

January-March 1994, Year XI, No. 57



Photo/F. Escobar

On January 14, Carlos E. Aquino Gonzalez, of the Dominican Republic, became the tenth Director General in the history of IICA. The President of Costa Rica, Rafael Angel Calderon (fourth from left to right), presided over the inauguration ceremony. Accompanying President Calderon are Victor Hugo Hernandez, Secretary of State for Agriculture of the Dominican Republic; Bernd Niehaus, Minister of Foreign Affairs of Costa Rica; German Serrano, Vice President of Costa Rica; Antonio del Rio Ballesteros, representative of the Government of Mexico; Juan Rafael Lizano, Minister of Agriculture of Costa Rica; Martin E. Piñero, outgoing Director General; and Carlos E. Aquino Gonzalez, the new Director General.

■ 1994-1998

## New Medium Term Plan (MTP) Being Drafted

### Process highly participatory



# CONTENTS

3

## INAUGURATION

Carlos E. Aquino Gonzalez, of the Dominican Republic, Takes Office as Director General



## DEPARTMENTS

<i>Focus</i>	3
<i>Headquarters</i>	8
<i>Programs on the March</i>	13
<i>Action in the Countries</i>	14
<i>Publications</i>	15
<i>IICA in the News</i>	16
<i>Upcoming Activities</i>	16

5

## NEW DIRECTIONS

Director General sets Priorities for his Administration

7

## IICA

Preparation of Medium Term Plan (MTP) Well Under Way

10

## MEETING

Aquino Meets with Agricultural Entrepreneurs of the Region

13

## PROCISUR

Cooperative Program Enters New Stage



13

## AGREEMENT

Conservation and Use of Genetic Resources to be Improved

15

## FORUM

In Peru, Experts Discuss How to Secure Resources for Agriculture



**IICA**

NEWS

Articles in this issue of IICA News may be reproduced if the source is credited.

News magazine on activities of the Inter-American Institute for Cooperation on Agriculture, IICA. Published in separate Spanish and English editions, by IICA's Public Information Unit. Address: Apdo 55-2200 Coronado, San José, Costa Rica. Cable: IICA SAN JOSE. Telex: 2144 IICA. Fax: 294741. Telephone: 290222. Editor in Chief: Patricia Leon. Editors: Mishelle Mitchell and Danilo Jiménez. Translated and revised by Paul Murphy and Susana Raine.

The Inter-American Institute for Cooperation on Agriculture (IICA) is headquartered in San Jose, Costa Rica. It is the specialized agency for agriculture of the inter-American system. It was founded by the governments of the hemisphere in 1942 to encourage, promote and support the efforts made by its Member States for agricultural development and rural well-being. It has 33 Member States and 16 Permanent Observers.





1994-1998

# Aquino Takes Office Tenth Director General of IICA



*The Representative of the Chairman of the IABA, Antonio del Rio Ballesteros, swears in the Director General.*

Photo/R. Escobar

**O**n January 14, Carlos E. Aquino Gonzalez, of the Dominican Republic, became the tenth Director General of IICA, as he began his four-year term at the helm of this specialized agency of the inter-American system.

The inauguration ceremony was presided over by the President of Costa Rica, Rafael Angel Calderon, and was attended by senior officials of the Government of the Dominican Republic, ministers of agriculture from the region or their representatives, the diplomatic corps accredited in San Jose, and special guests.

Aquino, a 56-year old agricultural engineer specialized in agricultural economics, has broad experience in

the public and private sectors and in agroindustry. He was sworn in by Antonio del Rio Ballesteros, in representation of the Government of Mexico, the country which currently chairs the Inter-American Board of Agriculture (IABA).

During his inaugural address, Aquino mentioned five pillars which will underpin his work program for the 1994-1998 period:

- agricultural modernization in the context of hemispheric and worldwide integration
- sustainable development as a basis for human development in rural areas
- the search for equity and the struggle to defeat rural poverty
- the initiation of participatory technical cooperation

- private sector involvement. **(See separate article.)**

The speakers who addressed the participants in the inaugural ceremony were the Representative of Mexico, the outgoing Director General, Martin E. Piñeiro, the new Director General, and Costa Rican President Calderon.

### DIFFICULT TASK

The representative of Mexico stated that the new administration had a difficult task ahead and that, in the tradition of IICA, all the countries would work together to take the action necessary to maintain the level of excellence it has achieved.

He said, "Our efforts to date have enabled us to forge stronger



cooperative ties among our countries and with the multilateral institutions established by the international community to accelerate and foster the advancement of human

will have the opportunity of renewing its outlook and seeking new ideas and proposals, all within a framework of continuity that characterizes the life of international institutions.

the Inter-American Institute for Cooperation on Agriculture, gives a most cordial welcome to the person who will carry on this effort and the high mission of orienting the destiny of this prestigious organization."



