



1995 ANNUAL REPORT

PREPARED FOR THE ORGANIZATION OF AMERICAN STATES

IICA

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



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CHAPTER I

ORIGINS, PURPOSES, STRUCTURE

IICA, the specialized agency for agriculture of the inter-American system, was founded in October 1942 by the Governing Board of the Pan American Union. With over fifty years of uninterrupted work, the mission of the Institute is to foster, facilitate and support cooperation among its Member States, with a view to promoting agricultural development and greater rural well-being.

The Institute's governing body is the Inter-American Board of Agriculture (IABA), which is made up of the ministers of agriculture of the 33 Member States. The IABA issues guidelines to orient IICA's policy and action, is responsible for approving the biennial Program Budget, and sets the quotas of the Member States. It also serves as a forum for the exchange of ideas, information and experiences related to the improvement of agriculture and life in rural areas. The Executive Committee provides the IABA with support and implements the tasks assigned to it by the latter, and recommends actions to be taken. Meeting once a year, it is made up of the ministers of agriculture of 12 member countries selected on a rotating basis. The General Directorate is the executive body of IICA and is made up of technical and administrative units through which the actions of the Institute are coordinated and executed.

The General Directorate is located in San Jose, Costa Rica, and comprises the Office of the Director General and the technical cooperation and support units, namely:

TECHNICAL COOPERATION UNITS

Areas of Concentration:

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

The Center for Integration and Agribusiness Development (CIDAE)

Specialized Services:

Training, Education and Communications
Information, Documentation and Informatics

SUPPORT UNITS

Planning, Programming, Projects and Technical Audit
Human Resources
Finance
Administration

REGIONAL TECHNICAL COOPERATION CENTERS

The IICA Member States are grouped together in five Regional Technical Cooperation Centers (Central, Caribbean, Andean, Southern and Northern) as follows:

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

TECHNICAL COOPERATION AGENCIES

IICA's Technical Cooperation Agencies (TCAs) are located in its 33 member countries, where specialists execute actions at the national level under the supervision of the Regional Centers.

MEETINGS OF THE GOVERNING BODIES

The Fifteenth Regular Meeting of the Executive Committee took place in June 1995, and the Eighth Regular Meeting of the Inter-American Board of Agriculture in September. Both meetings provided opportunities to address issues of importance to the countries and IICA, such as the approval of the 1996-1997 Program Budget, support for institutional transformation, work with rural youths, cooperation with other organizations belonging to the inter-American and international systems, and other matters related to agricultural pests and diseases, the preservation of genetic resources and rural development.

A Forum of Ministers of Agriculture, entitled "Agriculture on the Eve of the Twenty-first Century," was held concurrently with the IABA meeting and was chaired by Costa Rican President Jose Maria Figueres Olsen. It contributed much to the development of a new approach to agriculture in the countries of Latin America and the Caribbean.

RELATIONS WITH THE GENERAL SECRETARIAT OF THE OAS

IICA officials participated in several meetings sponsored or organized by the OAS, among the most important of which were: the General Assembly, the Secretariats of Regional Integration and Cooperation Organizations, the Twenty-ninth Meeting of CIES, the Third OAS/UN Meeting on Cooperation, the Third OAS/UN Session of the Commission on Sustainable Development, the Tenth Inter-American Conference of Ministers of Labor, the Inter-American Commission on Women, and the Inter-American Commission on the Control of Drug Abuse.

The Director of the OAS Regional Development and Environmental Department visited IICA to review the progress of the border development projects under way and being developed for Central America. Up-to-date information on these activities was also presented at the Meeting of Vice Presidents of the Central American Isthmus, held in November at IICA Headquarters in Costa Rica.

CHAPTER II

A NEW STYLE OF DEVELOPMENT

On the threshold of the twenty-first century, the Americas are adopting a new style of economic and social development. Its main components are economic and trade opening and integration, deregulation and liberalization of economies, the downsizing of the state apparatus and strengthening of the state, and the increasing role of private economic agents. In order to meet the needs of the member countries more effectively, IICA's response to the changes occurring worldwide and in the hemisphere has been to undertake a process of institutional transformation. Review, reform, reformulation and re-engineering are the cornerstones of this effort, in which a key instrument for change has been the training of human resources. Some of the results that have emerged from this process are participatory management, strategic planning, teamwork, innovation and leadership.

1. Guidelines for Institutional Transformation

IICA's guidelines for institutional transformation were based on the basic principles established in the 1994-1998 Medium Term Plan, which are: decentralization, flexibility, participation and concentration.

With these principles in mind, work was undertaken in the following areas during 1995:

- Structural change, moving from a centralized to a decentralized structure and granting the corresponding powers.
- The adoption of a system for ensuring that services meet the requirements of clients, within the context of current agricultural and socioeconomic conditions.
- The re-engineering of processes and the reorganization of basic systems, with special emphasis on simplification and streamlining.
- The planning of information systems, in order to determine short- and long-term information needs, foster creative and efficient management, and learn to use information as a team resource.
- Emphasis on quality, value and impact, with a view to ensuring technical leadership.
- The marketing of the institution as an ongoing responsibility of all.
- Staff training, with special emphasis on leadership, teamwork and the formulation of creative technical solutions.
- Teamwork, to foster an openness toward new alternatives, flexibility, communication and dialogue, empowerment and conflict resolution.

