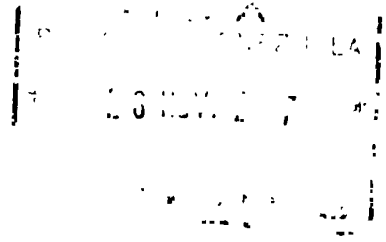


# ANNUAL REPORT

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE







# **A N N U A L R E P O R T**

**INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE**



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## INTRODUCTION

*It is a true honor for us to present the 1994 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA) to the consideration of the Member States, in compliance with the norms established by the Inter-American Board of Agriculture (IABA) and the Executive Committee.*

*We attach special importance to the Annual Report as an important vehicle of information which will enable readers to reflect on IICA's compliance with the policy mandate given to it by its member countries.*

*It is also an excellent opportunity for providing an overview of our Institute in this first year of our administration. It describes what has been undertaken and what has been achieved, as well as what course will be taken over the next few years.*

*We have sought this year to produce a shorter and clearer document. The Appendices to this report, published separately and available for your consideration, contain information on the Institute's activities in 1994 in full detail .*

*Highlighted in this report are:*

- The changes in strategy and organizational structure that characterize IICA's new style of technical cooperation.*
- The results achieved through technical cooperation provided by IICA with the human and financial resources available to it.*
- Our main achievements vis-à-vis the priority concerns identified by IICA member countries.*
- Our most important actions in the member countries, grouped into the five new regional centers for technical cooperation.*
- Our work to establish strategic alliances in order to enhance our comparative advantages.*

*We hope that this 1994 Annual Report will be a useful instrument for IICA's clients and beneficiaries. In concluding, we call upon the member countries to work with us with renewed vigor, for they are the true leaders who will bring about the transformation of agricultural production, trade and related institutions in the Americas.*



Carlos E. Aquino Gonzalez  
Director General

# A NEW STYLE OF TECHNICAL COOPERATION

*Changes in international and regional circumstances are requiring cooperation agencies to make changes that will enable them to augment the impact of the actions they undertake with their member countries. This has given rise to a new style of technical cooperation, characterized by participation, flexibility, concentration and decentralization.*



When IICA's new administration took office on January 14, 1994, the main goal was to promote a process of institutional modernization and change that would draw on the Institute's 52 years of uninterrupted service, enabling it to make the changes needed for to adapt to new circumstances and respond more effectively to the challenges facing agriculture on the threshold of the twenty-first century.

Accordingly, IICA's action in 1994 pursued two goals: to continue to respond to the member countries's requests for cooperation, addressed in more detail below, and to implement a participatory process of analysis and reflection to determine the course to be taken by the Institute in light of changes in international and regional circumstances. This effort was consolidated with the approval of the **1994-1998 Medium Term Plan (MTP)**, which lays the groundwork for implementing a new style of technical cooperation.

In early 1994, an open, pluralistic and democratic dialogue was initiated to obtain feedback from both within and outside the Institute. It began with the establishment of IICA's **Commission for Analysis, Reform and Institutional Development (COARDI)**, which proved to be an excellent vehicle for IICA employees to provide valuable suggestions reflecting their day-to-day experience at

work. Outside the Institute, considerable efforts were made to involve the ministers of agriculture of all of IICA's member countries, state institutions associated with the sector, farmers' organizations, and the private agribusiness sector. This process culminated with the meeting of the **G33**, during which all these parties discussed the MTP document and its implementation in great detail.

As a result of this fruitful exchange of ideas, it was agreed that the general objective of the MTP would be **"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."** This new approach to development views rural families as a component essential to change and stresses the need to step up efforts to transform agricultural production, trade and institutions. Transformation of agricultural production and trade would contribute to increasing the competitiveness of agriculture and improving the countries' capacity to exploit opportunities in international trade. Transformation of agricultural institutions means working to redefine the roles of the public and private sectors, and of the mechanisms needed for reaching agreement between the two. It should be kept in mind that there are certain functions that the public sector cannot delegate, namely: creating opportunities for the disadvantaged sectors



and designing a new policy framework for natural resource conservation and environmental protection.

In order to deal with a growing demand for technical assistance from the member countries, and taking into account human and financial resource limitations, it was agreed that the Institute would provide technical cooperation for a smaller number of topics of strategic importance, through four Areas of Concentration and two Specialized Services.

### **Areas of Concentration**

- Socioeconomic Policy, Trade and Investment
- Science and Technology, Natural Resources and Agricultural Production
- Agricultural Health
- Sustainable Rural Development

### **Specialized Services**

- Training, Education and Communications
- Information, Documentation and Informatics

The Areas of Concentration and Specialized Services work closely with the **Directorate of Strategic Thinking** to define a new paradigm for sustainable development consistent with the conceptual framework adopted by the Institute.

IICA's actions are implemented to reflect the new style of technical cooperation, based on four key principles: participation, decentralization, flexibility and concentration.



- **Participation** enables the member countries to take an active role in IICA's decision-making process and, at IICA, motivates staff members at all levels to continue to seek self-improvement. Participation takes place through **interinstitutional and interdisciplinary groups** in which consensus takes precedence over individual approaches. The **Directorate of Human Resources** works to promote changes in the attitudes and values of IICA's staff, seeking to attain **excellence and total quality** in the services offered.



- **Decentralization** will be achieved through five regional technical cooperation centers created to serve as effective links between IICA's **Technical Cooperation Agencies** and Headquarters. The Regional Centers established in the 1994-1998 MTP are:

- **Northern Regional Center** (Canada, Mexico, United States of America)
- **Central Regional Center** (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama)
- **Caribbean Regional Center** (Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Vincent and the Grenadines, Saint Lucia, St. Kitts and Nevis, Suriname, and Trinidad and Tobago)
- **Andean Regional Center** (Bolivia, Colombia, Ecuador, Peru and Venezuela)
- **Southern Regional Center** (Argentina, Brazil, Chile, Paraguay and Uruguay)

These regional centers are dynamic focal points that link the Technical Cooperation Agencies horizontally, making it possible to effectively delegate

authority and responsibility, and solve problems where they originate. Consequently, **strategies will be pursued that faithfully reflect the needs and demands of the Institute's clients: its member countries.**

This **systemic vision** is new to IICA, and includes the need to design **differentiated strategies** for each of the aforementioned regions, taking into account the specific priorities of the countries of each, which, in turn, are determined by cultural, socioeconomic and political considerations.