President Calderon welcomes Aquino to Costa Rica, praising him as a "qualified Latin American professional."

development, especially for those people in our rural areas to whom we owe a social debt."

Among other things, he praised the work carried out over eight years by Martin Piñero, from Argentina, under whose administration IICA and the ministers of agriculture were able to anticipate changes in the focus of economic development models. The crowning achievement of the Institute, he said, had been "its ability to re-establish its presence and to make agriculture a key topic of discussion."

In his last address as Director General of IICA, Piñero stated that as the Aquino administration gets under way after an orderly and exemplary transition process, IICA

"I welcome Carlos Aquino to his new and important duties and wish him every success in the difficult task of continuing to build this institution..." he said.

He mentioned that throughout its fifty-year history, collaboration and support had characterized the relations between IICA and the countries of the hemisphere in efforts to meet the challenges of agriculture, adding that in almost all the countries, agriculture offered great potential for growth and expansion, given the context of regional integration and globalization of the economies.

For his part, President Calderon said that Costa Rica, "site and home of

The President described Aquino as a "qualified Latin American professional" who will "carry on the torch on the basis of the merits he has earned throughout his rich work experience."

Calderon summarized Aquino's background, beginning with his training as an agricultural engineer and subsequent specialization as an agricultural economist. He referred to Aquino's experience in the public sector as Minister of Agriculture and Advisor to the Executive Branch, and his successful record as entrepreneur and administrator, all of which make him "a person with the qualities required for assuming leadership of this organization."

In wishing him success, the President expressed confidence that under the Aquino administration IICA would be able to consolidate the achievements of the organization at "this critical moment" at the close of the century.

In concluding, President Calderon said, "we are witnessing the beginning of a new stage in IICA's history. More than 50 years have gone by since it was founded, but we always feel that IICA is beginning again with a new spirit, new attitudes, new programs and new leaders."



## Director General Sets Priorities

### Participatory technical cooperation to be focus of administration

The Director General of IICA, Carlos E. Aquino Gonzalez, has established as one of the principal goals of his four-year administration to provide support, through participatory technical cooperation, to the Latin American and Caribbean countries' efforts to modernize their agricultural sectors and to achieve sustainable development and hemispheric integration.

Aquino added that this type of cooperation will enable us to create, "within our possibilities," conditions for development and for gaining a better position for agriculture and rural families in the twenty-first century.

The Director General recognized that this goal will be possible, so long as "we continue receiving ongoing, innovative and solidary support from the governments, civil society and the technical and financial cooperation agencies of the international community."

He called particularly on the latter to commit "in greater amounts and on a permanent basis, financial and technical support for agricultural development and rural well-being, as a means of fighting poverty and in order to generate desperately needed jobs."

Aquino, who is a 56-year old agricultural engineer specialized in agricultural economics and with

broad experience in the public and private sectors and in agroindustry, mentioned the five pillars which will underpin his work program for the 1994-1998 period:

- agricultural modernization and transformation in the context of hemispheric and worldwide integration,
- sustainable development as a basis for human development and natural resource conservation,
- the search for equity and the struggle to defeat rural poverty,
- participatory technical cooperation,
- private sector involvement.



Photo/R. Escobar

*The Director General stated that participatory technical cooperation would contribute to improving the conditions for development and to gaining a better position for agriculture in the twenty-first century.*

With this as a backdrop, the new administration proposes to strengthen the role of the ministries of agriculture and of the countries vis-a-vis their relations with IICA; to complete the task of preparing, through a participatory process, the plan that will orient the Institute's action during the next four years; and to strengthen IICA's work with related agencies such as CATIE (Tropical Agriculture Research and Training Center), CARDI (Caribbean Agricultural Research and Development Institute), EARTH (Agricultural College of the Humid Tropics Region), CIP (International Potato Center), as well as research and training institutions in



North America, among others. In addition, a number of initiatives will use communications as an instrument of support for agricultural development and rural well-being.

## CHALLENGES

Aquino indicated that to meet the challenge of making rational use of natural resources and protecting the environment, IICA will work more intensely to develop and publicize approaches and technologies for sustainable agricultural systems and for rehabilitating the natural resource base.

The Director General gives equal importance on the working agenda to a special item called "rural development with a human face," which, he emphasized, means that cooperation programs should benefit and improve, rapidly and effectively, the real working and living conditions of rural communities and entrepreneurs.

In this connection, Aquino voiced his concern for the welfare of rural families, women and youth. "The rural family is the foundation of the social pyramid and the agrarian economy," he said. He pledged to focus efforts on ensuring that rural development policies contribute from now on to improving the situation of rural dwellers and take into account their real economic, social and production contributions.

Also considered of key importance will be efforts to promote development and competitiveness of agriculture and agribusiness, which is indispensable for bringing about a true modernization and transformation of the agricultural sector. Modernization in this context, he explained, must occur at three levels: productive, commercial and institutional.

