

IICA



Costa Rica

IICA and Costa Rica

A new vision for 2002 - 2006

Updated version

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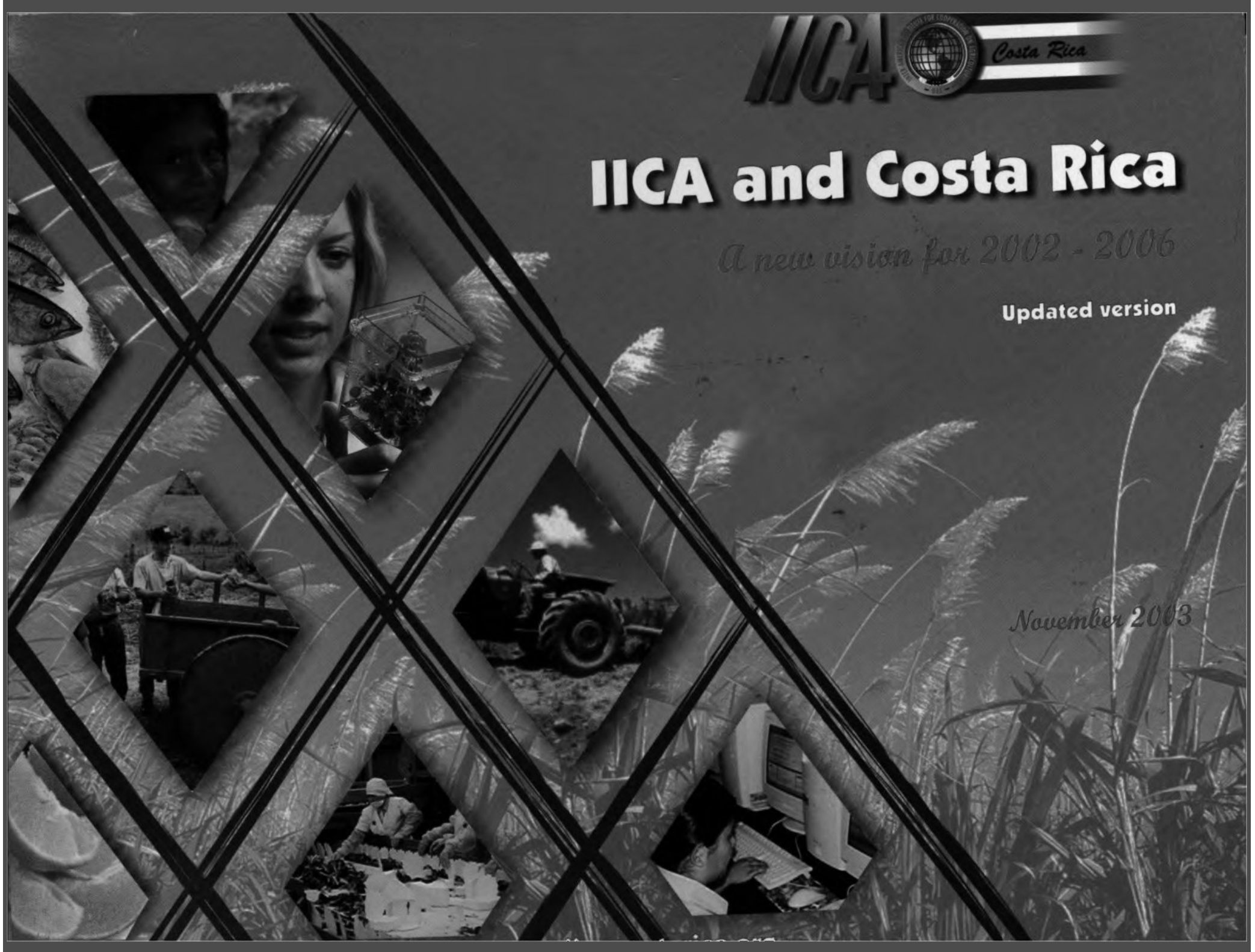


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ACKNOWLEDGEMENTS

The Office of the Inter-American Institute for Cooperation on Agriculture (IICA) in Costa Rica (IICA-Costa Rica) is pleased to present the document reviewed and updated, "IICA and Costa Rica: A New Vision for 2002-2006." It marks the following of a new form of cooperation, whose main objective is to reposition the Institute as the inter-American agency specialized in agriculture and rural development, and presents the general guidelines that will steer institutional collaboration in seeking the transformation of agriculture and Costa Rica's rural milieu.

The Vision, Mission, Objectives, and Actions this Office proposes, in line with the orientations and strengths of the Institution, respond to the requests of national authorities in the agricultural and rural sector. It would not have been possible to carry out such an extensive process and identify the different areas of joint work for IICA-Costa Rica and its partners without the support of IICA Headquarters, the Vicepresident, the Ministry of Agriculture and Livestock, the Ministry of Environment and Energy, Science and Technology, Health, Education, and other agencies and institutions of the Government of Costa Rica, as well as the private sector and academy.

Aware of the challenge that lies ahead, we wish to thank the Government of the Republic of Costa Rica for its enthusiasm and desire to work together on behalf of rural well being and food security in Costa Rica. We also extend our gratitude to the General Directorate of IICA for its support and encouragement, and for the confidence placed in this new model of technical cooperation.


Mario Seixas
IICA Representative in Costa Rica

1. EXECUTIVE SUMMARY

In order to provide cooperation services that are more efficient and better oriented toward key issues in agriculture and the Costa Rican rural milieu, IICA, through its office in Costa Rica, has reviewed this document, *"IICA and Costa Rica: A New Vision for 2002-2006."* An essential part of its preparation involved an intensive process of dialogue that brought us even closer to traditional partners in the agricultural sector, and made it possible to open channels of communication with new partners in the expanded rural sector.

While it is clear that IICA-Costa Rica has historically provided cooperation services of indisputable value to the country, the new scenario in which agriculture and the rural milieu must evolve represents a challenge requiring joint efforts, above all. It is thus important for IICA-Costa Rica and national, public and private authorities to design a strategy for working together on behalf of agriculture and the Costa Rican rural milieu.

This strategy has been based on a new vision of agriculture and the rural milieu and on a new way of providing IICA's cooperation services in Costa Rica. Important factors such as enhancing the resources of IICA-Costa Rica and IICA Headquarters, concerted planning, actions that are useful and proactive, new and strengthened alliances, horizontal cooperation, greater dialogue and accountability constitute a milestone in the institution's 30 years of cooperation in

Costa Rica, and above all, seek to *reposition the IICA as the inter-American agency for the promotion of agricultural development, food safety and the prosperity of the Costa Rican rural sector.*

Looking to the future and based on a new Vision and Mission, defined in the year 2002 in our previous document, the Office proposes the following six programs of action:

- *Program # 1: Trade and development of agribusiness*
- *Program # 2: Technology and innovation*
- *Program # 3: Agricultural health and food safety*
- *Program # 4: Sustainable rural development and environment*
- *Program # 5: Training and education*
- *Program # 6: Information and communication*

The aim of these programs is to achieve concrete results through agreements, conventions and actions that foster convergence between public and private institutions and associations involved in agriculture and rural development. Horizontal technical cooperation and inter-American dialogue is being emphasized to provide opportunity for the country to access successful experiences worth emulating, which will also foment synergy between Costa Rica and other member countries. In this way, IICA-Costa Rica assume a position as leader and Costa Rica's strategic partner in promoting the development of the agrifood sector and the progress of the rural milieu.

2. THE COSTA RICAN RURAL CONTEXT: A PANORAMIC VISION OF ITS AGRICULTURE

Costa Rica is a democratic republic located in Central America. It borders Panama to the south and Nicaragua to the north, with coasts on the Pacific Ocean and Caribbean Sea. It extends 51,100 km and has a population of around 4 million¹ (79 people/km), nearly half of whom live in rural zones.

The unique nature of the country's history lies in its stable and equitable social and economic development. Since the abolition of the army in 1948, the State has given priority to social policy, allocating a significant percentage of gross domestic product to basic services of health, infrastructure, education and nutrition for its inhabitants. This strategy has made it possible to attain higher standards of living when compared to other developing countries.

Despite this notable progress, poverty continues to be a problem of considerable magnitude. It is estimated that almost 20.2%² of the inhabitants are below the poverty line and 5.7% live in extreme poverty. This population is concentrated primarily in rural areas, where three out of four Costa Ricans suffer conditions of poverty.

Like other countries, Costa Rica has adopted an economic development model based on deregulation of the economy and trade liberalization. It participates actively in the World

Trade Organization (WTO) and in regional initiatives such as the Initiative of the Americas, the Puebla-Panama Plan, and the Central American integration process. Furthermore, it maintains an expansionist policy through the signature of bilateral trade treaties with important trade partners such as Mexico, Chile, the Dominican Republic, Canada, CARICOM and the United States.

Although the country's economy is still markedly agricultural, tourism and the electronics industry have grown considerably in recent years and today constitute one of the main sources of foreign earnings. Costa Rica's variety of alternatives and rising infrastructure development attract tourists and are an incentive to foreign investors, especially in advanced technology, due to its economic and social stability and the high educational level of the population.

Despite the emergence of these new investments, it must be remembered that Costa Rica's economy has been linked to agriculture since colonial times. This relation has varied depending on the economic model in force, but even today, agriculture as primary sector alone accounts for 11% of gross domestic product, 34% of exports³ and 15.8% of employment generation⁴. In sum, agriculture continues to be one of the pillars of the economy, especially in rural areas.