- Organizational renewal, to ensure that IICA is a proactive institution capable of reorganizing and restructuring itself in response to current global trends.
- 2. Achievements during the Period under Review**
- Financial systems improved through the use of computerized information and Internet.
 - Human resource systems with improved performance appraisal procedures and greater training opportunities.
 - Planning systems with more streamlined processes for project approval.
 - Administrative systems restructured, support services modernized and administrative procedures streamlined.
 - More open, dynamic, democratic, productive and participatory interaction among staff for the review of paradigms, participatory management, the role of senior management, leadership and values, mission and vision.

Some of the actions executed to achieve the above were:

- A three-day retreat for the members of the Cabinet, to strengthen the participatory management approach and IICA's general management system.
- The appointment of Representatives and Directors, based on results of an open international competition.
- Retreat for the staff of the Central Regional Center, to address strategic planning, teamwork and leadership.
- Coordination workshop involving staff of the Northern Regional Center and United States government officials, on the new approach and structure, mission and vision of IICA.
- Presentation of a proposal for a new, Institute-wide information system.
- Attendance of 50 senior management personnel at a course designed especially for IICA and taught by INCAE, on the strategic changes that the Institute must undertake to adjust to changes in the regional and international contexts.
- Creation of the Action Group for Institutional Transformation (GATI).

3. The AgriFuture Foundation

As an investment in the future of agribusiness, rural development and the conservation of natural resources in the Americas, IICA sponsored the creation of the AgriFuture Foundation. Headquartered in Washington, D. C., this autonomous organization supports traditional and nontraditional groups from the agricultural sector in the exchange of information and resources, with a view to improving the living standards of rural populations.

CHAPTER III

AGRICULTURAL DEVELOPMENT AND INTEGRATION IN THE HEMISPHERE: A SYSTEMIC APPROACH

IICA views agriculture as an element that permeates the entire fabric of society, and around which growth and development are built. Given the need to support efforts to address the momentous changes taking place in the agricultural sectors of the member countries, which include not only the modernization of production methods but also substantive changes in institutions, trade, society and the individuals working to promote sustainable development, IICA has adopted a systemic approach to agriculture in order to meet this complex challenge in an effective, rational and flexible way.

In operating terms, this has led it to focus its efforts on four spheres of work that encompass the entire gamut of agricultural activities, namely: primary agriculture, expanded agriculture, the institutional framework and governability, and policy.

Primary agriculture: One of IICA's foremost concerns is to improve the quality of life of the men, women and children who live in rural areas and who work the land to put food on our tables. Small farmers produce the bulk of the food and other agricultural products consumed in the member countries, and need assistance in boosting farm output, generating better incomes, and getting their products to domestic and export markets. Medium- and large-scale farmers tap IICA assistance higher on the technological innovation curve (mechanization, biotechnology, harmonization of international trade and animal health regulations), and increasingly shape global as well as local markets. IICA lends support to primary agriculture through actions that reach the farmers of the Americas, including: improving farming practices, delivering technology and the results of research to farmers, promoting conservation practices at the farm level, fostering diversification into non-traditional products and encouraging the use of suitable irrigation and pest/disease control techniques.

Expanded agriculture: An increasingly complex gamut of activities is required to get food and raw materials from farms to processors and final customers in the immediate area, other parts of the area or country, and more recently, other countries of the world. This wide range of activities includes all the stages, processes, services, and systems that stem from or are related to primary agriculture and that add value to agricultural products and contribute to getting products to national or international buyers. It includes the processing of food and raw materials (agroindustry), developing new marketing and trade mechanisms, improving agricultural health for domestic and export purposes, and providing access to trade information, all of which are essential for ensuring the competitiveness of agricultural products on national and international markets.

Institutional framework and governability. Most countries of the hemisphere are restructuring their economies by reforming economic policy and government. The roles of the state and civil society are changing to reflect the greater importance given to private economic agents and markets, and many functions of the public sector are being ceded to the private sector, with public institutions being downsized and restructured and private-sector organizations having to adapt their own functions and take on new ones. To be able to effectively exercise their new roles and implement policies and enforce regulations applicable to agriculture, public and private institutions

require assistance in redefining their functions and modernizing their operations; this includes planning, training, institutional reform and institution building.

Governability refers to efforts to improve linkages between government and the members of society, and includes, among other things, definition of public/private sector relations, regional planning efforts, the organization of farmers, communications and training. IICA places considerable importance on training and education as a means of bringing about change in the men, women and youths involved in agriculture, improving the quality of life in rural areas and upgrading the competitiveness of the agricultural sectors domestically and on international markets.

Policy. A country's macroeconomic and agricultural policy framework, including guidelines, norms and legislation, serves either as an incentive or disincentive for the action of those working to bring about change or promote development in the agricultural sector. Here, IICA has worked to strengthen agricultural policy analysis and planning mechanisms related to agriculture, agricultural trade and gender, as well as to help establish or provide access to agricultural information systems, for more effective decision making.

Below is a summary of the actions IICA carried out in 1995 to promote this line of thinking and to contribute to bringing about lasting and sustainable changes in the agricultural sectors of the member countries.

