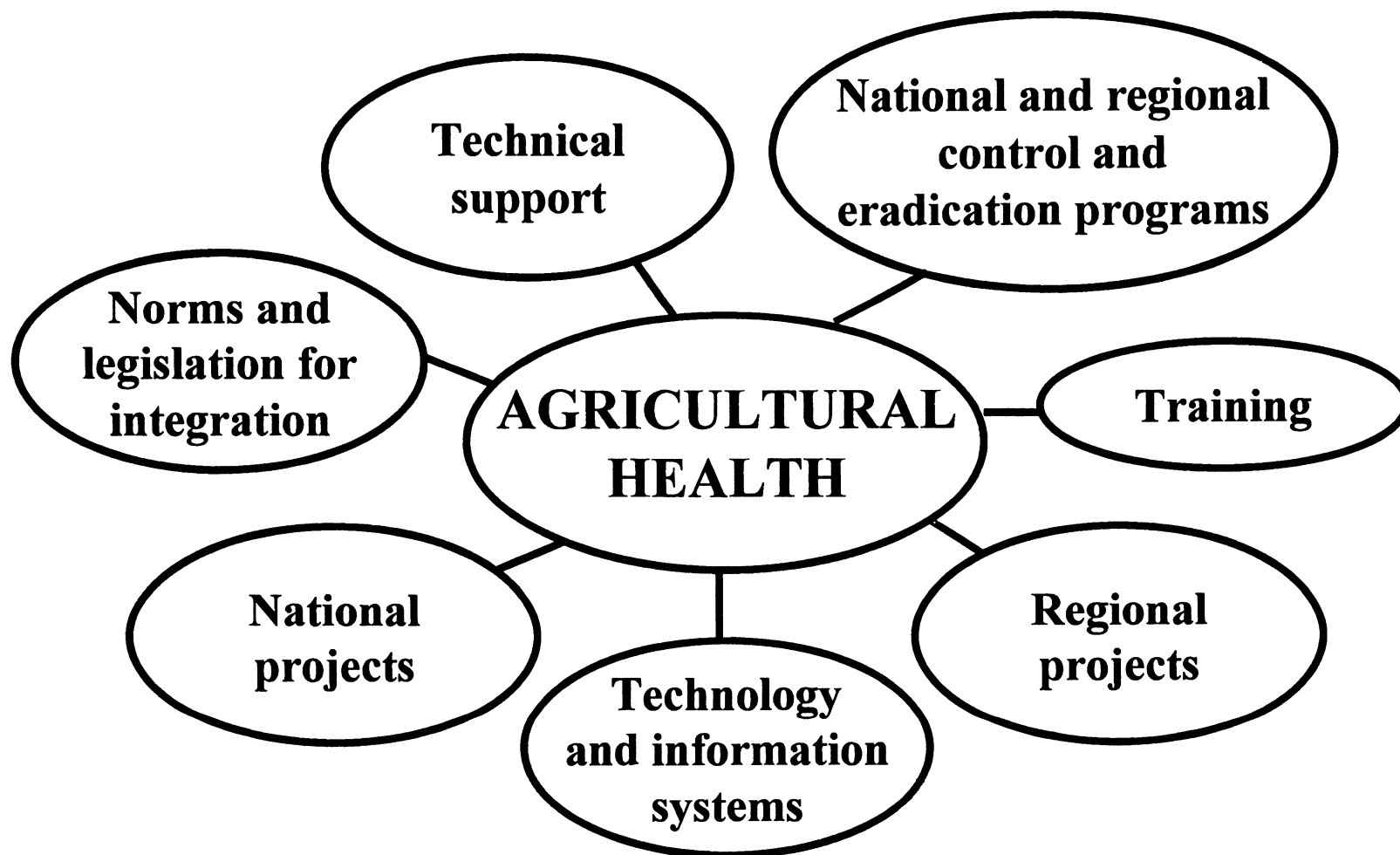


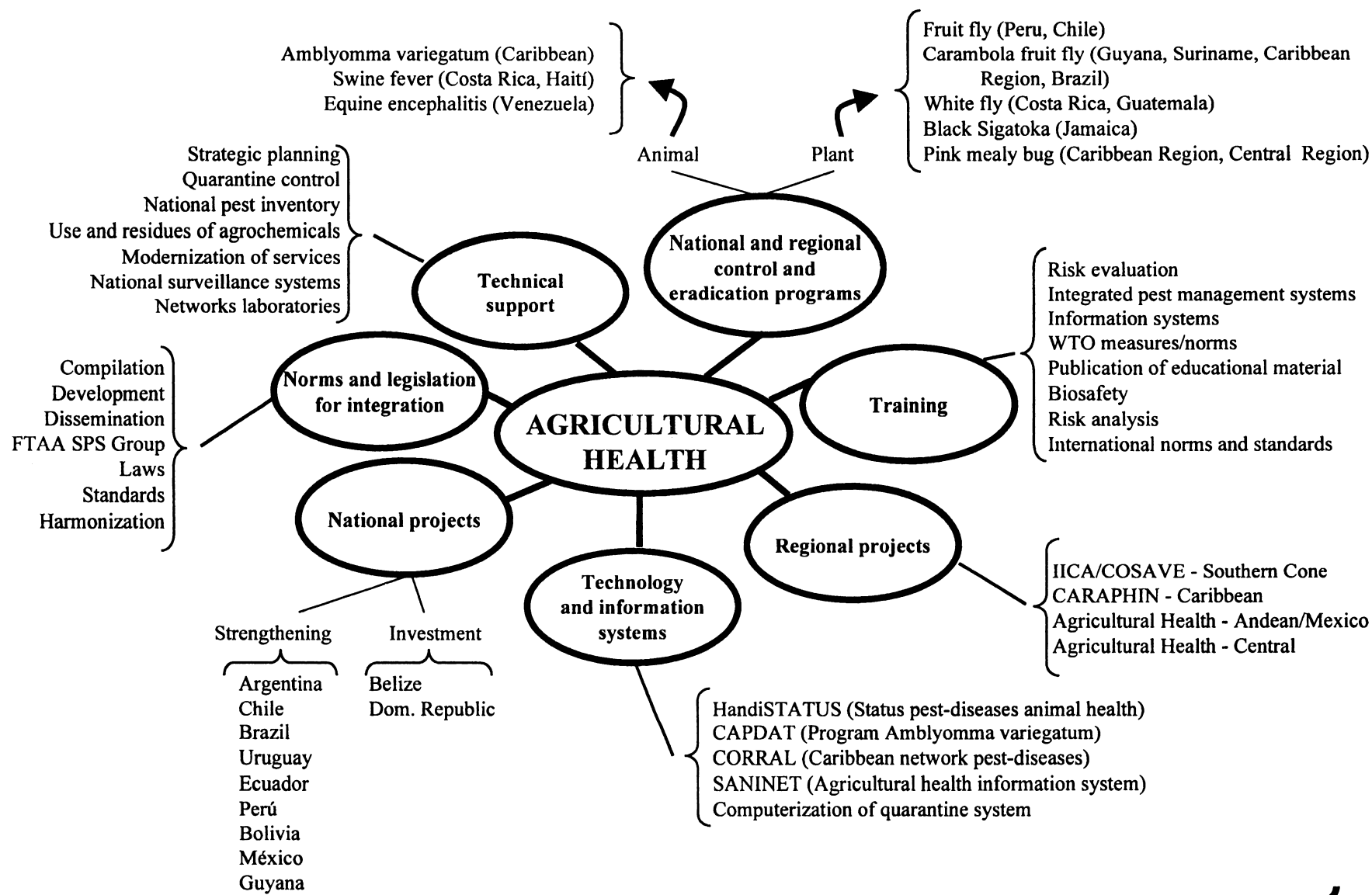
SCIENCE AND TECHNOLOGY, NNRR AND PRODUCTION ACCOMPLISHMENTS

- 
- * **Contribution to creation of 3 regional mechanisms for cooperation in agricultural technology:**
 - * **SICTA (Central America)**
 - * **PROCICARIBE**
 - * **REDCAHOR (Central America)**
 - * **Articulation at the regional level and progress in the hemispheric articulation of the Cooperative Programs**
 - * **PROCISUR**
 - * **PROCIANDINO**
 - * **PROCITROPICOS**
 - * **SICTA**
 - * **PROMECAFE**
 - * **PROCICARIBE**
 - * **Institutional strengthening of research; in Central America and the Caribbean**
 - * **IICA-IDB cooperation in setting up the Regional Fund for Agricultural Technology**
 - * **Institutional articulation for conservation and sustainable use of genetic resources**
 - * **Strengthening of capabilities for evaluating agricultural research in LAC**
 - * **Development of methodology and software (“Dream”, “DreamSur”, “Evaltec”); 90 specialists trained)**

“... modernization of agricultural health services to foster trade opening and integration processes ...”

1994-1998 MTP



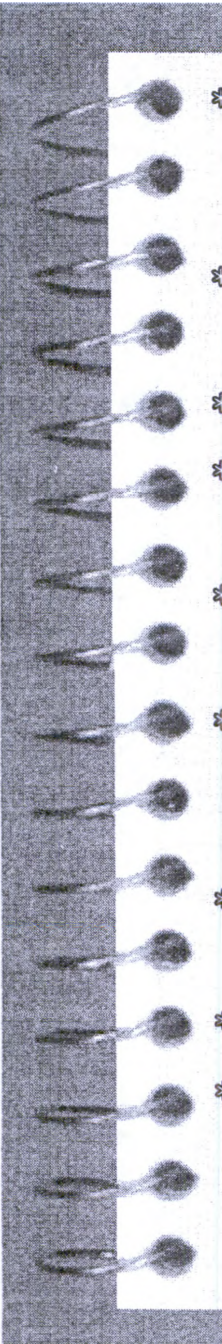


- Automated systems for commercial exchange
- Harmonized norms
- Regional standards of protection

- Strengthened national institutions
- Effective control/eradication programs
- Trained personnel