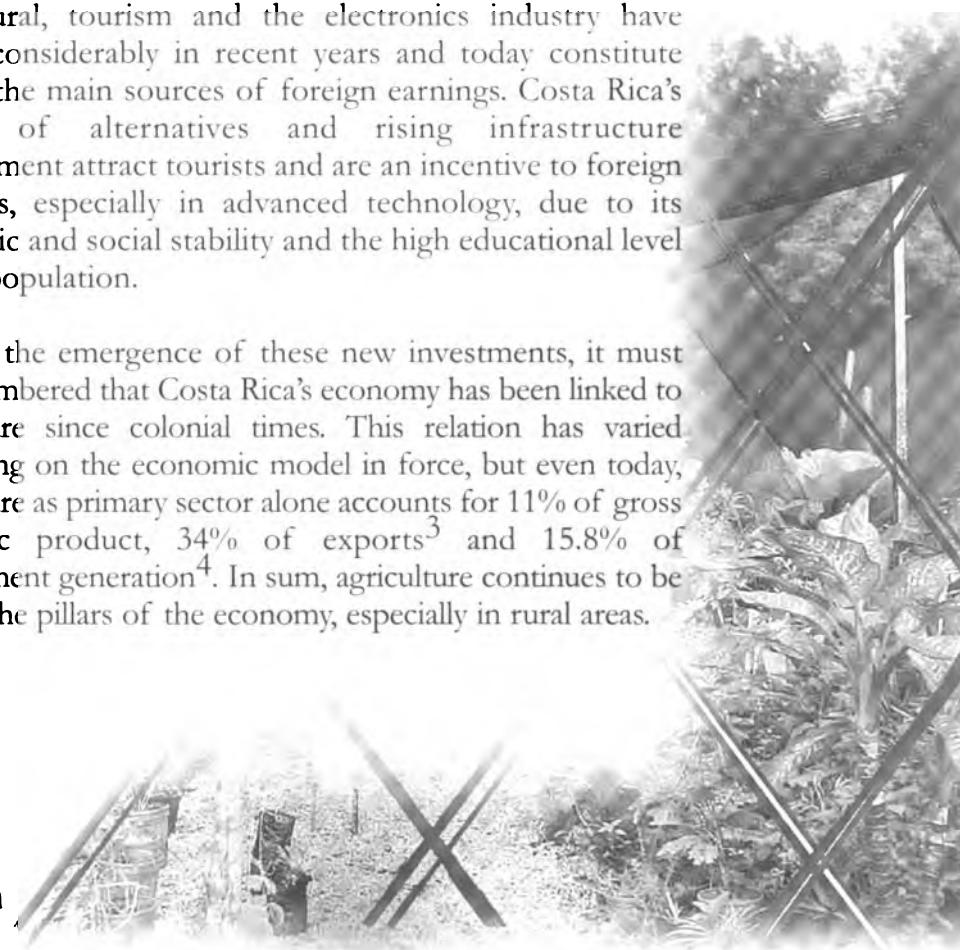
¹ Updated to 2003. Source: www.inec.go.cr

² Updated to 2003. Household Survey 2002, INEC

³ State of the Nation Project. 2001. **State of the Nation in Sustainable Human Development** San José [CR]

⁴ Updated to 2002 with information from the Central Bank and from INEC

⁵ Ídem



Even more, during the past few decades, agricultural policies have aimed at diversifying exportable production, promoting a shift from agriculture based on a handful of traditional products to a diversified and dynamic export agriculture that has indisputably transformed the rural situation.

In this context, the new century finds a radically different agricultural sector from that of previous years. Joining traditional production, which centers on five export products and grains and vegetables for the domestic market, is a growing sector of nontraditional agro-exports, the most important of which include pineapples, melons, and mangos; roots and tubers; flowers and foliage; and oils and oilseeds.

For the most part, nontraditional agriculture is in the hands of agro-export companies with large investment capacity, although some participation of organized groups of small and medium producers is observed. This segment has benefited from the opportunities international markets offer, and its growth has been so pronounced that it now comprises almost half of all agricultural exports.

The opposite is true of traditional agriculture, which has been seriously affected by changes in the business environment. In effect, traditional export products have suffered the consequences of low international prices, while products for the domestic market are forced to compete in a unequal process of opening, placing them at a disadvantage with respect to cheaper and, in many cases,

subsidized products. It is precisely the farmers or agribusinesspeople connected with such products who face the greatest difficulties, and who should be the central objective of programs for productive transformation.

With due recognition for the worthy efforts undertaken to diversify the national productive base, agriculture nevertheless continues to be a primary production activity and value-added is generally limited. This is of special concern in the case of export products, since a high percentage is placed in the international markets with a very low level of processing; that is, as raw material for the industry of other countries.

Important efforts have also been made in the realm of marketing, particularly in terms of infrastructure, producer organization, and the establishment of both wholesale and retail points of sale. Nonetheless, this continues to be one of the main weaknesses of the agricultural sector. Despite the measures taken, producers' access to markets is low, intermediation is high, marketing is very concentrated and market transparency is reduced.

Financing is another factor that has affected agricultural production in recent years. Farm credit—especially from the national banking system—has fallen noticeably, although this situation has been partially offset by the strengthening of alternative sources of financing, such as cooperatives, agribusinesses, distributors of inputs, special government programs, etc. There has also been an absence of special credit projects financed through external loans in recent years.

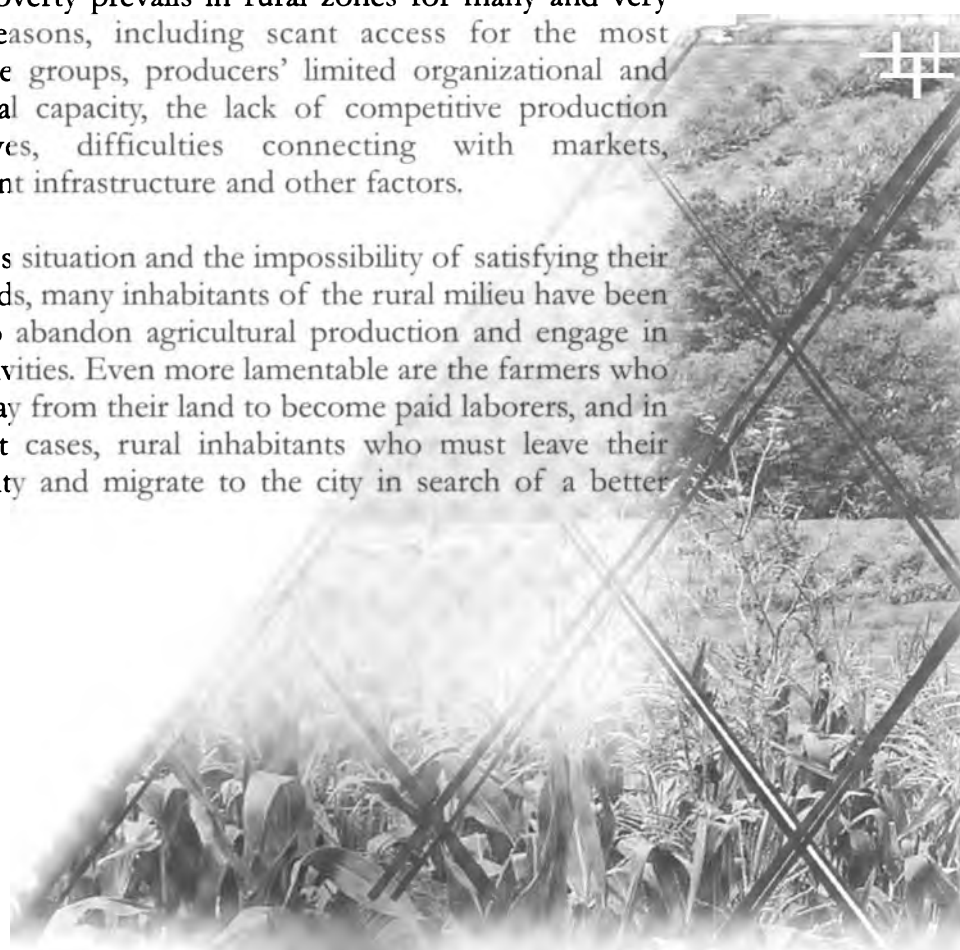
An additional factor that should be mentioned is the vulnerability of national agriculture to environmental phenomena such as hurricanes, earthquakes, droughts, torrential rains and flooding. The natural disasters of recent years have caused considerable losses to agricultural production and rural infrastructure, and the State has been forced to make large expenditures to attend such emergencies. In this regard, it is worth pointing out that the omission of this theme in national strategies can be extremely costly in terms of investments in the agricultural sector and rural zones.

Concerning the availability of resources, thanks to its volcanic origin, the country has rich soils for agriculture and a topography that creates numerous different microclimates for a broad variety of products. Furthermore, forest areas cover a significant proportion of the country. Unfortunately, during the last few decades this environmental wealth has been threatened by the constant expansion of agriculture, especially extensive ranching and excessive logging. Even so, the country has been increasingly aware of the importance of conserving natural resources, and over the last few years has been able to reverse or at least contain many of these negative trends. Today Costa Rica is recognized worldwide as a country at the forefront of environmental conservation.

With regard to the rural milieu, agricultural activities constitute the main livelihood for the nearly two million Costa Ricans living there. Many participate as producers, others contribute labor in farms and agribusinesses or in various services, and a smaller number work in activities unrelated to agriculture.

Despite their overriding importance, agricultural activities have not been a viable alternative to improve the living conditions of people living in the rural milieu. As indicated earlier, poverty prevails in rural zones for many and very varied reasons, including scant access for the most vulnerable groups, producers' limited organizational and managerial capacity, the lack of competitive production alternatives, difficulties connecting with markets, insufficient infrastructure and other factors.

Given this situation and the impossibility of satisfying their basic needs, many inhabitants of the rural milieu have been forced to abandon agricultural production and engage in other activities. Even more lamentable are the farmers who move away from their land to become paid laborers, and in the worst cases, rural inhabitants who must leave their community and migrate to the city in search of a better future.



3. IICA-COSTA RICA COOPERATION SERVICES

IICA-Costa Rica has provided technical cooperation services for the development of agriculture and the rural milieu of the country for almost thirty years. The participation of various national entities—particularly that of the Ministry of Agriculture and Livestock and other public sector institutions—has been vitally important during this period in the identification and execution of a large number of activities.

The point of departure for IICA-Costa Rica's support has been the needs of the clientele. Cooperation projects have thus been carried out in such areas as institution building, policy-making, domestic and external marketing, agribusinesses and agroindustry, agricultural health, research and technology transfer, rural development, resource conservation, education, information and communication. By way of example, some of the Institute's most important cooperation actions in recent decades are briefly described below.

In the 1980s, IICA-Costa Rica cooperation sought to foment progress for inhabitants of the rural milieu by promoting, in particular, activities associated with agricultural development. As of 1980, the following initiatives were supported:

- Comprehensive planning for farms connected with the agricultural schools so as to obtain more efficient use of these parcels for both educational and commercial purposes*

- Cooperation for the National Program of Youth Cooperatives, created with the objective of reducing rural youth unemployment by incorporating young people in productive processes*
- Support for the Agricultural Zoning Program, particularly through the design of methodologies to identify zones and dates for seeding annual crops and through the creation of instruments for reorganizing agricultural activity*
- Participation in the Program for Increased Agricultural Productivity through support for the implementation of several of its components, including research, technology transfer and seed production*
- Capacity building for public entities and producer organizations in the identification, preparation, monitoring and assessment of investment projects for small producer organizations*

During the nineties, the country faced a new scheme of development with the accompanying need to initiate a process of productive transformation, and the following activities were promoted:

- Support for the creation of an agricultural commodities exchange in the country, with similar exchanges subsequently created in other countries of the region*

- Assistance for various components of the Second Stage of the Tempisque-Arenal Project aimed at consolidating an extensive productive area through the provision of irrigation, in particular
- Implementation of several studies on agricultural production chains as analytical and policy-making instruments, and dissemination of this methodology in the country
- Support for the strengthening of the National Commission on Agricultural Research and Technology Transfer (CONITTA) and the reorientation of the Ministry of Agriculture's extension service through the Project for Strengthening of the Agricultural Research and Technology Transfer System (SNITTA)

- Drafting of an action plan to address and evaluate the effects of "El Niño"
- Support for the creation of an information network for the agricultural sector (INFOAGRO), a fundamental decision-making element for rural inhabitants, and moreover, with presence throughout the country
- Contribution to the strengthening of institutions that support organic production in various countries of the region through appraisals and the formulation of policies and standards



4. FUTURE CHALLENGES FOR IICA-COSTA RICA

A new era is emerging for the world's economies. As it takes form, the 21st century is both encouraging and disturbing, and agriculture cannot escape changes that are shaping the new scenario. Several trends such as those below have come to bear in rethinking the way we have been "doing agriculture":

Growing respect for the environment as a key factor to ensure human survival;

recognition that education and research are the foundations of modern economies;

consolidation of information and knowledge as central variables in all spheres of human activity;

consolidation of trade as the engine of development in the countries;

the growing concentration and internationalization of agricultural activities;

change in the roles of the State and of private actors in production and marketing;

the strengthening of dialogue and consensus-building to foment strategic alliances;

the reduction of international cooperation funds.

