

# IICA



# NEWS

Centro Interamericano de  
Documentación e  
Información Agrícola

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Photo/Jorge Eduardo Arango, Colombia

*The general objective of IICA's actions for the 1994-1998 period is to support the efforts of the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas.*

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- A New IICA



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Strategy for sustainable agricultural development approved



## NEWS

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The Inter-American Institute for Cooperation on Agriculture (IICA) is headquartered in San José, 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 wellbeing. It has 33 Member States and 16 Permanent Observers.

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Cover photo: Taken from the book Colombia Campesina (1991 UNESCO award)

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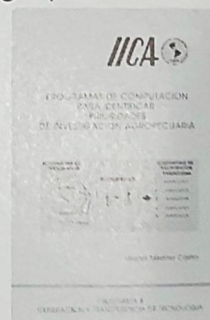
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# STRATEGY FOR SUSTAINABLE AGRICULTURAL DEVELOPMENT APPROVED



Photo/Daniilo Jiménez, IICA

The Executive Committee of IICA, at its Fourteenth Regular Meeting, discussed issues of key importance to the agricultural sectors of the hemisphere. From left to right are: David Joslyn, Deputy Director General of IICA; Carlos E. Aquino, Director General of IICA; Russel García, Minister of Agriculture of Belize and Chairman of the meeting; Mario Carvajal, Minister of Agriculture of Costa Rica and Rapporteur of the meeting; and Eduardo Salvado, Technical Secretary.

**T**he Executive Committee of IICA met for its Fourteenth Regular Meeting in Costa Rica from September 12-14. The principal objective of the meeting was to analyze and approve the 1994-1998 Medium Term Plan (MTP), a hemisphere-wide strategy for sustainable agricultural development.

In approving the MTP, the member countries agreed that, during the next four years, this specialized agency for agriculture of the inter-American system should focus its efforts on "supporting the Member States in order to attain sustainable agricultural

development, within the framework of hemispheric integration, and as a contribution to human development in rural areas."

Represented this year on the Executive Committee were Belize, Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Haiti, Mexico, and Saint Kitts and Nevis.

In view of the importance of the topics discussed during the meeting, however, thirteen other Member States sent delegations. Also attending were representatives from nine Permanent Observers and nine representatives

from inter-American, regional and international agencies.

Under the able chairmanship of the Minister of Agriculture of Belize, Russel García, the members of the Committee were able to cover all the items on a busy agenda. In addition to administrative and financial matters, topics of vital importance to the agricultural sectors of the hemisphere were discussed, including the competitiveness of nations, new public-private sector relations, funding of agricultural research and agri-business.



## PARTICIPANTS

### Member States Represented on the Executive Committee

Belize  
Brazil  
Canada  
Chile  
Colombia  
Costa Rica  
Dominican Republic  
Ecuador  
Haiti  
Mexico  
Saint Kitts and Nevis

### Attending Member States not Represented on the Executive Committee

Argentina  
Guatemala  
Grenada  
Honduras  
Jamaica  
Panama  
Paraguay  
Peru  
Saint Vincent and the Grenadines  
Trinidad and Tobago  
United States of America  
Uruguay  
Venezuela

### Permanent Observers

European Communities  
Federal Republic of Germany  
France  
Israel  
Spain  
The Kingdom of the Netherlands  
The Republic of China  
The Republic of Poland  
The Russian Federation

### Agencies

Caribbean Food Crops Society  
Earth Council  
Inter-American Development Bank (IDB)  
International Center for Tropical Agriculture (CIAT)  
Organization of American States (OAS)  
Tropical Agriculture Research and Training Center (CATIE)  
United Nations Food and Agriculture Organization (FAO)  
Zamorano Pan American School of Agriculture

### Other Guests

Farmers' Society of Colombia  
Getulio Vargas Foundation

The delegates also visited the headquarters of the Tropical Agriculture Research and Training Center (CATIE), located to the east of San Jose in Turrialba.

They also witnessed the signing of two legal instruments: a general agreement with the Getulia Vargas Foundation in Brazil and a memorandum of understanding with the Caribbean Food Crops Society.

## Interinstitutional Coordination

The Executive Committee reviewed IICA's relations with the United Nations Food and Agriculture Organization (FAO), CATIE, the Caribbean Agricultural Research and Development Institute (CARDI) and the Central American Bank for Economic Integration (CABEL).

A report of IICA/FAO activities was presented by the Deputy Director General of IICA, David Joslyn and the head of the FAO Regional Office for Latin America and the Caribbean, Tomas Lopez Ramirez. Both dis-

cussed the recent implementation of a basic joint cooperation program.

Lopez Ramirez explained that FAO has a mandate to strengthen cooperation with other regional agencies that work with agriculture and rural development, like IICA. He added that closer ties with the Institute will make it possible to more effectively use resources allocated for agricultural development and develop concrete actions to benefit the countries.

Joslyn stated that IICA's aim is to avoid a duplication of efforts, further the process and work together in an open and clearly defined manner.

With regard to CARDI, it was pointed out that the Institute is working closely with this Caribbean organization on several technology transfer projects. IICA contributes to CARDI's core budget up to US\$300,000 annually from the quotas paid by its Member States. The Deputy Director General of IICA also presides over a special donors' support group which was created to secure financial resources for CARDI.

*The Minister of Agriculture of Belize and Chairman of the meeting, Russell Garcia, speaking with the Head of the Delegation from St. Kitts and Nevis, Keith Archibald (right).*



Photo: Danilo Jimenez / IICA





The Executive Committee asked the Director General "to continue to modernize the Institute and make any necessary changes."

In reviewing IICA/CATIE relations, the Director General of CATIE, Ruben Guevara, read off a long list of joint actions currently under way, including working out of the same Office in the member countries, training, participation in networks, joint bidding, joint missions and other actions related to communications and informatics.

"The current policy of complementarity and joint efforts enables us to work together without losing our identities or individual legal standing," affirmed Guevara. He added that this association creates a pool of know-how and experience of more than 100 professionals with Ph.D. degrees, more than 150 with masters' degrees, and more than 200 with engineers' or licentiate

degrees related to research, training and technical cooperation in service to the countries.

In discussing IICA's relations with the CABEI, it was mentioned that the Bank has requested IICA's technical support in order to enhance its capability to provide funding for the agricultural sector in Central America. IICA, for its part, tries to improve its member countries' access to credit. Some of the programs operating under IICA and CABEI efforts include a coffee rehabilitation project, a forestry and pasture program and a marketing program for staple grains in Nicaragua.

## COSTA RICA TO HOST ICMA AND IABA

Costa Rica will be the site of the Eleventh Inter-American Conference of Ministers of Agriculture (ICMA) and the Eighth Regular Meeting of the Inter-American Board of Agriculture (IABA), to be held concurrently in October 1995.

IICA's Executive Committee welcomed the offer made by the Minister of Agriculture of Costa Rica, Mario Carvajal, on behalf of President Jose Maria Figueres, to serve as the site for both meetings.

The ICMA is normally convened every four years by the Organization of American States (OAS) while the IABA, IICA's governing body, meets every two years. The last time the two

meetings were held concurrently was in 1991, in Madrid, Spain.

The topic of the Eleventh ICMA will be "Agriculture in the Americas: Competitiveness in the Modern World Economy." This topic will be developed through a series of documents which will address, among others, the following specific topics:

- \* Risks and Opportunities for International Trade
- \* The Role of the Public Sector and Coordination with the Private Sector
- \* The New Human Resource Profile for Successful Performance in a Changing World



Photo: Danilo Jimenez, IICA

The Minister of Agriculture of Costa Rica, Mario Carvajal, stated that, "President Jose Maria Figueres wants to be associated with us in this new hemispheric dialogue." In 1989, when he was Costa Rica's Minister of Agriculture, Figueres served as the Chairman of the Sixth Regular Meeting of the IABA.



## THE COMPETITIVENESS OF NATIONS

During the Executive Committee meeting, the Minister of Education of Costa Rica, Eduardo Doryan, spoke on "The Competitiveness of Nations," in which he highlighted the challenges developing nations must face in their search for sustainable development.

As the twentieth century draws to a close, he noted, the world is undergoing a change in paradigms that occurs only infrequently. One took place after the Second World War and another at the end of the Cold War. We are shifting from an Anglo and European perspective to one that is multi-cultural and multiracial in nature.

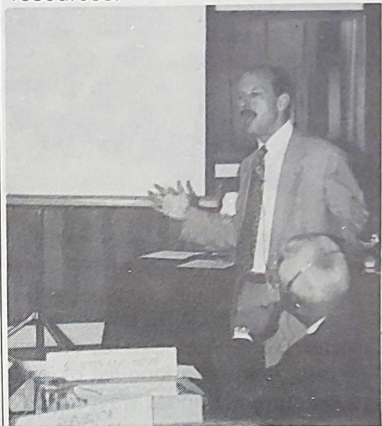
We are moving from a unipolar world, in the economic realm, to a tri-polar world in which Japan, Europe and

North America are the centers of economic power. A disciplinary approach is being replaced by transdisciplinary and systemic perspectives.

In his opinion, economic growth must not only be achieved but also sustained over the long term. To accomplish this, it will be necessary to bridge four critical gaps: conceptual, informational, social and competitive.

Bridging the conceptual gap will involve overcoming the paradigm that existed prior to the end of the Cold War. The informational gap refers to educating and training human resources. The third refers to the social inequities which condemn most of the population to a struggle for survival. The fourth means adding value to the two sources of our countries' com-

petitiveness: their human and natural resources.



Photo/Daniel Jimenez, IICA

*The Minister of Education of Costa Rica, Eduardo Doryan, stated that we must not react passively to the changes occurring in the world. "Either we take the lead or we will find it very difficult to make our countries competitive."*

## FUNDING AGRICULTURAL RESEARCH

Funds for agricultural research are dwindling, said Lucio Reca, a senior official of the Inter-American Development Bank (IDB), who proposed that a fund be established to be administered by the countries of the region for ensuring a more



*Lucio Reca, a senior IDB official.*

effective use of such resources.

In a speech delivered during the meeting of IICA's Executive Committee, Reca, former secretary of agriculture of Argentina, explained that agricultural research is an increasingly important input for development: "traditional agriculture has been replaced by a scientifically-based agriculture."