Special mention must be made of the Northern Regional Center, where the thrust of IICA's effort will be to change the status of the United States and Canada from passive donors to active members of the Institute. **This will serve to set aside the image of a Latin American and Caribbean IICA, in favor of one that is truly hemispheric in scope.**

In all the above, the Directorate of Planning, Projects and Technical Audit (DIPRAT) plays a key role by supporting the Institute's Areas of Concentration, Specialized Services and decentralized operating units in the design of procedures, plans and cooperation strategies.

- **Flexibility** is key because it enables the Institute to respond to the profound changes taking place throughout the world, where external factors continually give rise to new challenges. Flexibility lies at the very heart of the MTP, which, rather than being an immutable document, should be viewed as a **strategic proposal subject to ongoing review.**

- **Concentration** of efforts occurs in the priority subject areas, the geographical areas and at the institutional level. An institution whose main



purpose is to develop technical cooperation of the highest quality must tailor its actions to available resources, focus on the countries' most pressing demands, and effectively tap its comparative advantages or others it chooses to develop. Concentration means freeing up resources for direct technical cooperation services and reducing the relative weight of non-essential activities. This decision to streamline systems and procedures will receive the support of the **Directorate of Administration**, which was created to oversee the process of administrative modernization at the Institute.

At a time characterized by globalization, the Institute is working intensely to establish a true network of **strategic alliances** that will enable it to tap the strengths of different organizations and institutions, translating them into more effective technical cooperation for the member countries and their rural inhabitants.

IICA's efforts to build alliances under the new strategy include a decision to target the **private sector** as a beneficiary of IICA's technical cooperation because it is envisaged as a true protagonist of agricultural modernization and the final target of IICA's efforts. However, the intensification of relations with the private sector does not mean that IICA will abandon its work to strengthen the institutions of the public agricultural sector in the hemisphere. Instead, the new style of technical cooperation advocates forging closer ties between

the **public and private sectors**, with IICA serving as facilitator.

IICA has identified the following, in consultation with its member countries, as its priority instruments for technical cooperation:

- **Direct technical support**
- **Training**
- **Research and studies**
- **Dissemination of information**
- **Networks**
- **Technical-scientific, financial and administrative brokerage**
- **Administrative support and cooperation**

These instruments take shape primarily in **projects**, the principal mechanisms the Institute uses for allocating funds and setting priorities for problem-solving. Projects also provide a medium for monitoring and evaluating IICA's action, because it is only by **learning from experience** that the Institute will be able to provide member countries with cooperation of the highest quality.

The project cycle is being strengthened, and this involves analyzing some of its key stages. Moreover, a new concept of **project systems** is being implemented with a view to articulating hemispheric, multinational and national projects, and linking them successfully.



# RESULTS OF TECHNICAL ASSISTANCE

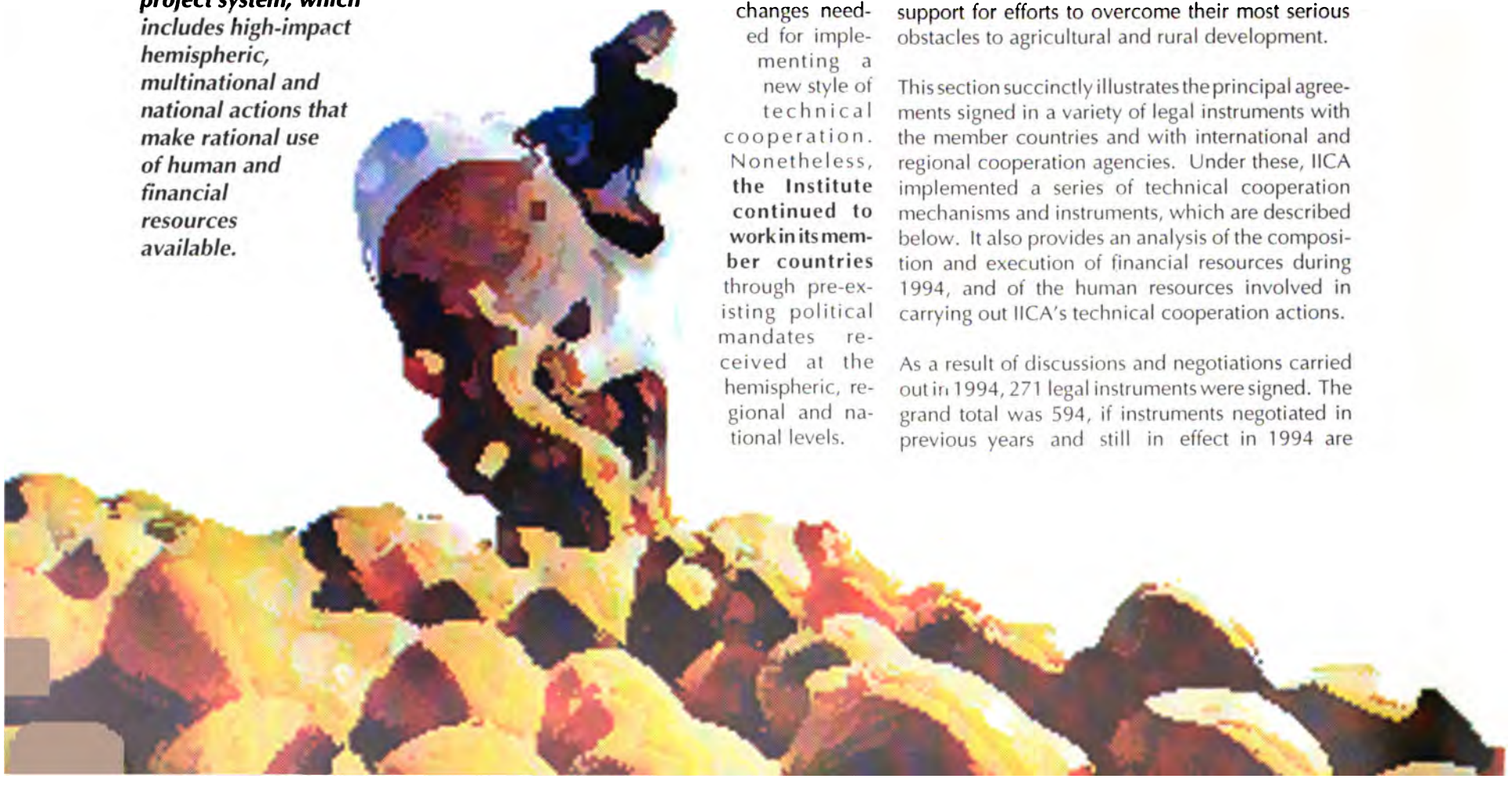
*The demands of the member countries are addressed through the project system, which includes high-impact hemispheric, multinational and national actions that make rational use of human and financial resources available.*