Aware of the influence exerted by these trends, and in its desire to contribute to the progress of agriculture and the Costa Rican rural milieu, IICA-Costa Rica assumes the new world challenge, giving priority to the following areas.

■ 4.1 STRENGTHENING OF RURAL COMMUNITIES

A fair and equitable democracy should ensure the comprehensive development of the rural areas, hence the urgency of strengthening rural zones unable to participate satisfactorily in the economic, social, cultural, and political life of the country. Prompt and sound integration of rural populations demands greater equality of rights and opportunities in work, health, education, infrastructure, housing, land, information, capital, and basic services. More participation of the citizenry and of grassroots organizations is equally important, since this contributes not only to the democratization of decision-making processes, but to the creation of new cooperation mechanisms between public and private sectors, both urban and rural, leading to policies, programs and projects of national interest, but impacting on rural zones.

■ 4.2 RESTRUCTURING OF NATIONAL PRODUCTION AND TRANSFORMATION OF TRADE

Productive strategies need to be rethought from a perspective of markets and competitiveness. In other words, the transformation of national production must be based on market signals and on real options for linking up with those markets. Once this panorama is clear, modifications of the national productive base can be introduced in terms of both diversification and value added. Technological innovation—as a driver for new productive processes—, production quality and food safety are issues that all agribusinesses must keep in mind if they want to increase their competitiveness.

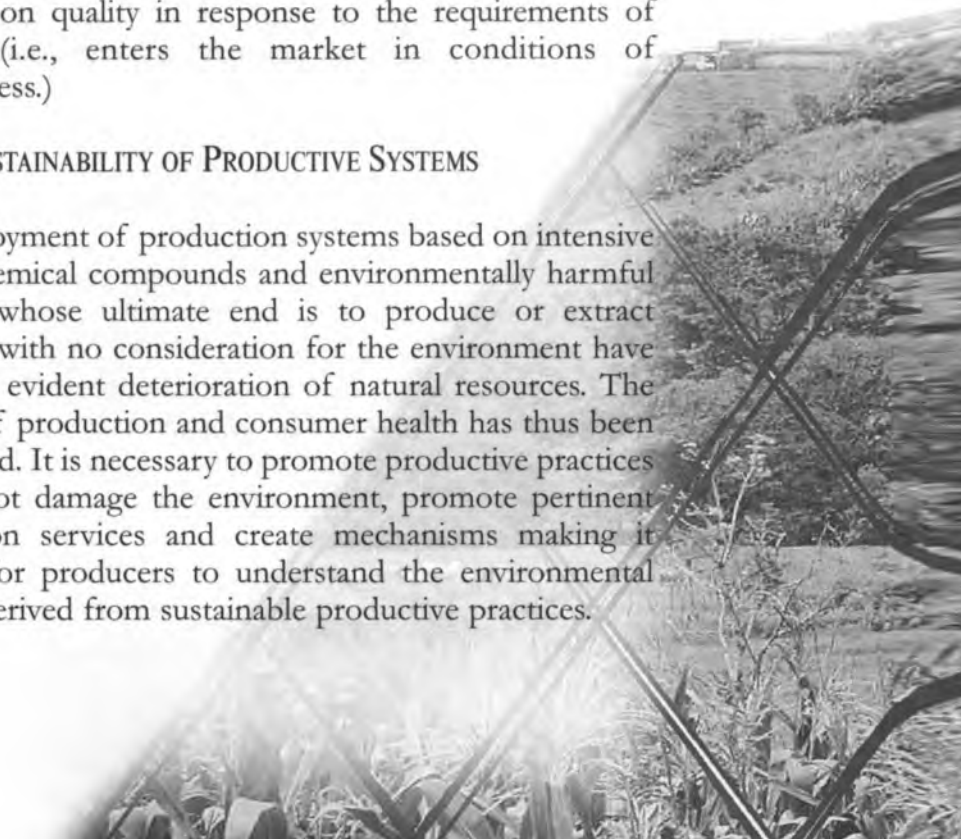
As a complementary element, comprehensive improvement of both external and internal processes must be fomented to attain competitiveness in production and facilitate linkage with markets. Market efficiency depends not only on the capacity to integrate consumers and producers, but also on public sector efforts to provide better services, stimulate the private sector and facilitate access to financial resources. If the goal is to facilitate the action of private actors, mainly producer organizations who need to improve their capacity to negotiate in the market, it is essential to strengthen extension services, research, marketing, infrastructure, information and communication.

■ 4.3 CONSUMER SATISFACTION AND FOOD SUPPLY

Market globalization and liberalization have transformed consumer behavior due to the variety of alternatives available. Consumers are more demanding and have better information about the benefits and harmful effects of consuming certain foods. The challenge, then, is to ensure the availability of food for the national population in terms of both quantity and nutritional content, producing those foods that are competitive and importing the rest, with an emphasis on quality in response to the requirements of demand (i.e., enters the market in conditions of harmlessness.)

■ 4.4 SUSTAINABILITY OF PRODUCTIVE SYSTEMS

The employment of production systems based on intensive use of chemical compounds and environmentally harmful practices whose ultimate end is to produce or extract resources with no consideration for the environment have caused an evident deterioration of natural resources. The viability of production and consumer health has thus been endangered. It is necessary to promote productive practices that do not damage the environment, promote pertinent certification services and create mechanisms making it possible for producers to understand the environmental benefits derived from sustainable productive practices.



■ 4.5 STRENGTHENING OF SUPPORT INSTITUTIONS

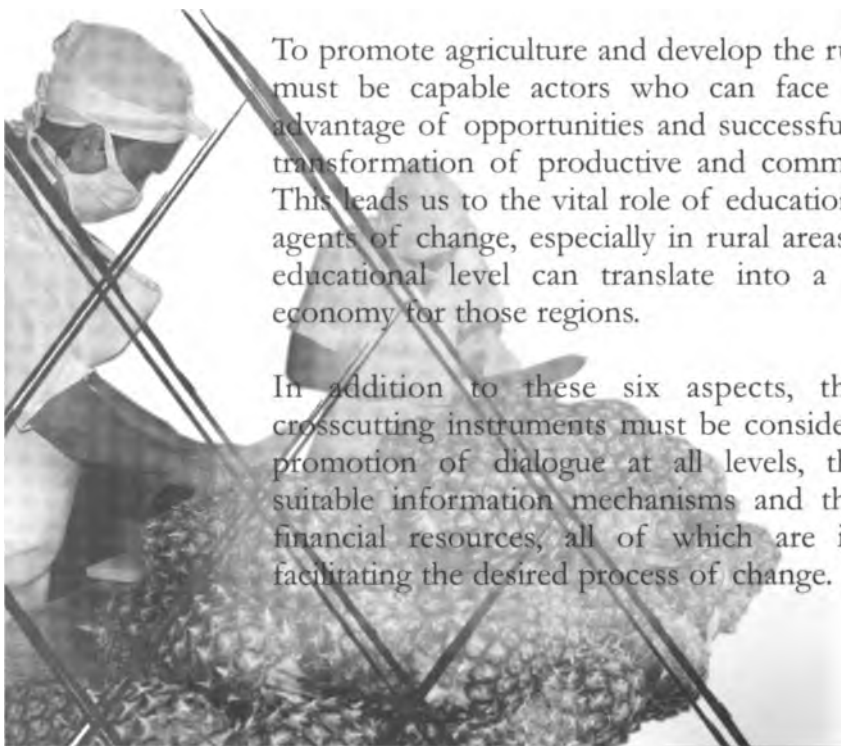
For public institutions in the agricultural sector, State restructuring in recent years has meant a change in their functions, from regulation of productive activity to facilitation. At the same time, their physical and financial resources have been reduced. This situation has created opportunity for private organizations to play a more active role in support of their members. Under these conditions, the challenge for these institutions centers on modernizing their structures, building the capacity of their human resources, attracting more financial resources and adapting their services to the needs of the producers.

■ 4.6 STRENGTHENING OF HUMAN CAPACITIES

To promote agriculture and develop the rural milieu, there must be capable actors who can face challenges, take advantage of opportunities and successfully carry out the transformation of productive and commercial processes. This leads us to the vital role of education and training as agents of change, especially in rural areas where a higher educational level can translate into a more favorable economy for those regions.

In addition to these six aspects, the presence of crosscutting instruments must be considered, such as the promotion of dialogue at all levels, the provision of suitable information mechanisms and the availability of financial resources, all of which are indispensable in facilitating the desired process of change.

The introduction of corrective measures to remedy weaknesses and make better use of opportunities is equally important in order to obtain the higher objectives of our Institution: to improve the living conditions of rural inhabitants, to promote greater competitiveness of agricultural and non-agricultural activities and to contribute to food security in the country.



5. A NEW FORM OF COOPERATION

Meeting a challenge often means modifying ways of acting. In the case of IICA-Costa Rica, it has meant evaluating the way cooperation has traditionally been provided and examining the role the Institution should perform. This analysis has affirmed the need to promote a change in the cooperation strategy and has led to a proposal of the following actions:

■ *Enhance the resources of IICA-Costa Rica through closer collaboration with Headquarters*

In pursuit of a leading role for its institutional cooperation in the country's agricultural and rural development in Costa Rica, IICA's host country, we had repositioned the Costa Rican Office for more coordinated work and participation together with IICA Headquarters in the activities carried out. The Headquarters-IICA-Costa Rica sum also addresses the desire to maximize the use of institutional resources, such as the proven technical capability of Headquarters, in order to implement innovative and creative actions of interest to the Member States.