Nevertheless, he pointed out that due to what he called a "very dangerous" trend, agriculture currently receives only 14% of resources from multilateral organizations, as compared to 21% five years ago.

In his opinion, Latin America and the Caribbean have enormous potential and have made heavy investments in agricultural research. By way of example he said that in the region, some 9,000 scientists work directly with research institutes, with annual budgets totalling some US\$900 million. "There exists substantial infrastructure for agricultural research and a considerable amount of funds to do it with," he stated.

According to Reca, "the countries must analyze the proposal to establish the fund and decide to what extent it will be advantageous for them."

He added that the IDB's role "would be simply to promote the idea. It could also serve as the technical secretary, since this will not be a unilateral action by the Bank. IICA would, of course, also have a role to play and the countries will have to determine what support they expect from it."



## CONFERENCE ON AGRIBUSINESS IN THE AMERICAS

The conference on agribusiness in the Americas, to be held in Miami this December, "will probably be the largest and most important event to bring together leaders from the public and private sectors to discuss trade and investment," said Roger Sattler in addressing IICA's Executive Committee.

Sattler, President of AgAmericas, the agribusiness affiliate of Caribbean/Latin American Action (C/LAA), explained the key topics of the conference to be held after the Summit of

the Americas convened by U.S. President Bill Clinton.

He said that efforts will be made to develop mechanisms for bringing the "powerful engine" of telecommunications and electronic networks to trade and investment activities. He noted that the number of computers in the region is growing rapidly, for example, Mexico has some 1.6 million and Brazil some 1.2 million.

In his opinion, this operating capacity should be used to link agricultural

communities throughout the hemisphere with a view to boosting trade and investments and promoting interaction between the business community and public institutions.

One of the goals of the conference will be to lay the groundwork for a hemispheric network of agribusinesses. "Our aim," he said, "is to give a voice to small, medium and large agribusinesses. We want to open the door to existing and future sources of information."

## A NEW STYLE FOR MANAGING AGRICULTURAL POLICY

Addressing IICA's Executive Committee, Luis Arturo del Valle, Minister of Agriculture of Guatemala, shared with the delegates details on the new management style for agricultural policies being followed in that country, and which is based on interaction between the ministry and the nongovernmental agricultural sector.

In explaining the process that led to the formulation of Guatemala's Agenda for the Reactivation and Modernization of Agriculture, del Valle noted that there had been "good reason to doubt the public agricultural sector's capacity to bring about, with the management style and mechanisms traditionally used by the ministry, the transformations in agriculture needed for responding to the structural adjustment process."

The first step was to take into account the opinions of the institutions of the nongovernmental agricultural sector and to open the way for dynamic



Photo/Rocio Escobar

*Guatemala's Minister of Agriculture, Luis Arturo del Valle, explains why it became necessary to radically change the way agricultural policy is managed in that country.*

interaction with them. Consensus was sought concerning the problems, challenges and constraints to be faced

in reactivating and modernizing agriculture, so as to ensure a common view of current problems. This made it easier to reach agreement on what to do, what resources to use and how to distribute costs and responsibilities among those responsible for administering the corresponding instruments.

The Minister was frank in describing the risks involved in the process, stating that "a hard look at the situation showed that the obstacles were even greater than we had imagined."

He referred to the enormous number of requests for prompt response by the ministry, and the extraordinary commitments involved in mobilizing technical and financial resources to execute decisions that "cannot wait for lengthy procedures." In order to ensure financial flexibility, a national fund was created for the reactivation and modernization of agriculture.



# IICA SIGNS AGREEMENTS WITH THE GETULIO VARGAS FOUNDATION AND THE CARIBBEAN FOOD CROPS SOCIETY

During the Fourteenth Regular Meeting of IICA's Executive Committee, IICA signed five-year agreements with Brazil's Getulio Vargas Foundation and the Caribbean Food Crops Society (CFCS).

The general agreement with the Getulio Vargas Foundation was signed by the Director General of IICA, Carlos E. Aquino Gonzalez and the Research Projects Manager, Mauro de Rezende Lopes, on behalf of the President of the Foundation, Oscar de Mello Flores.

Aquino Gonzalez also signed the memorandum of understanding with the CFCS, which was represented by its president, Darshan Padda.

## Getulio Vargas Foundation

The general agreement with this private nonprofit organization establishes a frame of reference and the legal basis for future contracts, operating agreements or specific letters of understanding to address common concerns or requests for cooperation in projects of mutual interest.

Some of the actions to be executed under the agreement include: studies and research; technical assistance or advisory services through missions or by individual specialists; technical cooperation for project execution; training and university extension courses; information and documentation; technical and scientific brokerage; and administrative support.

The Getulio Vargas Foundation has a tradition in the field of economics and public and business administration; it has its own publishing house and conducts advanced research on economics, agriculture, corporations, trade, public economics and price analysis and trends. It works together with or in support of institutions in Latin America and the Caribbean.



*The president of the Caribbean Food Crops Society, Darshan Padda and the Director General of IICA, Carlos E. Aquino Gonzalez, signed a memorandum of agreement.*

## The Caribbean Food Crops Society

One of the principal objectives of the memorandum of understanding signed by IICA and the CFCS is to strengthen the agricultural sectors of the Caribbean nations, through technological change.

Some of the actions covered by this legal instrument include annual meetings, technical publications of importance to agriculture in the Caribbean, and technical and scientific brokerage with private institutions associated with the sector.

IICA has provided financial and technical collaboration to the CFCS, an organization that promotes sustainable agricultural development in the Caribbean through the exchange of technical information and training.



*The general agreement with the Getulio Vargas Foundation was signed by its Research Projects Manager, Mauro de Rezende Lopes (left) and the Director General of IICA, Carlos E. Aquino Gonzalez.*



## A NEW IICA

The 1994-1998 Medium Term Plan (MTP), which was given unanimous approval by the Executive Committee, proposes major changes for IICA.

This document, which will orient the Institute's technical cooperation activities for the next four years, was described by several delegations as a "program to change agriculture in the Americas."

The objective of IICA's actions during this period will be to contribute to the efforts of its member countries to bring about human development in rural areas. Human development is seen as a social, economic and political process which aims to bring about changes in rural societies and in the uneven relations between them and society as a whole and the national economy. Another aim of human development in rural areas is to produce improvements in the quality of life and surroundings of rural populations.

In the search for human development in rural areas, IICA will focus its efforts on sustainable agricultural development. To this end, its work will be aimed at making changes in three aspects of agriculture: production, trade and institutions, with a view to bringing about social and human change within the framework of growing inter-American integration, and an integrated approach to development which is based on three key elements: sustainability, equity and competitiveness.

To achieve the strategy objectives of the Medium Term Plan, the following were identified as priorities:

- Greater decentralization of the Institute
- Flexibility in implementing actions in order to adapt them to changing circumstances
- Acknowledging the variety of circumstances in the Member States, which makes it necessary to design differentiated strategies for the regions and countries

\* Promoting closer cooperative ties between the public and private sectors

\* Developing strategic alliances with organizations and centers of excellence

With a view to striking a balance between the urgent and the important, the countries agreed that the Institute should focus its efforts on four topics of strategic importance, "to generate practical results of high quality and technical excellence":

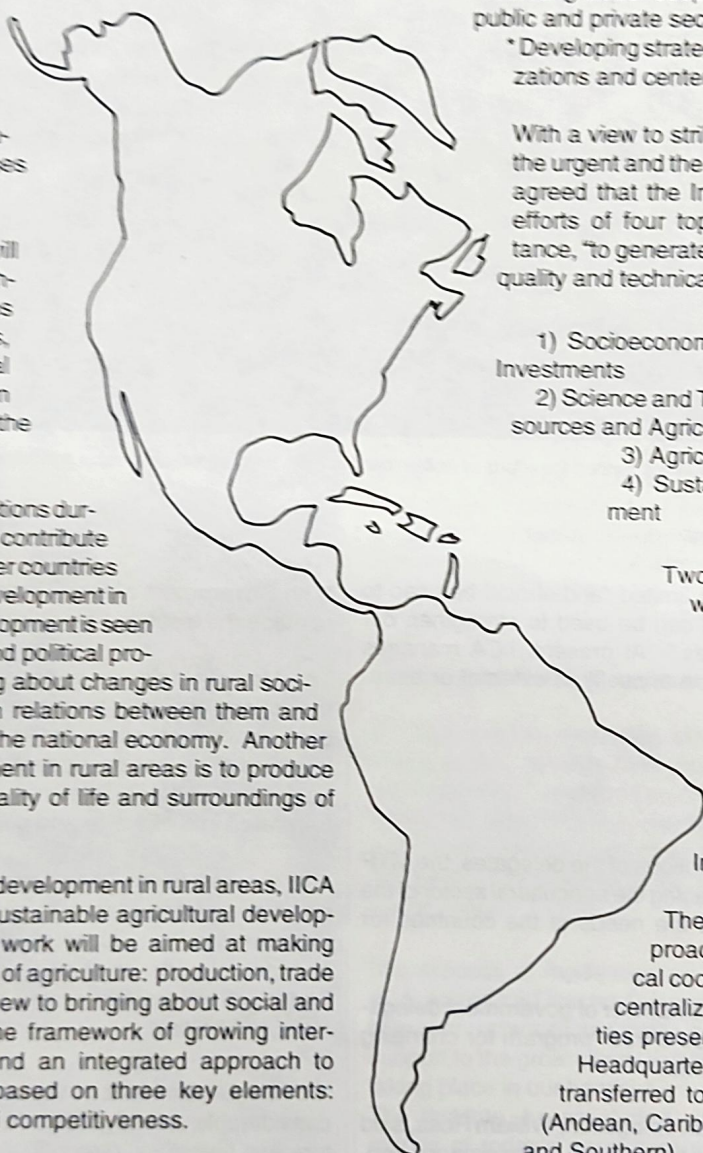
- 1) Socioeconomic Policies, Trade and Investments
- 2) Science and Technology, Natural Resources and Agricultural Production
- 3) Agricultural Health
- 4) Sustainable Rural Development

Two specialized services were created to support or enhance the work of the aforementioned areas of concentration: 1) Training, Education and Communications, and 2) Information, Documentation and Informatics.