1. PRIMARY AGRICULTURE

1.1 Improved farming practices

Multinational action

The Regional Program to Upgrade Agricultural Research on Staple Grains in Central America (PRIAG) is financed by the European Union and managed by IICA. In 1995, it provided logistic and administrative support for actions carried out by participating institutions. Results include: consolidation of an agricultural research and extension methodology for the region; research findings specific to staple grain production and use; definition of a new research agenda; development of area-specific technologies for staple grain production.

Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, the Dominican Republic and Jamaica (PROMECAFE). Using an integrated approach to agriculture, PROMECAFE executed actions related to germ plasm characterization, integrated pest control and management, project formulation, futures markets, the administration of coffee enterprises, and educational outreach activities.

The project to support the development of tropical fruit crops in the Caribbean (Phase II) helped forge stronger ties between participating institutions and promoted the networking of activities for fruit crop development. National committees are being established in the countries; strategies are being developed and research is being conducted to reduce citrus tristeza virus, including control of the main vector by biological means. IICA's tropical fruits database was incorporated into the CSEGRIN germ plasm data base (IICA/FAO/MAE).

Country actions

Brazil Through an irrigation project in northeastern Brazil, IICA advised the Secretariat of Water Resources on technological, managerial and economic aspects of irrigation activities in that region, as well as on the integrated management of water resources. In another irrigation project, IICA contributed to the

design and implementation of a water resource management system at the federal and state levels, and the definition of a national training plan on water legislation, water marketing and water networks.

Chile An investment program was developed for the conservation, management and use of protected areas and biodiversity.

Colombia a) IICA participated in a census of *minifundio* (subsistence) farms, intended to determine the number of and area occupied by such farms; maps were produced showing minifundio distribution at the departmental, regional and national levels. The census will be used to design an agricultural insurance program for small farmers. b) IICA provided support to Colombia's campaign against coffee rust through support to courses on integrated coffee rust management offered by the Coffee Federation; helped departmental committees of coffee growers upgrade their leadership capabilities, and assisted specialists attached to the campaign, with a view to standardizing working methods and development strategies.

Guatemala In a continuing project to upgrade dual-purpose cattle production, six varieties of improved feed were evaluated and three systems were designed and evaluated. Good economic indicators (IRR, net added value and C/B) resulted.

Guyana Under the Caribbean fruit crop development project, Guyana's National Working Group on Fruit contributed to efforts to improve the quality of pineapple for export and to upgrade nursery and germ plasm collection infrastructure and management. Efforts began for pre-selection of native cashew species, and to transfer cashew-processing technology from Brazil.

Haiti With funding from the Canadian International Development Agency (CIDA), two important projects are directly reaching peasant farmers. One distributed 250,000 agricultural tools to 240 organizations with 200,000 beneficiaries; project actions also included establishment of some 40 tool banks and 150 *boutiques agricoles*. The second involved technology transfer for coffee-based cropping systems, which set up 1500 nurseries of rust-resistant coffee plants. Some 3 million coffee plants were transplanted and citrus and plantain plantules were planted by project beneficiaries as part of the cropping systems. A third project, entitled KREDIFANM, which receives funding from UNFPA, provided 1625 women in 26 localities with training in accounting and record-keeping; 576 loans were granted for starting up micro-enterprises; over US\$22,000 were loaned out and repaid in full, earning US\$1,500 in interest which was added to the funds; and 44 women's health education sessions were attended by 379 women.

Jamaica IICA drafted a document for the ministry of agriculture on how to conduct cost of production studies, and eight ministry technicians received training on how to estimate production costs.

Suriname In support of fruit production, several IICA publications were distributed, including the Tropical Fruit Newsletter. Also, training was provided in nursery management technology and in maintenance of the fruit germ plasm bank.

1.2 Technology transfer

Hemispheric and multinational action

The main objective of the hemispheric project to strengthen capabilities for agricultural research prioritization in Latin America and the Caribbean, funded by the IDB with support from IPGRI, is to foster and develop skills for applying prioritization methodologies as a decision-making tool. The project's advisory board met for the first time; a regional course was organized for participants from 12 countries; and considerable headway was made in compiling and systematizing information.

The Cooperative Program for Research and Technology Transfer in the Andean Subregion (PROCIANDINO) provided support to activities of the regional networks working with export fruit crops; it also addressed soil conservation and management, as well as phylogenetic resources, through both research and regional events.

The Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR) was also active in a wide range of areas, including biosafety and the marketing of transgenic materials in MERCOSUR; establishment of technical committees for wheat, forages, fruit and vegetables, in order to set research priorities; formulation of projects on natural resources and agricultural sustainability; in addition, the agroindustry subprogram was launched.

An external evaluation of the Cooperative Program on Research and Technology Transfer for the South American Tropics (PROCITROPICOS) found that "...the Cooperative Program is a very efficient operation that has achieved much with few resources." It added that PROCITROPICOS has contributed decisively to initiating an important process of discussion and analysis of new approaches in participating institutions. Two important projects, one on the regeneration and sustainable management of degraded soils of savannah regions, and the other on conservation of the Amazon rain forest, are forging ahead; some 450 farmers and technicians participated in a number of courses and seminars; and PROCITROPICOS also contributed to formulating and implementing national projects, within the framework of the planning and programming systems of the national agricultural research institutes.

In the Andean region, IICA worked with GTZ to design a project to foster alternative development models, which will address the problem of the production of and trade in illegal crops. *In situ* research will be used to pinpoint alternative development strategies.