■ *Joint planning of a national agenda*

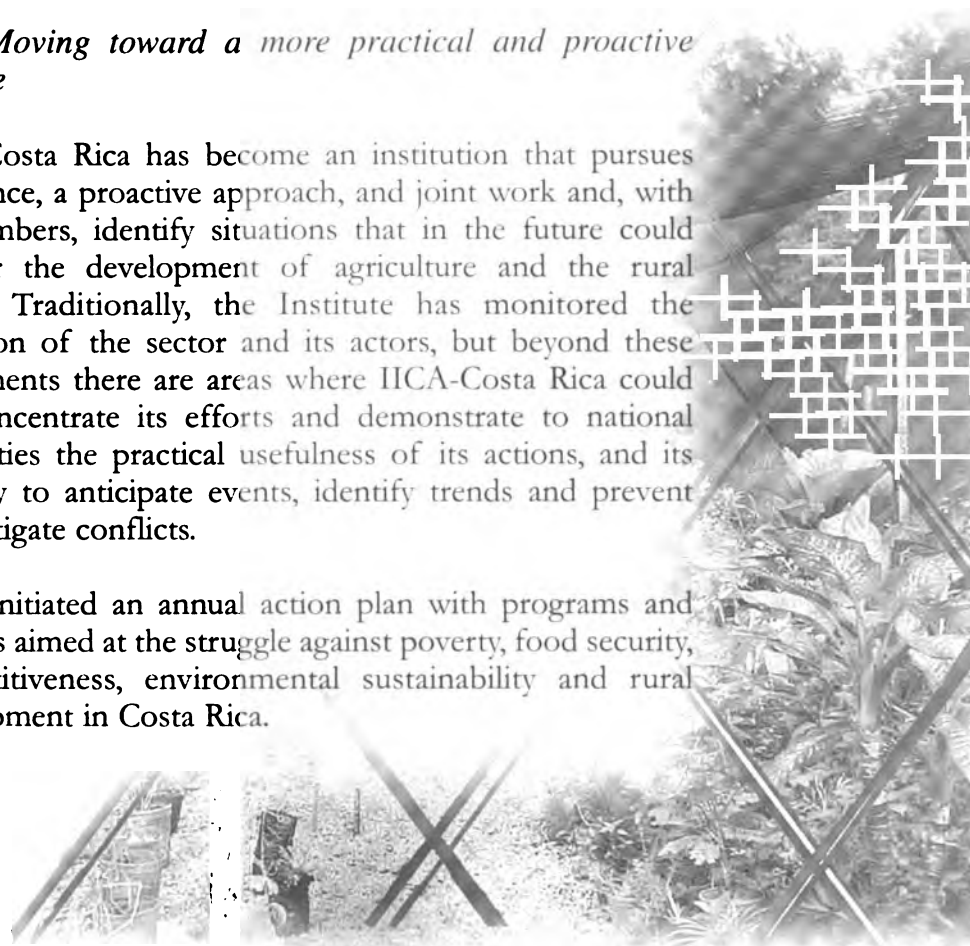
To achieve greater convergence with the country's cooperation needs, IICA-Costa Rica initiated a process to construct this national cooperation agenda for the medium term. Ongoing dialogue with national authorities, both public and private, served to identify areas where the Office together with Headquarters can contribute to Costa Rica's agricultural and rural development.

A dynamic, open, and participatory process of consultation, such as the one being carried out, makes it possible to identify country priorities and give direction to the cooperation services provided by IICA-Costa Rica. Similarly, this makes it possible to work more closely with the institution's partners, to establish and deepen relations with authorities and other actors in the rural milieu, to make better use of resources and to foster inter-institutional synergy.

■ *Moving toward a more practical and proactive attitude*

IICA-Costa Rica has become an institution that pursues excellence, a proactive approach, and joint work and, with its members, identify situations that in the future could hamper the development of agriculture and the rural sector. Traditionally, the Institute has monitored the evolution of the sector and its actors, but beyond these assessments there are areas where IICA-Costa Rica could concentrate its efforts and demonstrate to national authorities the practical usefulness of its actions, and its capacity to anticipate events, identify trends and prevent and mitigate conflicts.

Thus, initiated an annual action plan with programs and projects aimed at the struggle against poverty, food security, competitiveness, environmental sustainability and rural development in Costa Rica.



■ Increase presence in Costa Rica

A continental presence requires a balance between the international and the national; being a hemispheric agency requires that IICA act locally but think globally. Attending fora, congresses and meetings where development issues are discussed is important, but it is even more important to implement actions of practical use to member countries.

Thus, exerting a national influence involves an additional responsibility: the institution cannot limit itself exclusively to agriculture. Change in the concept of “rurality” makes it necessary to work from an expanded perspective of agriculture that requires greater territorial coverage and relating with more sectors and institutions which, while they may not play a preponderant role in agriculture, do indeed have an influence on new activities taking place in the rural sphere, such as tourism, trade, services, handicrafts, information technology, infrastructure, work, health, education, and other areas.

■ Strengthen and create sustainable strategic alliances

Traditionally, IICA-Costa Rica has channeled its support efforts to the public sector in connection with such institutions as the following

- Ministry of Agriculture and Livestock (MAG)
- Agrarian Development Institute (IDA)
- National Production Board (CNP)
- Comprehensive Agricultural Marketing Program (PIMA)

- Executive Secretariat for Agricultural Sector Planning (SEPSA)
- Institute for Agricultural Innovation and Technology Transfer (INTA)
- National Irrigation, Drainage, and Groundwater Service (SENARA)

The priority of these institutions is unquestionable; however, it is also urgent to recognize that a multisectoral conception of cooperation entails the involvement of the greatest possible number of institutions concerned with the rural area. In order to position IICA as the main inter-American agency of support for agricultural development, food security, and modernization of the rural sector of the continent, we have worked more closely with public and private sectors, mixed institutions, the academic community, nongovernmental organizations and other international cooperation agencies.

Consequently, we broadened the gamut of IICA-Costa Rica partners, which includes the following:

■ PUBLIC SECTOR AND MIXED INSTITUTIONS

- Second Presidency of the Republic
- Ministry of National Planning and Economic Policy (MIDEPLAN)
- Ministry of Foreign Affairs
- Ministry of Health
- Ministry of Public Education (MEP)

- Ministry of Economy, Industry, and Trade (MEIC)*
- Ministry of Environment and Energy (MINAE)*
- Ministry of Science and Technology (MICIT)*
- Ministry of the Condition of Women (INAMU)*
- Rural Development Program (PDR)*
- Costa Rican Fishing Institute (INCOPESCA)*
- Costa Rican Tourism Institute (ICT)*
- Social Council-Vice-Presidency of the Republic*
- Foreign Trade Corporation of Costa Rica (PROCOMER)*
- Agricultural and Industrial Sugar Cane League (LAICA)*
- Costa Rican Coffee Institute (ICAFE)*
- National Banana Corporation (CORBANA)*
- Inter-Institutional Food Safety Commission (CILA)*
- Organic Agriculture Movement of Costa Rica (MAOCO)*
- National Bank of Costa Rica (BNCR)*
- Municipality of Vázquez de Coronado*
- Municipality of Talamanca*

PRIVATE SECTOR

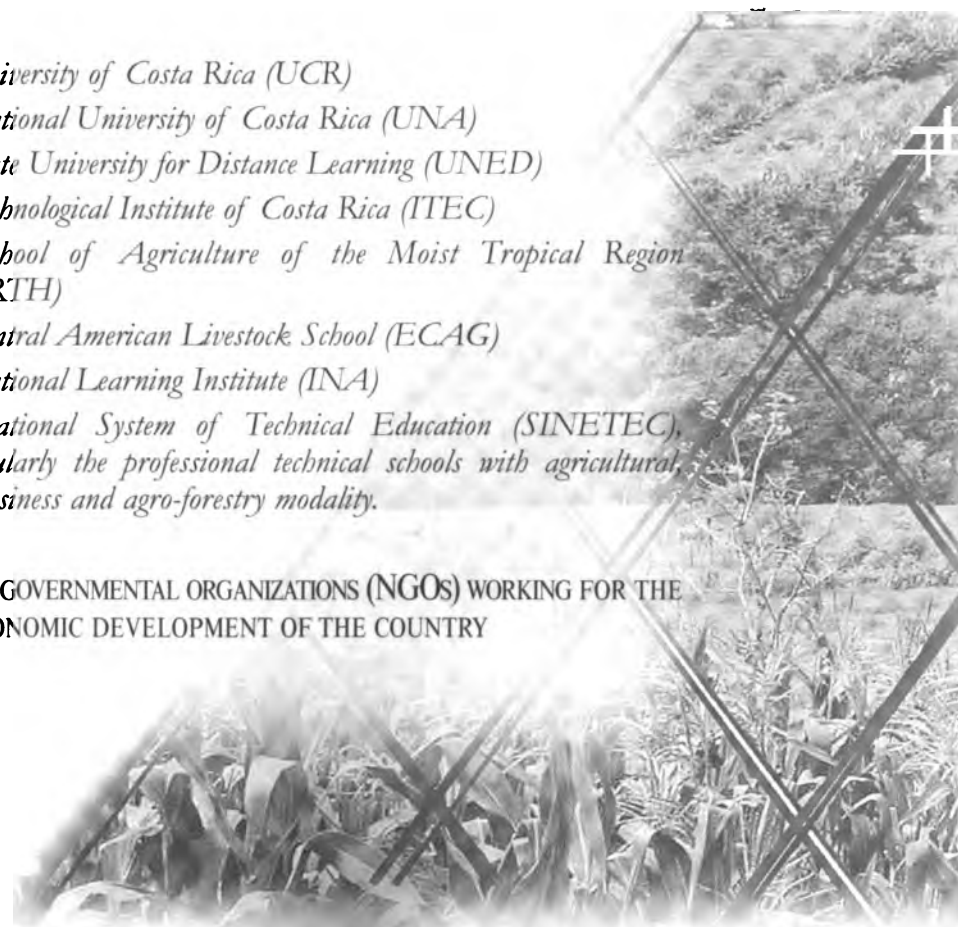
- Chamber of Exporters of Costa Rica (CADEXCO)*
- Costa Rican Food Industry Chamber (CACLA)*
- National Agriculture and Agribusiness Chamber (CNAA)*
- National Chamber of Milk Producers*
- Costa Rican Chamber of Pork Producers*

- National Chamber of Poultry Producers*
- National Chamber of Egg Producers*
- Chamber of Sugar Producers*
- Cattle Development Corporation (CORFOGA)*
- National Campesino Panel*
- National Union of Small and Medium Costa Rican Farmers (UPANACIONAL)*
- Coronado Tourism Chamber (COROTUR)*

UNIVERSITIES AND EDUCATION AND TRAINING INSTITUTIONS

- University of Costa Rica (UCR)*
- National University of Costa Rica (UNA)*
- State University for Distance Learning (UNED)*
- Technological Institute of Costa Rica (ITEC)*
- School of Agriculture of the Moist Tropical Region (EARTH)*
- Central American Livestock School (ECAG)*
- National Learning Institute (INA)*
- National System of Technical Education (SINETEC), particularly the professional technical schools with agricultural, agribusiness and agro-forestry modality.*

NON GOVERNMENTAL ORGANIZATIONS (NGOs) WORKING FOR THE SOCIOECONOMIC DEVELOPMENT OF THE COUNTRY



Promote inter-institutional and inter-agency dialogue on cooperation

Individualized international cooperation with little coordination can often result in overlapping projects, the duplication of efforts, and depletion of the limited resources available to the developing countries.