Here, the aim will be to help small farmers and producers improve production and productivity, and also to learn organizational and business skills through training, so they can engage in agroindustrial activities and operate effectively on national and international markets.

"This means training must be provided for developing new business capabilities, so farmers can

participate at higher levels on the national and world food chains, and to enable them to become more efficient and thus receive a greater share of profits," he explained.

Aquino also mentioned that the Institute would encourage greater participation by civil society in agricultural and rural development, and in IICA's activities, through concerted work with nongovernmental organizations. Moreover, efforts will be redoubled to boost training and education with a view to promoting agricultural modernization, equity and sustainable development.

Finally, concerning the Institute's internal structure and operations, the Director General indicated that he would strengthen the work of IICA's Offices in the countries and implement greater decentralization. "The Institute will fulfill its commitment of being the agency of the inter-American system that supports the development of agricultural economies and rural well-being in the region," he emphasized.



Photo/R. Escobar

Aquino and Piñeiro exchange views during the inauguration ceremony.



## Cooperation Strategy Being Prepared

### Open and participatory process

IICA has undertaken a broad and highly participatory process for preparing its technical cooperation strategy for agricultural and rural development in Latin America and the Caribbean during the 1994-1998 period.

The Director General of the Institute, Carlos E. Aquino Gonzalez, has instituted a completely open and participatory process that is including all groups involved with the Institute in the preparation of its Medium Term Plan (MTP).

According to Aquino, the goal is to develop a style of cooperation based on participatory management in which the principles of decentralization, flexibility and concentration will be key in achieving the proposed objectives.

He added that the goal is for IICA's cooperation to faithfully reflect and respond adequately to the needs of the Institute's member countries, given the changes that have taken place in the international context.

The mechanism for drafting the document, which will orient the Institute's actions for the next four years, is new to IICA, involving IICA staff members and their counterparts in the public sector and the nongovernmental or organized private sector.

The process, which involves hundreds of people in the 33 member countries and calls for consultations with the countries during several stages, will conclude when the MTP is submitted to the members of IICA's Executive Committee for discussion and approval, a few months from now.

In the judgement of the coordinator of the process, Rafael Marte, this participatory process has been adopted in an effort to ensure that the proposed MTP addresses the concerns of all the

sectors which benefit from IICA's actions.

According to Marte, this process is complex and, of course, slower, but also more efficient in the long run, inasmuch as "our counterparts are being given the opportunity to express their needs and to establish the guidelines that will orient our technical cooperation. This will motivate them to participate in implementing it, since they will feel it is their Plan."

At IICA Headquarters in Costa Rica, the coordinating group is basing its work on the guidelines established by the ministers of agriculture of the hemisphere during the Seventh Regular Meeting of the Inter-American Board of Agriculture (IABA), held in Mexico in September 1993.

On that occasion, the ministers reaffirmed that equity, sustainability and competitiveness should be the key elements of the agricultural development strategy.

One fundamental component of the Plan was developed during a meeting of the ministers of agriculture of the Caribbean, held in Santo Domingo, Dominican Republic on February 23-27. This meeting was convened in compliance with one of the resolutions of the IABA meeting in Mexico City, which called for the design of a differentiated strategy for the Caribbean countries.

Other criteria used in drafting the MTP are the recommendations of a group of six Latin American and Caribbean experts who, in 1993, analyzed the type of cooperation the Institute offers and that which it should offer.

IICA's Representatives in the 33 Member States are also actively participating in the process. Through consultations with their staff members

and with representatives of the public and private sectors of their respective countries, they have provided valuable inputs for the document.

In March, the Representatives will be meeting in Costa Rica to discuss the first draft of the plan, with a view to harmonizing criteria and reaching consensus.

In April, a broader meeting will be held, with the participation of delegates from the 33 Member States, represented by the following subregional agencies: CORECA, for the Central Area; the Board of the Cartagena Agreement, for the Andean Area; CARICOM, for the Caribbean Area and CONASUR, for the Southern Area. Representatives of the private sector will also attend.

### CHARACTERISTICS

The Medium Term Plan, Aquino explained, will be short, specific and flexible. If necessary, it may be reviewed annually to adapt it to any new demands arising from the countries in response to changes in the international context.

In contrast with previous MTPs, the process involves examining the strengths and weaknesses of the Institute and the outlook for agriculture in the 1990s. On the basis of the findings, the goals and expected impact of IICA's cooperation will be designed.

The plan will define areas of work and specific objectives for IICA, and the priority subject areas for its attention.

Marte added that "in viewing IICA as an agency that thinks and acts, the Plan also establishes the instruments and functions of cooperation. Moreover, it will recognize the heterogeneity of the countries, but also the need to establish hemispheric linkages."