The new participatory approach IICA will use in technical cooperation will include decentralization. Many of the activities presently coordinated at IICA Headquarters in Costa Rica will be transferred to five Regional Centers (Andean, Caribbean, Central, Northern and Southern).

For executing the MTP, the Executive Committee approved amendments to IICA's Program Budget of income derived from the quotas of the Member States, which in 1995 totals more than US\$27.5 million.

The Director General of the Institute, Carlos E. Aquino Gonzalez, from the Dominican Republic, explained that







*Over the next four years, IICA will support the efforts of its Member States to bring about sustainable agricultural development.*

the Institute's funds are limited "and should be used to attract other funds that can be used to strengthen our services in the countries." At present, IICA manages more than US\$60 million annually in external or extra-quota resources.

### **The Deliberations**

Judging from the interventions of the delegates, the MTP reflects the challenges facing the agricultural sector of the hemisphere, as well as the needs of the countries for technical cooperation.

During the discussions, a number of government delegations defined the MTP as a true "program for changing agriculture in the Americas."

The head of the Canadian delegation, William Ross, said that, "A new orientation is being given to the organization, which will guide its actions for the next four years and beyond. The MTP is the result of a profound analysis of the situation in the countries and of the kind of economic restructuring, sometimes drastic and always difficult, that has become necessary."

Speaking on behalf of Brazil, Murilo Xavier Flores, Director of the Brazilian Institute of Agricultural Research (EMBRAPA), stated that his country wanted to cooperate with the agricultural sector of the Americas through IICA.

"The Government of Brazil firmly supports the efforts to reshape the Institute," he said.

The Mexican delegation, headed by Marco A. Carrion, maintained that the thematic content of the areas of concentration proposed in the MTP "reflect our national interests. The document contains a frame of reference, guidelines and priorities that we want to be sure are translated into effective and concrete action."

The delegate from Chile, Juan Luis Marambio, recognized the participatory nature of the process used to formulate the Plan, especially through the G-33, an advisory group made up of officials from IICA's 33 Member States. "This marked a new management style at the Institute," he said.

"For the Government of Venezuela, this document is of considerable value," stated the Vice Minister of Agriculture and Livestock, Gregorio J. Salcedo, after indicating that the MTP coincides with the sectoral policy recently approved by the Caldera Administration for the coming five-year period.

The delegate of St. Kitts and Nevis, Keith Archibald, commented that the MTP takes into account the concerns of the Caribbean nations, especially because it will decentralize technical cooperation actions. He called attention to the importance of developing mechanisms that can effectively support the smaller Caribbean countries.



The delegate of Grenada, George I. Brizan, current Chairman of CARICOM's Standing Committee of Ministers Responsible for Agriculture, affirmed that for that group of countries, cooperation in the area of trade is of key importance, especially since the terms of trade have deteriorated for the agricultural sector.

The United States' delegation underscored the importance of focusing IICA's efforts on specific topics, a position it shares with Canada. They hold that sustainable rural development should be an essential element that cuts across all Institute programs and projects. Nonetheless, the head of the U.S. delegation, James W. Shroeder, emphasized that because IICA does not have sufficient financial and human resources to adopt broad-reaching

rural development actions unilaterally, it should coordinate those activities with multilateral funding institutions.

### Changes

The 1994-1998 MTP was formulated through a broad process of consultation, which involved the different sectors of the agricultural community in the hemisphere, represented by both public and private institutions.

It was this participatory process that made it possible for the government delegates to approve the text of the MTP with just a few small amendments.

Perhaps the most important of these changes was the redefinition of actions to be carried out in the area of concentration "Sustainable Rural Development." By unanimous agreement of the countries, this area will focus its methodological and operating efforts on "ensuring the design of national strategies, policies, programs and projects for sustainable rural development which effectively incorporate the different aspects of the rural development process, linking it with the economic and social policies of each country."

### The Director General speaks

Carlos E. Aquino Gonzalez, who became Director General of IICA in January 1994, thanked the participants in that Executive Committee meeting for their observations and inputs, which made it possible to identify "the direction we should point our Institute so that it can respond to the challenges of the times while also helping to anticipate future needs."

The process of modernization and change initiated at IICA, added the Director General, will enable it to adapt to new circumstances and make it a resource that provides support to the great efforts required by the rapid changes taking place in our hemisphere and the rest of the world. The Institute, he concluded, should adapt "to the demands of today's agriculture and the new institutional framework of the agricultural and forestry sector as we enter the twenty-first century."

In their last resolution, the delegates agreed to "congratulate the Director General for this new initiative and ask him to continue the task of modernizing the Institute, pursuing the changes this will entail."



Photo/Joseph O. Klem V., Panama

*The work of the Institute will be aimed at making changes in three aspects of agriculture: production, trade and institutions.*



## THE DELEGATES SPEAK



### **Russel García, Belize**

**Strength in union.** According to the Chairman of the Fourteenth Regular Meeting of the Executive Committee, Russel García, growing competitiveness has produced a greater need for integration, and in this context IICA has become "a driving force for bringing together" the actors of the agricultural sector.

The Minister of Agriculture of Belize stated that the agricultural sector, considered the "backbone of the economies of the Americas," can unite people in their work to promote development and well-being in rural areas.



### **Luiz Jorge Rangel, Brazil**

**A high-level institution.** According to Luiz Jorge Rangel de Castro, delegate of Brazil to the Executive Committee, the Medium Term Plan (MTP), which will orient IICA's technical cooperation actions over the next four years, will consolidate the Institute's efforts to promote sustainable agriculture as

the twentieth century comes to a close.

He added that this strategic plan promotes flexible, decentralized technical cooperation which will respond to the priorities of the countries. It is a very good sign, he added, that the MTP includes new initiatives, such as forging closer ties with the private sector and establishing strategic alliances with other organizations, since this will enable the Institute to undertake concrete actions and programs.

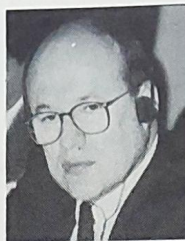


### **William Ross, Canada**

**Elements of success.** According to the head of the Canadian delegation and general director of the International Markets Bureau, William Ross, the first step in improving the incomes and well-being of the peoples of the Americas is to add value to agricultural products and promote closer relations

between the public and private sectors.

He added that the Medium Term Plan is a "visionary document," which contains all the elements needed to successfully support agriculture in Latin America and the Caribbean in the search for competitiveness and sustainability.



### **Jorge Garcia Orjuela, Colombia**

**Time for action.** In the opinion of Jorge Garcia Orjuela, Colombia's delegate to the Executive Committee, the MTP is IICA's navigation chart: it indicates the course that the Institute will follow over the next four years, new areas of emphasis and the partners that will collaborate in the search for

sustainable agricultural development in the region.

Garcia Orjuela believes that the activities included in this strategic plan should be implemented immediately. He added that the participatory process used in preparing it will make the countries more committed to executing it. Success in the subregions will enable us to improve agriculture throughout the Americas, he added, but we must be aware of obstacles that could slow this process down.

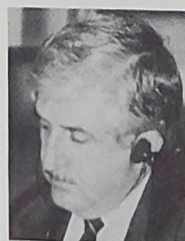


### **Mario Carvajal, Costa Rica**

**Frontiers of change.** In the opinion of Costa Rican Minister of Agriculture and delegate to the 1994 Executive Committee, Mario Carvajal, the frontiers of change which have opened up at IICA show that the Institute has correctly identified the opportunities and challenges that are emerging for

agriculture within the context of trade liberalization.

In citing some of the innovations, he mentioned the participatory process used in preparing the MTP to incorporate the concerns of the countries; the promotion of an expanded agricultural sector, dynamically articulated with other sectors such as industry and services; and the formal establishment of working relations with entities such as FAO, EMBRAPA and CATIE which will enhance the Institute's ability to respond to requests from the countries and make better use of resources earmarked for international cooperation.



### **Juan Luis Marambio, Chile**

**New ideas for change.** According to Juan Luis Marambio, Chilean delegate to the 1994 Executive Committee, IICA is in a position to support the countries of Latin America and the Caribbean in generating ideas that will enable them to meet the challenges brought about by economic opening.

In his opinion, the Institute can make very important conceptual and methodological contributions to topics such as competitiveness, and in helping small farmers

Photos / Danilo Jiménez, IICA



gain a better position on international markets. "These are new topics which are of critical importance to the countries, but for which we do not yet have all the answers. IICA should play a key role here, as part of its efforts to support agricultural modernization and reorganization," he added.



**Galo Izurieta, Ecuador**

**A new IICA is born.** The 1994 Executive Committee will be a milestone in the history of the Institute, since it gave this specialized agency for agriculture of the inter-American system a decentralized and flexible structure which will help IICA attain its primary goal of contributing to rural well-being in the

Americas, stated Galo Izurieta Macias, delegate from Ecuador.

"We are witnessing the birth of a new IICA, which, thanks to the establishment of five new regional centers, will enable the Institute to get a clear reading of the problems in groups of countries, find solutions and put them into practice in a concerted manner. This process promises to provide many benefits," he stressed.



**Guy Alexandre, Haiti**

**Competitiveness is the key.** The countries of Latin America and the Caribbean, and particularly Haiti, face the challenge of developing their capabilities to compete on world markets, stated Guy Alexandre, Ambassador of the constitutional government of Haiti in the Dominican Republic and

his country's delegate to the Executive Committee.

Convinced of this, Alexandre finds the recently approved MTP to be an excellent working instrument that supports the ministers of agriculture and those working for rural development in the region, and who are of vital importance in implementing this inter-American cooperation strategy.

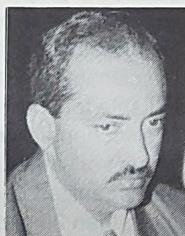


**Marco A. Carrion, Mexico**

**Commitment to the future.** In pursuit of sustainable agriculture as a contribution to human resource development in rural areas, IICA should encourage the farmers of the hemisphere to use production practices that make a rational and sustainable use of natu-

ral resources, said the delegate from Mexico to the 1994 Executive Committee, Marco A. Carrion.