The year 1994 was one of transition for the Institute, during which efforts focused primarily on drawing up the 1994-1998 MTP and making the institutional changes needed for implementing a new style of technical cooperation. Nonetheless, the Institute continued to work in its member countries through pre-existing political mandates received at the hemispheric, regional and national levels.

During 1994, IICA's technical and support units at Headquarters and in the countries made special efforts to continue generating technical cooperation that would provide its member countries with steady support for efforts to overcome their most serious obstacles to agricultural and rural development.

This section succinctly illustrates the principal agreements signed in a variety of legal instruments with the member countries and with international and regional cooperation agencies. Under these, IICA implemented a series of technical cooperation mechanisms and instruments, which are described below. It also provides an analysis of the composition and execution of financial resources during 1994, and of the human resources involved in carrying out IICA's technical cooperation actions.

As a result of discussions and negotiations carried out in 1994, 271 legal instruments were signed. The grand total was 594, if instruments negotiated in previous years and still in effect in 1994 are



included. This figure reflects the Institute's special interest in further strengthening the network of strategic alliances, as established in the new MTP.

**Graph 1** provides a breakdown of legal instruments in effect in 1994, by type of instrument.

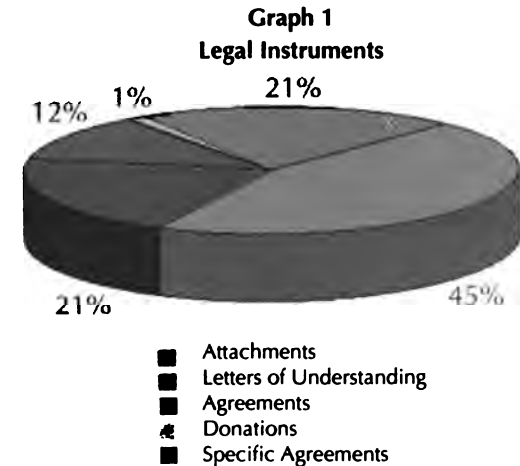
This legal framework gave rise, in 1994, to a total of **353 technical cooperation instruments**, which can be grouped as follows: **79 short-term actions**, **125 administrative support actions**, and **149 projects**.

Short-term actions make it possible to undertake unanticipated technical cooperation activities, and usually last less than a year. Administrative support actions enable IICA to provide support by managing funds for projects in the countries. Projects are the key instrument used by the Institute to implement activities designed to solve a specific problem that has been identified as a priority in a member country or group of member countries.

There is a close relationship between these three types of instruments, in that the identification and formulation of a project is often the result of a successful short-term action and/or administrative support action that enabled the Institute to determine a strategic need in a counterpart institution.

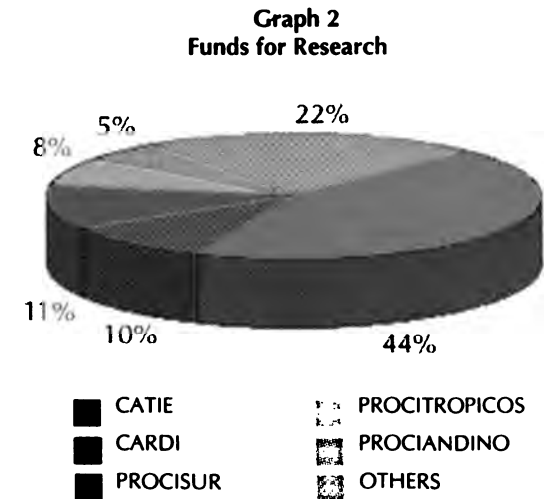
The difference between **hemispheric, multinational and national** projects lies in the geographic scope of the problem to be addressed and the activities to be carried carried out.

The Institute's work takes shape in the support it provides the member countries through its portfolio of projects. An analysis of the **work carried out**

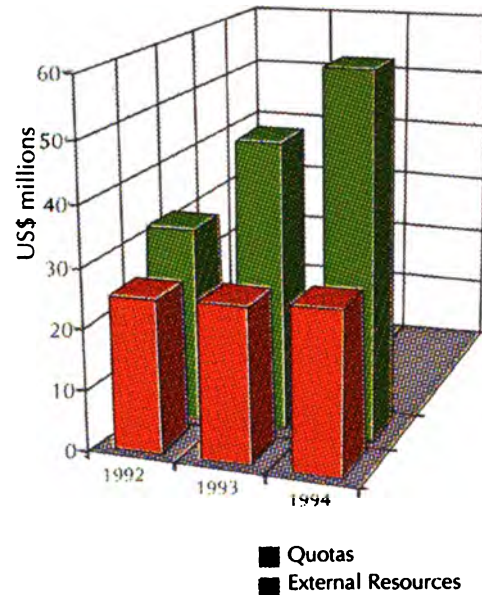


through the technical cooperation instruments described in the 1994-1998 MTP indicates<sup>1</sup>:

<sup>1</sup> The following information was drawn from the periodic reports prepared by the Institute's units at Headquarters and in the countries. Figures are approximate and are intended to show trends.



**Graph 3**  
Evolution of Quota and External Resources



\* **Direct technical support.** Support for institutional development and strengthening was provided to more than 450 national and regional organizations of the public and private sectors.