Two other important issues dealt with in the document are the strengthening of interinstitutional relations as a means of enhancing the Institute's presence in the hemisphere, and the development of a strategy for securing external resources for executing the Plan.



### OFFICIAL VISIT

## Baena Soares at IICA Headquarters

### Calls for greater equality in the hemisphere



Photo/R. Escobar

*The Director General of IICA and the Secretary General of the OAS agreed on the importance of strengthening interinstitutional cooperation.*

**D**uring a visit to IICA Headquarters, the Secretary General of the Organization of American States (OAS), Joao Clemente Baena Soares, reaffirmed his confidence in the awareness that prevails in the countries of the inter-American system of the need to "diminish inequalities, provide greater opportunities for all and balance the disparities we see every day."

Baena Soares pointed out that that was the objective

of the OAS General Assembly held recently in Mexico, whose theme was a central concern of all the countries: development and poverty.

The Secretary General asked IICA to contribute in implementing the decisions reached during the meeting by the Ministers of Foreign Relations and senior officials of the member countries.

During his visit to IICA Headquarters, Baena

Soares met with the Director General, Carlos E. Aquino Gonzalez and a group of senior Institute officials.

In welcoming the Secretary General to the House of Agriculture of the Americas - as IICA is known - Aquino stated that the Institute is proud to be part of the inter-American system and to conduct joint actions with the OAS.

The Director General also said, "We hope to continue this relationship through projects we are implementing jointly to develop border areas and to transfer technology, and in new areas such as our work with young people and women."

For his part, Baena had words of encouragement for the new IICA administration and expressed the interest of the Secretariat General in "strengthening the legal framework already in place for cooperation between our two organizations and identifying new practical and short-term objectives, such as the Trifinio Plan and other border area development projects currently under way."

The Secretary General also stated that democracy must be complemented with economic progress and effective responses to the social needs of the population, and that Costa Rica's presidential elections in February were a "peaceful demonstration of freedom and transparency."

Baena Soares was in Costa Rica as an international observer of the electoral process, which culminated in the election of Jose Maria Figueres as president for the next four-year period. He praised both the Costa Rican people and their electoral process.

*The OAS plans to develop new joint actions with IICA in support of the countries of the region.*



DOMINICAN REPUBLIC

## Rural Initiatives to be Strengthened Technical and administrative support

Under the terms of a cooperation agreement signed by the Director General of IICA, Carlos E. Aquino Gonzalez, and the Secretary of State for Agriculture of the Dominican Republic, Victor Hugo Hernandez, several initiatives promoting agricultural development and rural well-being in that country will receive technical and administrative support.

The agreement, in effect until 1998, will attach priority to Secretariat activities to address the sustainability of resources, competitiveness and the struggle against poverty, through the organization of small farmers into business organizations.

The agreement will also contribute to increasing the efficiency of the Secretariat of State for Agriculture (SEA) in delivering basic services

and in upgrading its technical and operating capabilities, by providing training to key personnel.

To this end, the SEA will provide US\$500,000, to be administered by IICA under the terms of the agreement.

Of this amount, US\$245,000 will be used to purchase machinery and equipment and US\$80,000 for the training activities mentioned above.



Photo/R. Escobar

The agreement, in effect until 1998, will attach priority to Secretariat activities to address the sustainability of resources, competitiveness and the struggle against poverty.

GUATEMALA

## Agreement Signed Bank to be restructured

The Ministries of Agriculture (MAGA) and of Finance of Guatemala signed an agreement with IICA in which the latter will provide administrative support in implementing the plan to restructure Guatemala's National Agricultural Development Bank (BANDESA).

The two-year agreement was signed on January 15 by the Minister of Agriculture, Luis Arturo del Valle, the Minister of Finance, Richard Aitkenhead, and the Director General of IICA, Carlos Aquino E. Gonzalez.



Photo/R. Escobar

The Minister of Agriculture of Guatemala, Luis Arturo del Valle (left), and the Director General of IICA, Carlos E. Aquino Gonzalez, sign the agreement.



DIRECTOR GENERAL

## Meeting with Agricultural Entrepreneurs

### Solid ties with private sector

On January 15, in one of his first official activities, the Director General of IICA, Carlos E. Aquino Gonzalez, held a meeting with agricultural entrepreneurs from the region. At that time, he stated that

during his four years at the helm of the Institute he would strive to forge stronger working relations with the private sector.

Aquino added that efforts to forge stronger links with the private sector

would be one of key elements underpinning the Medium Term Plan (MTP) that will orient the Institute's actions during the 1994-1998 period.

During his inaugural address, the Director General had stressed that his administration would promote agribusiness development and agricultural competitiveness and that IICA will play a more active role in facilitating relations between the public and private sectors and their efforts to reach agreement.

Aquino also told the agricultural entrepreneurs that IICA should carry out training and educational activities in its member countries to help them take full advantage of current opportunities and minimize risks.