Three regional projects in the Central Region showed considerable progress. a) The development plan for the Guatemala/Honduras border area is now being implemented; studies are being conducted on agroforestry, area planning and land use; and further funding is being sought. b) The project to promote sustainable agricultural production on hillsides offered 19 workshops, attended by over 500 representatives of 100 public and private organizations, to analyze the causes of erosion and deforestation and define plans of action and collaborative efforts. c) The third project contributes to improving reciprocal cooperation and promoting technological integration in this field; as a result of its actions, priority product lines to be served by the regional system were identified, mechanisms for making inventories of technology in each country were established, and training on inventory techniques was provided to 25 technicians in each country.

A regional program for South American camelidae development provided training on meat and hide technology, and new technologies were adopted through a process of horizontal cooperation.

Country actions

Bolivia a) A research project was conducted to validate technology for the Bolivian lowlands. The results of a feasibility study set research priorities for the region and identified ways to upgrade university and professional training, experimental centers and specialized support units. b) Support was provided through a series of technical assistance and training projects to several communities, including reorganization of executing units in order to increase effectiveness, engineering studies related to irrigation works, bridges and roads, and training for specialists in agricultural project management.

Costa Rica IICA participated in the formulation of a strategy on research and technology transfer for staple grains for the agricultural technology innovation and transfer system ; IICA also contributed to efforts to compile a detailed inventory of agricultural technology.

El Salvador a) Under the regional project on sustainable hillside farming, a series of workshops were held to examine the causes of erosion and deforestation; 500 representatives of 100 public and private organizations attended. As a result, a plan of action for joint action was defined. b) In the Department of Chalatenango, IICA has been executing a project that promotes rural development in areas severely affected by the armed conflict. A training and communications component was executed to increase participation and improve decision making. A training center was completely rehabilitated, and more than 70 training events were attended by some 3,000 participants.

Ecuador a) IICA worked with the ministries, IBRD and IFAD to develop indigenous communities. This included installing potable water systems, building roads, rehabilitating irrigation ditches, providing US\$500,000 in credits, organizing and managing ecological reserves and providing technical assistance for fruit crops. b) IICA's proposal to MAG for privatizing technology transfer services was implemented.

Guyana a) IICA worked to develop an effective national rural development strategy by including actions that add value to agricultural output and increase rural jobs. With rural development agencies, it executed rural development projects and training activities addressing sustainable land-use techniques, school gardening and handicrafts. b) It also worked with Amerindian communities on community development activities and projects. Of nine projects formulated, four are being implemented; in Tapakuma, two agroforestry units were established as a development model.

Honduras a) Under the regional project on sustainable hillside farming, actions begun in Honduras in August 1995 with two seminars on: i) the impact of sectoral policy on natural resource management on hillsides; and ii) agro-forestry-livestock systems for hillside agriculture in the Gulf of Fonseca zone. b) Under PROMECAFE activities, information was disseminated on the project, on world coffee trade, and on coffee technology research findings.

Jamaica a) IICA facilitated linkages between public and private sector organizations dealing with on-farm research and extension methodologies and contributed to upgrading the research information system. b) It supported agricultural diversification and export efforts by disseminating mini-sett yam technology through seminars and training sessions. c) Training in watershed management was provided to 15 public and private sector technicians.

Mexico Through the agricultural-forestry research and extension project, support was provided to post-graduate students; technical events were held on agricultural technology and development; studies were conducted on agricultural marketing and research; training was provided on project evaluation and research priorities.

Nicaragua IICA identified known and new technologies for several products and production environments, which will be used in the planning activities of the national agricultural technology institute.

Panama Training on drought-related problems was provided for extension workers; proposals were formulated for improving animal health systems in small livestock operations; conferences were given on agricultural modernization, total quality, research, planning, monitoring and evaluation, which were attended by 250 people.

Peru IICA assisted the Ministry of Agriculture in transferring agricultural technology to small-farm communities. Results included: studies on opportunities for expanding rural agroindustry, analysis of the

supply of technical assistance services in rural areas, identification of opportunities and the agroexport potential of certain communities. b) IICA assisted in drafting national policies and norms on plant breeders' rights, with a view to harmonizing norms in the Andean region.

St. Lucia A project to support technology development and transfer contributed to boosting crop yields and profitability, through the introduction of greenhouse technology. A study on agricultural diversification called for validation and transfer of improved and new crop varieties, introduction of more modern farming practices, and improvement of marketing strategies.

Suriname The integrated rural development project offered training for groups of farmers (including women) on topics including agroforestry and farming systems, basic farm management, plant propagation, nursery organization and management.

Trinidad and Tobago Twelve commodity budgets were prepared using AGSYS, and Division of Agriculture technicians received training in the use of the system. The Work Plan Management System (WPMS) was installed at MALMR and tutorials were conducted with participating agencies.

Agricultural Health

1.3 Multinational action

In 1995, the achievements of the IICA/FAO Program to eradicate *Amblyomma variegatum* in the Caribbean included organization of a surveillance method through public information and community participation, wildlife studies, a data management system and meetings of international experts. Eradication activities were launched on the islands of Anguilla and St. Kitts and Nevis. The Caribbean Plant and Animal Health Information Network (CARAPHIN) provided support; a new data base was installed for monitoring program progress.