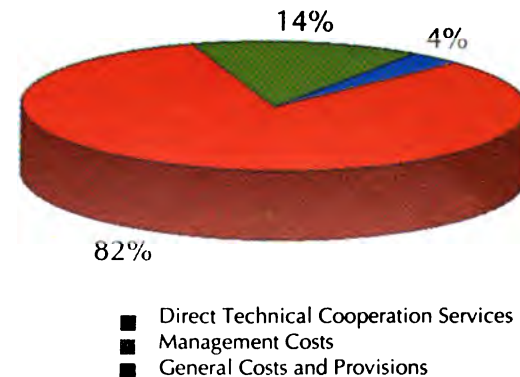
\* **Training.** Through the Institute's programs and projects, training was provided to approximately 4000 technicians, in different areas agreed upon with the member countries. Of special note were the 40 training events on competitiveness, economic opening and trade negotiations, which benefited more than 1800 professionals. In addition to the training provided outside IICA, Institute personnel also benefited from 13 courses and workshops on participatory management; general services staff benefited from more than 20 courses to upgrade their skills.

\* **Research and studies.** The Institute conducted more than 50 research activities on various technical topics agreed upon with the member countries. Special mention is made of studies on livestock activity in Central America, intellectual property rights, agri-food chains and microregional development. IICA's Center for Programs and Investment Projects (CEPPI) also carried out four national agricultural sector studies, which served as the basis for identifying and formulating strategic investment projects. The amount of quota resources executed during 1994 in support of research activities is shown in Graph 2.

\* **Dissemination of information.** During 1994, more than 70 technical documents and 10 bibliographic bulletins were published. Technical information was distributed to more than 30 000 users and some 7000 publications were sold.

\* **Cooperative networks.** In 1994, 14 networks were in operation, eight of which promoted reciprocal cooperation for technology generation and

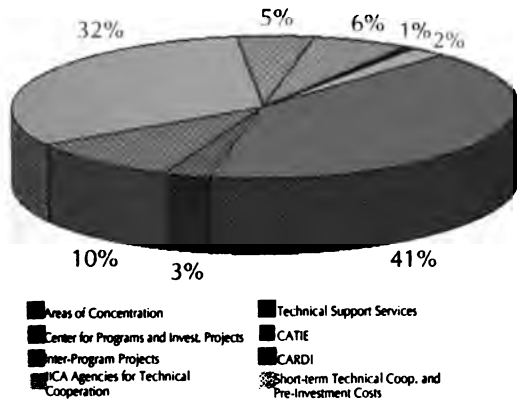
**Graph 4**  
Resources by Budget Category



transfer; four for agricultural policies, trade and investment; two for rural development and agroindustry; and one for agricultural health. Technical support was also provided to sectoral integration fora, especially to CONASUR (Southern Region), CORECA (Central Region), and to a lesser degree JUNTA (Andean Region), CARICOM (Caribbean Region) and the G3 (Venezuela, Colombia and Mexico).

Funding for the aforementioned activities was provided by the quotas (regular resources) of IICA's member countries and by extra-quota resources obtained from a variety of sources. **Graph 3** shows the progression of the ratio between these two types of resources during the 1992-1994 period, with extra-quota resources the stronger category. For example, in 1994, each dollar paid in regular quotas by the member countries generated a **multiplier effect of another US\$2.24** from external sources.

**Graph 5**  
Direct Technical Cooperation Services

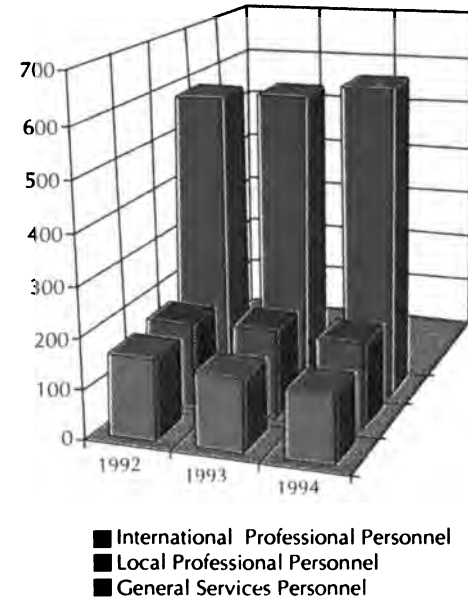


**Graph 4** illustrates execution of the regular budget: **84%** was earmarked for **direct technical cooperation services**, 14% for management costs and 4% for general costs and provisions.

**Graph 5** shows execution of the quota budget for direct technical cooperation services, indicating the volume of funds allocated to the Areas of Concentration, IICA's Technical Cooperation Agencies in the countries, and other units. Altogether, the total amount is almost US\$16 million.

The distribution of the Institute's human resources for the 1992-1994 period is shown in **Graph 6**, which indicates that in 1994 there were almost 20% fewer International Professional Personnel than in 1992.

**Graph 6**  
Distribution of Human Resources



# CONCENTRATION OF ACTION

## SOCIOECONOMIC POLICY, TRADE AND INVESTMENT

***The growing demand for support from the member countries and the limited resources available for responding to these demands make it necessary to concentrate activities in four priority technical areas and two specialized services.***



For this Area of Concentration, the objective agreed upon with the countries is to contribute to upgrading technical and institutional skills in the public and private sectors for generating socioeconomic policy alternatives and domestic marketing and international trade mechanisms that:

- improve the competitiveness of agri-food systems at the national and international levels;
- ensure natural resource conservation and sound environmental management;
- distribute equitably the benefits of trade opening and regional integration.

In this connection, IICA's technical cooperation in 1994 was especially important in:

### **International trade and domestic marketing**

- a. In 27 member countries, technical and institutional capabilities were strengthened for addressing international agricultural trade policies, agreements and negotiations;

improving domestic markets and marketing mechanisms; and building closer ties between the public and private sectors. Some 90 hemisphere-wide, subregional and national training and informational events were held; 20 international events were organized to address strategic issues; 26 direct technical assistance missions were sent to the countries; and 25 technical and methodological documents were prepared.