As an example of the Institute's interest in working with the private sector, the Director General announced that Costa Rica would be the site of a meeting on agribusiness in August, which will bring together representatives from all the countries of the hemisphere.

To this end, a working group was set up to define the subject areas to be addressed at the meeting. In addition, meetings will be held at the country level to enable each country to establish its own agenda.



Photo/R. Escobar

During the event, the Director General (third from right) announced that a hemisphere-wide meeting with agricultural entrepreneurs would be held in Costa Rica in August.



Photo/R. Escobar

**Meeting.-** During a visit to IICA Headquarters on January 21, the Canadian Ambassador to Costa Rica, Paul Durand (right), met with the Director General, Carlos E. Aquino Gonzalez. The meeting provided Durand with an opportunity to greet Aquino and to exchange views with him on the cooperation his country provides to the Institute.



## New Staff Members

### Carlos Aquino appoints Deputy Director General and advisors

On January 15, David Joslyn, of the United States of America, assumed the post of Deputy Director General of IICA.

During 1993 and until assuming his new post at IICA, he was Director of the Food for Peace program of the Agency for International Development (AID), in Washington, D.C.

His participation in different international missions has given him a broad knowledge of Latin America and the Caribbean. He worked with FAO in Santiago, Chile, and with the Peace Corps in Chile and Ecuador.

In 1981, he joined AID as Head of the Forestry Division. In 1983, he was transferred to San Jose, Costa Rica as Regional Agricultural Development Officer, returning in 1986 to Washington, D.C. to serve as Deputy Chief of the Rural Development Division, Latin American and Caribbean Bureau. From 1988 to 1992, he served on the AID mission to FAO, headquartered in Rome, Italy.

Mr. Joslyn holds a Master's degree in Forestry from the State University of New York, where he is a candidate for the Ph.D. in International Forestry Economics.

He has also been appointed acting Director of External Relations.

#### ADVISORS TO THE DIRECTOR GENERAL

The specialists Rafael Marte, Clara Solis and Jaime Viñas-Roman have been appointed as advisors to the Director General.

Marte, who has been an IICA staff member for more than ten years, is coordinating the process to draft the 1994-1998 Medium Term Plan (MTP).

Since joining the Institute, he has worked as fruit production specialist and technology generation and transfer specialist stationed in Barbados. In 1991, he assumed the post of technology generation and transfer specialist at the IICA Office in Trinidad and Tobago.

In November 1993, Marte was transferred to IICA Headquarters to coordinate the transition process on behalf of Mr. Carlos E. Aquino Gonzalez.

Clara Solis, who was an IICA staff member from 1979 to 1990, has rejoined the Institute. Ms. Solis holds a licentiate degree in social sciences, specializing in the Pedagogy of Communications.

She began her career at IICA as a rural development specialist in the IICA Office in Costa Rica. She subsequently served in Panama as a specialist working with rural youth, and then in rural development. From 1987 to 1990, she served as a rural development specialist in the Dominican Republic.

From 1990 to 1993, she served as technical advisor to the Vice President of the Dominican Republic, during which time she was in charge of formulating a social policy for that country. She also served on the team set up to assist the Director General-elect during the transition process.

Jaime Viñas-Roman has broad experience in education and training for agricultural development, as well as with training and educational programs with a number of university consortia.

He is a doctor of veterinary medicine and holds a master's degree in agricultural education from Texas A&M University, where he has completed all academic requirements for the Ph.D. in education.

He founded the Pedro Henriquez Ureña National University, where he served as



Photo/R. Escobar

David W. Joslyn, the new Deputy Director General of IICA.

Chancellor and Dean of its School of Sciences. He was also Dean of the School of Agricultural and Veterinary Sciences at the Autonomous University of Santo Domingo (UASD), and professor at the Loyola Polytechnical Institute.

He has served as a member of the National Educational Council and the National Agricultural Council of the Dominican Republic, as well as chairman of the Round Table of Experts on Higher Agricultural Education, sponsored by the UASD.

He was President of the Association of Caribbean Universities and Research Institutes (UNICA); Vice President of the Inter-American Organization for Higher Education (OUI); Vice President of the University Council for Economic and Social Development, and has held numerous other positions.

From October 1993 to January 14, 1994, he served as part of the Director General's support team, and has collaborated in designing, developing and following up on the process to formulate the 1994-1998 MTP.



**DIRECTOR GENERAL**

## Meeting with Staff at Headquarters

### Participatory philosophy is not negotiable

**D**uring his first week as Director General of IICA, Carlos E. Aquino Gonzalez met with the staff at Headquarters and explained that participatory management would be the hallmark of his administration.

non-negotiable part of my administration."