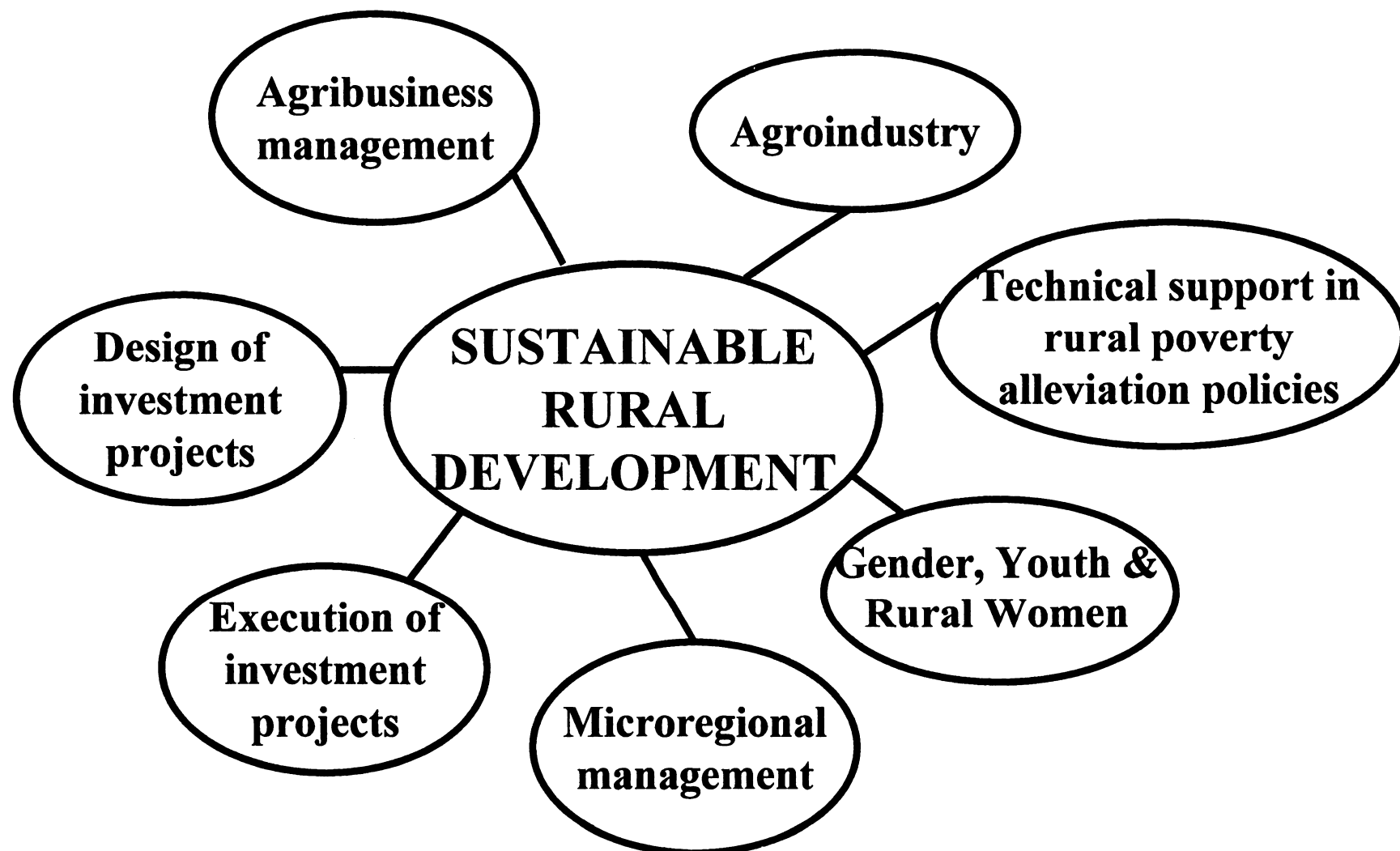
AGRICULTURAL HEALTH

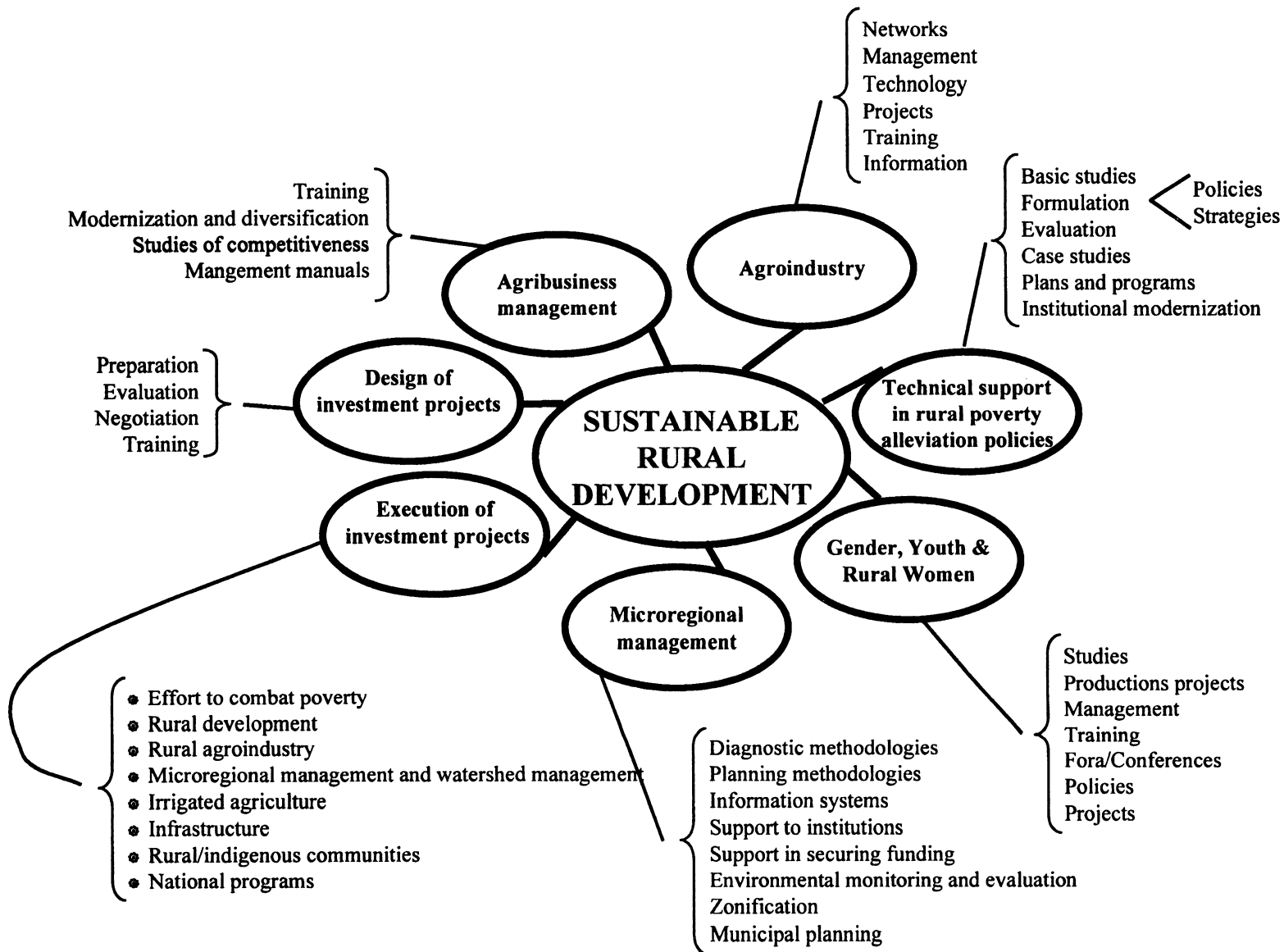
ACCOMPLISHMENTS

- 
- * **IICA/CIPE-FAO agreements for three meetings (1994, 1995, 1997) to develop proposals for phytosanitary standards to regulate international trade in agricultural products**
 - * **Collaboration with CIPF, la OIE, el OIRSA, APHIS-USDA,FAO, CARICOM, GTZ. Relations established with Codex Alimentarius, IFAD, AGRITEAM**
 - * **FTAA Working Group on Sanitary and Phytosanitary Measures**
 - * **Advice and training in epidemiology, risk analysis and risk reduction strategies for members of risk analysis teams.**
 - * **Eradication of fruits flies in the areas around the Peru-Chile border (IICA-FAO, Governments of Chile and Peru)**
 - * **Program for the Control and Eradication of *Amblyomma variegatum* (1995) and Program for the Control of the Carambola Fruit Fly in South America (1996) in the Caribbean region.(APHIS, CARICOM, FAO, IFAD)**
 - * **HandiSTATUS system to the OIE for the global information system on the prevalence, incidence and distribution of animal pests and diseases**
 - * **Mechanisms to support the Member States in health emergencies**
 - * **16 plans of action for sanitary or phytosanitary emergencies involving exotic pests (Agricultural Health Emergency Fund)**

“... creation of new jobs, higher incomes in rural areas and incorporation of indigenous, women’s and youth groups ...”

1994-1998 MTP

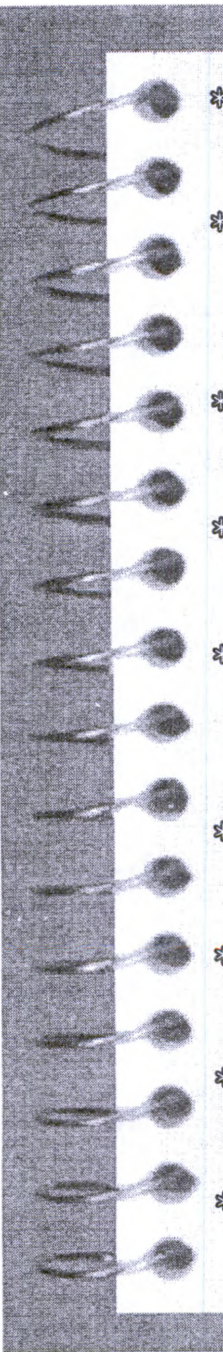




COUNTRIES
<ul style="list-style-type: none"> • Argentina • Barbados • Bolivia • Brazil • Chile • Costa Rica • Ecuador • El Salvador • Honduras • Guatemala • Nicaragua • Suriname • Panama • Paraguay • Peru • T. and Tobago • Venezuela
ALLIANCES
<ul style="list-style-type: none"> • GTZ • IDRC • CIRAD • IDB • IBRD • IFAD • OAS • FAO