It is thus necessary to promote strategic partnerships with agencies such as the World Bank, the Inter-American Development Bank (IDB), the World Food and Agriculture Organization (FAO), the Pan American Health Organization (PAHO), the United Nations Development Program (UNDP), the Organization of American States (OAS), the German Development Agency (GTZ), MASHAV of Israel, the Canadian International Development Agency (CIDA), the Swedish International Development Agency (SIDA), the Tropical Agriculture Research and Higher Education Center (CATIE), the Central American Bank for Economic Integration (CABEI), the International Regional Agricultural Health Organization (OIRSA), and others. Their participation will be fundamental so that, through vertical cooperation, institutional resources can be better targeted in fighting poverty and promoting well being for rural zones in America and the Caribbean.

Promote horizontal cooperation

In the current agricultural and rural context, applying traditional north-south cooperation criteria is insufficient, since many IICA member countries now occupy an important position in the generation and transfer of knowledge, technologies and experiences that can benefit the economic and social growth of other countries.

IICA-Costa Rica takes more advantage of horizontal cooperation through the "IICA Network," which includes Headquarters and the Offices of the member countries. The use of this network will make it possible to identify work opportunities and physical, human and financial resources to strengthen dialogue and build a true community of "partners for cooperation in the Americas."

Accountability and being evaluated

Preparing a national agenda for the medium term does not just mean presenting IICA-Costa Rica's new Vision, strengths and different modes of cooperation to national authorities. It also signifies giving public and private sectors and civil society the opportunity to continuously evaluate the progress achieved. IICA-Costa Rica wants to make evident both its position of transparency and its desire to strengthen relations with the Institution's partners.

6. IICA-COSTA RICA'S STRATEGIC PLANNING PROCESS

The new Vision for the 2002-2006 period was established in two stages. First there was a consultation process consisting of interviews and meetings with the main partners of IICA-Costa Rica. This activity not only made it possible to identify the issues and areas where institutional efforts must be concentrated in the future, but also to assess the overall performance of the Institution in the past.

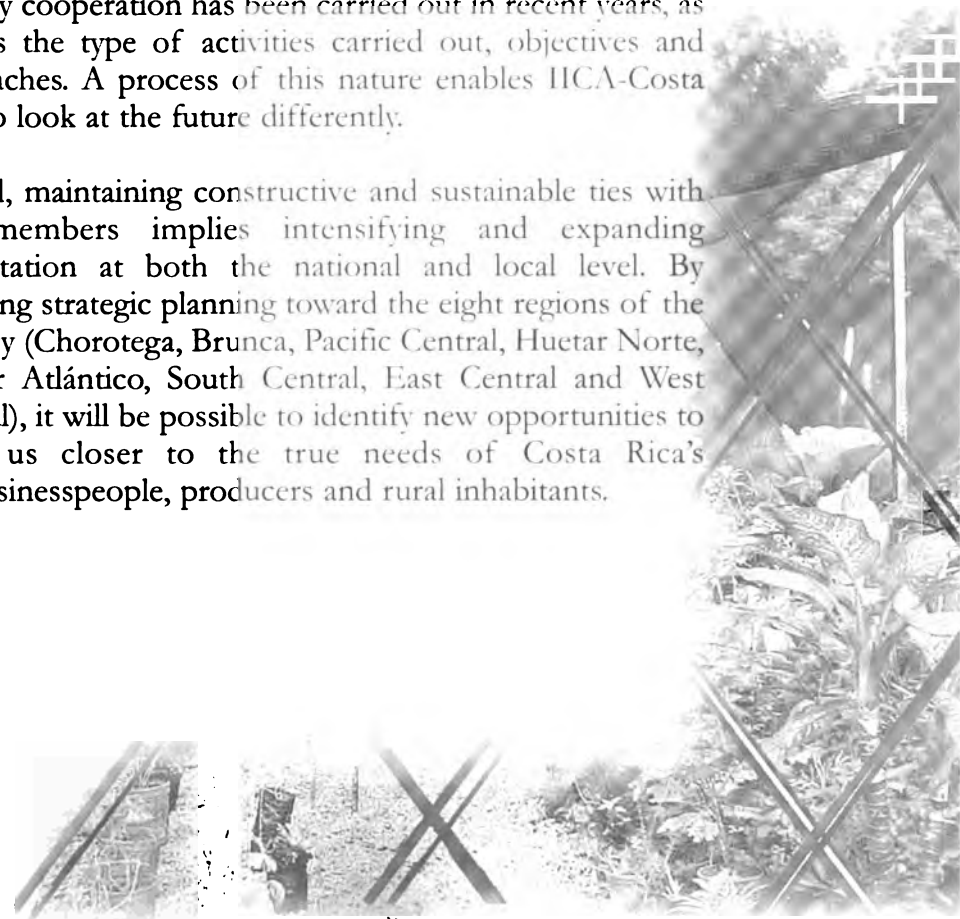
During the second phase, the Office conducted a careful review of the more important policy papers formulated in recent years, including the "Monsignor Víctor Manuel Sanabria" National Development Plan, the Plan to Combat Poverty and "New Life" Universal Policies, the country's position as input for the "Ministerial Declaration of Bávaro"⁵, the agriculture policies drafted by SEPSA, the policy proposals of the principal trade associations in the private sector, and specific cooperation demands presented to IICA-Costa Rica.

Having compiled the inputs and aware that in the current situation agriculture and the rural milieu are closely tied, IICA-Costa Rica expanded the consultation process to other entities outside of agriculture, but with an unquestionable influence on rural zones and their actors. Interviews were thus conducted with new partners in such varied fields as international relations, trade, environment, science and technology, youth and women, and others.

The multiplication of services and the expansion of objectives and actions resulting from the ongoing process of consultation and planning aim to inform all the public and private institutions, the productive sectors, the NGOs, the academic community and civil society about the new orientations and desires of IICA-Costa Rica cooperation.

Taking time out to talk with institutional partners and to examine and compare their work proposals for agriculture and non-agricultural areas offers an opportunity to assess the way cooperation has been carried out in recent years, as well as the type of activities carried out, objectives and approaches. A process of this nature enables IICA-Costa Rica to look at the future differently.

Indeed, maintaining constructive and sustainable ties with our members implies intensifying and expanding consultation at both the national and local level. By orienting strategic planning toward the eight regions of the country (Chorotega, Brunca, Pacific Central, Huetar Norte, Huetar Atlántico, South Central, East Central and West Central), it will be possible to identify new opportunities to bring us closer to the true needs of Costa Rica's agribusinesspeople, producers and rural inhabitants.



7. LOOKING TO THE FUTURE

In order to program its actions until 2006, IICA-Costa Rica has incorporated the Vision and the Mission established in the document, "Repositioning IICA to Meet the Challenges of the 21st Century."

7.1 VISION OF IICA-COSTA RICA:

Its Vision is to:

Position IICA as the leading inter-American agency for the promotion of agricultural development, food security and the prosperity of the Costa Rican rural sector.

7.2 MISSION OF IICA-COSTA RICA:

Based on values such as *proactiveness, innovation, loyalty, discretion and dedication to service*, the IICA-Costa Rica Mission is to:

Support Costa Rica in the pursuit of progress and prosperity, through modernization of the rural areas, promotion of food security and development of an agricultural sector that is competitive, technologically prepared, environmentally administered, and socially equitable.

7.3 IICA-COSTA RICA GUIDELINES:

IICA-Costa Rica action for the 2002-2006 period is based on the following guidelines:

- Collaborate with the Government and productive sectors to foment a transparent domestic market and promote greater participation in fora of debate on national trade for an accurate understanding of processes of integration and market opening.
- Promote the development of Costa Rican agribusinesses and agroindustry with innovative and creative production alternatives that incorporate new technologies and business principles, encouraging competitiveness and the environmental sustainability of the productive sector.
- Through innovative approaches, collaborate in the generation of agricultural and non-agricultural income benefiting women and young people, primarily in order to eradicate focal points of poverty and inequity in rural zones.
- Together with the agricultural sector, construct processes for the modernization and repositioning of agriculture and the rural milieu based on technological innovation, promoting greater participation of the private sector, universities, NGOs and international and regional systems of research and development.

- ❑ Support Government efforts to reduce the digital gap between the countryside and the city, facilitating access to information technologies for a larger number of rural inhabitants.
- ❑ Promote the protection of environment and natural resources as essential elements for the future prosperity and sustainability of the continent, giving priority to such areas as conservation and efficient management of water, plants, animals and biodiversity.
- ❑ Help the country to ensure food safety and quality and to harmonize phytosanitary and zoosanitary standards in international trade.
- ❑ Increase the abilities and skills of rural inhabitants through training in strategic areas and through the transformation of technical and higher education.

- ❑ Forge strategic alliances with Costa Rica's public and private sectors, nongovernmental organizations, the academic community and civil society, to promote dialogue on issues related to trade, agribusiness, research and development, sustainable rural development, technology and information, food health and safety and education and training.
- ❑ To comply with these guidelines, IICA-Costa Rica is working in six priority programs of action:

Program # 1: Trade and Development of Agribusiness

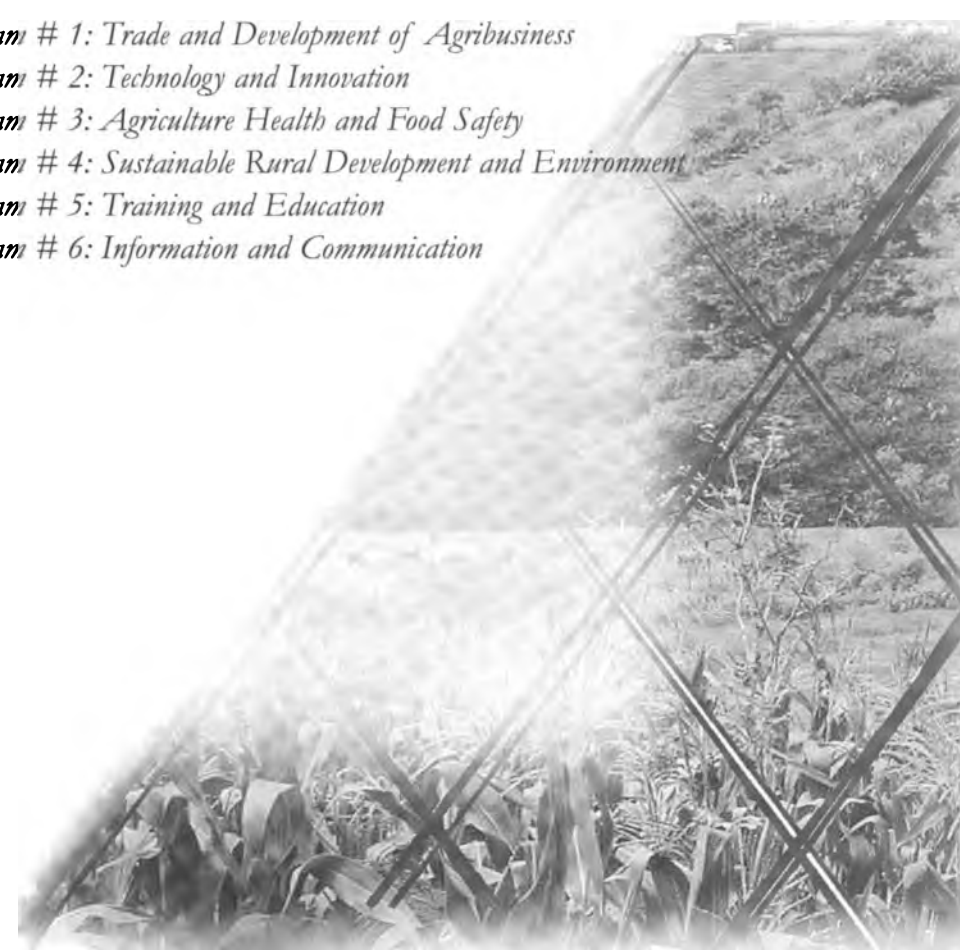
Program # 2: Technology and Innovation

Program # 3: Agriculture Health and Food Safety

Program # 4: Sustainable Rural Development and Environment

Program # 5: Training and Education

Program # 6: Information and Communication



8. 2002-2006 PRIORITY ACTION PROGRAMS

Each of the six programs described below respond to the strategic and support areas defined for repositioning IICA. Allied groups, desired goals and objectives and specific actions during the 2002-2006 period have been identified for each one.

IICA-Costa Rica's actions are expressed through annual action plans based on this document and on new partner demands. Annual review of this document in designing operational plans will enable us to fine-tune and adjust this instrument in the future, based on the lessons learned.

The actions proposed give a preliminary idea of activities of mutual interest to Costa Rica and IICA-Costa Rica in the short and medium term. These activities, which could represent joint projects, should be seen as a referent and a point of departure for subsequent discussions on the cooperation approach the country requires from IICA.

■ PROGRAM # 1: TRADE AND DEVELOPMENT OF AGRIBUSINESS

The goal of every productive process is to access international and domestic markets. Conditions for accessing these markets have changed considerably in recent years, due to the current model of trade opening and economic liberalization in the country. IICA-Costa Rica should help facilitate sustained access to those markets for producers, not only supporting the country's participation in trade treaties, but also fostering conditions that advance

the development of markets, value-added and consumer satisfaction.

The **target groups** are:

- MAG, PDR, COMEX, MEIC, and the Ministry of Foreign Affairs
- The autonomous institutions in the agriculture sector: IDA, CNP, INCOPECA, SENARA, and PIMA
- PROCOMER
- Producer chambers
- Associations of agricultural, livestock and agroindustrial producers

The **objectives** governing work are to:

- Contribute to the preparation of instruments that facilitate public and private sector actors' comprehension and administration of international regulations and standards and of the trade treaties in which the country participates.
- Encourage effective insertion of Costa Rican agrifood products in international and national markets, through the proposal of methodologies and the focus on chains.
- Build the capacity of institutions and businesses in the agrifood industry to formulate projects that foment production, industrialization and trade in both environmentally and economically sustainable ways.

The proposed **actions** are the following:

- Support business chambers, providing them with information on topics related to the WTO, the FTAA, NAFTA, free trade agreements and relevant international regulation⁶, in addition to preparing commercial proposals that, due to their informational content, facilitate decision-making within the context of market liberalization; for example negotiation of CAFTA. (*underway*)
- Support MAG in training for the Agricultural Trade and Competitiveness Unit (UCAC), as well as for other negotiators and actors of the Costa Rican productive sector, in international trade and its administration, including the instruments that are available. (*underway*)
- Together with the Costa Rican private sector and PROCOMER, coordinate four “Export Platforms: Creating Exporters in the Americas,” programs to increase agrifood trade among IICA member countries and contribute to their diversification. (*underway*)
- With CNP, PDR, and PIMA, strengthen ties between PRODAR and PROMER programs and the national institutions, implementing joint projects and studies of interest to Costa Rica’s micro, small and medium entrepreneurs in themes related to rural agribusiness, rules of origin, agrotourism and microfinance. (*underway*)
- Cooperate with CNP and PIMA in the creation of regional trade programs or strategies that benefit producer and agroindustrial organizations in selected rural areas.

Support CNP in the design of a market intelligence system to orient sectoral and institutional efforts and increase sector competitiveness.

With CNP, INCOPECSA, PDR and the private sector, prepare an agroindustry and marketing program that includes the preparation or updating of studies on agrifood chains, to promote products with potential to enter international markets or substitute imports in the local market. (*underway*)

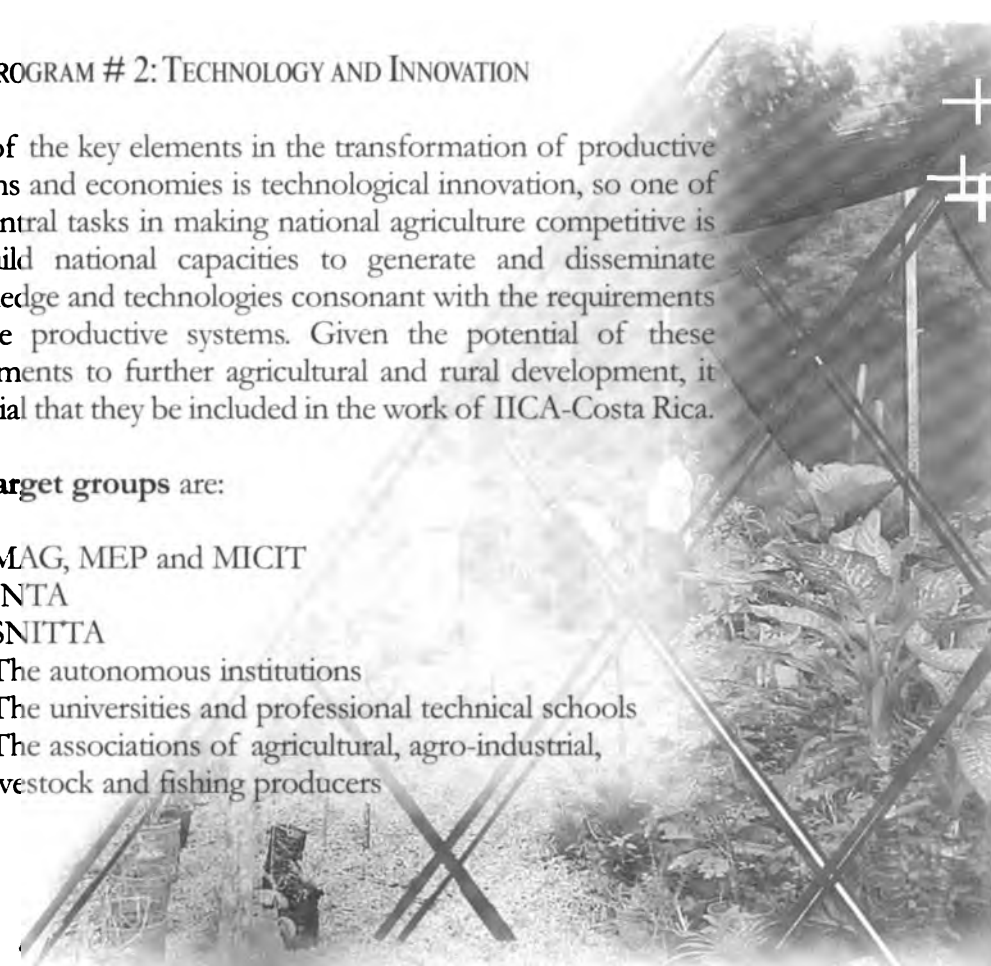
■ PROGRAM # 2: TECHNOLOGY AND INNOVATION

One of the key elements in the transformation of productive systems and economies is technological innovation, so one of the central tasks in making national agriculture competitive is to build national capacities to generate and disseminate knowledge and technologies consonant with the requirements of the productive systems. Given the potential of these instruments to further agricultural and rural development, it is essential that they be included in the work of IICA-Costa Rica.

The **target groups** are:

- MAG, MEP and MICIT
- INTA
- SNITTA
- The autonomous institutions
- The universities and professional technical schools
- The associations of agricultural, agro-industrial, livestock and fishing producers

⁷ This is the case of the Law on Public Health and preparation/response to the FDA Bioterrorism, USA



The **objective** is to:

- Strengthen the public institutional framework of support for technical innovation and agricultural extension, seeking to optimize the generation of technology and knowledge adapted to the demands of producers and rural inhabitants.

The **actions** proposed are:

- Contribute to the construction and strengthening of INTA, facilitating horizontal cooperation activities to orient its institutional model, policies, and action plans. *(underway)*
- Contribute to the work of INTA in strengthening ties between innovation and extension, facilitating horizontal cooperation activities and supporting the design and implementation of a model linking these components.
- Together with SNITTA and MICIT, formulate a project for greater transfer of knowledge among researchers, professional technical colleges and farmers, initially through a revision of university extension models with the private business sector and strengthening of the Regional Councils of Science and Technology.

■ PROGRAM # 3: AGRICULTURAL HEALTH AND FOOD SAFETY

Agricultural health and food safety are two essential elements in modern agriculture due to both ever-growing demands on the part of consumers and market access regulations, particularly in the international arena. The former are demanding better quality products with high nutritional content and guaranteed safe, while the latter restricts the trade of food and raw materials that threaten the health of consumers, animals and plants. It is thus necessary to understand and put into practice market-related concepts and procedures and to apply instruments for good productive practices. For IICA-Costa Rica, responding to trade requirements and consumer demands means recognizing the urgency of fair trade and the need for greater competitiveness in the national agricultural sector.

The **target groups** are:

- MAG, PIMA, and the Ministry of Health
- Producer chambers
- The associations of agricultural, livestock and agro-industrial producers
- The Inter-Institutional Commission on Food

The **objectives** are to:

- Contribute to the modernization and sound functioning of the Costa Rican plant and animal health system, complying with human health and international trade requirements.

Collaborate with the strengthening of public and private institutions connected with food safety and quality, seeking better conditions for human health and international trade.

The **actions** proposed are:

Contribute to the strengthening of State services for agricultural health and food safety applying SSAIA⁷ and support the implementation of actions identified. *(underway)*

With the support of Headquarters, disseminate information on sanitation and phytosanitary measures issued by WTO, CODEX Alimentarius, the International Plant Protection Convention (IPPC) and the World Organisation for Animal Health (OIE). *(underway)*

Support MAG in training activities on plant quarantine.