Whatever changes are made, he added, will take into consideration the 51-year history of the Institute and the contributions of prior



Photo/R. Escobar

*"We will not undertake any changes until we have sound criteria for doing so," stated the Director General.*

Addressing the general services and the local and international professional personnel, the Director General stated that "human resources are an extremely important asset in an institution such as IICA."

He reaffirmed his conviction that participatory management is an effective method for achieving excellence, and noted that he has put it into practice both as a private businessman and as a public official. He stated that "this participatory philosophy is a

administrations: "We will not undertake any changes until we have sound criteria for doing so."

In calling on the staff to work together to make the Institute more equitable and sustainable, he said "The philosophy of institutional strengthening is founded on the contributions that each one of you can make."

"I have a mandate," he said. "I am the staff member who must set the best possible example within the

Institute. Words fade away, but an example carries on."

### A COMPREHENSIVE ANALYSIS

The Director General also announced the creation of a commission that will conduct a comprehensive analysis of the Institute in order to provide criteria for making the changes and reforms necessary in the process of organizational adjustment.

The analysis is to address changes needed now, but with an eye to future developments, and should reflect the guidelines established in the 1994-1998 Medium Term Plan, which is currently being drafted.

The Commission for Analysis, Reform and Institutional Development (CARID), as it is known, includes staff members from all of IICA's areas and units to ensure that it is highly pluralistic and representative of the entire Institute.

Jaime A. Viñas-Roman, advisor to the Director General, is chairman of the Commission, and IICA's Representative in Haiti, Jan Hurwitch, serves as its secretary.

In reminding the group that it "must strictly comply with the guidelines of the participatory model we have established for our administration," Aquino added that "the changes we make will be based exclusively on the felt needs of the Institute, and on irrefutable evidence arising from the analysis."



## Programs on the March

SOUTHERN CONE

### A New PROCISUR

#### New disciplinary approach adopted

After twelve years of successful operation, the Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR) has entered a new stage in which it will strive to meet the technology demands of its members, especially with a view to improving the competitiveness of the agri-food sector.

In a world where technological change is becoming a key element of economic and social development, PROCISUR aims to create capabilities

that will enable its six member countries to access new scientific and technological developments.

The objective is to enable national agricultural research institutes (NARIs) to adapt new technologies to local conditions and disseminate them to the different production levels, thus increasing the competitiveness of the region's agricultural commodities on third markets.

In pursuit of these goals, the new PROCISUR has

adopted a disciplinary rather than a commodity-based approach, as was the case in the past, which will enable it to identify and execute joint research projects with national specialists whose academic backgrounds and interests are more specifically tailored to the projects' needs.

PROCISUR's actions will focus now on five subject areas: biotechnology, genetic resources, natural resources and sustainable agriculture, agroindustry, and institutional development; there will be an emphasis on joint research projects.

Technological integration and cooperation in the region will be flexible in nature and will involve specific actions executed within certain time limits, without strict adherence

to rigid schemes, and organized on a case-by-case basis to address shared needs of general scope.

This flexibility will be characteristic of projects in which public and private institutions are directly involved in joint efforts. The willingness of the NARIs to allow other public and private agents to participate in specific PROCISUR projects will increase the chances for success.

Headquartered in Montevideo, Uruguay, PROCISUR brings together the following NARIs: INTA/Argentina, IBTA/Bolivia, EMBRAPA/Brazil, INIA/Chile, DIA/Paraguay and INIA/Uruguay, with IICA serving as the administrating agency.

#### IICA-IPGRI AGREEMENT

### Plant Genetic Resources

#### Conservation and use to be improved

The Latin American and Caribbean countries will upgrade their capabilities to collect, conserve and make use of plant genetic resources through specific programs tailored to this end, including subregional networks and programs for action.

These initiatives are provided for under a cooperation agreement signed January 28 at IICA Headquarters by the Director General of IICA, Carlos E. Aquino Gonzalez, and his counterpart at the International Plant Genetic Resources Institute (IPGRI), Geoffrey Hawtin.

The two officials agreed that the signing of the agreement opens the way not only for a fruitful working relationship

between two institutions with common interests, but will also provide support to the countries of the region in an area of considerable importance.



Photo R. Escobar

Aquino and Hawtin stated that the agreement would provide the countries with support in an area of strategic importance.



## ARGENTINA

# Nineteenth IUCN General Assembly

## IICA participates as observer

An IICA delegation participated, as observer, in the Nineteenth Session of the General Assembly of the World Conservation Union (IUCN), held in Buenos Aires, Argentina, from January 17-26.

The IICA Representative in Argentina, Gonzalo Estafanel; Sabine Müller, of the IICA-GTZ project; and Maria Ileana Mora, a specialist with IICA's Technology

Generation and Transfer Program, attended the meeting, which brought together representatives of governmental and nongovernmental organizations from 118 countries.

During the meeting, the theme of which was "Caring for the Earth and its Inhabitants," Jay Hair, of the United States of America, was elected President of the organization for the coming three years.