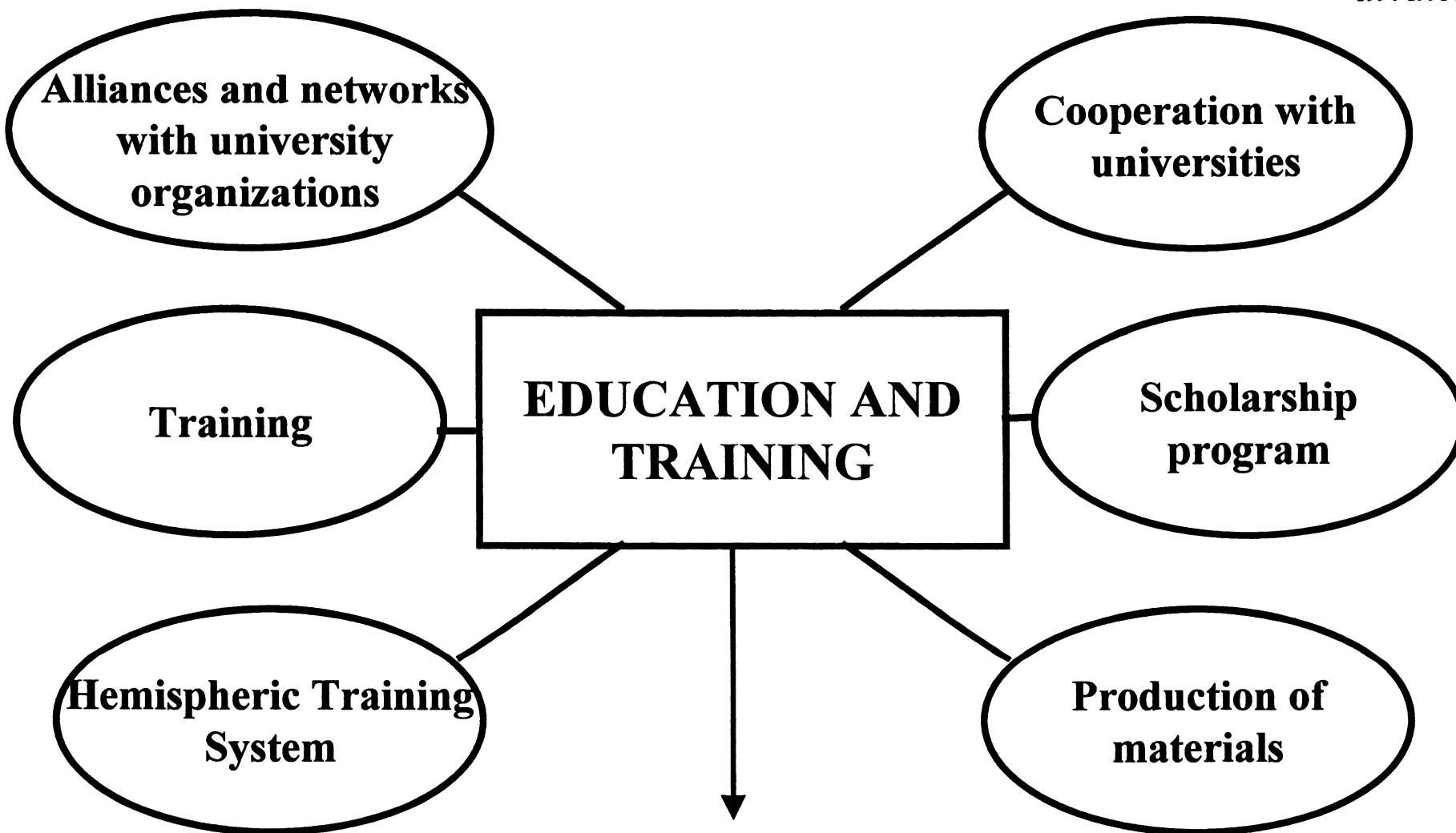
SUSTAINABLE RURAL DEVELOPMENT

ACCOMPLISHMENTS

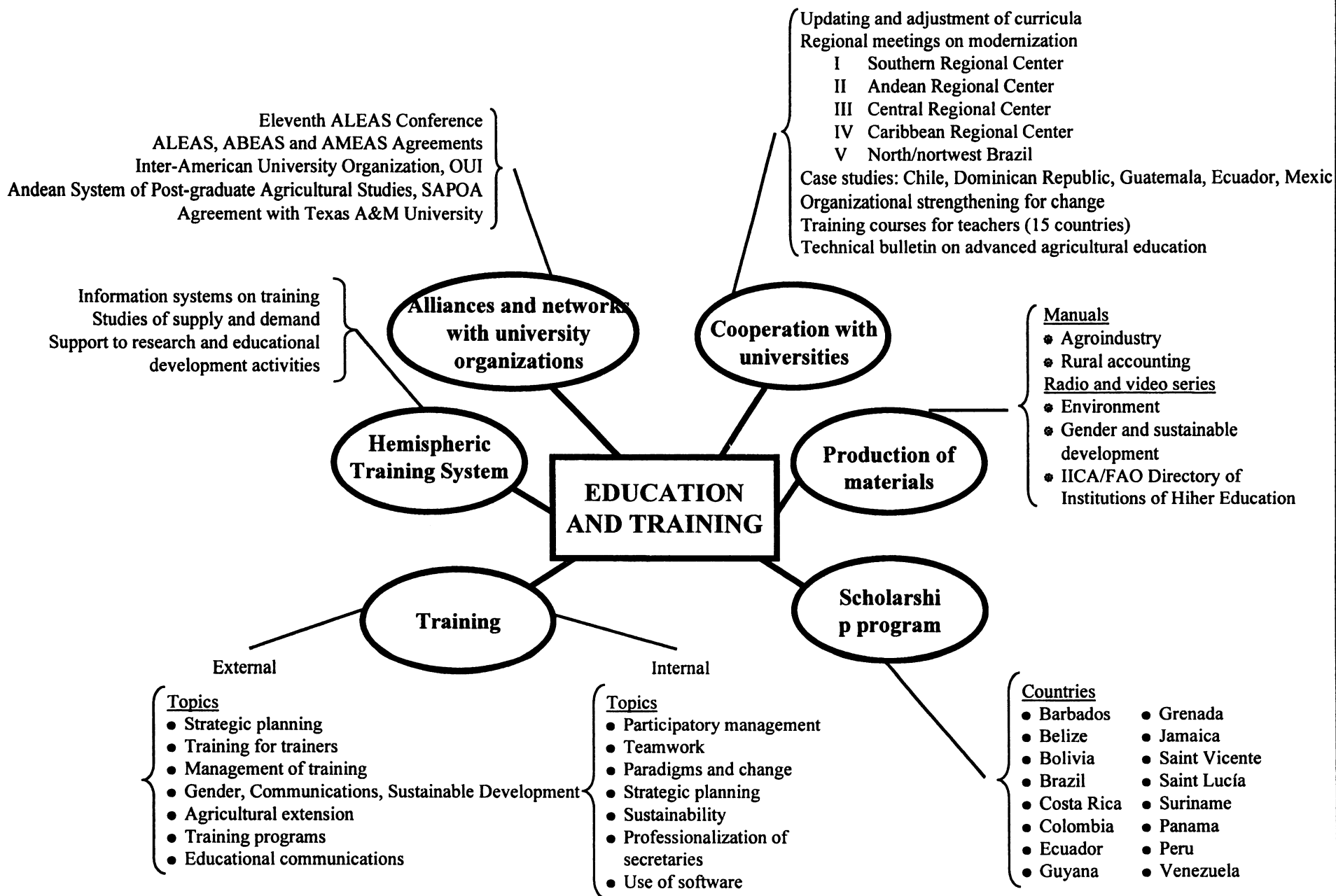
- 
- * **60 projects in 20 countries to strengthen agricultural and rural development policies and programs**
 - * **1 hemispheric network, 3 regional networks, and 15 national networks in support of rural agroindustry, and regional and national networks in support of agribusiness management**
 - * **Program to analyze agricultural policies vis-à-vis women food producers (IDB national diagnostics in 19 countries)**
 - * **The First Ladies received support in areas related to gender and rural women, and IICA participated in the hemispheric conferences.**
 - * **Inter-American Consultation on Rural Youths, with the participation of 90 organizations. Four regional meetings held on rural youths (Southern, Andean, Caribbean and Central Regions).**
 - * **Strategic alliances valued at US\$86 million for direct cooperation in rural development (IFAD, IBRD, FAO, OAS, IDRC, CIRAD, OAS , IACW)**
 - * **3 regional cooperation networks in operation (Caribbean, PROCODER, Central America)**
 - * **Expansion of network for inter-agency coordination with agencies of the United Nations and the inter-American system**
 - * **Support for the execution of the investment project for rural development in 17 countries**

“... to contribute to the development of the human resources of the public and private sectors by providing education and training ...”

1994-1998 MTP

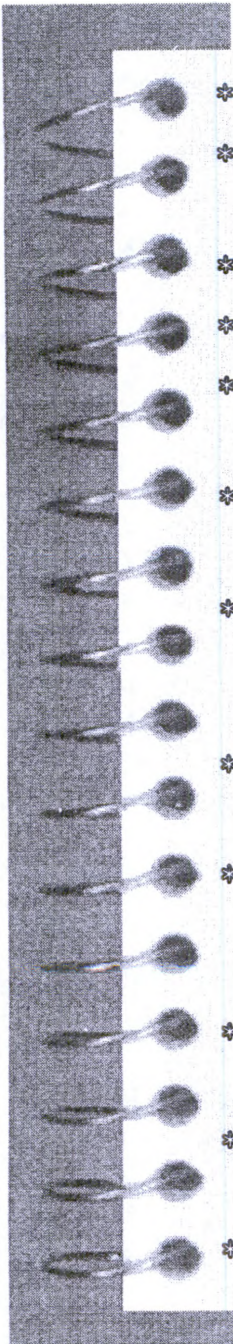


Formation of new professionals; Further training for practicing professional and technical personnel; Training of officials in the public and private sectors in strategic subject areas; Modernization of advanced and intermediate agricultural education