Country action

Brazil In order to modernize and strengthen the plant health system, a laboratory and inspection system for agricultural products and inputs was established; the quality control system for toxic and related agricultural products was upgraded; and laboratory modernization programs were implemented.

Chile/Peru The Mediterranean fruit fly was eradicated in Arica Province, Chile, through a binational campaign which received IICA support; as a result, has been declared free of fruit flies. This progress has led Peru to undertake an ambitious national program to eradicate the fly.

Grenada IICA allocated resources from its agricultural health emergency fund in an effort to control the pink mealy bug.

Guyana a) A national emergency plan of action was prepared to prevent introduction of exotic plant pests and diseases, in particular the pink mealy bug. b) Information on hemoparasites, particularly non-tsetse transmitted Trypanosomes, was disseminated to researchers and parasitologists in more than 30 countries. Training was provided in advanced hemoparasite diagnostic techniques, and data was collected for a national survey on the prevalence of hemoparasite diseases.

Jamaica Efforts to control black sigatoka focused on containing the disease and minimizing its socioeconomic impact. Training in detection and control methods was provided to 50 public and private

sector personnel, and the national emergency committee received support to more effectively deal with the disease.

Mexico Animal health services at the General Directorate for Animal Health were upgraded with training for 234 technicians, preparation of technical norms, and certification of professionals; the laboratory network and reference centers were upgraded.

Paraguay IICA cooperated in designing, organizing and implementing an integrated pest management (IPM) program to control cotton boll weevil (*Anthonmus grandis*). Results included preparation of a basic IPM package, a transfer mechanism, and an evaluation and follow-up system. Some 680 public and private sector professionals, 3,300 small-scale cotton farmers and 200 agriculture students were involved.

Uruguay In order to upgrade MGAP capabilities to provide plant protection services necessary for agroexports, IICA collaborated with port, airport and border plant protection inspection services to improve quarantine controls and plant protection certification services for agricultural exports.

Venezuela IICA drew on resources from its Emergency Fund for the purchase of 22,000 doses of vaccine to combat equine encephalitis.

2. EXPANDED AGRICULTURE

2.1 Agroindustry and Marketing

Hemispheric and multinational actions

The hemispheric Rural Agroindustrial Development Program (PRODAR) is financed jointly by IDRC/IICA/Gov.France. In 1995, it established rural agroindustry networks in Nicaragua, Paraguay and Venezuela; a research fund benefitted 12 others. Achievements included a training workshop on the management and organization of networks; development of a new conceptual framework for rural agroindustry; promotion of rural agroindustry; analysis of gender and rural agroindustry, and systematization of the findings of 22 research efforts in this field.

During the period under review, the hemispheric project to develop internal markets and new agricultural marketing mechanisms provided technical cooperation in all the countries of the Central Region, as well as in Bolivia, Colombia, Peru and Venezuela, through its work to develop agricultural commodity exchanges. IICA's Center for Integration and Agribusiness Development (CIDAE) was instrumental in setting up exchanges and trading mechanisms in Costa Rica, El Salvador, Honduras, Nicaragua, Peru, the Dominican Republic and Venezuela, and served as technical secretariat of, and contributed authoritative papers to, the Third Hemispheric Meeting of the Pan American Association of Agricultural Commodity Exchanges.

In the ECS, seven farmer organizations received training in costing and pricing, production scheduling, post-harvest handling and marketing.

Argentina IICA collaborated in developing a decentralized and participatory marketing system for small-scale producers, provided technical support for investment projects, and contributed to efforts to upgrade the competitiveness of agricultural and agroindustrial enterprises.

Chile Under the PRODAR program, marketing and management courses were organized for campesino organizations, women farmers and technicians, and an international workshop was held on the same with INDAP, GIA and IFAD support.

Colombia IICA supported efforts to create a system for preparing and implementing agricultural marketing studies and regional marketing projects for small-farm communities. All pre-investment marketing studies were completed, the results of which served as inputs for reorienting the strategy.

Costa Rica Studies on agri-food chains for meat, onions, heart of palm and potatoes were completed, the findings of which will be used to orient policy and actions to modernize those subsectors; working groups for each commodity were set up to monitor progress.

El Salvador a) Under the regional agricultural commodity exchange project, the brokerage system was upgraded (including training) and the Salvadoran exchange was inaugurated on July 14. b) A study of the agri-food chain for coffee was undertaken.

Honduras Materials were prepared for a training program on business management and modernization.

Jamaica IICA assisted the Coffee Industry Board in its efforts to modernize the coffee industry, through training in coffee processing and waste management, a round table to discuss the coffee berry borer, and appraisal of the wet processing systems.

Nicaragua The Nicaraguan agricultural commodity exchange was established; quality norms were set for sesame, sugar, coffee, beans, beef, corn, soybeans and sorghum. The necessary computer infrastructure was established and operators received training.

Panama a) Guidelines were written for the export of nontraditional agricultural products. b) A study was conducted of the corn-sorghum/concentrates/poultry-hogs chain.

Trinidad and Tobago a) Technical assistance and training was provided on agribusiness management, including marketing, investment decisions, planning, accounting, organization of farmers and strategic planning. b) Five women's groups received training in agribusiness, agroprocessing management and gender awareness, two of which later successfully secured grant funds for initiating commercial cottage-type industries. A manual entitled "Training in Food Preservation" was produced.