Support the CIIA in its strategic planning work and collaborate in the formulation of projects to implement the proposed strategic actions, among them training in BPM, BPA, HACCP, Bioterrorism and Eurep Gap. *(underway)*

Collaborate with CIIA in formulating a project for the creation of the food safety system. *(finalized)*

Together with PAHO, promote technical exchanges between the CIIA and other countries of the continent in topics related to food safety.

■ PROGRAM # 4: SUSTAINABLE RURAL DEVELOPMENT AND ENVIRONMENT

Sustainable rural development implies increased production under equitable conditions and environmental preservation. This aspiration involves a process of change in rural zones, and in particular the strengthening of zones lagging farthest behind, usually campesino areas. The continuous struggle against poverty and the improvement of living conditions for the rural population, especially farmers, women, and young people, is an institution priority and responds to a real need of the Costa Rican population.

The **target groups** are:

MIDEPLAN, ICT, MAG, MINAE, MEP, INAMU, Ministry of Foreign Affairs, Ministry of Culture, Youth, and Sports, and Ministry of Health

Autonomous institutions and the Rural Development Program (PDR)

Associations of agricultural, livestock, agroindustrial producers

Nongovernmental organizations

MAOCO

⁸ Model prepared by the Agricultural Health and Food Safety Department of IICA Headquarters, designed to evaluate the institutional performance of Agriculture Health and Food Safety systems

The **objectives** of the program are the following:

- Costa Rican institutions in charge of planning and attention to rural communities incorporate land development and knowledge management approaches in their programs and activities.
- Contribute to the design of plans and projects that foment Costa Rica's rural development and food security.
- Promote the proper use and management of natural resources through environmentally friendly productive practices and their certification.
- Support the formulation of programs and projects that encourage the generation of agricultural and non-agricultural employment, promoting the establishment of micro and small agrifood and forestry businesses in rural zones.

The proposed **actions** are:

- Strengthen the capacity of public institutions (IDA, PDR, MIDEPLAN, INCOPECA) in rural development, in line with land management approaches, enabling suitable planning and intervention in priority rural communities.
- Support the Inter-Ministerial Commission led by INAMU in the design of a program for the creation of rural employment and attention to income-generating women's groups (*underway*)

- Support MAG in the design of a national rural development strategy, with the participation of pertinent public institutions, NGOs and civil society. (*underway*)
- Improve the food security of priority rural communities through the implementation of joint projects between IICA and PAHO to generate capacities of self-management, production and social equity. (*underway*)
- Support MAG, ICT and the private sector in their work as promoters of productive diversification, participating in activities related to rural tourism, agrotourism and ecotourism. (*underway*)
- Establish reforestation mechanisms, strengthen grassroots forestry organizations and improve the marketing of their products.
- Support MINAE in designing a strategy to insert water resources in the payment for environmental services system.
- Work with SENARA to plan the institutional strengthening project, hydroproductive production, and hydrogeological preservation.
- Support MAOCO in the preparation of a concerted strategy for organic production in several regions of the country. (*underway*)
- Advise IDA on the design and implementation of a plan to improve the productive capacity of campesino settlements classified as priorities. (EPRODES)

■ PROGRAM # 5: TRAINING AND EDUCATION

The type of investment that contributes most to countries' development is education and training. The knowledge, skills and attitudes resulting from these processes is fundamental for actors in the agricultural sector—the case that concerns us here—to make an effective use of technology, improve support services, increase the competitiveness of production and raise the income levels of inhabitants.

The **target groups** are:

- SEPSA, MAG, INTA, CNP, MICIT and MEP
- Autonomous institutions
- Teaching and training institutions
- Producer chambers
- Associations of agricultural, livestock and agroindustrial producers
- Young people interested in agribusiness

The **objectives** this program will carry out are:

- Contribute to the modernization of the technical education system, especially professional schools involved in agriculture, agroindustry and agroforestry.
- Promote updating of knowledge among the actors of agricultural and rural development.
- Support certification and continual improvement of university degree programs in agriculture, agroindustry and agrifood in national institutions of higher learning.

The **actions** proposed are:

- Together with MEP and MICIT, design and implement experiences in the Professional Technical Education System derived from recommendations for the modernization of institutional programs and plans. (*underway*)
- Together with SEPSA, establish an ongoing professional refresher program for public and private actors making use of multimedia technology, with a view to updating their knowledge and introducing current topics. (*underway*)
- Carry out training activities for human talent in the agricultural sector, corresponding to IICA cooperation projects and actions designed to address sector needs.
- Contribute to the process for SINAES certification of the School of Agronomy of the University of Costa Rica. (*underway*)

■ PROGRAM # 6: INFORMATION AND COMMUNICATION

The digital gap is an expression of profound inequality in the society concerning access to information and communication technologies (ICT). Broad sectors of the population are unable to access such technological innovation, while others have abundant access to high quality IT. The shift toward a culture of information and knowledge should enable rural communities to find out what is happening in global markets, democratize the decision-making processes, and make possible telemedicine, telecommuting, and e-commerce, among other forms of support for productive competitiveness and rural development, in general.

The **target groups** are:

- MAG, INTA, INCOPECSA, CNP, SEPSA, MEP, MICIT, and the Ministry of Culture, Youth, and Sports
- Autonomous institutions
- Associations of agricultural, livestock, and agroindustrial producers
- Nongovernmental organizations

The **objectives** are:

- Support the national Government to strengthen information services and technology infrastructure for use by rural populations so as to narrow the digital gap between the countryside and the city.
- Facilitate the adoption of information and communication technologies by public and private institutions, for the purpose of sound administration and dissemination of information of interest to the national agricultural sector.

The proposed **actions** are:

- Collaborate with SEPSA in the design and implementation of a plan for the strengthening of the INFOAGRO information system, including the reorganization of the technological platform and improvement of the services the system provides and the local capacities that administer it. (*underway*)
- Together with SEPSA and other sectoral institutions (CNP, PIMA, INTA, INCOPECSA and others), design

computer applications for the management of information of interest to the agricultural sector (human resources, technology, producer organizations and statistics), thus completing the INFOAGRO database.

Other actions

In addition to the proposed activities, in order to maximize the advantages that the IICA Network offers its members, IICA-Costa Rica will promote horizontal technical cooperation and inter-American dialogue as crosscutting themes in its programs of work. The goal is to identify useful knowledge and valuable experience from other member countries that can facilitate the implementation of activities and achievement of the objectives. Similarly, dialogue will be promoted between national organizations that support agriculture and their counterparts in other countries, as a means to foster the country's integration with the region and the hemisphere.

All the activities proposed within this agenda may be complemented with other activities carried out by other areas of IICA, either at Headquarters or in the countries, which are presented as continental or regional projects. Three should be mentioned here: "Support for Agricultural Trade in the Central American Region in Policy, Trade Negotiations and Application of Health and Food Safety Measures," "Reduction of the Vulnerability of the Agricultural Sector to Climate Changes," and "Improvement of Quality, Safety and the Market for Beef in Central America."

9- PRELIMINARY TIMETABLE OF RESULTS

Indicators for IICA-Costa Rica Programs	2002	2003	2004	2005	2006
Program 1: Trade and Development of Agribusiness					
Information activities and formulation of trade proposals carried out		x	x	x	
Training provided in trade administration: UCAC, negotiators, and productive sector		x	x	x	
Four Export Platforms: Creating Exporters in the Americas		x	x	x	x
Strengthening of the relationship between PRODAR and PROMER with national institutions (D.O)	x	x			
Marketing strategies operating			x	x	
Design of a market intelligence system			x	x	
Formulation of a agroindustrial promotion strategy and chain studies		x	x		
Program 2: Technology and Innovation					
Implementation and strengthening of INTA in Costa Rica	x	x	x		
Implementation of a model linking innovation and extension			x		
Implementation of a strategy for knowledge transfer			x	x	
Program 3: Agricultural Health and Food Safety					
Application of the SSAIA model, implementation of actions		x	x		
Dissemination of information on sanitation and phytosanitary measures			x	x	x
Training in plant quarantine			x		
Support for the CIIA in the implementation of actions included in their action plan	x	x	x	x	x
Project formulated for the creation of an institutional system for food safety	x	x			
Technical exchanges for CIIA organized jointly with PAHO			x	x	x
Program 4: Sustainable Rural Development and Environment					
Strengthening of public institutions in approaches to Rural Development			x	x	
Formalization of the commission for entrepreneurship and employment -generating projects promoted	x	x	x		
Design and implementation of a strategy for the country's rural development		x	x	x	x
Application of a food nutrition and security model		x	x		
Agricultural diversification alternatives related to tourism and agribusiness in operation		x	x		
Establishment of mechanisms for reforestation, the strengthening of organizations, and improved marketing				x	
Water resources incorporated into the model for payment of environmental services				x	
Formulation and negotiation of a project to strengthen SENARA		x	x		
Design of a national strategy for organic production		x			
Settlements' productive capacity improved			x	x	
Program 5: Training and Education					
Educational experiences to modernize the Technical Education System		x	x		
Implementation of an ongoing program for professional updating		x	x	x	x
Seminars and short courses to strengthen human talent				x	x
Qualitative improvement of the UCR Agronomy program			x		
Program 6: Information and Communication					
Strengthening of INFOAGRO	x	x			
Computer applications and new information systems integrated and available to the sector			x	x	

10. IMPLICATIONS FOR IICA-COSTA RICA

Below we describe the implications of the change in the cooperation strategy adopted by IICA-Costa Rica and of the commitments set forth in this document. These implications are grouped in two major categories: the new role the Office plays and the financial requirements needed to achieve the goals, objectives, and actions proposed.

■ THE NEW ROLE OF IICA-COSTA RICA

Contributing to the transformation of the Costa Rican rural sector has implied adopting a form of work that emphasizes coordination and the joint implementation of actions to strengthen linkage both within and outside the IICA Network.

IICA-Costa Rica will identify timely solutions, promote processes, forge alliances and facilitate the necessary synergy so that the proposed actions can be implemented under the leadership of the Costa Rican institutions. The Office will review this framework of work each year and design an action plan serving as a common agenda for IICA and the Costa Rica Office. The annual plan will reflect activities of mutual interest, in which the participation of Costa Rican institutions and the IICA Network will seek to implement initiatives with impact and reduce the response time concerning demands for services and activities in the national rural milieu.

■ FINANCIAL REQUIREMENTS

Conscious that IICA operates in a limited financial environment and budget, and aware that establishing a greater presence, covering more areas of work and collaborating with nearly 30 institutions may represent a greater economic commitment, the Office pledges to manage resources in a more efficient, prudent and goal-oriented manner. Nevertheless, a financial commitment will be required until 2006 so that the Office may continue the process of expanding alliances and actions.