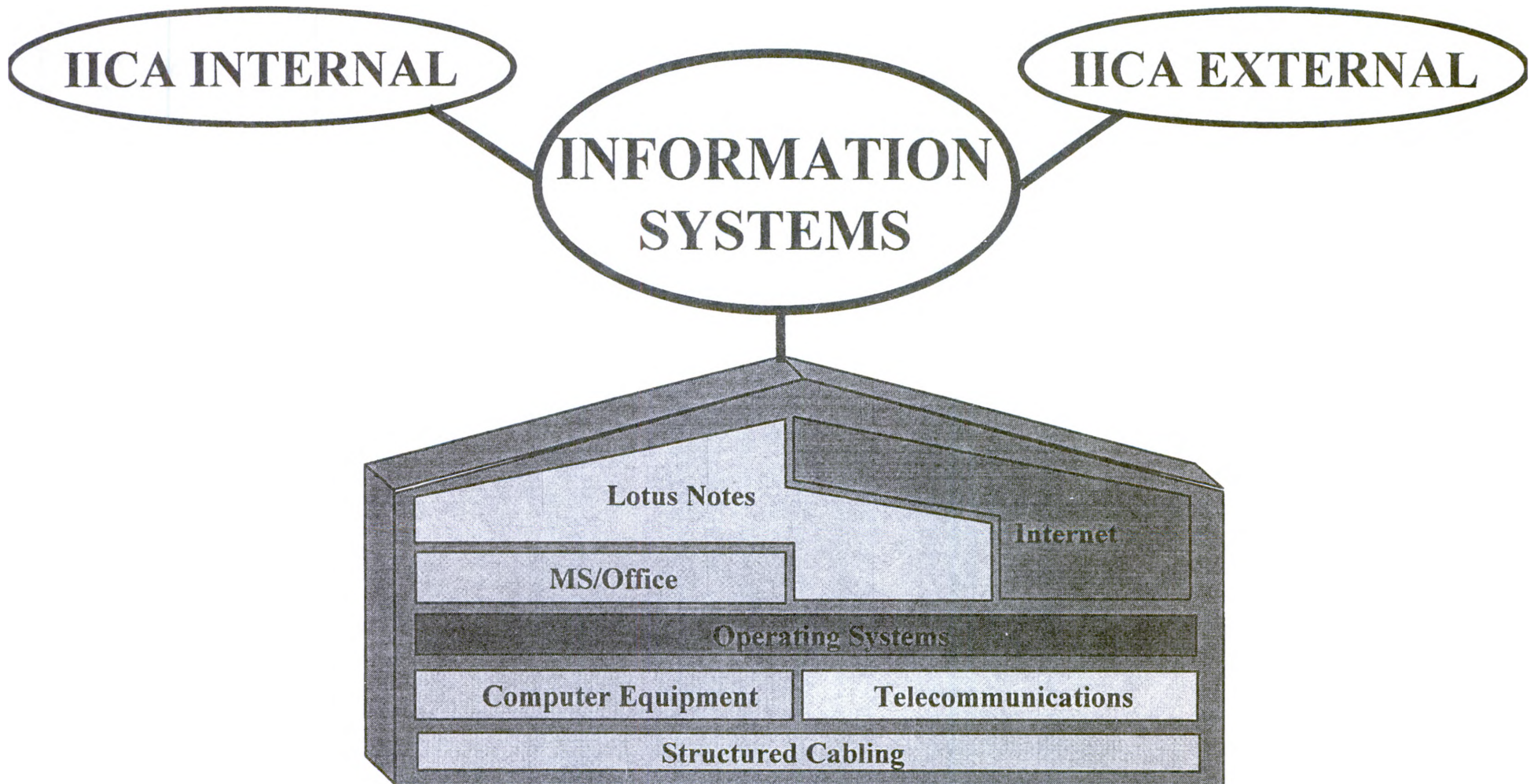
EDUCATION AND TRAINING

ACCOMPLISHMENTS

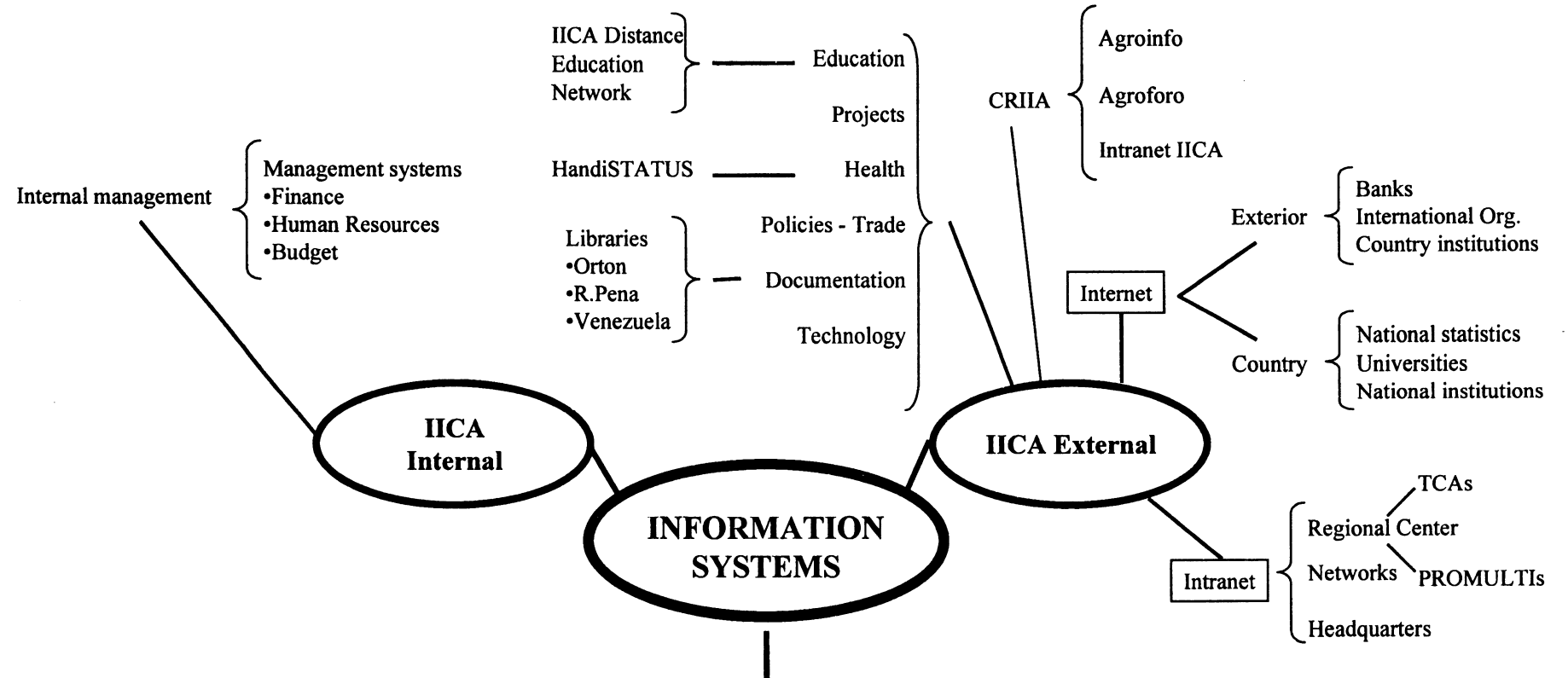
- 
- * **IICA is again a leader in the field of advanced agricultural education in LAC**
 - * **Strengthening of the technical and management capabilities of the human resources of the public and private sectors through the scholarship program**
 - * **Strategic alliances with ALEAS, ABEAS, AMEAS**
 - * **Creation and start-up of the Hemispheric Agricultural Training System (SIHCA)**
 - * **187 deans of 102 universities in 28 made aware of the need to modernize their schools of agronomy**
 - * **1937 professionals in the public and private sectors of the member countries of IICA trained in management and teaching, in 246 training activities**
 - * **593 staff members at the Regional Centers, TCAs and Headquarters trained in participatory management, training for change, teamwork, paradigms and change, strategic planning (INCAE, Florida)**
 - * **Inter-university program on the modernization of advanced agricultural education in North/northwest Brazil, in developmental stage (14 States)**
 - * **Strategic alliances with Texas A&M University and the State University for Distance Education, of Costa Rica, to launch a distance education program for members of the agribusiness community**
 - * **Initiation of efforts to update the curricula and promote organizational development in 23 centers of advanced agricultural education**
 - * **Creation and implementation of the Hemispheric Systems for the Development of Advanced Agricultural Education (SIHDEA)**
 - * **Regional Council on Advanced Agricultural Education in the Caribbean, in the development stage**

“... to develop flexible and efficient communications and information systems capable of meeting the needs of a decentralize, inter-American institution ...”

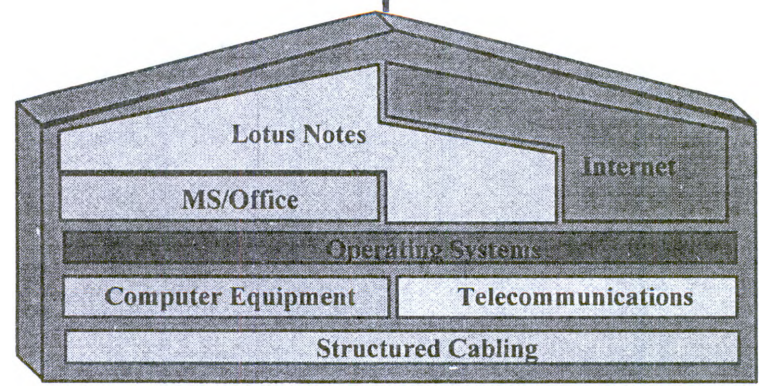
1994-1998 MTP



DIRECTORATE OF INFORMATICS



TECHNOLOGICAL PLATFORM OF THE INFORMATION SYSTEMS



INFORMATION, DOCUMENTATION AND INFORMATICS ACCOMPLISHMENTS



* **Via Internet**

* **Development of Information Systems**

* **Policies and Trade**

* **Agricultural Health**

* **Technology**

* **Libraries**

* **Via Intranet**

* **Development of Management Systems**

* **IICA Communications System**

* **Finance**

* **Human Resources**

* **Programming and Budget**

* **Developed, Technological Platform for the Information and Communications Systems**