- b. Considerable emphasis was placed on analyzing the GATT 94 accords and their consistency with subregional agreements such as NAFTA, G-3, CACM, Andean Group, CARICOM and MERCOSUR. Of particular importance was the International Consultation Meeting "GATT and its Implications for the Agricultural Agenda of the Americas."
- c. Support was provided for consolidating agricultural commodity exchanges in 10 Member States; the Second Latin American Meeting of Agricultural Commodity Exchanges was organized in conjunction with other institutions; and the Pan American Association of Commodity Exchanges was founded.

## Socioeconomic policy

- a. Public and private technical groups working in the agricultural sector received support in upgrading their capabilities to analyze and provide advisory services on agricultural policy. To this end, training was provided on the use of the Information System for Agricultural Policy Analysis (SIAPA).
- b. Through a concerted effort between the public and private sectors, further work was done to analyze the competitiveness of agri-food chains. The primary focus of this initiative, which received support from CIRAD and the Ministry of Foreign Affairs of France, was Central America.
- c. Taking into account the institutional reform process under way in its member countries, IICA drew up a position paper highlighting a new approach to public-private sector relations. This paper, addressing both concepts and methods, was submitted to officials and agribusiness leaders in the countries. Also, IICA and the World Bank held an International Symposium on the Role of the Public and Private Sectors in the Provision of Services for Agriculture.



- d. IICA completed its report on the situation in and outlook for agriculture in the Americas, analyzing the most important aspects of policies affecting the sector, as well as institutional reforms and changes that have occurred in agricultural production and trade in all the Member States.

## Agribusiness development

- a. During the Conference on Agribusiness in the Americas, which brought together political leaders, ministers of agriculture and members of the agribusiness community from the entire hemisphere, groundwork was laid for establishing the Hemispheric Network for Agribusiness and the Agribusiness Research and Development Center.



## SCIENCE AND TECHNOLOGY, NATURAL RESOURCES AND AGRICULTURAL PRODUCTION

In order to contribute to bringing about the technological changes required to modernize agriculture, this Area of Concentration has established as its general objective:

To support the generation, adaptation and transfer of technologies that facilitate the development of agricultural and agroindustrial production systems suited to the different socioeconomic characteristics of the producers, and that ensure a rational and competitive use of the natural resource base.

During 1994, this Area of Concentration provided substantial support to the countries, especially in institution building, the consolidation of reciprocal cooperation networks, training, distribution of documents and technical events. Its main achievements were:

### Science and technology

- a. IICA kept up its support of regional reciprocal cooperation networks, where there is growing participation by private sector institutions and a greater emphasis on natural resource management. Efforts to

establish an inter-American system linking technology generation and transfer institutions involved in sustainable agricultural development will continue.

- b. Many countries received support in designing and harmonizing policies related to the new biotechnologies and biotechnological safety. Increased support was provided in the area of intellectual property rights.
- c. Through joint efforts with agricultural research institutes in Central America, the National Agricultural Technology Center (CENTA) of El Salvador and the Bolivian Agricultural Technology Institute (IBTA) received support.

### Natural resources<sup>2</sup>

- a. In a high-level meeting in Colombia, continuation of the Inter-American Group on the Sustainable Development of Agriculture and Natural Resources was assured.

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<sup>2</sup> Most of these actions were carried out under the IICA/GTZ project on sustainable development.





- b. IICA continued to develop interinstitutional mechanisms with international research centers including CIAT, CIFOR, CIMMYT and IFPRI.
- c. A document on sustainable agriculture in Central America was published in conjunction with CIMMYT and INCAE.
- d. Two seminars were held: one on forestry policies and another on integrated pest management.
- e. The Caribbean Committee on Plant Genetic Resources was established, with a view to promoting the rational use and conservation of same.



#### **Agricultural production**

- a. A new proposal was drawn up for continuing the Latin American Research Network for Animal Production Systems (RISPAL). It incorporates the concept of sustainability, expands the range of users to include private sector institutions, and promotes greater interaction with other networks and agencies involved in the livestock sector.
- b. Further steps were taken to establish a Caribbean network on tropical fruit crop production.



## AGRICULTURAL HEALTH

**T**his Area of Concentration works to resolve problems caused by the presence and impact of plant and animal pests and diseases that limit the production and trade of agricultural products at the national and international levels. The objective agreed to with the member countries was:

To support public and private sector institutions in designing agricultural protection strategies that will make it possible to control pests and diseases, prevent the introduction of exotic diseases and contribute to ensuring agricultural trade, greater agricultural production and environmental sustainability.



In 1994, technical cooperation in this Area produced notable results in the harmonization of sanitary and phytosanitary norms and in the control and eradication of pests and diseases. Thus, an important contribution was made in increasing trade in the region and enabling the countries to participate more actively in strategic niches of international trade.



### **Agricultural health information systems**

- a. Further progress was made in developing and distributing HandiSTATUS, with the collaboration of USDA/APHIS, OIE, IAEA and AGRITEAM-Canada; the CORRAL System, for the Caribbean region, was also distributed.



## International sanitary and phytosanitary norms

- a. Follow-up was provided of actions undertaken in the Central Region for approving a protocol for harmonizing sanitary and phytosanitary norms in that region.
- b. This Area worked closely with FAO/IPPC in preparing inspection standards for agricultural products. Also, support was provided in disseminating international standards and information related to the global distribution of pests and diseases.
- c. The implications of the GATT's new sanitary and phytosanitary measures were analyzed, and efforts were undertaken to advise the countries on them.

## Quarantine systems

- a. Agreement was reached for implementing the program to control and eradicate *Amblyomma variegatum* in the Caribbean, with support from USDA/APHIS and FAO. IICA and USDA/APHIS signed a cooperation agreement for executing the surveillance phase of the program, to be carried out by IICA.
- b. The Agricultural Health Emergency Fund was used to help three member countries control and eradicate hog cholera and the carambola fly, and to establish a residue control laboratory.