Uruguay a) In order to help boost the competitiveness of the *granja* sector and incorporate small farmers, support was provided to farmers' organizations for project identification, formulation and implementation; to the export of fruits and vegetables; and to the upgrading of an information system on domestic and international fruit and vegetable markets. b) In a joint Swiss/Gov. of Uruguay/IDB and IICA effort, technical cooperation was provided to upgrade and modernize the Swiss Colony Dairy School, resulting in new curriculum for dairy technicians; a new computerized accounting system; and training abroad in various aspects of dairy technology for specialists.

Venezuela Under the agroindustry development program, the national network (REDAR-Venezuela) was formally established among 43 public and private organizations; a directory of member organizations was published; the first meeting on rural agroindustry was held and attended by representatives of 114 rural agroindustry organizations.

2.2 Trade and Agricultural Health

Hemispheric and multinational action

IICA's Center for Integration and Agribusiness Development (CIDAE) provided public and private sector officials with training intended to upgrade their capabilities to engage in agricultural trade negotiations, identify opportunities and constraints, and work with the trade disciplines for the agri-food sector, stemming from the World Trade Organization (WTO) agreements.

Under the World Trade Organization, the application of sanitary and phytosanitary standards (SPS) is the only remaining non-tariff legal barrier to agricultural trade. In 1995, IICA worked closely with the organizations responsible for developing international standards and distributing information on pests and diseases, so as to facilitate safe international trade in agricultural products. As a member of the OAS/IDB/ECLAC advisory group to the Special Trade Commission of the OAS, IICA contributed to the working group on sanitary and phytosanitary measures.

Through a hemispheric project, IICA continued to support the efforts of specialized public and private organizations to harmonize legislation on plant and animal health quarantine measures. It was involved in discussions of the draft Andean norms on pesticides, and participated in a number of technical events to discuss the implications of the new sanitary agreement for national legislation.

In Central America, a regional project to support trade and integration contributed to upgrading the technical capabilities of trade policy units by providing training to representatives of the Ministry of Agriculture, other government officials and private sector organizations, in the use of trade policy instruments and international negotiations for agriculture. Workshops were held on legal and technical instruments, policy analysis, competitiveness and the Uruguay Round accords.

Studies to identify constraints to agricultural competitiveness in OECS countries, the Lesser Antilles and St. Vincent and the Grenadines were conducted through a project to engender agricultural competitiveness in CARICOM countries. Also, a study of the impact of trade liberalization on CARICOM agriculture produced a joint IICA/FAO project that will be launched in 1996.

Three regional projects (Southern, Andean and Central regions) worked to upgrade plant protection services to facilitate agricultural trade. Principal achievements are described below. Southern: regional plant protection norms were approved by the Council of Ministers, procedures were adopted for approving quarantine treatments, and criteria were established for harmonizing technical procedures. Andean: strategic planning for an inspection and quarantine project in the Galapagos; survey of 45 animal and plant health laboratories; and training for plant inspection, quarantine services and animal health laboratories. Central: over 250 public and private sector specialists participated in a series of training events on risk analysis, avian influenza, biosafety, whitefly control, and sanitary and phytosanitary measures.

Country actions

Argentina a) A project was designed and negotiated for Mendoza Province to support the restructuring of small- and medium-scale agroindustrial enterprises, with a view to boosting their competitiveness on the international market. The plan of action includes external audits of the enterprises, strategic studies to determine competitiveness, and the fostering of strategic alliances to improve market action. Information centers are being organized to support entrepreneurs and training is being provided on strategic management and organization. b) IICA provided technical and administrative support to the Secretariat of Agriculture in its dealings with the CAIRNS group (GATT).

Belize IICA initiated activities in May 1995 in this new member country, where it focused on developing a proposal to restructure Belize's plant and animal health services to comply with guidelines specified by the World Trade Organization.

Chile Two studies were conducted: a market study of the principal fruit exports, for presentation by the Chilean delegation to the CAIRNS group, and a study of the microeconomic impact of trade opening with NAFTA and MERCOSUR on the livestock and grain production systems in two regions.

Colombia A conceptual framework on competitiveness in Colombia was drafted, and is being used as a reference document by the public and private sectors. The results of several studies are being used in public-private sector negotiations on competitiveness.

Eastern Caribbean States A drive to strengthen pest management and quarantine capabilities was undertaken, including a workshop on pest risk analysis to support CARICOM countries in assessing rice imports from South East Asian countries.

Guyana In an effort to improve agricultural health services to facilitate trade, carambola fruit fly (CFF) surveillance resulted in early detection and eradication on five occasions in 1995, thereby safeguarding Guyana's fruit production and export.

Mexico The General Directorate of Plant Protection received support for the production and international trade of agricultural products through: training in plant protection, identification of and actions against quarantine pests and diseases; preparation of norms to prevent introduction of exotic diseases; and inspection at site of origin of imports.

Paraguay After the government of Chile imposed sanitary requirements on Paraguayan beef imports, IICA was able, within six weeks, to help Paraguay meet these requirements and lift the prohibition, at which time Paraguay resumed beef exports to that country totalling US\$20 million annually.