* **Strengthening of National Information Systems in 5 countries**

* **TCAs on Internet:**

1994

1997

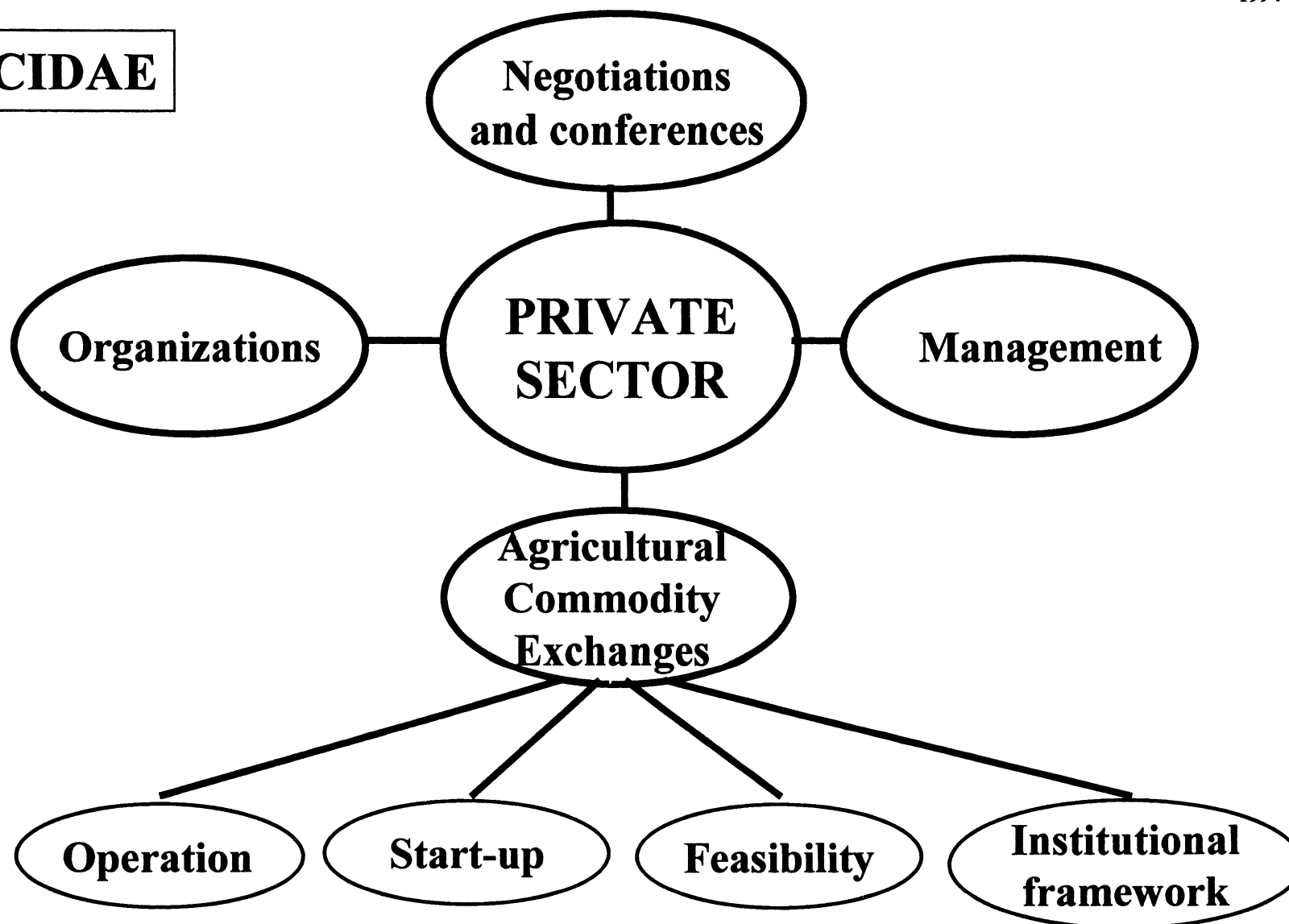
2

31

“... technical cooperation focused on relevant institutions of the public and private sectors in the countries ...”

1994-1998 MTP

CIDAE



Strengthen links between public and private sectors

Negotiations and conferences

- Training of negotiations
- ACI FEDEPRICAP alliances
- Agribusiness tables
- Agriculture 2020
- Expoagro (Chile)
- Trade and technology exhibit
- Business forum of the Americas
- Growtech I y II
- Hemispheric trade forum

PRIVATE SECTOR

Organizations

- Diagnostic
- Ibero-American Directory
- Case studies
- Data bases
- Training of leaders
- Agribusiness fora
- National workshops
- Analysis of agribusiness networks
- Business Network for hemispheric integration

Management

- Microregion
 - Civil sector organizations
 - Municipal governments/NGOs

Agricultural Commodity Exchanges

- Agribusinesses
 - Training
 - Information
 - Rural women
 - Youth
 - Support from countries
 - Canada
 - Spain

Instruments being developed

- Market analysis
- Quality standards
- Management of tariff contingents
- Risks coverage deposit certificates/environmental bonuses
- Fund for financing production contracts

Operation

- Costa Rica
- Colombia (positions)
- Guatemala
- Nicaragua
- El Salvador

Start-up

- Honduras
- Peru
- Dominican Republic

Feasibility

- Venezuela
- Bolivia (Sta Cruz)
- Mexico

Institutional framework

- Pan American Organization of Exchanges
- Project to interconnect exchanges
- Hemispheric meeting
- Central American Association of Commodity Exchanges

PRIVATE SECTOR

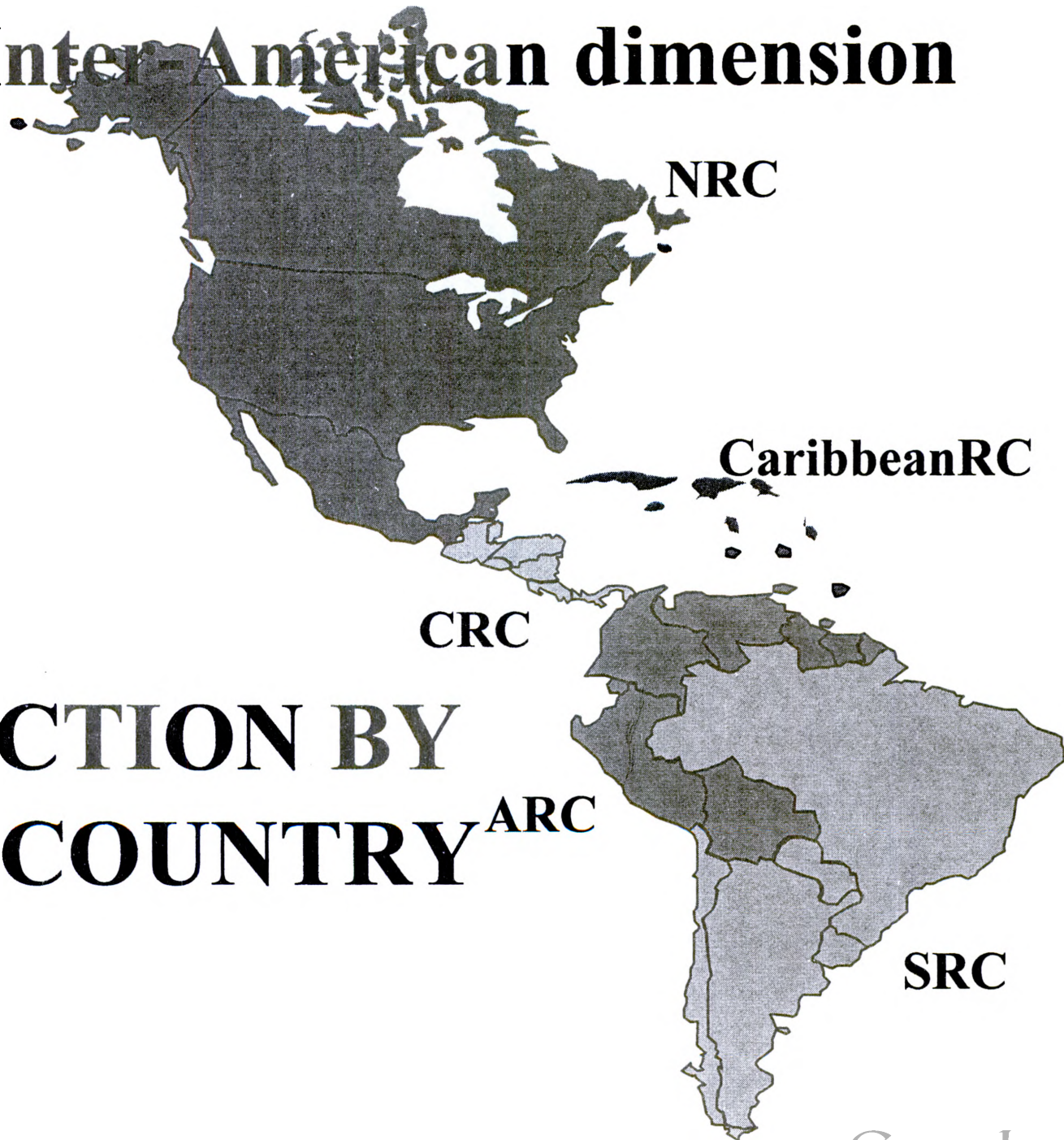
ACCOMPLISHMENTS

Towards the strengthening of public sector-private sector ties:

- * **Mechanisms to offer technical cooperation to the private sector**
- * **Participation of operators of agribusinesses and trade associations in international events, shows and exhibitions promoted or co-sponsored by IICA**
- * **Private trade systems (agricultural exchanges) modernized in 8 countries, and 3 being set up in other countries, with the aim of expanding the mechanism to an additional 20 Member States**
- * **Significant progress in the building of Inter-American networks**
 - * **Agribusiness organizations**
 - * **Agroindustrialists**
 - * **Agricultural exchanges**
 - * **Universities**
- * **CIDAE:**

Assigned (1996+1997)	US\$ 840,500
Attracted (1996+1997)	US\$1,139,100

IICA's Inter-American dimension



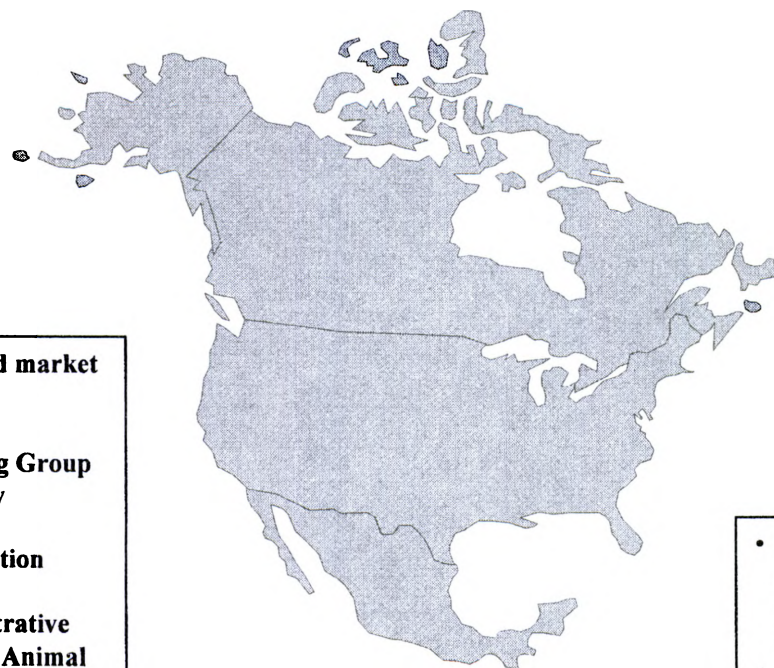
IICA'S ACTION BY REGION/COUNTRY

NORTHERN REGIONAL CENTER - HEADQUARTERS WASHINGTON (October 95)