## SUSTAINABLE RURAL DEVELOPMENT

An ongoing concern of IICA, fully shared by the member countries, has been to find ways to effect changes in the production practices of small farmers and to help them in the transition toward modern management techniques associated with production chains and dynamic markets. With this in mind, during 1994 this Area focused on supporting the design of national strategies, policies, programs and sustainable agricultural development projects that take into account prevailing socioeconomic policies. The principal objective of this Area is:

To strengthen the public and private institutional systems involved in rural and agricultural development in their efforts to solve production problems and improve opportunities for rural dwellers to upgrade their skills and abilities, and to contribute to bringing about sustainable management of natural resources.

This Area addresses sustainability from a multidimensional perspective that takes into account social, organizational, economic, production, political, institutional and ecological matters. Some of its most notable achievements in 1994 were:



### **Organization of farmers for the management of agribusiness**

- a. Applied research was completed on the impact of technology and credit on living standards and the use of natural resources in two rural development projects.
- b. Support was provided in modernizing the production practices of small farmers, analyzing mechanisms for linking them efficiently to markets, and privatizing production support services. Methodologies were developed, training activities were carried out, and documents were produced on the following topics: credit and funding of rural development in the 1990s; moving from small-farmer to small-business operator with agricultural credit: experiences and future endeavors; and an effective method of financial analysis for small- and medium-scale investment projects.



### **Modernization of rural areas and institutional development**

- a. A methodology for conducting microregional assessments was designed and validated, and work began to formulate a methodology for designing proposals for sustainable development in microregions.
- b. With support from the IDB, an important stage was concluded in efforts to conduct national assessments of the situation of women in 19 countries of the Americas.
- c. The Kellogg Foundation provided funds for launching a vital initiative to address the situation of rural youths, the first stage of which was a hemisphere-wide study that will serve as the basis for the Inter-American Consultation on Rural Youths in early 1995.
- d. Eleven national rural agroindustry networks were consolidated and committees were set up in four other countries to promote the establishment of such networks. The success of this endeavor prompted a study on the feasibility of regionalizing these networks in the Central, Caribbean, Andean and Southern regions.



## TRAINING, EDUCATION AND COMMUNICATIONS

The new agenda for inter-American agriculture and rural areas has created new demands for technical cooperation, clearly set out in the 1994-1998 MTP. One of the most important considerations is human resources training, without which any attempt to effect changes in three key aspects of agriculture (production, trade and institutions) would be futile.

Specialized Service I: Training, Education and Communications was created with this in mind. It targets formal and non-formal professional and technical educational processes as a means of upgrading the skills of human resources in the agricultural sector of the region. Its actions can be grouped into five main areas, with the following accomplishments:

### Training in the countries

- a. National training strategies and programs were defined in five Central American countries. Also, support was provided in training the staff of public and private agencies in the region, and progress was made in establishing national training networks.
- b. The first phase of joint actions with CATIE for human resources training was implemented.





- c. Further progress was made in compiling the Directory of Universities and Colleges in Latin America and the Caribbean which Offer Degrees in Agriculture, in conjunction with FAO, and a data bank is being created with this information.

#### **Development of human resources at IICA**

- a. Special attention was given to involving IICA staff in the participatory management process through a variety of workshops for international and local professional personnel, as well as general services staff.
- b. In cooperation with the GTZ, professional personnel at Headquarters and in the Andean region attended workshops and meetings on sustainability.

#### **Support to agricultural institutions of higher education**

- a. In collaboration with REDCA and CATIE, support was provided for a seminar on academic curricula for agricultural professionals.
- b. Exploratory actions were taken to determine the possibility of joint actions with FAO and certain universities (Miami, Georgia, Texas, Washington and Chile) to tailor their academic curricula to current needs in agriculture. Some universities in Central America also received direct support in this connection.



#### **Hemispheric scholarship program**

- a. The program was organized and implemented, with scholarships being granted to 113 participants from 24 countries of the hemisphere.

#### **Communications**

- a. At the request of several countries, technical assistance was provided in conducting communications analyses and in designing communications strategies. Moreover, training plans were drawn up for communicators and journalists.
- b. Professional-level courses and workshops were offered on the production of television and radio programs. Four radio series and 13 television programs were produced to support IICA's technical work and to publicize its cooperation strategy.
- c. Under the IICA/SIDA Regional Program on Communications, Women and Sustainable Development being executed in Central America, 39 workshops were held on a comprehensive approach to communications, gender and sustainable development.

## INFORMATION, DOCUMENTATION AND INFORMATICS



In an era of globalization and liberalization, information access, use and analysis are factors of vital importance which, when combined with skilled human resources, can determine the competitiveness of nations in the new international and regional contexts. In this process, informatics has played a key role in linking the most remote areas of the globe.

Specialized Service II: Information, Documentation and Informatics, was created with this in mind. It provides IICA's member countries with statistical and bibliographic information gathered through the efforts of the Areas of Concentration and as a result of technical cooperation activities, and provides another means of transferring information, skills and know-how in pursuit of human development in the Americas. Some of its most important accomplishments in 1994 were:

### Documentary information

- a. IICA's Areas of Concentration received technical support in developing specialized information systems.
- b. Together with FAO, the AGRIS/CARIS Indexation Guide was translated into Spanish.

- c. The Kellogg Foundation provided financial support for meetings to define guidelines for IICA in the area of information.
- d. The unit participated in the Inter-American Workshop on Planning the Transfer of Information and the Use of Networks (Washington, D.C.) and in the AGRIS Technical Meeting (Rome).

### Language services

- a. Administrative, legal, technical and scientific documents were translated into the four official languages of the Institute (Spanish, English, French and Portuguese).
- b. Simultaneous interpretation services were provided for numerous multilingual meetings held at Headquarters and for certain special events outside of Costa Rica.

### Editorial service

- a. More than 75 books, bulletins, newsletters, brochures and other printed documents were produced in conjunction with IICA's Print Shop.

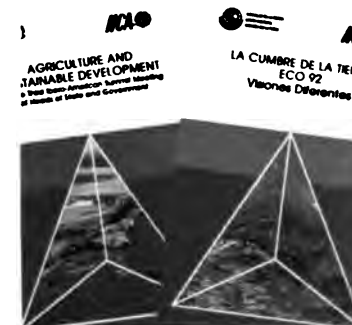


- b. More than 7000 books were sold to the public, and some 30 000 documents were distributed to depository libraries and a wide range of public and private entities.
- c. A temporary exhibit entitled "IICA and CATIE: Partners in Agricultural Development in the Americas" was set up at IICA Headquarters.
- d. A co-publication agreement was signed with ICRAF, and those already in place with the Earth Council, CIP, IFAD and CIAT were strengthened.