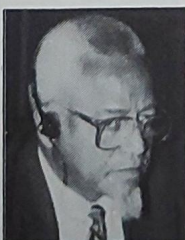
With these words, he summarized the scope of the Institute's mission for the 1994-1998 period. In his opinion, agricultural development in harmony with nature require a commitment by the different agents involved in production activities. In this way, he explained, it will be possible to face and overcome the challenges facing the sector in the current context of economic globalization.



**Pedro Rijo, Dominican Republic**

**Ambitious but attainable.** Although the MTP approved by the 1994 Executive Committee is ambitious, if one considers the Institute's financial constraints, it can be implemented with the full commitment of the countries and cooperating agencies, stated the delegate from the Dominican Republic, Pedro Rijo.

In his opinion, success will depend on the skill with which new relations are handled with international cooperation agencies. Institute authorities foresaw this situation, he added, and successfully established "strategic associations" with organizations such as the Tropical Agriculture Research and Training Center (CATIE), the Brazilian Institute of Agricultural Research (EMBRAPA), the United Nations Food and Agriculture Organization (FAO) and the Central American Bank for Economic Integration (CABEL), among others.



**Keith Archibald, Saint Kitts and Nevis**

**Development for the Caribbean** According to the delegate of Saint Kitts and Nevis to the Executive Committee, Keith Archibald, the structural changes that will be implemented at IICA following the approval of the Medium Term Plan are consistent with the Caribbean's objectives of agricultural diversification and increased competitiveness.

The Director of Agriculture of this Caribbean nation believes that IICA's new structure will serve as an effective mechanism for spurring economic and social progress in the countries of the Caribbean Community (CARICOM). This mechanism will be further strengthened by the closer ties developed between the public and private sectors.



## IICA Supports Rural Reactivation in Haiti

After the September 1991 coup d'état in Haiti, IICA's international employees were ordered to leave that country by the Organization of American States (OAS). Nonetheless, IICA projects, in which beneficiaries are very active, continue to operate.

From Headquarters in Costa Rica, IICA's Representative in Haiti, Jan Hurwitch, closely follows the three projects currently under way. At the same time, together with a multidisciplinary team, she is preparing a portfolio of initiatives to support agricultural reactivation and rural economic reconstruction as soon as democracy is re-established.

According to Hurwitch, who is a citizen of the United States, "We are designing projects that will have a rapid impact on the rural economy, but which can also serve as the bases for long-term democratic development."

### Proje Plante Kafé (PPK)

The project on coffee cultivation systems is known in creole as Proje Plante Kafé (PPK). Currently IICA's principal initiative in Haiti, it was launched in 1990 with funding from the United States Agency for International Development (USAID), which did not cut off the funding given the humanitarian nature of the project.

The project aimed to support coffee production -traditionally the country's principal source of foreign exchange- at a time when small

farmers were abandoning their crops due to a serious coffee rust problem.

Under the leadership of Alfredo Mena, the project's activities are carried out in two zones of southern Haiti, Beaumont and Jacmel, where the climate, soil and altitude are suitable for coffee cultivation. Project beneficiaries are some 900 groups of small-farm families, who are organized into groups of no more than 20 people.

The project has made it possible to replace traditional varieties with rust-resistant varieties, and, at the same time, to combine coffee growing with other crops such as corn, beans, plantains and citrus fruits.

On less productive and very old plantations -some of which are almost eighty years old- other crops were planted that will contribute to rehabilitating degraded soils and providing the families with what they need to survive. Meanwhile, greenhouses and seedbeds were set up to produce the new coffee varieties.

Organization and training are very important components of PPK, since another project objective is to encourage democratic organization through participatory technical cooperation.

Luis Flores, an IICA specialist from Peru who had to leave Haiti as a result of the OAS resolution, spoke enthusiastically about the project, saying: "When IICA technicians were able to return to the field to observe what had happened, they found that the farmers were continuing with the project, the greenhouses had not been neglected, the seedlings were receiving the necessary care. The organization



Working meeting of the Proje Plante Kafé (PPK), which is IICA's principal cooperation activity in Haiti. Alfredo Mena, second from the right, is the project leader.



of the farmers had worked. They had taken over the project."

According to Flores, these results were clearly attributable to the fact that the project uses participatory training. The people who provide training on new crop techniques are not technical experts or specialists; rather, some are the producers themselves, selected by other farmers and who had learned the techniques by working alongside the technical experts.

This method, he added, made it possible to implement basic techniques for combating coffee rust such as "thinning the shade," which is complex in a country with critical deforestation problems and where popular belief holds that *lwa* (spirits) live in the trees. According to the Institute specialist, "only if farmers see for themselves the positive results of eliminating certain branches, will they decide to do so."

Thus, and in spite of coffee rust, Haitian coffee growers keep the trees to provide shade (although to a lesser degree) and to retain the soil. Very little agrochemicals are used, as they are practically unavailable on local markets, and yields are therefore inferior to those of other coffee-growing countries.

Recently, a US\$2.8 million extension of the project was signed with USAID, primarily because it is managed by the farmers themselves, thus ensuring the survival of the project until December 1996.

### Two other projects

IICA's two other initiatives in this Caribbean nation are called Technology, Organization and Training (TOK, its creole acronym) and KREDIFAM.



Women organized through the Technology, Organization and Credit Project benefit from KREDIFAM.

The objective of TOK is to provide credit and technical assistance to small farmers who continue working their land, in order to prevent migration to the city.

Activities are carried out in 12 parts of the country, and each is coordinated by a trained small farmer who serves as a technical cooperation agent. Some 20 groups of organized small farmers work under this project.

Through it, technologies have been identified to combat pests and diseases with the use local raw materials. For example, the neem tree is used to prepare an effective insecticide. Neem, which is native

to the Arabian region, was brought to Haiti decades ago and is characterized by the bitter taste of its leaves and bark, and also by its great adaptability in arid areas. The natural insecticide can be used on bean, corn and rice crops, among others.

Another important activity is the implementation of a credit system for buying and selling seeds.

Lastly, and related to TOK, is the KREDIFAM project, which is funded by the United Nations Fund for Population Activities. Through it, groups of rural women organized under the TOK project receive small loans for processing and marketing their agricultural products.



# PRIAG Sows Hope in the Fields of Central America

Some 1.4 million hectares of land in Central America are the workshop of the Regional Program to Upgrade Agricultural Research on Staple Grains in the Central American Isthmus (PRIAG), which was established in 1991.

Thousands of small- and medium-scale farmers, researchers and extension agents from public and private entities participate in this initiative. Its aim is to support and integrate the efforts of national and regional technology generation and transfer systems with a view to boosting productivity and improving the standard of living of farming families in the isthmus.

PRIAG's complex task is carried out under the aegis of an agreement signed in 1988 by the European Economic Community (EEC) and the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) -for the countries of the region- with logistic support from IICA, the Center for International Cooperation in Agricultural Research for Development (CIRAD) of France and the Royal Tropical Institute (KIT) of the Netherlands, which provides the European component of technical assistance.

Ever since it was established, the activities of the Program have concentrated on food security, focusing on the following staple grains: rice, beans, corn and sorghum.

However, structural adjustment and stabilization policies in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama made it necessary to restructure the Program.

The new approach calls for small farmers to complement the production of staple grains with other food crops including roots and tubers, as well as small-scale fish breeding, and the raising of small and large animals in order to improve food security.

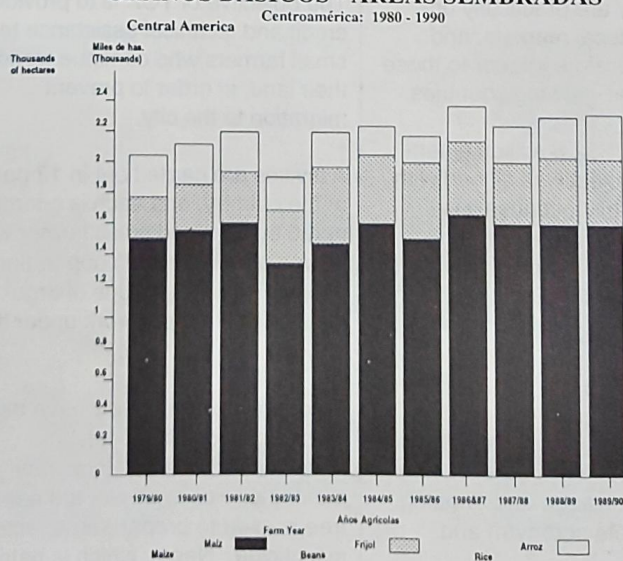
In addition, the changes place greater emphasis on the sustainability of production, promoting crops and methods that contribute to soil and water conservation as well as biological equilibrium, as proposed in the initial Indicative Plan.

PRIAG's orientation was brought into line with the Plan of Action for Agriculture in Central America (PAC), which was approved at the Tenth Summit Meeting of Presidents of the Isthmus, held in San Salvador in 1991. The plan promotes greater efficiency and competitiveness in agriculture, with special emphasis on food security and environmental protection.

The strategy for implementing the Program was participatory, in order to facilitate interaction among the different agricultural interest groups in Central America. Efforts are channeled through three components:

1. Coordinating and planning research activities on staple grains.

## STAPLE GRAINS - AREA PLANTED GRANOS BASICOS - AREAS SEMBRADAS



Source: El Impacto del Ajuste estructural sobre los sistemas de producción de granos básicos en Centroamérica. Síntesis de los estudios nacionales, Cor. J. Wille, Reid Rubin



2. Strengthening linkages between research and agricultural technology transfer systems.

3. Promoting agricultural research, conducting experiments and generating technology for small-scale grain producers.

Each component focuses its actions on key issues such as agronomic management, integrated pest management, soil use and maintenance of soil fertility, development and selection of resistant varieties and development of post-harvest loss-reduction technologies.

The main issues addressed in PRIAG's institutional development efforts include monitoring and evaluation of planning methods for research and technology transfer, training, and the creation of a Central American data base on technological problems related to grain production.

The actions taken and the progress made has varied among the countries, since different approaches

were used to identify the priorities of each nation.

### Success in the fields

According to Porfirio Masaya, PRIAG co-director, PRIAG's many achievements over the past four years range from the consolidation of the Program's methods to the results of scientific experiments to advances in on-farm research and transfer.