SUPPORT TO:

CANADA

- Promotion of Canadian agribusiness (products and services)
- Canada-LAC exchange program in the agricultural sciences
- Technical support, training and exchanges between Canadian institutions and LAC countries in agricultural health
- Studies of impact of agriculture and economic development in Atlantic regions of Nicaragua
- Exchange visits for Canadian farmers to LAC to Bolivia, Chile, El Salvador, Guyana, Mexico and Uruguay



MEXICO

- Installation of information and market intelligence system (GenDir. Agricultural Policy)
- Support to the FTAA Working Group on Sanitary and Phytosanitary Measures
- Studies of agricultural production chains
- Strengthening of and administrative support to the Directorates of Animal Health and Plant Protection
- Strengthening of the Undersecretariat of Rural Development
- Institutional strengthening for change in the Universities of Chapingo, Antonio Narro, Post-graduate School and AMEAS
- Agreement for technical and scientific cooperation Mexico-LAC

UNITED STATES

- Installation of the market information system at the Economic Research Service -USDA- and exchange of data on agricultural trade
- IICA/IDB agreement on Regional Fund for Agricultural Technology
- Participation of the First Lady in rural youth program
- Agreement with Texas A&M University, on distance training and education
- AgriFuture Foundation
- Agreement with USDA, Duquesne University, OAS, National Agricultural Library

CENTRAL REGIONAL CENTER - HEADQUARTERS GUATEMALA (July 95)

SUPPORT TO: GUATEMALA

- Reactivation of the "BANSA" National Agricultural Exchange
- Forestry action plan for Guatemala (PAF-G)
- Agricultural Health Law
- Plan for the modernization and promotion of irrigation agriculture and drainage (PLAMAR)
- Development of livestock raising

EL SALVADOR

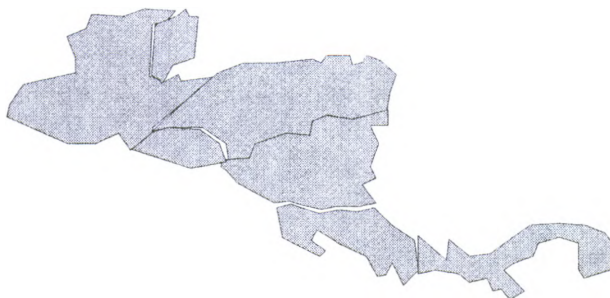
- Establishment of the policy analysis office of the Ministry of Agriculture
- National Technology Generation and Transfer System
- Plan for the modernization of animal health services
- Sustainable agriculture on hillsides program
- Updating of the curriculum of the School of Agriculture of the University of El Salvador

NICARAGUA

- Creation and organization of the Agricultural Commodities Exchange (BAGSA)
- Follow-up and supervision of loans from the Central American Bank for Economic Integration (CABIE)
- Harmonization of animal and plant health measures (FTAA-WTO)
- Development of agroforestry systems in small farms
- Curricular development for advanced schools of agriculture in Nicaragua

HONDURAS

- Creation of the Ministry of Agriculture's Trade Policy Unit
- Project for the modernization of the agricultural technology services
- Support in the design and creation of the National Agricultural Health System (SENASA)
- Institutional development at local level in two areas of the country, for sustainable production on hillsides



PANAMA

- Preparation of the Strategic Action Plan for the Agricultural Sector
- Development of the market intelligence system, CNP
- Strengthening of MIDA's Trade Policy Unit and establishment of the Trade Information System
- Implementation of the Agricultural Sector Modernization Project (IDB - US\$48 million)
- Preparation of the Rural Poverty and Natural Resources Project

BELICE

- Analysis of normal protection to the poultry industry for the Belize Poultry Association
- Project preparation
 - Development of sustainable production systems for Southern Belize
 - National Fruit Crop Program
- Preparation of the project: Modernization of Agricultural Health Services
- Start of the gender, communications and sustainable development project (IICA/SIDA-Unidas)

COSTA RICA

- Start-up of the Rural Information System for Agricultural Development (Northern Huetar and Brunca regions)
- Development of the market intelligence system, CNP
- Studies on chains (rice, beef, milk, onions, potatoes, hog raising, oil palm, heart of palm, and oranges)
- Strategic planning and development of the Ministry of Agriculture's Technological Information System
- Development and application of the windows of sustainability approach in the Acosta-Puriscal microregion (IICA-GTZ)

CARIBBEAN REGIONAL CENTER - HEADQUARTERS PORT OF SPAIN

SUPPORT TO:

ST. KITTS AND NEVIS

- Identification of Competitive Products
- Sourcing of Germplasm for Fruit Crop development
- Support for improvement of Plant Quarantine System and Agricultural Health
- Support to rural development and the transfer of technology among rural communities
- Distribution of information and documentation on tropical fruits and plant and animal health
- Hurricane support

ANTIGUA AND BARBUDA

- Agricultural Sector Analysis (in progress)
- Promotion of a vegetable greenhouse technology
- Promotion of Integrated Pest Management
- Hurricane Relief Support in Agriculture (HURA) initiated
- Training for farmers and technicians in farm management promoted

SAINT LUCIA

- Introduction of greenhouse and irrigation technology for vegetable production
- Development of technological packages by the Ministry of Agriculture for the production and marketing of onions and potatoes
- Establishment of new plant quarantine regulations
- Strengthening of the managerial capabilities of 10 farmers' organizations

GRENADA

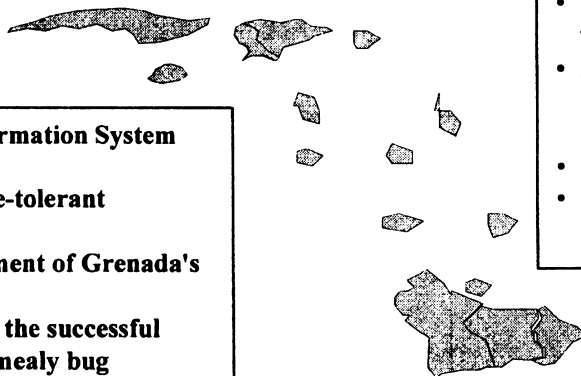
- Implementation of the Agricultural Information System (AGSYS)
- Introduction of high-yielding and disease-tolerant vegetable and root crop varieties
- Ongoing project:: Sustainable Development of Grenada's Hot Pepper Industry
- Technical and material support towards the successful management of an exotic pest, the pink mealy bug
- Institutional strengthening of women's agroprocessing cooperatives (Greenheart Volunteer)

DOMINICA

- Hurricane support
- Completion of a number of studies that will assist the Government in its determination of agricultural policy for the new millenium
- Provision of improved germplasm to the Ministry of Agriculture
- Introduction and promotion of ferro-cement water storage tank technology
- Development of business plans for farmers' groups (livestock), and NGOs (credit), enabling them to deepen their involvement in the agricultural diversification program

ST. VINCENT & THE GRENADINES

- Preparation of a Situation and Outlook Report on the Agricultural Sector of St. Vincent and the Grenadines
- Contributing to agricultural diversification by facilitating the establishment of semi-commercial grape plots on farmers' holdings
- Continuous evaluation of MOA's program for the monitoring and surveillance of fruit flies
- Formation of the Poultry Producers Association
- Support to IICA/ISA Agriculture Scholar at the Higher Agriculture Institute of the Dominican Republic



CARIBBEAN REGIONAL CENTER - HEADQUARTERS PORT OF SPAIN

SUPPORT TO: JAMAICA

- Assessment of the impact of trade liberalization on the agricultural sector, and assistance in the implementation of a Trade Monitoring Unit in Jamaica, through the ABC
- Support to the generation of interdisciplinary farming systems while protecting the environment
- Strengthening of the National Emergency Committee to deal with Black Sigatoka emergency actions
- Establishment of institutional linkages in the different countries, related to rural women's projects and activities (support to the Office of the First Lady)
- Support to MINAG/RADA and private agriculture in training events

DOMINICAN REPUBLIC

- Preparation of the 1996-2000 Agricultural Agenda
- Technological development strategy for agricultural and forestry profitability and competitiveness
- Technical-operational strengthening of the animal and plant health protection system
- Multi-institutional "water culture" program
- Training in curricular development and strategic planning for different universities in the country

BAHAMAS

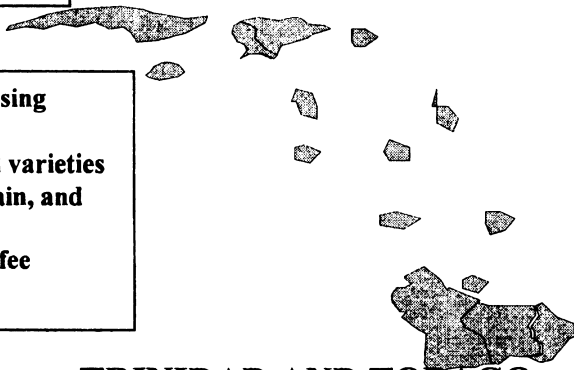
- TCA opened

BARBADOS

- Important progress made in the control of caprine arthritic encephalitis
- Base study on economic activities, with emphasis on the processing of agricultural products
- Strengthening of the managerial capabilities of agricultural producers
- Strengthening of the local 4S club movement

HAITI

- Establishment of 22 wet and 1 dry coffee processing centers
- Distribution of 4.5 million plantlets of improved varieties of coffee; planting of 300,000 plantlets of plantain, and distribution of more than 100,000 fruit trees
- Adoption of 4 technological packages by the coffee growers



GUYANA

- Information for agriculture and rural development policy taking generated
- Improved milk production due to effective transfer of improved small farm dairy technologies
- Carambola Fruit Fly intrusion from Suriname stopped at border
- Methodology for participatory problem & solution identification developed & validated

TRINIDAD AND TOBAGO

- Design and installation of a computer model for annual programming at the MALMR and the THA Agricultural Division
- Development of model to monitor the situation of rice, poultry, fish, citrus trees, watermelon, and selected vegetables
- Preparation of 4 documents on macro-economic policy, institutional reform, performance of the agricultural sector, and credit
- Evaluation of the local ham and jellies market, and identification of the potential for development of processing facilities
- Receipt of a donation of US\$10,000 to expand production of a group of women