### Informatics

- a. Headquarters was hooked up to INTERNET and 14 Technical Cooperation Agencies in the countries were linked to Headquarters by electronic mail.
- b. In eight seminar-workshops, 105 persons received training in the use of INTERNET.





## CENTRAL REGIONAL CENTER

During 1994, the countries of the Central Regional Center (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama) continued working to consolidate their democratic processes. The major focus was on structural reform and on increasing competitiveness in order to meet the challenges posed by falling tariffs, among other factors.

### BELIZE

- Signing of basic agreements and preparation of sectoral assessment, to be used for identifying investment projects and defining strategy for action

### COSTA RICA

- Creation of National Advisory Commission on Agricultural Production Systems
- Preparation of sustainable rural development strategy, restructuring of the MAG and creation of the Ministry of Rural Development



### PANAMA

- Training for farmers and technical personnel on foreign trade agreements
- Consolidation of the national agroindustry network

### NICARAGUA

- Definition of institutional and legal framework for regulating seed production
- Institutionalization of the Technical Secretariat of the National Agricultural Council

### GUATEMALA

- Preparation of agricultural policies and organization of National Office of Agricultural Statistics
- Training of public sector technicians in the planning of production investments for agricultural cooperatives

### EL SALVADOR

- Development of national agricultural training program
- Upgrading the agricultural information system

### HONDURAS

- Promotion of a methodology for analyzing agri-food chains
- Re-definition of technology generation and transfer policies

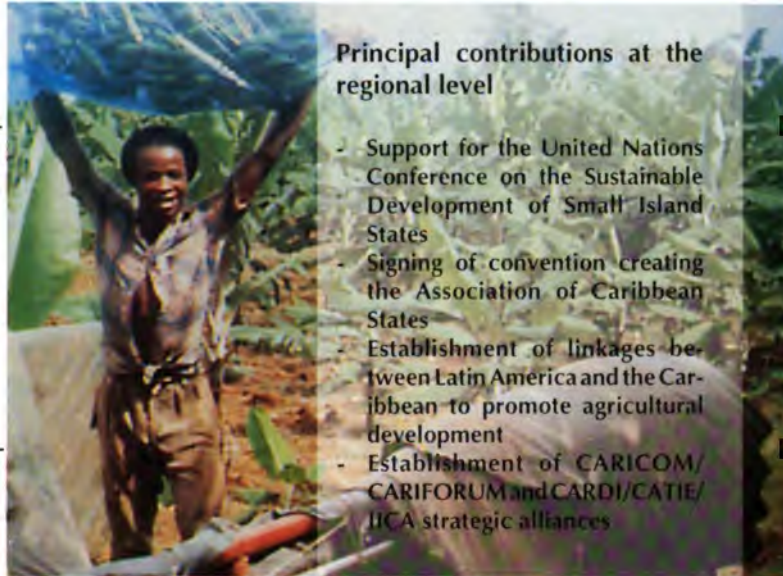
# CARIBBEAN REGIONAL CENTER

The Caribbean Regional Center is made up of Barbados, Dominican Republic, Guyana, Haiti, Jamaica, Suriname, Trinidad and Tobago and the countries of the Organization of Eastern Caribbean States (OECS), whose members are Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines. During 1994, these countries emphasized efforts to contain inflation, cut public spending, reduce unemployment, increase the trade and export of traditional products, and diversify the agricultural sector.



## BARBADOS

- Support in identifying CAE virus-free goats
- Strengthening the policy, budget, planning and information systems of the Ministry of Agriculture



## Principal contributions at the regional level

- Support for the United Nations Conference on the Sustainable Development of Small Island States
- Signing of convention creating the Association of Caribbean States
- Establishment of linkages between Latin America and the Caribbean to promote agricultural development
- Establishment of CARICOM/CARIFORUM and CARDI/CATIE/IICA strategic alliances

## TRINIDAD AND TOBAGO

- Upgrading the agricultural policy analysis and planning systems
- Supporting women's participation in rural development

## DOMINICAN REPUBLIC

- Support for structural reform and institutional change in the agricultural sector
- Cooperation on trade regulations and information services

## SURINAME

- Support for developing the livestock and fruit production systems
- Promotion of integrated rural development in hinterland communities

## GUYANA

- Support for establishing fruit production and rural development systems
- Support for developing livestock production systems

## HAITI

- Technology transfer for coffee-based cropping systems
- Implementation of the Kredi Riral Fann Ansam (KREDIFAM) project

## JAMAICA

- Support for research, extension and agricultural development projects
- Collaboration in modernizing the agricultural sector

## OECS

- Strengthening of rural organizations
- Support for the use, transfer and development of agricultural technology
- Collaboration in efforts to restructure the banana sector



## ANDEAN REGIONAL CENTER

The countries of the Andean Regional Center, made up of Bolivia, Colombia, Ecuador, Peru and Venezuela, continued to move forward rapidly in their economic opening and integration processes. The agricultural GDP grew in all the countries except Venezuela, and exports of nontraditional products rose notably.