Scientific research resulted in improved fertility of acid soils and hillside lands, using organic technologies. Production systems were also improved, yielding an increase in bean output. Moreover, substantial progress was made in addressing problems related to on-farm storage of beans.

Similarly, PRIAG was also instrumental in promoting the acquisition of new genetic rice materials to be tested on small farms and to enrich the germplasm available to national research institutes. Satisfactory

progress was made in the case of sorghum, which will lead to the development of new hybrids and varieties that are suitable for small- and medium-scale farms and for *in situ* conservation of traditional materials.

PRIAG's on-farm research is currently focusing on generating and transferring appropriate technologies for farmers who produce grains and other crops in eleven geographical areas of Central America.

Through its actions, PRIAG seeks to strengthen mechanisms that involve farmers actively in the decisions related to the generation and adoption of technologies.

Another important achievement was the creation of a regional research and extension system which responds to the demands of rural populations. Outstanding among these actions was the training provided through workshops, seminars and other fora for conducting agricultural and socioeconomic assessments and programing research and technology transfer.

At the political level, there is growing interest among Central American authorities to make use of work mechanisms implemented by PRIAG even after the Program concludes.

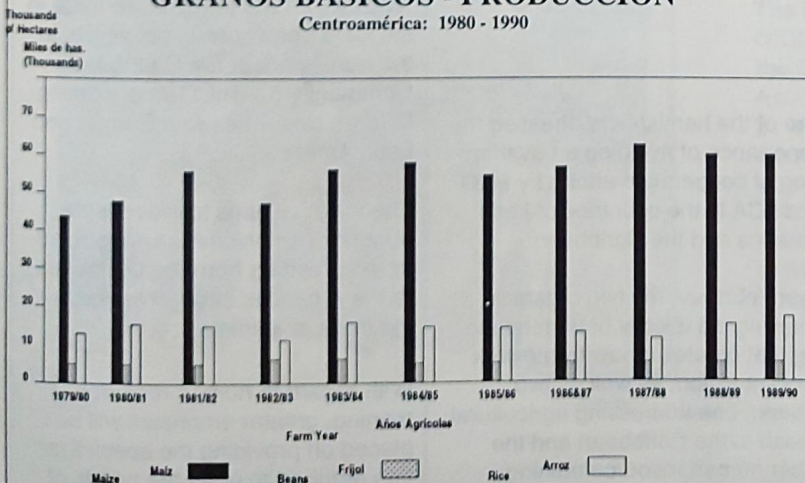
According to the agreement creating PRIAG, the Program is scheduled to end in 1994. Nevertheless, Masaya stated that a two-year extension of the Program will make it possible to expand and take full advantage of the knowledge acquired.

## STAPLE GRAINS - OUT PUT

Central America: 1980 - 1990

## GRANOS BASICOS - PRODUCCION

Centroamérica: 1980 - 1990



Source: Fuente: El Impacto del Ajuste estructural sobre los sistemas de producción de granos básicos en Centroamérica: Síntesis de los estudios nacionales, Cor J. Watzel, Raúl Rubén



# STRATEGIC ALLIANCES

IICA-USDA

## Joint Action

Joint actions between IICA and the United States Department of Agriculture (USDA) have a new legal framework, thanks to a general agreement signed on June 21.

The aim of the cooperation actions carried out under the agreement will be to contribute to improving food and agricultural systems, as well as the living conditions of rural inhabitants in the countries of the hemisphere.

The Undersecretary of Agriculture of the United States, Richard Rominger, and the Director General of IICA, Carlos E. Aquino Gonzalez,



The Director General of IICA, Carlos E. Aquino Gonzalez (left) and the Undersecretary of Agriculture of the United States, Richard Rominger (right) signed an agreement that will contribute to improving the food systems of the hemisphere. With them are officials from the USDA and IICA.

signed the legal instrument, which consolidates the efforts carried out by the two entities since 1978.

Over the next five years, IICA and USDA will conduct joint studies and

research; provide direct advisory services through technical experts and missions; provide technical and financial cooperation for preparing and executing projects; offer training; exchange information; provide administrative support; and facilitate staff exchanges.

The Institute and the USDA signed a specific agreement to foster staff exchanges. For the USDA, staff exchanges complements its own human resource development program and will enable it to participate more actively in IICA's actions to address agricultural policy, technology generation and transfer, rural development, trade and integration, and agricultural health. For IICA, the agreement will provide a means of strengthening its relations with United States government agencies.

The agreement provides for long-term (more than one year) or short-term (less than 12 month) exchanges.

IICA-FAO

## Closer Ties

In compliance with a resolution of the Inter-American Board of Agriculture (IABA), over the past few months IICA and the United Nations Food and Agriculture Organization (FAO) have been developing new ties to enhance their actions in support of agricultural development and modernization in the Americas.

During the Seventh Regular Meeting of the IABA (Mexico, September 1993), the ministers of agricul-

ture of the hemisphere stressed the importance of avoiding an overlapping of cooperation efforts by FAO and IICA in the countries of Latin America and the Caribbean.

Last February, the two organizations signed a letter of understanding that creates a new framework for joint action, as well as two others: one addressing agricultural health in the Caribbean and the other human resource training.

The letter of understanding on animal health is of special importance for efforts to revitalize trade in the Caribbean subregion, which, in the framework of the Caribbean Community (CARICOM) is working to forge closer ties with Europe and Latin America.

The initiative aims to prevent the bont tick (*Amblyomma variegatum*) from spreading from the Caribbean to the Americas through the growing trade in animals.

With regard to human resource training, greater emphasis will be placed on providing the specialization required to meet the needs of the agricultural sector.



IICA-EMBRAPA

## New Strategic Link

In May, the Brazilian Institute of Agricultural Research (EMBRAPA) became another link in the chain of strategic alliances with which IICA will work over the next few years to consolidate sustainable agriculture in the Americas.

A memorandum of understanding signed by the President of EMBRAPA, Murilo Xavier Flores, and the Director General of IICA, Carlos E. Aquino González, lays the groundwork for facilitating technical, scientific and economic cooperation between the two institutes.

The document establishes that the Institute will support EMBRAPA in

modernizing institutional aspects of its agricultural research system as well as that of the nation's as a whole. For its part, EMBRAPA will work with IICA to upgrade agricultural research and technology transfer entities in the region.

With regard to this last point, IICA and EMBRAPA will strive to incorporate organizations of the national and international scientific community into the process, with a view to taking full advantage of existing experience and capabilities, as well as of available resources.

The IICA-EMBRAPA alliance will serve to develop direct cooperation and technical assistance, conduct



Photo/Daniel Jimenez, IICA

Murilo Xavier Flores, President of EMBRAPA

studies and research in areas of common interest, offer human resource training, facilitate technical-scientific brokerage, disseminate information, and provide administrative services.

O'GLOBO-IICA

## Meeting in Rio de Janeiro



The President of Organizações O'Globo, Roberto Marinho (right), and the Director General of IICA, Carlos E. Aquino Gonzalez (center), met on May 23 in Rio de Janeiro to discuss possible collaboration. Also present was IICA's Director of External Relations, Eduardo Salvado (left). Aquino showed considerable interest in O'Globo's experience in disseminating technology through specialized publications and videos. Towards the end of the meeting, the two officials laid the groundwork for formulating a new agreement between their organizations, the purpose of which will be to disseminate technological innovations.



IICA-VOCA

## More Efficient Cooperation

One of the opportunities created by the general agreement recently signed by IICA and the Volunteers in Overseas Cooperative Assistance (VOCA) is the strengthening of agricultural cooperatives in Central and South America, through technology generation and transfer and the promotion of rural development.

The five-year agreement was signed on July 1 by the representative of VOCA in Latin America and the Caribbean, Robert Carter, and the Director General of IICA, Carlos E. Aquino Gonzalez. Under the agreement, the two organizations will join efforts to support agriculture in the region.

In discussing the outlook for joint efforts, Carter stated that target beneficiaries will be small- and medium-scale farmers working through cooperatives. VOCA, a nonprofit organization, will provide volunteer consultants who will assist the farmers in specific areas of activity, including how to increase productivity and conserve natural resources.

The objective of the agreement signed by IICA and VOCA is to strengthen small-farmer cooperatives. In the photo, Robert Carter, VOCA representative in Latin America and the Caribbean, signs the agreement.



Photo/Mishelle Mitchell, IICA

IICA and SIECA

## New Areas for Action

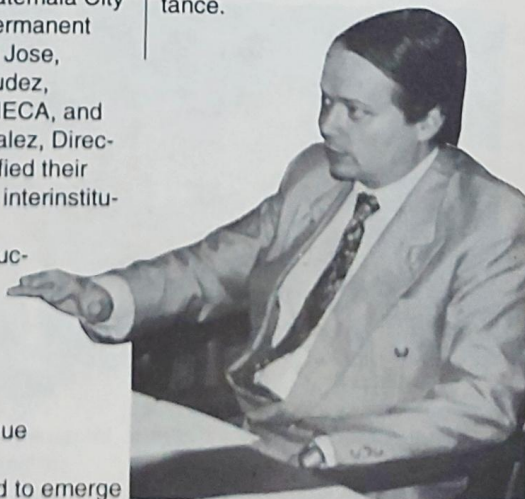
IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) are exploring new areas for joint action, taking into account the fact that both institutions are currently engaged in reorganization.

In meetings held in Guatemala City -headquarters of the Permanent Secretariat- and in San Jose, Gerardo Zepeda Bermudez, Secretary General of SIECA, and Carlos E. Aquino Gonzalez, Director General of IICA, ratified their intent to consolidate an interinstitutional alliance that will produce concrete, productive actions.

Zepeda Bermudez explained that SIECA is currently in a period of transition that will continue to the end of the year, after which it is expected to emerge stronger and with new strategic

guidelines for addressing, in 1995, the challenges of Central American integration.

He added that SIECA will be restructuring five areas of work, some of which are linked to IICA's concerns. Consequently, the Institute's contribution will be of great importance.



Photo/Daniel Jimenez, IICA

Gerardo Zepeda Bermudez, Secretary General of SIECA



# Technology for Sustainable Development

**T**he Director General of IICA, Carlos E. Aquino Gonzalez, proposed that an inter-American system of agricultural technology institutions be established, with a view to promoting the development of the technological innovations needed for sustainable agricultural development in the hemisphere.