SURINAME

- Establishment of an alliance of interest groups engaged in the production, agro-processing and marketing of fruit crops
- Validation of Male Annihilation Techniques (MAT) for the eradication of the carambola fruit fly
- Promotion of an appropriate technology for small farmers
- Training of the rural community in agroforestry, food preparation and conservation, organization and management of small enterprises

ANDEAN REGIONAL CENTER- HEADQUARTERS LIMA (November 95)

SUPPORT TO:

COLOMBIA

- Market intelligence system
- Implementation of the program on modernization and diversification of the agricultural sector
- Coordination and implementation of the National Technology Transfer System (PRONATTA)
- Small holdings census for the design of agricultural insurance
- Formation of the Campesino Organization and Training Fund (CAPACITAR)
- Introduction of the Policy on Rural Women into the National Rehabilitation Plan

VENEZUELA

- Promotion of agricultural commodity exchanges
- Evaluation of 24 regional animal health laboratories
- Restructuring of the National Agricultural Research Fund (FONAIAP)
- Establishment of the National Rural Agroindustry Network
- Hemispheric Training System for Agricultural Development (IICA-Venezuela)



PERU

- Start of installation of market intelligence and data exchange systems
- New investigation patterns in illicit crop areas
- Control of the fruit fly in Tacna
- National Fruit Fly Program (SENASA)
- Two projects, Sustainable Development and Environmental Protection (VE)
- Organizational strengthening for the modernization of 3 schools of agriculture

ECUADOR

- Introduction of the agricultural sectoral program
- INIAP strategic development plan
- Plan for the modernization of the Agricultural Health Service
- Support to the implementation of 12 investment projects, National Rural Development Program (PRONADER)
- National meetings of schools of agriculture and veterinary medicine

BOLIVIA

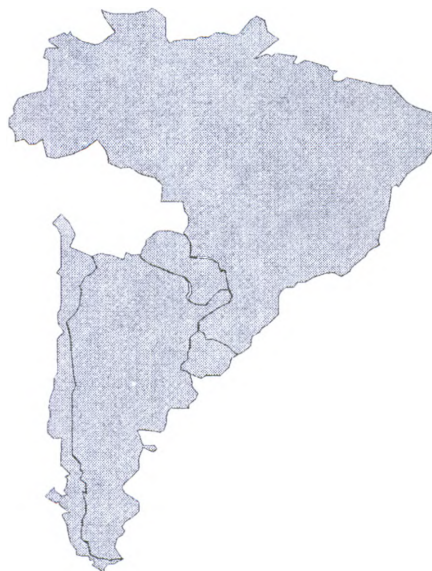
- Establishment and training of an inter-ministry group for international agricultural trade negotiations
- Support to regional corporations in the implementation of rural development projects
- Feasibility studies for agricultural research in lowlands (IBTA/IBRD)
- Feasibility study of the Decentralized Agricultural Health System (SIDESA)
- Strengthening of executing units of rural development projects (FIDA)

SOUTHERN REGIONAL CENTER - HEADQUARTERS ASUNCION (October 95)

SUPPORT TO:

PARAGUAY

- Strengthening of the MAG's foreign trade information system
- Training of municipal officials in the assessment of environmental impact of agricultural and rural development projects
- Proposal for the management of 15 micro-basins and training: Upper Paraná Itapúa Project
- Reopening of the Chilean market to beef
- Support in credit plans and training under the Northeastern Region Program
- Institutionalization of the Council of Deans of agricultural schools



ARGENTINA

- Diagnoses of the agri-food sector's strategies, policies and programs
- Studies on agri-food chains and training in policy analysis
- Organization of the agricultural information centers in Maipú-Mendoza, Luján de Cuyo, and Tunnyán (Mendoza)
- Studies on and cooperation for the tobacco area development plan
- Implementation of the Agricultural Social Program, the Rural Development Initiatives Program, and the IFAD/NEA and NOA Program
- Formulation of the rural women and rural communications projects
- Development of the SIGE Managerial Information System for IICA's ACTs
- Agricultural Deans Forum

CHILE

- Public Agricultural Sector Modernization Program (ODEPA, SAG, INIA) financed by the Government of Chile and the IDB
- Support to the National Technological Captures Program of FIA and the National Technological Innovation Council
- Eradication of the Mediterranean fruit fly along the Chile-Peru border, and support to the modernization of the Agricultural and Livestock Service (SAG)
- Institutional development of the INDAP and the processes for the modernization of its services, in support of household agriculture
- Support to the development of production activities for women small farmers (VIII Region)
- Bi-ministerial Committee on Agriculture and Education

BRAZIL

- Project on planning regional development in Brazil (Special Secretariat on Regional Policy)
- Strengthening of the Ministry of Water Resources/MMA for the integrated management of water resources, and the Water Resources Secretariat of Ceará State
- Project for the development of the new Brazilian health policy
- Preparation of and support to the implementation of programs for local and municipal development in Rio Grande do Norte, Paraíba and the Northern region of Brazil
- Education project for sustainable development with the Bahía State University
- Meetings on the modernization of higher agricultural education (North, Northeast)

URUGUAY

- Design and promotion of the Vegetable and Fruit Reconversion and Development Program
- Support to the management and projects of the National Granja Board JUNAGRA
- Consolidation of the Epidemiological Surveillance System
- Management of the National Program of Support to Small Farmers
- Creation and strengthening of the Honorary Committee on Rural Women

STRATEGIC ALLIANCES

Strategic alliances strengthen IICA's technical and financial capabilities to expand its cooperation with the Member States

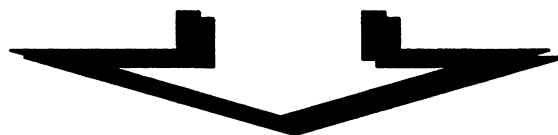
- ✿ **AECI**
- ✿ **SIDA**
- ✿ **IDB**
- ✿ **CIRAD**
- ✿ **IFAD**
- ✿ **GTZ**
- ✿ **HOLLAND**
- ✿ **SIHCA**
- ✿ **Texas A&M**
- ✿ **Joint FAO-IICA action plan**

FUTURE PERSPECTIVES

The holistic institutional dimension of the twenty-first century on the basis of the processes of the FTAA, sustainable development, and economic blocs

CHALLENGES FOR IICA

- ❖ **The assumption, by the IABA, of a new role as the highest level political forum for agriculture in the hemisphere**
- ❖ **The development of capabilities and alliances in strategic tasks, providing products relevant to the efforts of the countries**
- ❖ **Consolidation of the transformation of the Institute, particularly by making adjustments in and improving its Regional Centers**
- ❖ **Establishment of the Consultative Councils**
- ❖ **Credit policy covering every institution with which IICA collaborates**
- ❖ **Provide facilities to the TCAs that still do not have them**
- ❖ **Center for public and private agribusiness management training (USA, Mexico, Costa Rica, Venezuela, Barbado)**



UPDATE AND EXTEND THE EFFECTIVE LIFE OF THE MTP 1994-1998

CHALLENGES FOR IICA

- ❁ **Design of policies for patrimonial fund**
 - ❁ **Establishment of competitive policies to attract human resources (few-good-well paid)**
 - ❁ **Education**
 - ❁ **Inter-American distance training program**
 - ❁ **Inter-American sustainable agriculture week**
 - ❁ **AgroAmerica publications**
 - ❁ **Agricultural-scientific-technical**
 - ❁ **Agribusiness**
 - ❁ **Agriscientific**
- 

UPDATE AND EXTEND THE EFFECTIVE LIFE OF THE MTP 1994-1998

CHALLENGES FOR THE MEMBER STATES

- ❁ **To articulate an inter-American alliance to promote the modernization of agriculture in the Americas**
- ❁ **To establish an inter-American institutional system of organizations that support agriculture**
- ❁ **To undertake the sectoral responsibility in the process of building the FTAA**
- ❁ **To support sustainable agricultural development**
- ❁ **To support public-private national sectoral systems**
- ❁ **To develop mechanisms for cooperation, and national actions to solve critical problems**
- ❁ **To establish partnerships for development**