3. INSTITUTIONAL FRAMEWORK AND GOVERNABILITY

3.1 Institutional Development and Reform

Hemispheric and multinational action.

In direct support of institutional reform throughout the hemisphere, IICA drew up a working methodology and guidelines for documenting the countries' experience and progress in this area. CORECA member countries (Central region) conducted a comparative analysis of the results of institutional reform.

In a project of hemispheric scope to foster change in the production structure and diversify agricultural production, IICA contributed to fostering the adoption of modern institutional arrangements and management styles. The groundwork was laid for a cooperative network on vegetable production in Central America (IICA-AVDRC-CABEI-IDB). In addition, through efforts to conserve and make sustainable use of genetic resources for diversifying agriculture, the Meso-American Network of Plant Genetic Resources (IICA-IPGRI-CATIE-GTZ) was formalized and priorities were set for joint action in the conservation and use of plant and animal genetic resources (IICA-FAO-USDA); finally, an analysis was made of the institutional and policy situation in LAC with regard to this issue, in preparation of the upcoming IV World Conference on Genetic Resources.

In a hemispheric project to foster technological innovation, IICA contributed to upgrading technology innovation systems. This included conducting a study on organizational change at research institutions

in LAC; preparing a proposal for annual seminars on agricultural research management (with ISNAR, the University of Campinas -Brazil- and PROCADI); publishing a manual on economic evaluation of agricultural technology; assisting the Bolivian Institute of Agricultural Technology in designing a proposal for reorganization; and working with the MAG of Costa Rica to restructure its agricultural research system.

Country action

Belize As one of its initial actions in its newest member country, IICA developed a project to streamline the planning activities of the Ministry of Agriculture and Fisheries (MAF) and to design a programming, monitoring and evaluation system for that ministry.

Brazil a) With IBRD and IDB support, IICA contributed to institution-building efforts at EMBRAPA through the hiring of 150 national and international consultants specialized in state-of-the-art technology, who provided technical services to EMBRAPA researchers.

Chile a) IICA collaborated in designing the Ministry of Agriculture's strategy for bringing about changes in the production structure of agriculture and modernizing rural life. It also co-funded a project with the IDB for institutional development of the ministry; efforts included training, technical assistance, infrastructure development, equipping of laboratories and computer systems. b) Support was provided for institution building at INDAP, a service institution for small farmers. Actions included: strategic planning and projects, and the upgrading of institutional services and support systems (communications, informatics, human resources, etc.)

Colombia Through an institution-building project, IICA assisted the Ministry of Agriculture and Rural Development in upgrading its technical, operating and programming capabilities. It now has a strong central coordinating unit, and the National Agricultural Technology Transfer Program was subdivided into two major components: agricultural technology development and institution development.

Eastern Caribbean States IICA provided training to upgrade the leadership skills, as well as management, planning and programming capabilities at ten farmers' organizations in Antigua and Barbuda, Dominica, St. Lucia, St. Vincent and the Grenadines.

Nicaragua Through joint IICA/GTZ efforts, consultants specializing in the following were provided to MAG: agricultural information, agricultural marketing, documentation and information, management of agricultural health services, inspection of fish and seafood, herd epidemiology and health, veterinary parasitology, and organization, procedures, operation and inspection of quarantine systems.

Paraguay A three-year project was formulated to support public and private sector efforts to consolidate institutional reforms seeking to promote rural development and agricultural modernization.

St. Kitts and Nevis IICA worked with the Ministry of Agriculture to improve its functional and managerial capabilities through efforts to streamline its work program and operations, and introduce a team approach to management.

Uruguay IICA helped recruit, hire and supervise high-level consultants specializing in: ex-post project evaluation, crop production, biotechnology, molecular biology methods, management of pest birds in rice, integrated pest management for vegetables, integrated weed management for vegetables, statistics and animal husbandry.

Venezuela IICA supported efforts to modernize agricultural institutions, with a view to boosting competitiveness, through a wide variety of actions that included improving linkages with policymakers;

workshops and technical events for academic and government officials on globalization and sustainability; development of information systems; support in agricultural trade negotiations and development of trade policy instruments.

3.2 Governability

3.2.1 Rural Development

Hemispheric and multinational action

In 1995, IICA implemented a hemispheric project to strengthen public and private institutional systems in order to modernize management and rural development. The objective of the project was to facilitate local governments' efforts to absorb functions transferred to them from central governments as part of decentralization and modernization processes. A methodology for conducting microregional assessments was validated and published, and a planning methodology for sustainable microregional development is being developed.

Actions executed through a hemispheric project on the rational management of renewable natural resources and agricultural production included the establishment, with CATIE, of links with government ministries for collaboration and joint development of strategies; conceptual work on sustainable development with the Inter-American Group for Sustainable Development; and support for preparation of documents on indicators of sustainability, forestry policy, biodiversity, soil and water management.

IICA held a hemispheric consultation with representatives of the most important national and international institutions working with rural youth in the Americas, which resulted in a consensus on priorities for a working agenda with rural youth. An agreement between IICA and CAJIR was renewed, through which support is being provided to the countries for designing and seeking funding for job creation projects for rural youth.