The initiative, which was launched during a regional workshop to discuss administrative modernization of agricultural research in the Americas, was approved by more than 60 directors and officials from public and private research institutes attending the event.

During the meeting held in June at the Tropical Agriculture Research and Training Center (CATIE) in Turrialba, Costa Rica, participants analyzed the results of a project to upgrade the management of agricultural research.

The project was sponsored by the Inter-American Development Bank (IDB), the International Service for National Agricultural Research (ISNAR), the Swiss Cooperation Agency for Development (COSUDE), the International Development Research Centre (IDRC) and the Technical Centre for Agricultural and Rural Development (CTA). Various cooperative research programs and IICA also collaborated.

Christian Bonte-Friedheim, Director General of ISNAR - one of the co-sponsors of the workshop - stated that strengthening research management for the sector is a useful way to direct national policies toward the needs of rural populations.

Ruben Guevara, Director General of CATIE, underscored the need "to link these valuable research efforts to the topics of sustainable development and environment."

After asking the participants to reflect on the possibility of establishing an inter-American system of agricultural technology institutions, the Director General of IICA pointed out that the institutions involved in research and technology transfer in Latin America and the

Caribbean (LAC) represent a total investment of approximately US\$700 million, some 100,000 researchers and more than twice that many agents of change. Total infrastructure consists of several hundred centers, experimental stations and laboratories located in practically every agroecological area of the region.

The United States and Canada, with their well-recognized scientific and technological capabilities, have some 17,000 scientists working in the agricultural sector, 90% of whom hold advanced degrees. Their universities, which outnumber those in LAC several times, conduct a large part of all agricultural research.

The inter-American agricultural research system would uphold international agreements such as the Convention on Biodiversity and the GATT 94 agreement. It would also take advantage of the geographic proximity of countries for finding joint solutions to common problems.



*The Director General of ISNAR, Christian Bonte-Friedheim (foreground), stated that better agricultural research will channel more resources to rural inhabitants.*

Photo/Michelle Mitchell/IICA



## Latin America: NARIs Must Strengthen Ties with Private Sector

**T**he national agricultural research institutes (NARIs) of Latin America must redefine their relations with the private sector with a view to promoting new, more dynamic linkages that will put emphasis on the sale of services and the marketing of new technologies.

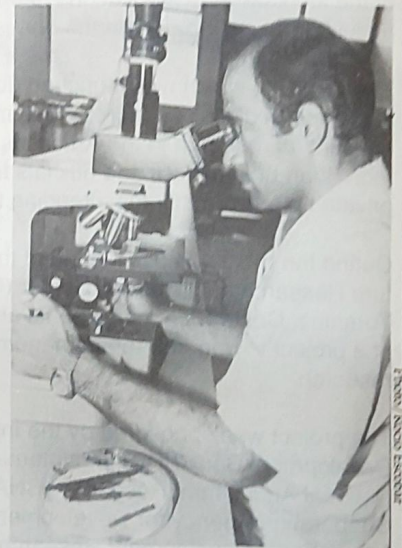
This was the recommendation of the participants in the multinational workshop on technology marketing mechanisms held recently in Caracas, Venezuela. They added that this would help fund the NARIs and would compensate for cutbacks in government support resulting from the application of structural adjustment programs.

The meeting, which was organized by the Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO), also received support from IICA, the Polar Foundation, the National Agricultural Research Fund (FONAIAP), the National Council for Scientific and Technological Research (CONICIT), foundations, corporations and universities in Venezuela.

Nelson Rivas, Executive Secretary of PROCIANDINO, stated that the topic is a priority on the agenda of that subregional program for horizontal technology cooperation, which brings together the national agricultural research and technology systems of Bolivia, Colombia,

Ecuador, Peru and Venezuela, and is coordinated by IICA.

According to Rivas, the NARIs of the Andean Area are undergoing adjustment and reorganization in an effort to modernize. Accordingly, he added, special emphasis is being placed on redefining the linkages between the NARIs and the private sector that carries out research and technology generation and transfer.



*NARIs must interact with institutions that are involved in research funding, as well as regulatory, communications and technical information activities.*

## Meeting with Deputy U.S. Representative to OAS



During a visit to Washington, D.C. this September, the Director General of IICA, Carlos E. Aquino Gonzalez, met with the Deputy Permanent Representative of the United States to the Organization of American States (OAS), Sarah Horsey-Barr. One of the topics they discussed was the new role countries such as the United States and Canada will play in IICA. The Ambassador is seen presenting her country's annual quota payment.



## Training for Trade Policies and Negotiations

Over the past few months, IICA specialists have conducted training activities on trade policies and negotiations in Guatemala, Nicaragua, Panama, the Dominican Republic, Bolivia and Chile.

In Guatemala, during a workshop for negotiators from the agricultural sector, training was provided for representatives of both the public and private sectors. The activity marked the beginning of inter-sectoral endeavors to reach agreement on agricultural negotiations.

Also in Guatemala, during a Central American seminar on agroindustry and economic and social integration, speakers addressed the topics of GATT 94 (General Agreement on Tariffs and Trade) and the impact of the North American Free Trade Agreement (NAFTA) on agriculture in the region.

Other courses were held after that in Nicaragua, Panama and the Dominican Republic. In each country, an average of 40 public business sector representatives studied trade policies (market access, subsidies, technical and sanitary norms, among others) that can and must be used by the sector under the new international agreements.

The last training activities were held in July and August in Bolivia and Chile. In La Paz, in a seminar organized by IICA and the Ministry of

Foreign Affairs, teams of trade negotiators had an opportunity to update their knowledge. In Santiago, during a Latin American meeting on agroindustry and export development, IICA specialists discussed GATT 94 and the impact of NAFTA on the region.

*Representatives of the public and business sectors participated in a course offered in the Dominican Republic on the implications of international trade negotiations and agreements for the agricultural sector.*



### *"Esperanza Verde"*

## Radio will Promote Forestry Activities

CATIE, IICA and the Radio Nederlands Training Centre have chosen radio, the faithful companion of rural men and women, as the ideal means of communication for encouraging rural families to add forestry activities to their production systems and, in this way, boost their incomes.

*"Esperanza Verde"* (Green Hope) is a six-module educational radio program that was designed to make this a reality. The first module, which discusses forestry seedbeds and nurseries, is already available to small- and medium-scale farmers involved in reforestation

activities in Central America for US\$36, or the equivalent in local currency.

Using colloquial language, the 20 five-minute chapters tell the story of two families that decide to set up forest nurseries in their backyards, with the help of an extension agent. The story takes place in La Ceiba, a make-believe town in the mountains of Central America, where environmental degradation is beginning to take its toll on the town's abundant natural resources.

The principal characters are Ramon Fuentes, a single farmer; Julia, a young widow with three children; and Jose Leon Barrantes, a forestry extension agent. With great skill and simplicity, a wide

range of topics are discussed, such as seed selection and land preparation, pre-germination processes and planting, weed control and fertilization, the construction of a germinator and irrigation, transplanting and shade control, pruning and pest control, preparation and delivery of seedlings.

The dialogues are sprinkled with elements of everyday culture in the countryside, referring to customs, expressions and traditions that the radio listener can immediately identify with. They are straightforward and at times very humorous, which easily holds the listener's attention.

The series is part of the activities being carried out under a project (MADELEÑA-3) to foster the cultivation of multiple-use trees, which is executed by CATIE and funded by several international agencies.



Caribbean:

## Ministers of Agriculture Request Support for Modernization and Trade

During the seventh meeting of CARICOM's Standing Committee of Ministers responsible for Agriculture (SCMA), the ministers requested IICA's support in designing projects to foster agricultural modernization and trade.

The meeting was held in Grenada from June 6-8 and was chaired by the Minister of Agriculture of Grenada, George Bizan. Participants included representatives from the ministries of agriculture of Caribbean Community (CARICOM) member countries, as well as delegates from the British West Indies, Puerto Rico and Venezuela, who attended as observers.

The IICA delegation was headed by the Director General, Carlos E. Aquino González. IICA's Director of Caribbean Area Operations, Reginald Pierre, reported on IICA's activities.

The ministers recommended that a study be conducted within the framework of IICA-FAO cooperation and in association with CARICOM, to analyze the impact of the North American Free Trade Agreement (NAFTA) and GATT 94 on agriculture in the Caribbean.

They also asked the Institute to design a technology modernization project for the banana industry in the Caribbean, and urged IICA and FAO to undertake actions to stop the spread of the bont tick (*Amblyomma variegatum*), which affects livestock in the Caribbean.

During the meeting of ministers, the Director General of IICA met with Hayden Blades, Executive Director of the Caribbean Agricultural Research and Development Institute (CARDI), to discuss joint actions currently being carried out by the two institutes.

JAMAICA - SAINT KITTS AND NEVIS:

## Training in Project Identification and Preparation

Over the years, IICA, through its center for Caribbean area operations in Barbados, has conducted a number of training activities on project identification and preparation for the staff of public and private sector agricultural institutions.

One such seminar took place this May in Jamaica, where 27 technical experts and administrators received training through the

joint efforts of IICA and the Management Institute for National Development (MIND).

During the four-week seminar, participants studied topics associated with marketing, market structures, demand estimates and projections, price strategies, economic project analysis, sensitivity analysis, and project monitoring and evaluation.

In St. Kitts and Nevis, IICA collaborated with government

authorities in a training event held from May 30 to June 3 for 30 representatives from the public and private sectors.

Some of the topics discussed included the macroeconomic framework and the role of development projects, the stages of development projects, the planning cycle, and crop and livestock marketing systems.



## Central American Tariff System to be Reviewed

The ministers of agriculture of Central America have prepared a request for a review of the Central America Tariff System (SAC), since they feel that, in its current state, it jeopardizes the future stability of the sector.

A technical group made up of representatives from Guatemala, Honduras, El Salvador, Nicaragua and Costa Rica met in the San Jose, Costa Rica from August 25-26 to draft a report that will support the ministers' position on this matter in their dealings with the presidents of the Isthmus.

In addition to addressing the different situations in the countries, the document lists sensitive products for the region and proposes a tariff treatment for each. Specifically, they will request a 30% tariff for meat and beans, and management, through a price band system, for corn, rice and sorghum, with a 5% tariff minimum and a 45% ceiling.