To complement institutional resources, IICA-Costa Rica promotes relations with partners in the international financial community and also seeks improved access to national resources to combat poverty and promote rural development. These sources will also represent an important contribution to the provision of technical cooperation services on behalf of Costa Rica's agricultural and rural development.

CONCLUSIONS

Costa Rica is a country with nearly 4 million inhabitants, of which approximately half lives in rural areas. Although its economy has been linked to agriculture, today this sector faces major challenges, which means that IICA's role in its mission of supporting Costa Rica's agricultural and rural development is crucial.

The challenges facing national agriculture and the rural milieu—and therefore, IICA-Costa Rica—make it necessary to reformulate the cooperation strategy of the Office, which must reinforce its cooperation instruments and clarify its guidelines to provide services responding to the demands of the Government of the Republic, the private sector, producer organizations and rural inhabitants.

By the end of 2006 we hope to have contributed to the progress and prosperity of Costa Rican men and women. To do this, we must increase cooperation, create greater alliances with the public and private sector and formulate programs and projects with clear and precise goals, such as the modernization of the rural areas, the promotion of food security and the creation of an innovative, competitive, sustainable, and just agricultural sector.

The document reviewed and update, “**IICA and Costa Rica, A New Vision for 2002-2006**,” lays the groundwork for the development of programs and projects with real impacts on Costa Rica. IICA-Costa Rica trusts that the

strategy, objectives and actions proposed in this document will contribute decisively to strengthening and expanding alliances between Costa Rica and the IICA so that, together, we can advance on the path of national development.

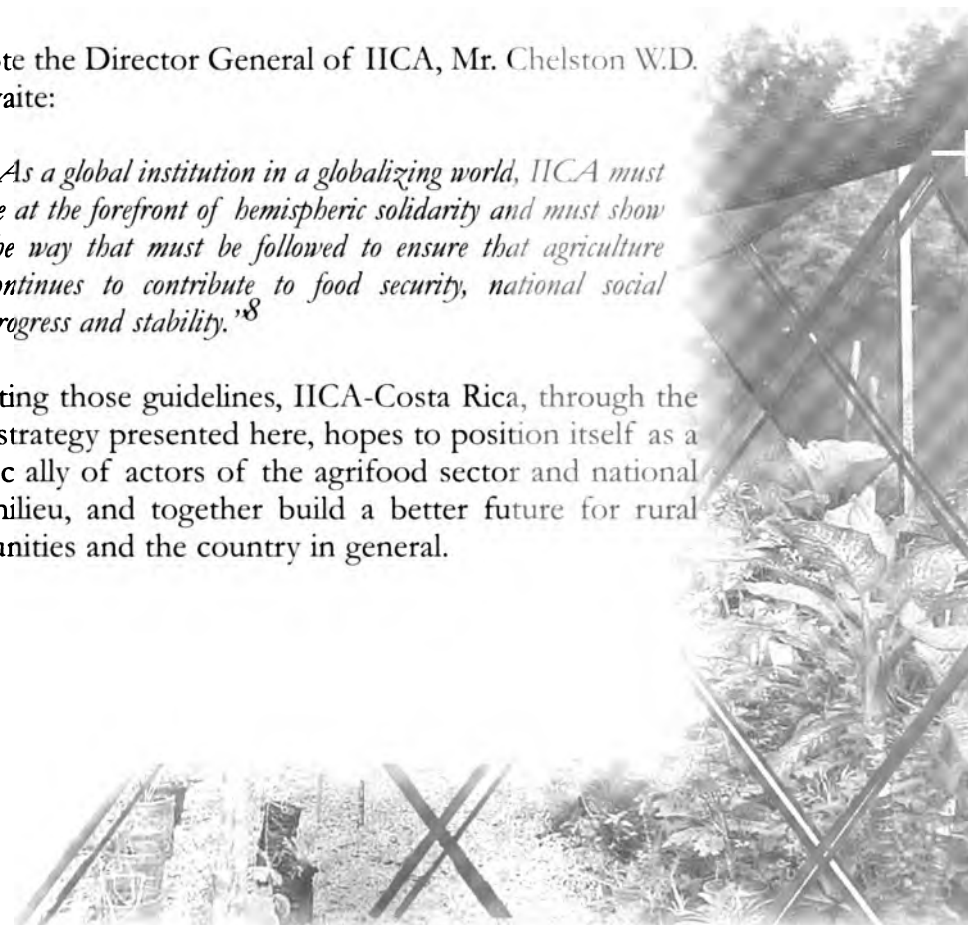
This proposal is consistent not only with the directives established in the document “*Repositioning IICA to Meet the Challenges of the 21st Century*,” but with the policies of the agricultural sector and the specific demands of the different Costa Rican sectors.

To quote the Director General of IICA, Mr. Chelston W.D. Brathwaite:

“As a global institution in a globalizing world, IICA must be at the forefront of hemispheric solidarity and must show the way that must be followed to ensure that agriculture continues to contribute to food security, national social progress and stability.”⁸

Reiterating those guidelines, IICA-Costa Rica, through the action strategy presented here, hopes to position itself as a strategic ally of actors of the agrifood sector and national rural milieu, and together build a better future for rural communities and the country in general.

⁸“Repositioning IICA to Face the Challenges of the 21st Century”, IICA, p. 16



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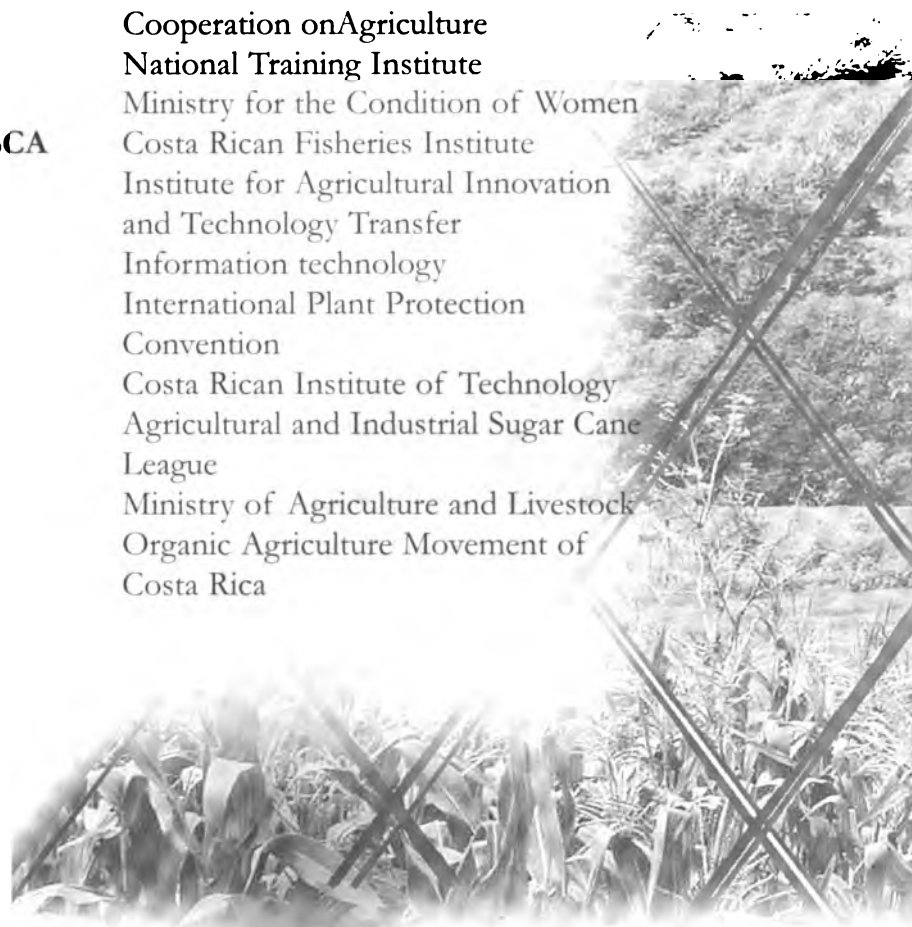
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GLOSSARY

CABEI	Central American Bank for Economic Integration	FAO	World Food and Agriculture Organization
CACIA	Costa Rican Food Industry Chamber	FTA	Free Trade Agreement
CADEXCO	Chamber of Exporters of Costa Rica	FTAA	Free Trade Area of the Americas
CAFTA	Central America-United States Free Trade Treaty	GTZ	German Development Agency
CATIE	Tropical Agriculture Research and Higher Education Center	ICAFE	Costa Rican Coffee Institute
CIDA	Canadian International Development Agency	ICT	Costa Rican Institute of Tourism
CIIA	Inter-institutional Commission on Food Safety	IDA	Institute for Agrarian Development
CNAA	National Chamber of Agriculture and Agroindustry	IDB	Inter-American Development Bank
CNP	National Production Council	IICA	Inter-American Institute for Cooperation on Agriculture
CONITTA	National Commission for Agricultural Research and Technology Transfer	INA	National Training Institute
CORBANA	National Corporation of Banana Producers	INAMU	Ministry for the Condition of Women
CORFOGA	Cattle Development Corporation	INCOPECA	Costa Rican Fisheries Institute
EARTH	School of Agriculture of the Moist Tropical Region	INTA	Institute for Agricultural Innovation and Technology Transfer
ECAG	Central American School of Animal Husbandry	IT	Information technology
EMBRAPA	Brazilian Enterprise for Agricultural Research	IPPC	International Plant Protection Convention
		ITEC	Costa Rican Institute of Technology
		LAICA	Agricultural and Industrial Sugar Cane League
		MAG	Ministry of Agriculture and Livestock
		MAOCO	Organic Agriculture Movement of Costa Rica



MEIC	Ministry of Finance, Industry and Trade	PROMER	Program to Support Rural Micro enterprises in Latin America and the Caribbean
MEP	Ministry of Public Education	REDAR	Rural Agroindustrial Network
MICIT	Ministry of Science and Technology	SENARA	National Irrigation, Drainage and Underground Water Service
MIDEPLAN	Ministry of National Planning and Economic Policy	SEPSA	Executive Secretariat for Agricultural Sectoral Planning
MINAE	Ministry of the Environment and Energy	SIDA	Swedish International Development Agency
NGO	Non-governmental organization	SNITTA	National System for Agricultural Research and Technology Transfer
OAS	Organization of American States	UCR	University of Costa Rica
OIE	World Organization for Animal Health	UNA	National University of Costa Rica
OIRSA	International Regional Organization for Agricultural Health	UNDP	United Nations Development Program
PAHO	Pan American Health Organization	UNED	State University for Distance Learning
PIMA	<i>Integral Agricultural Marketing Program</i>	UPANATIONAL	National Union of Small and Medium Costa Rican Farmers
PROCOMER	Costa Rican Foreign Trade Corporation	WB	World Bank
PRODAR	Cooperative Agroindustrial Development Program for Latin America and the Caribbean	WTO	World Trade Organization