Participants met in task forces and workshops to evaluate the results of the United Nations Conference on Environment and Development, and to discuss the Treaty on Biodiversity and the economic and political reforms required to bring about sustainable development, among other topics.

The IICA delegation participated in one of the workshops to define sustainability and evaluate efforts to achieve it.

## Action in the Countries

### DOMINICAN REPUBLIC

# CARIFORUM Holds First Meeting

## Ministers call for greater cooperation

The first meeting of the ministers of agriculture of CARIFORUM, attended by representatives of 14 Caribbean countries, was held in the capital of the Dominican Republic from February 23-27. At the meeting, the ministers called for greater regional and bilateral agricultural cooperation, with support from IICA.

CARIFORUM is composed of the CARICOM countries, plus Suriname, the Dominican Republic and Haiti.

The ministers and other heads of delegation discussed at length the contents of IICA's Medium Term Plan (MTP) for the 1994-1998 period, as well as a differentiated strategy for agricultural cooperation in the Caribbean, which was mandated by the Inter-American Board of Agriculture at its most recent meeting in Mexico.

The CARIFORUM ministers affirmed that the strategy would be of great

use, especially because it aims to respond, on a country-by-country basis, to the needs of the agricultural sectors. They also emphasized the need for more effective technical cooperation to address the issues associated with liberalization, macroeconomic adjustment and the impact of globalization on society.

They underscored the importance of forging complementary ties between the public and private sector, especially as pertains to strategic planning, technical services and other topics. They recommended that IICA strengthen and complement the efforts of public and private institutions, taking into account the strengths and weaknesses of each.

After commending IICA for its work to date in the Caribbean, the ministers considered that any adjustments made at the Institute should be based on the costs and benefits thereof. Decentralization and transparency

should mark its efforts and should be reflected in its agricultural projects.

The meeting, organized by IICA at the request of the CARICOM countries, was attended by the ministers of agriculture of Barbados, Belize, Dominica, the Dominican Republic, Grenada, Haiti, Jamaica, Suriname, and Trinidad and Tobago. Antigua and Barbuda, St. Kitts and Nevis, and St. Vincent and the Grenadines were represented by their Permanent Secretaries. International and regional organizations represented at the meeting included the CARICOM Secretariat, the Caribbean Agricultural Research and Development Institute (CARDI), the University of the West Indies (UWI), the Ibero-American Rural Youth Advisory Council (CAIJR), and the Nauman Foundation of Germany.

Participants from the Dominican Republic included, among others, the Secretariat of State for Agriculture, the Dominican Agrarian Institute, the Agricultural Bank, the Dominican Agribusiness Board, the Agricultural Development Foundation (FDA), the Rural Youth Development Foundation, the Higher Agricultural Institute (ISA) and Luoma Vitrolab. During the meeting, several agroindustrial enterprises had their products on display.



## FORUM IN LIMA Financial Resources

### Securing resources for agriculture

Lima, Peru, was the site of a forum organized by the IICA Office in that country and the Latin American Association of Development Finance Institutions (ALIDE), in which representatives of the public and private sectors analyzed ways to secure financial resources for the agricultural sector.

The purpose of this activity, held on December 6, 1993, was to seek alternatives for funding agricultural development. During the event, the IICA Representative in Peru, Martin Ramirez Blanco, spoke on the topic "The impact of structural adjustment

on agriculture and the challenges of agricultural modernization for Latin America."

In summarizing the findings of studies conducted in several countries, the IICA Representative mentioned some of the basic characteristics of the different adjustment programs. He added, however, that the complexity of the topic and the limited information available made it difficult to establish clear conclusions.

He mentioned that, in general terms, the countries had sought to open up

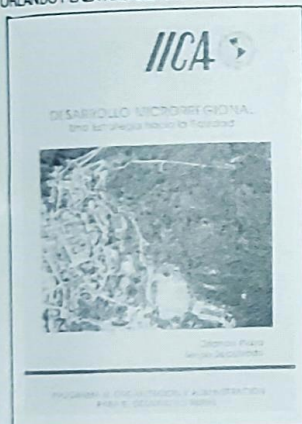
to the world economy through policy reform programs and changes in the relations between the public and private sectors. He also noted that the agricultural sector had performed better both in times of crisis and under structural adjustment programs, but that there was no evidence to indicate that liberalization and orthodox adjustment mechanisms had improved the situation of the rural poor.

He also mentioned five factors that contributed to the success of agricultural modernization efforts: favorable macroeconomic and sectoral policies, transparent markets, appropriate technologies, farmers' organizations, and business management skills.

### Desarrollo Microrregional: Una Estrategia hacia la Equidad

ORGANIZATION AND MANAGEMENT FOR  
RURAL DEVELOPMENT PROGRAM

ORLANDO PLAZA AND SERGIO SEPULVEDA



This publication studies the potential and limitations of programs to reduce poverty, taking into account the relationships between development, change and equity. It was written by IICA's Organization and Management for Rural Development Program, with support from IICA's Editorial Service.