In the case of onions, which are subject to a 25% tariff in Honduras and a 35% tariff in the other four countries of the region, it was recommended that these ceilings be maintained. For processed meats, the ministers recommended a 35% common external tariff; a 20% tariff on crude oil and a 30% tariff on processed and refined oil; a 60% tariff on cigarettes and 20% on tobacco.

There is a long list of sensitive products, including milk and dairy products, oilseeds and most chicken meats, which will be managed with the tariffs established by each nation in the Uruguay Round of the General Agreement on Tariffs and Trade (GATT).

### Meetings in Guatemala and Honduras

The ministers of agriculture of Central America, together with their counterparts from Mexico and the Dominican Republic, met in Guatemala from July 6-7 as the Regional Council for Agricultural Cooperation (CORECA). At that time, they discussed an agenda which included technological integration and horizontal cooperation.

In this sense, they approved a horizontal technical cooperation program, which will provide services to CORECA member countries in three

areas: the exchange of qualified human resources, dissemination and exchange of documents.

The ministers also reviewed a proposal to establish a cooperative technology generation and transfer program, which will bring together regional efforts in this area. It would be similar to the successful PROCIANDINO and PROCISUR, specialized agricultural research and technology development programs that unite the countries of the Andean area and the Southern Cone.

After analyzing the program, and considering its strategic importance, they recommended that IICA and the Tropical Agriculture Research and Training Center (CATIE) review the proposal prior to submitting it to an upcoming meeting for approval and subsequent implementation.

The Director General of IICA, Carlos E. Aquino Gonzalez, made a presentation on the technical cooperation that the Institute will provide to the subregion, within the framework of its activities for the 1994-1998 period.

The ministers also reviewed several proposals for restructuring CORECA and agreed to extend the period for discussing possible adjustments to be submitted to the consideration of this forum.

The deputy ministers of agriculture examined key issues related to the agricultural sector during a meeting in Trujillo, Honduras, which was held on July 21.



*During the meeting in Guatemala, the CORECA ministers reaffirmed their conviction that horizontal cooperation and technological integration will help make agriculture competitive and equitable.*

Photo/Alvaro Arturo Melville Aguirre, Guatemala



## IICA to Support Sustainable Rural Development in Costa Rica

Over the next two years, IICA will help Costa Rica's new Ministry of Rural Development design and implement a national strategy for sustainable rural development.

To that end, on August 30 the Director General of IICA, Carlos E. Aquino Gonzalez, and the Minister of Rural Development, Roberto Solorzano, signed a technical cooperation and administrative support agreement in a ceremony at the Presidential Office Complex. Also attending the event was the President of Costa Rica, Jose Maria Figueres, who served as an honorary witness to the signing.

The agreement establishes that IICA and the Ministry will work together to encourage rural society to participate actively in efforts to improve living standards. Through its Plan of Action in Costa Rica, IICA will provide assistance in promoting a style of sustainable rural development that involves rural organizations at the county and regional levels.

IICA's Director General noted that the Costa Rican government's interest in ensuring growth with equity in harmony with nature coincides with the Institute's own priorities for the 1994-1998 period, which aim at promoting human development in rural areas.

Aquino stated, "We envisage sustainable rural development as a process which, in addition to promoting human development, makes a commitment to the future by promoting natural resource conservation. Our aim is to ensure that coming generations will be able

to enjoy the benefits of development."

For Minister Solorzano, the cooperation agreement signed with IICA will serve as a launching pad for a ministry whose goals include revitalizing rural areas, combatting poverty and providing opportunities for groups traditionally bypassed by development.

He said, "This ministry is a key government institution which we should all support and strengthen." He added that if it is to achieve its proposed objectives, Costa Rica's Legislative Assembly will have to update its laws on land use, natural resource conservation and use, environmental pollution and zoning.

For his part, President Figueres stated that, in a country with an agricultural tradition like Costa Rica, poverty must be eliminated in rural areas. In his judgement, it is necessary to reverse the development trend that has benefitted urban areas over rural areas.

Figueres thanked IICA for its "solidarity and support" and recalled that there is a "long tradition of mutually beneficial relations between the Institute and Costa Rica, which promise to be even more effective in the future."

The President added that IICA has an "exceptional understanding of the problems that affect the rural areas of countries such as ours," which will be of great help to the ministry in carrying out its tasks. "We will work to ensure that its support falls on fertile ground, has a rich harvest in Costa Rica, and serves as an inspiration for experiences in other regions," he added.

*The President of Costa Rica, Jose Maria Figueres; the Vice President, Rodrigo Oreamuno, and the Minister of Rural Development, Roberto Solorzano, during the ceremony which concluded with the signing of the agreement.*



Photo/Daniel Jimenez, IICA



PERU

## Inter-American Agricultural Award Presented



Carlos Ochoa Nieves, a researcher from Peru, was awarded the Inter-American Agricultural Medal for his work in potato genetics and taxonomy.

The award, which is awarded every two years to professionals who

have distinguished themselves through outstanding contributions to the development of agriculture and the improvement of rural life in the Americas, was presented by the Director General of IICA, Carlos E. Aquino González, in Lima on June 21.

*The Peruvian researcher, Carlos Ochoa Nieves (right), has conducted many studies on potato genetics and taxonomy.*

A distinguished professional, Ochoa Nieves has conducted several studies on potato genetics and taxonomy, which contributed to the creation of a dozen varieties of this tuber which, today, is cultivated some 70 000 hectares in Peru.

Motivated by an interest in improving gene banks, Ochoa visited Mexico, Central and South America on several occasions to collect genetic material of the *Solanum* species. As a result of his work in the field, several new species were discovered.

CHILE-PERU:

## Bilateral Agreement on Fruit Fly Control Renewed

Chile and Peru have extended for one more year an agreement signed in March 1991 under which they are working together to eradicate fruit flies. By producing and subsequently releasing millions of sterile insects, they have been able to practically eliminate the pest entirely.

Activities carried out under the agreement receive technical and administrative support from IICA. The extension was recently signed by Chile's Undersecretary of Agriculture, Alejandro Gutiérrez, and Peru's Deputy Minister of

Agriculture, Rodolfo Mazuda, during a binational technical meeting held in Arica, Chile.

During the meeting, delegations from both countries reviewed the work of Peru's La Molina laboratory, which produces the sterile insects. They also studied a report on field activities carried out in Tacna, Peru, and another on work carried out in Chile and other research sites.

Peru's technical team reported that the La Molina laboratory produces approximately 12 million sterile

insects a week, thus meeting and surpassing the goal of releasing 10 million insects weekly. Also encouraging were the results of activities carried out in Tacna, where there was a drastic reduction in the fruit fly population, which dropped from a Daily Insect Trap Capture index of 41.08 to 0.2 and 0.1.

In Chile, the situation is even more promising as a result of the successful use of the Sterile Insect Technique (SIT) in Arica and Azapa. Sixteen releases of 13 million sterile insects per week made it possible to establish a pest suppression status for the area.



## ANDEAN AREA

# Harmonization of Biosafety Norms

In response to a mandate from the Board of the Cartagena Agreement, the countries of the Andean area will approve a common code on biosafety before the end of the year.

The initiative aims to have Venezuela, Colombia, Ecuador, Peru and Bolivia establish norms to regulate the use of organisms obtained through genetic engineering, and to provide national institutions and authorities with harmonized procedures to approve and evaluate the use of these organisms.

The topic was discussed during a seminar held recently in Cartagena, Colombia, under the auspices of IICA, the Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO), the International Center for Tropical Agriculture (CIAT) and the governments of the Netherlands and the United States.



Photo/Rocio Escobar

*Biosafety was discussed at a recent seminar held in Cartagena, Colombia.*

Biosafety includes a group of activities designed to minimize the potential negative impact the application of biotechnology could have on human health, production activities -agriculture, for example- and the environment.

As a result of the international seminar, the Biosafety Commission

of the Cartagena Agreement is studying a bill on this matter, which was drafted by the Inter-American Institute for Cooperation on Agriculture (IICA) and revised by the specialists who took part in the Cartagena meeting.

The topic of biosafety has been given different degrees of importance in Latin America. While in Mexico, Argentina, Costa Rica and Chile, for example, there is growing interest in norms and regulatory structures, the situation is just the opposite in the Andean countries.

The idea to hold the seminar in this subregion was to present the experiences of other nations and to expedite the development of norms, since indicators point out that they will be needed in the near future.

## CHILE

# Support for Institutional Modernization

The IICA Office in Chile and the Agricultural Development Institute (INDAP) signed a technical cooperation agreement for studies on institutional modernization.

Under this initiative, signed by the National Director of INDAP, Luis Marambio Canales and the IICA Representative, Alfredo Alonso, IICA will collaborate with two INDAP working groups: one will be in charge of preparing medium-term proposals for orienting the Institute's activities over the next six years, and the other will propose

adjustments or changes in the operating systems, with a view to streamlining the Institute's performance and, at the same time, enhancing the effectiveness of activities carried out to attain strategic objectives.

The goal of the studies on modernization is to develop a strategic management proposal for INDAP, as well as to establish the technical-administrative basis for making institutional development an ongoing process.

The first stage involves the systematization and analysis of information, which will be used in conducting an assessment of the Institute's capabilities, strengths and weaknesses. The assessment will include an analysis of functions and attributes, decision-making mechanisms, instruments, procedures, recording systems, instruments for communication and information, monitoring systems and budget programming and administration.

Subsequently, a proposed institutional program will be generated for the 1994-2000 period.



ARGENTINA

## Social Program Benefits 5,325 Small-farm Families

Some 5,325 Argentinean small-farm families have benefited from the Social Agricultural Program (PSA), an innovative type of cooperation being carried out by the state and civil society in 21 provinces of that country.

Under this initiative, designed by the Secretariat of Agriculture, Livestock and Fisheries (SAGyP) and the National Institute of Agricultural Technology (INTA), with technical cooperation from IICA, 406 associative production enterprises (EPAs) have received a total of almost US\$4 million in funding.

Through soft loans a wide range of projects to boost the incomes and strengthen the organization of the groups have been funded. The production strategies of each reflect the natural resource base, capital and family labor force available, the distance from markets and their characteristics, as well as the organizational experience of the beneficiaries.