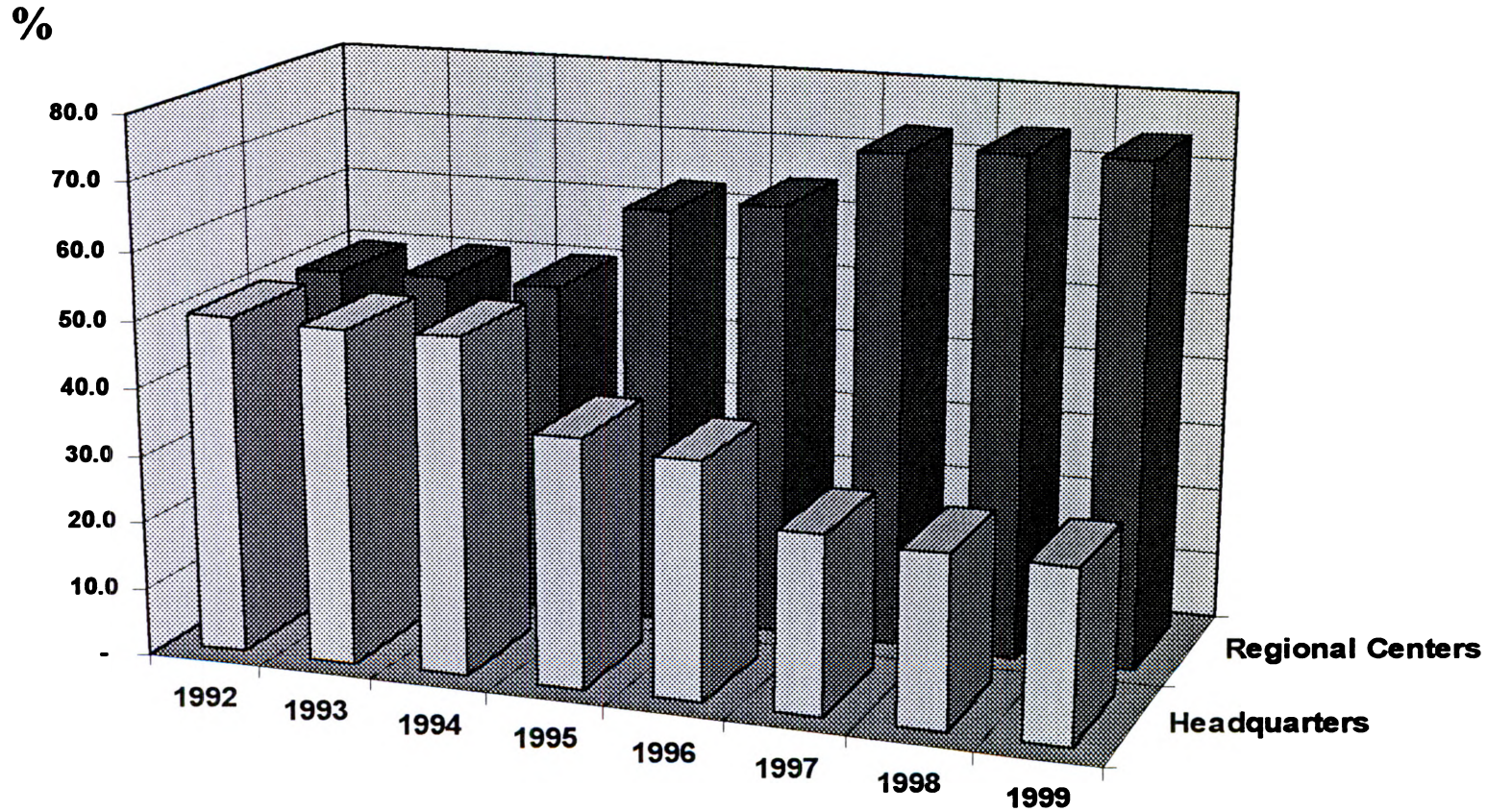
CHALLENGES FOR THE MEMBER STATES

- ❁ **To maintain relations with the private sector**
- ❁ **Inter-American agribusiness network**
- ❁ **Inter-American animal and plant health network**
- ❁ **Report on the status of agriculture and natural resources**
- ❁ **Network (Canada, United States of America, Mexico - PROCINORTE)**
- ❁ **To articulate the Inter-American System with the PROCIS**
- ❁ **Research forum**
- ❁ **Technology transfer network (Agricultural extension)**

GLOBAL INDICATORS OF THE INSTITUTIONAL TRANSFORMATION PROCESS

REDUCTION OF HEADQUARTERS AND REDEFINITION OF ITS ROLE

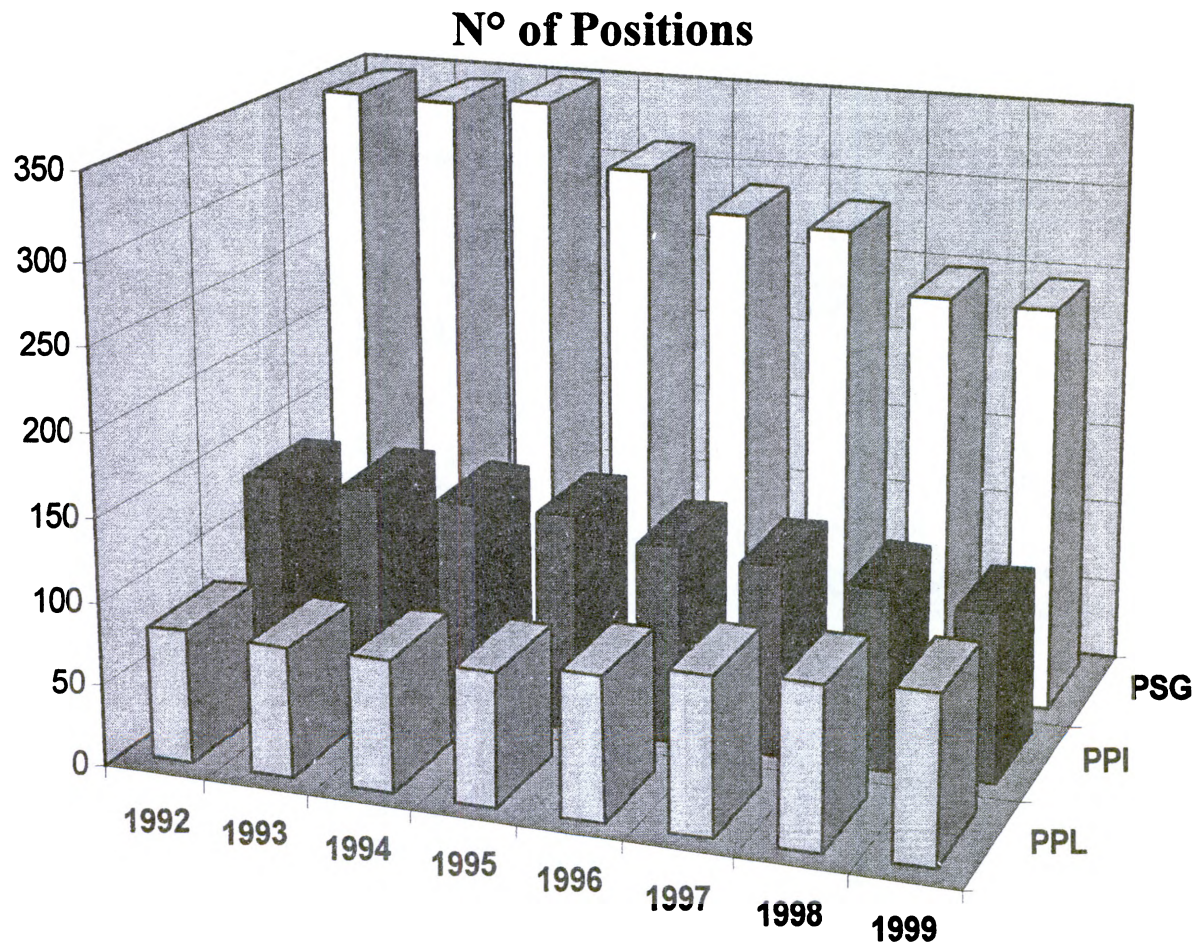
Regular resources



Note: 1998-1999 programmed

The capabilities required for corporate articulation are not decentralized

ADJUSTMENT OF THE PERSONNEL ROSTER TO THE ACTUAL AVAILABILITY OF RESOURCES

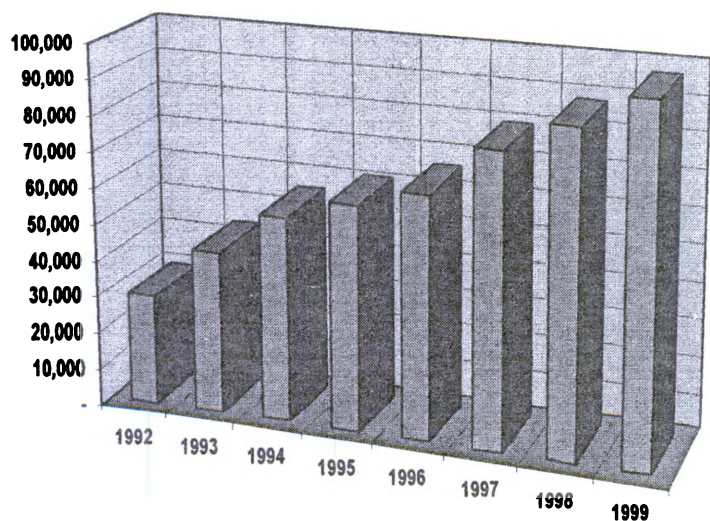


Note: 1998-1999 programmed

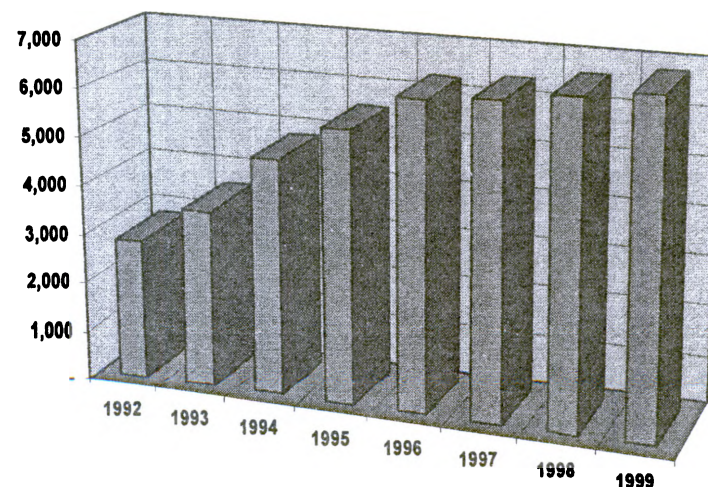
IICA increases the provision of cooperation services to its Member States through funds from financial organizations and the Governments of the Member States

EVOLUTION OF RESOURCES 1992-1999

EXTERNAL RESOURCES
(in thousands of US\$)



CATIS RESOURCES
(in thousands of US\$)



Note: 1992 to 1996 resources executed; 1997 estimated; and 1998-1999 programmed

CONCLUSIONS

The transformation process currently under way is making it possible:

- ❖ **To make adjustments in the structure of the Institute, enabling it to more effectively support the member states in the implementation of their agendas for the development of agriculture**
- ❖ **To develop capabilities and more effective and less costly mechanisms for:**
 - ❖ **Addressing issues of strategic importance on the hemispheric agenda**
 - ❖ **Providing technical assistance to the private sector**
 - ❖ **Differentiating strategies, on the basis of the needs of each region**
 - ❖ **Regaining IICA technical and political leadership in the following areas:**
 - ❖ **Advanced agricultural education**
 - ❖ **Genetic resources**
 - ❖ **Trade**
 - ❖ **Agroindustry**
- ❖ **Promoting strategic alliances**

CONCLUSIONS

- ❖ **To develop information systems capable of meeting the needs of the member states**
- ❖ **To make better use of resources and the institutional system**
- ❖ **The transformation process did not require the allocation of additional funds or affect the provision of cooperation to the countries**
- ❖ **The transformation process has been participatory and has been conducted in consultation with the countries and with the participation of the personnel of the Institute**
- ❖ **Decentralization into Regional Centers makes it possible to:**
 - ❖ **Define regional strategies**
 - ❖ **Bring services closer to users**
 - ❖ **Mobilize technical capabilities/create networks**
 - ❖ **Support cooperative programs for agricultural research**
 - ❖ **Establish regional alliances**
 - ❖ **Participate in a give greater support to integration processes**
 - ❖ **Innovate in the area of technical cooperation**

CONCLUSIONS

- ❖ **The transformation of IICA and the training of its personnel has led to the development of capabilities that are useful in supporting the transformation and modernization of institutions in the countries**
- ❖ **IICA now has new approaches in technical areas that have been influential in the repositioning of agriculture (expanded agriculture, sustainable development, management, systemic approach to the role of agriculture in development, etc.)**
- ❖ **The process has not been easy and must be further consolidated**