### Principal contributions at the regional level

- Support for trade and integration
- Modernization of agricultural health services
- Support for PROCIANDINO and PROCITROPICOS
- Collaboration with the regional South American camelidae development program

### BOLIVIA

- Support in establishing a price and market information network and an agricultural commodity exchange
- Technical assistance and training for agricultural development projects

### VENEZUELA

- Technical cooperation with the Agrarian Reform Training and Research Foundation
- Support in setting up a network for rural agroindustrial development

### COLOMBIA

- Support in executing an agricultural modernization and diversification program
- Collaboration in overseeing, coordinating, monitoring and evaluating national policies targeting rural women

### ECUADOR

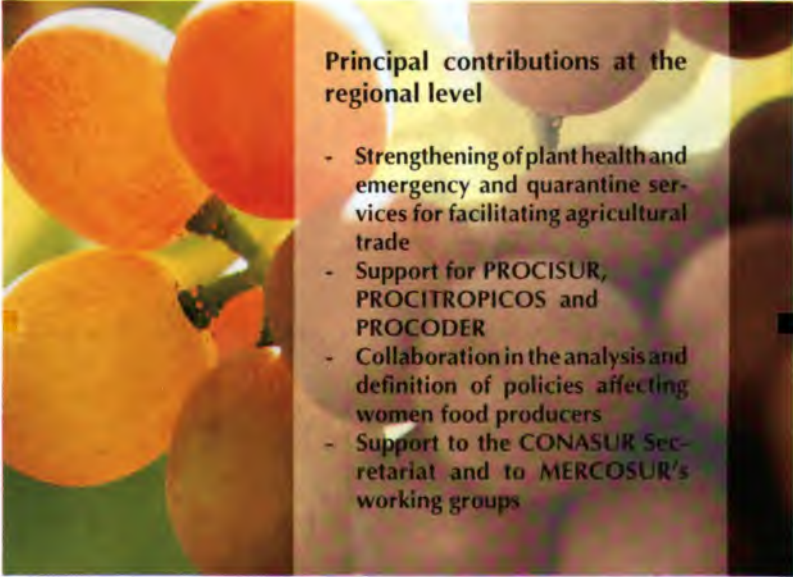
- Technical support in designing and consolidating MAG's National Technology Transfer System
- Technical cooperation for the National Integrated Rural Development Program

### PERU

- Support in formulating a medium-term plan and establishing a price and market information system
- Cooperation in executing a plan to combat the Mediterranean fruit fly along the Chilean border

# SOUTHERN REGIONAL CENTER

The countries of the Southern Regional Center (Argentina, Brazil, Chile, Paraguay and Uruguay) continued their efforts to reform their public sectors, privatize enterprises, downsize the state apparatus and improve tax collection systems. Also, MERCOSUR went into operation. In the agricultural sector, special attention was attached to tariff measures and export promotion.



## ARGENTINA

- Technical and administrative support in analyzing the agricultural sector, defining policies and conducting trade negotiations
- Strengthening rural development institutions in order to upgrade the competitiveness of small farmers

## URUGUAY

- Supporting the modernization and strengthening of MGAP's management, diversification, production and agricultural trade activities
- Technical cooperation for research, technology transfer and agricultural health systems

## BRAZIL

- Support for institutional development at EMBRAPA
- Technical assistance for small-farmer assistance programs in several states of the country

## CHILE

- Support for institutional development in the public agricultural sector through analyses of competitiveness, modernization and the conversion of production
- Support in formulating and monitoring INDAP's rural development program

## PARAGUAY

- Support in strengthening rural development institutions
- Collaboration in upgrading the foreign trade and agroindustrial development subsystems



## NORTHERN REGIONAL CENTER

The Northern Regional Center, which covers Canada, Mexico and the United States of America, is a new IICA geographic region established in the 1994-1998 MTP for the purposes of providing technical assistance as well as facilitating relations between Headquarters and representatives of national and international technical and financial agencies. This Center will follow up on implementation of NAFTA, GATT and other integration and free-trade initiatives.



### Principal contributions at the regional level

- Support for the creation of an inter-American agribusiness network
- Establishment of linkages for implementing the Inter-American Foundation for Sustainable Agriculture
- Fostering the exchange of human resources
- Promotion of training opportunities

### CANADA

- Formulation of a proposal for joint efforts with Agriculture Canada
- Identification of actions related to trade liberalization and trade opportunities between Canada and LAC

### UNITED STATES OF AMERICA

- Identification of educational and training exchange programs with North American universities
- Strengthening of relations with representatives of national and international technical and financial agencies and the private sector

### MEXICO

- Strengthening of animal health services
- Support in implementing the institutional development and research components of the project on Agricultural and Forestry Research and Extension Services

# STRATEGIC ALLIANCES

In today's increasingly interdependent world, the traditional concept of national borders is quickly disappearing. Aware of this, the Institute underscored in its 1994-1998 MTP the need to forge a stronger network of strategic alliances to complement its comparative advantages, make better use of available human and financial resources, and secure more extra-quota resources in order to bring greater force to the technical cooperation actions it carries out in the member countries.

To bring about transformations in agricultural production, trade and institutions in the Americas, we must first leave behind the traditional view of agriculture as a sector limited to the production of raw materials. This must be replaced by a dynamic and broader view, best represented by the agri-food complex, in which the sector is closely linked to the overall economy through the processing of raw materials into differentiated products, a pre-requisite for penetrating more lucrative markets.

Cognizant of the multisectoral nature of agriculture, the Institute recognizes that it must concentrate its technical cooperation in specific subject areas, establish a network of alliances, and promote reciprocal cooperation among the countries, so as to be able to effectively merge its efforts into national development initiatives. Throughout 1994, IICA intensified its efforts to build alliances with prestigious international, regional and national agencies involved in agricultural and rural development. Natural partners in these alliances are public and private technical and financial cooperation, research, educational and political institutions, and not-for-profit nongovernmental organizations.

To reflect this outlook, IICA's organizational structure is dynamic in nature, which requires that it extend its institutional parameters by attaching special importance to joint efforts with other regional and international organizations. The following map highlights some of the Institute's most important strategic alliances.







MCD

SIDA

SAREC

DGIS

ANTC

ISNAR

EEC

MAE

MAE

CHAD

AICG

IFAD

UNIP

ASRDC

MINISTRY OF AGRICULTURE  
AND FISHERIES (KOREA)

## PHOTOGRAPHS

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Center for International Cooperation in Agricultural Research for Development (CIRAD). Paris, France. Images of Research. pp. 7 (below), 13 (photo with special effects), 18 (above right), 21 (two photos), 23 (above), 25 (center).

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Michael J. Snarskis, p. 23 (two photos: center and below left).

Olman Trigueros, p. 23 (below right).

"Using a corn derivative". Jose Benhur Nuñez R., Honduras. Selected photo, 1989 IICA/RNTC Photography Award, p. 18.

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