The authors begin by presenting the conceptual framework, then move on to the development of a nationwide proposal, the objective of which is achieve a more equitable distribution of wealth.

The document represents a conceptual and methodological contribution to IICA's work in rural development, and is intended to serve as the basis of discussion among technical personnel involved in policy design for reducing poverty.

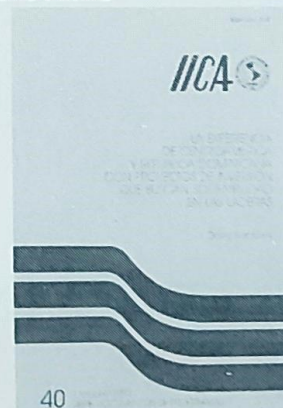
One idea stressed in the publication is that in order for rural development programs to be able to efficiently and effectively reduce poverty on a large scale, they must be part of a national economic development model that also pursues sustainability and equity.

## PUBLICATIONS

### La Experiencia de Centroamérica y República Dominicana con Proyectos de Inversión que buscan Sostenibilidad en las Laderas

PROGRAM PAPERS SERIES

DAVID KAIMOWITZ



This book examines the experiences of 18 hillside watershed management and social forestry projects executed in Central America and the Dominican Republic.

In his analysis, the author identifies five factors that explain why these initiatives to control deforestation and erosion on hillsides have had little impact: the gap between social benefits and profitability on the farms; difficulties faced by institutions and farmers in undertaking medium- and long-term efforts; the complexities involved in engaging farmers in collective action; the high costs of generating and transferring economic and technological information on natural resource management; and the widespread weakness of institutions in the region.

Given these circumstances, Kaimowitz suggests that any project to reduce erosion must come up with solutions that represent profits for farmers and do not require incentives to be adopted.



## CENTRAL AMERICA, URUGUAY



The ceremony in which Carlos E. Aquino Gonzalez, agricultural engineer from the Dominican Republic, took office as the Director General of IICA caught the attention of the regional and international press.

Upon launching his four-year term at the helm of the Institute, he mentioned five pillars on

which he would base his administration:

- agricultural modernization;
- sustainable development as a basis for human development in rural areas;
- the search for equity and the struggle to defeat rural poverty;
- participatory technical cooperation; and
- incorporation of the private sector.

The inauguration ceremony was presided over by the President of Costa Rica, Rafael Angel Calderon, and was attended by senior officials of the Government of the Dominican Republic, ministers of agriculture from the region or their representatives, the diplomatic corps accredited in San Jose, and special guests.

(Costa Rica: La Republica, Revista Panorama Internacional, The Tico Times, Notimex, IPS, ACAN-EFE, AFP.

**Jamaica:** The Agriculturalist.  
**Nicaragua:** La Tribuna.  
**Panama:** El Panama America, La Estrella de Panama.  
**Uruguay:** El Pais, La Mañana.)

## Bolivia



As reported by the written press in Bolivia, PROCISUR, PROCIANDINO and PROCITROPICOS, three cooperative initiatives that promote agricultural research and technology generation and transfer in the Southern and Andean Areas and in the South American tropics, respectively, held their first joint meeting.

During the meeting, held in Santa Cruz de la Sierra, Bolivia, participants analyzed the impact of falling investments for research *vis-a-vis* the challenges of regional integration, the formation of common markets and the search for competitiveness.

The event brought together national authorities from Bolivia, Ecuador, Argentina, Chile, Brazil, Venezuela, Uruguay and Paraguay, as well as members of the inter-American scientific community and local producers.

(Bolivia: La Razon)

## Panama, Nicaragua



As reported in the written press in Central America, Carlos E. Aquino Gonzalez, in one of his first official activities as Director General of IICA, met with agricultural entrepreneurs from Central America with a view to forging stronger working relations with the private sector.

The meeting established a link between the Institute and the private sector, which will be one of this administration's priority targets for action during 1994-1998, within the framework of the Institute's Medium Term Plan (MTP).

Also, the Director General announced that Costa Rica would be the site mid-year of a meeting on agribusiness that will involve participants from all the countries of the hemisphere.

(Panama: La Prensa, Nicaragua: La Tribuna).

## UPCOMING ACTIVITIES

- **PRODAR Meeting** for Central America, Mexico and the Dominican Republic, April 29. Organized by CITA and PRODAR. IICA Headquarters.
- **General Training Workshop** on Communications, Gender and Sustainable Development, April 4-15. Sponsored by IICA and SIDA. IICA Headquarters.
- **Symposium** on Biodiversity, Biotechnology and Sustainable Development, April 12-14. Organized by PAHO and IICA. IICA Headquarters.