### Strategy

In economic and production related concerns, the PSA aims to:

- diversify production
- increase output
- improve post-harvest management
- identify agroecological production systems
- provide timely credit in suitable amounts, at competitive interest rates and using joint or individual collateral
- generate, adopt and transfer appropriate technologies
- provide straight subsidies, or subsidies combined with credit for emergencies associated with climatic or economic conditions
- provide training for technicians and producers on the new production systems
- create a marketing support system for agricultural and agroindustrial commodities

To date, projects have been funded to develop new activities, such as agricultural-forestry-pasture management systems; improved seed and management practices for traditional crops such as cotton; develop-

ment of post-harvest activities, such as the production of cassava starch or the manufacture of brooms out of sorghum stalks; and strengthening production for on-farm consumption.

In the latter case, beneficiaries included very poor producers or producers with no prior organizational experience. They do not repay the loan in cash but rather in kind: they deliver livestock or seeds to community groups, schools, hospitals, etc. Credit limits range from US\$100 per family to US\$2,000 per organized group.

EPAs involved in innovative activities receive credit with grace and repayment periods that vary according to the nature of the loan; the annual interest rate is 4% on the balance.

For EPAs engaged in traditional activities, loans have a 6% annual interest rate on the balance. Families can borrow a maximum US\$1,200 per year, and groups or projects up to a maximum of US\$50,000.

Rural women and youth are also given special consideration in the PSA. Training, credit and technical assistance will be provided and priority will be given to projects presented by these groups.



PSA's goal is to provide support to 1,800 EPAs by the end of this year



## HEADQUARTERS

### Diplomats Briefed on IICA Priorities



Photo: Michelle Mitchell, IICA

Members of the diplomatic corps in Costa Rica and the directors of international organizations and cooperation agencies visited IICA Headquarters on August 20 to be briefed on the technical cooperation activities to be carried out by the Institute during the 1994-1998 period. The Director General, Carlos E. Aquino Gonzalez, summarized IICA's mission for that four-year period as follows: to contribute to the efforts of the Member States in bringing about sustainable agricultural development. He stated that the collaboration of cooperation organizations, specialized agencies, regional and international institutions and the member countries themselves will be invaluable in efforts to meet this objective.

### Public Information Unit Receives Award

The College of Journalists of Costa Rica recently granted the "Jorge Vargas Gené" Award for 1994 to IICA's Public Information Unit. This annual award is given in recognition of outstanding work in the field of journalism in Costa Rica.

The panel of judges explained that the award, which for the first time was being granted to a press office, recognizes "ten years of serious, truthful and responsible work," which has "contributed significantly to communications in Costa Rica."

They added that, "IICA's Public Information Unit, through local

information media, regularly provides the Costa Rican people with weekly bulletins and quarterly publications such as IICA News, which are synopses of information that should not be omitted from the data banks of information systems."

The judges also called attention to the support the administration of the Institute has given the unit. "They created the unit and continue to support its operation because they consider it to be a vital and strategic component of IICA and a force in educating and transforming an important sector, not only in Costa Rica, but in all of Latin America."

This award also recognizes the important work carried out by the press or communications offices of institutions and organizations, often overlooked by the authorities of same or mistakenly used as an instrument to promote their own image.

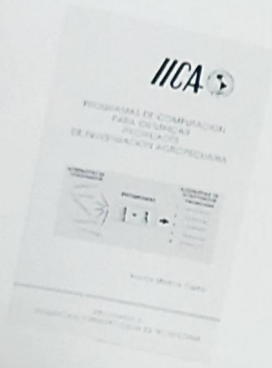
The judges also stated, "When press offices work efficiently and ethically, we, the members of the College of Journalists of Costa Rica, have a strategic ally."



# PUBLICATIONS

## PROGRAMAS DE COMPUTACION PARA IDENTIFICAR PRIORIDADES DE INVESTIGACION AGROPECUARIA

HECTOR MEDINA CASTRO



This Spanish-language publication on computer software for identifying agricultural research priorities was designed for technical experts and officials of agricultural research institutes. It is used to identify priorities through three interactive software programs: ESCORING, EXCEDENT and IMPLICIT.

The programs are provided on diskette along with the book, which targets people who conduct research or administer research funds. The information generated can be used in the process to distribute resources among various alternatives.

ESCORING, which is already in use at several institutions in Latin America, calculates points or percentages of research alternatives (subject areas, products, regions, etc.), with a view to establishing the major lines of work.

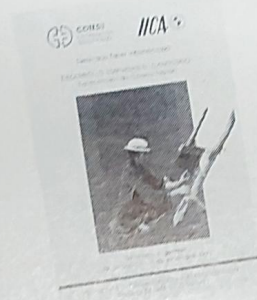
EXCEDENT, a method based on economic surpluses, estimates changes in the surpluses of producers and consumers and the total surplus when the supply of a single product is displaced following the adoption of an innovation that cuts the unit cost or boosts yield.

Changes in surpluses can be ranked in descending order when several products are involved.

The third program, IMPLICIT, calculates points for research alternatives (by production line, subject area, etc.) and establishes priorities among them.

The three programs discussed in this book (and provided on the diskette) are easy to use and complement the manual on methods and models for establishing agricultural research priorities (MEMOPIA), also written by Medina.

## DESARROLLO EMPRESARIAL CAMPESINO EXPERIENCIAS DE CAPACITACION



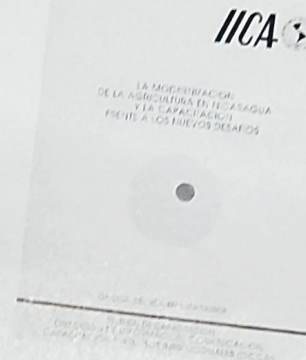
This document, published in Spanish in the Papers, Results and Recommendations from Technical Events Series, contains the principal papers on training for small-farmer organizations presented at an international seminar-workshop on developing the business skills of small farmers, which focused on training experiences. The event was organized by IICA and the Institute for Rural Development in North Eastern Argentina (IPDERNOA), with support from the Swiss Technical Cooperation Agency (COTESU).

At the Seminar, 28 training specialists from governmental and nongovernmental organizations and associations in Argentina, Bolivia, Brazil,

Chile, Paraguay and Uruguay presented and discussed guidelines for rural development policies for the Southern and Andean Areas.

The first part of the document examines management training experiences in four countries: Bolivia, Chile, Paraguay and Uruguay. The second part presents conclusions and recommendations that can guide training actions in rural development programs and projects.

## LA MODERNIZACION DE LA AGRICULTURA EN NICARAGUA Y LA CAPACITACION FRENTE A LOS NUEVOS DESAFIOS



IICA presented this paper in Nicaragua in June, 1994, with a view to establishing, in the medium term, the bases for an agricultural training program in that country.

The study, written in Spanish, was prepared by the consultant Amalia Barrios, who sees human resource training as a strategic resource for modernizing society.

Based on a prospective analysis of the agricultural sector in Nicaragua, the book sketches the major challenges to management, technology and rural development, and goes on to identify training needs for addressing these challenges, using the limited capabilities available.



# IICA IN THE NEWS

## Bolivia, Colombia, Ecuador and Venezuela

### TELECONFERENCIA INTERNACIONAL Rol de la mujer agricultora

*[Small text from a newspaper clipping, likely the article mentioned in the text below.]*

An international teleconference to discuss the results of IICA's project on agricultural policy vis-a-vis women food producers in the Andean subregion was given wide coverage in the written press of that area.

The activity was conducted via satellite from June 9-10 and linked First Ladies, ministers of agriculture and senior government officials of the region. It was moderated by the then Minister of Agriculture of Colombia, Antonio Ocampo, and the former First Lady, Ana Milena de Gaviria.

The objective of the discussions was to create and expand the awareness of women as factors of change in their dual role as reproductive agents and food producers.

The project was executed by IICA in 18 Latin American and Caribbean countries, with financial support from the Inter-

American Development Bank (IDB).

Bolivia (*El Mundo*), Colombia (*Colombia Economica*), Ecuador (*Mercurio, El Tiempo, El Comercio*), Venezuela (*Diario de la Economia*).

## Grenada, Trinidad and Tobago

*[Small text from a newspaper clipping, likely the article mentioned in the text below.]*

The meeting of the Caribbean Community's Standing Committee of Ministers responsible for Agriculture (SCMA) was covered by several newspapers of the region.

The ministerial meeting, which was held in Grenada in June, called on international organizations such as IICA and the United Nations Food and Agriculture Organization (FAO) to work together in areas of interest, such as subregional trade.

The ministers recommended that a study be conducted on the impact on the region of the North American Free Trade Agreement (NAFTA) and that an analysis be made

of the effects of the General Agreement on Tariffs and Trade (GATT) on the economies of Caribbean countries.

Grenada (*The Grenadian Voice*), Trinidad and Tobago (*Newsday, Trinidad Guardian*).

## UPCOMING ACTIVITIES

### International Conference on Agri-business Opportunities, Miami, Florida, December 12-15, 1994

An international conference on agri-business, to be held from December 12-15, will focus discussions on mechanisms to enable the agri-business sector to transform the proposals of the Summit of the Americas into business alternatives, which can contribute to economic growth.

The hemisphere-wide meeting of members of the agri-business sector is being organized by AG Americas, the agribusiness branch of Caribbean/Latin American Action (C/LAA). It will be co-sponsored by IICA and held in Miami, Florida following the Summit of the Americas, convened by United States President Bill Clinton.

Participants will address issues such as global trends in agribusinesses, the impact of public policy on business, the establishment of alliances among agribusinesses of the Americas, and access to traditional and alternative sources of funding for sector projects.

Some of the activities scheduled for the meeting include practical sessions on business options in the agri-food field, discussions of development policies, an exhibition on communications technology coordinated by Sprint International, and an exhibit of products from the countries of the region.

Participants include the President of Costa Rica, Jose Maria Figueres; the Secretary of Agriculture of the United States, Mike Espy; United States Congressman and Chairman of the House of Representative's Committee on Agriculture, E. (Kika) de la Garza; the Director General of IICA, Carlos E. Aquino Gonzalez, and Florida Commissioner of Agriculture, Bob Crawford.