IICA's Cooperative Program on Rural Development in the Southern Region (PROCODER) facilitated horizontal cooperation among its member organizations to address a variety of topics, including: integration, competitiveness and sustainability; business organization and management; institutional development, decentralization and microregionalization; and production support (funding and loans, technology generation and transfer, and post-production activities and marketing). Information was exchanged on different strategies pursued in the Southern Cone to combat rural poverty, as well working methods. A workshop on institution building, decentralization and microregionalization was attended by 36 specialists from Argentina, Brazil, Chile, Paraguay and Uruguay, who examined conceptual and methodological aspects of sustainable rural development and participated in an exchange of experiences.

Through a regional project on sustainable rural development in the Central region, IICA contributed to designing and implementing a strategy for technical cooperation and exchanges of experiences among rural development organizations of the region. Methodologies were prepared for conducting assessments; a program of action for CEAR in Guatemala was proposed; and the Secretariat of Natural Resources in Honduras received support in formulating its rural development policy.

In 1995, the project to institutionalize the gender approach in agriculture and rural development in public and private institutions organized a variety of regional and national seminars on different aspects of this issue, such as training and statistics. It also contributed to the preparations for the World Conference on Women, including co-publishing with the IDB a book on poverty and women in Central America.

Country action

Brazil a) Executed by state governments, with IICA technical cooperation and IBRD funding, the program to support small-scale farmers (PAPP) focused this year on upgrading community participation in project design, implementation, operation and evaluation (Bahia, Pernambuco, Piaui, Ceara, Maranhao, Rio Grande do Norte, Sergipe). Other results included: policy instruments up for state development; proposals for sustainable development in municipalities; water management; macroeconomic policy; training for technical staff and farmers; and development of a methodology for preparing community development plans. b) Support was provided to the National Institute of Settlements and Agrarian Reform through training in the formulation of development projects for settlement areas. The proposed methodology for formulating sustainable development plans for settlements was adopted; loan plans were prepared, financing obtained and agro-economic and environmental protection projects implemented. c) Technical cooperation was provided to the Ministry of Planning and Budget for conducting studies and formulating proposals and strategies for sustainable development in the states. A methodology was prepared for planning sustainable development in priority subregions.

Dominican Republic IICA worked actively with public and private sector organizations to address various aspects of sustainable rural development; this included collaborating with courses on watershed management, sustainable development policy, erosion and environmental planning.

Suriname Forty-five extension personnel from the Agricultural Bank and the MOA received training on sustainable agricultural development.

Venezuela a) IICA assisted in compiling the information required for assessing the present status of agrarian reform. Information on the agrarian reform process was published, as was information gathered in the field (national summary, methodology and results). A system was designed for coordinating, monitoring, evaluating and conducting studies on agrarian reform. b) Support was provided for establishing a regional and national rural development training network (IFAD-IICA-CIARA) to include Brazil, Colombia, Cuba, Ecuador, Dominican Republic, Venezuela. Training events were held in several of those countries, giving rise to the design of a proposal for a Hemispheric Training Center for Agriculture.

3.3 Training and Education¹

Regional action

With funding from SIDA, IICA has been executing a regional project IICA since 1993 in Central America to promote an integrated approach to communications, gender and sustainable development. In 1995, some 40 training events and inter-institutional exchanges took place, benefitting more than 240 personnel from participating governmental organizations and NGOs. Teaching materials were validated and distributed to participating institutions, and manuals on participatory communication, gender and the production of radio programs, audiovisual materials and printed materials are being produced.

To further promote training as a means of bringing about change, IICA worked directly with five Central American countries to define national training strategies and programs.

¹ Many of IICA's programs and projects include training components, details of which can be found in the Appendixes to IICA's official Annual Report.

Country action

Argentina A forum was organized to examine the status of higher agricultural education, the outcome of which was the identification of obstacles and proposals for overcoming them.

Bolivia IICA collaborated in determining training needs for upgrading Bolivia's tropical agricultural research system.

Chile IICA worked with the Ministry of Agriculture's task force to modernize agricultural education.

Dominican Republic a) The Training Network for Rural Development (IFAD/CIARA/IICA) was formally established, bringing together 17 public and private organizations, and NGOs. Through this network, courses were offered on environmental, technological and administrative management for development and rural agroindustry projects; new options for rural development; a conceptual framework for rural agroindustry. b) IICA contributed to designing curricula for 20 higher and mid-level educational institutions.

Ecuador A national training program was launched, with intensive courses offering training for instructors and in the management of training activities.

Honduras A project to define a national training strategy and upgrade training organizations associated with the rural sector achieved the following: a study of the supply of and demand for agricultural training; compilation of basic information for a training strategy for the agricultural and forestry subsectors; establishment of the Honduras Agricultural and Forestry Training Foundation.

Nicaragua Scholarship holders studying abroad received support. Areas of study were: administration of documentation centers, geographic information systems, inspection and quarantine, poultry inspection, veterinary parasitology, seed pathology, sanitary control.

3.4 Scholarships

IICA operates a scholarship program serving the entire hemisphere. During 1995, scholarships were provided for participation in short courses, seminars, meetings, as well as bachelors' and masters' degree programs addressing the following topics, among others: computer science, tissue culture, irrigation systems, radio for rural areas, Internet, agroforestry systems, and protected areas.

IICA attaches special importance to bridging the gap between agricultural professionals in Latin America and those in the English-speaking Caribbean. In 1995, five persons benefitted: one from the University of West Indies, who attended an intensive Spanish course in Costa Rica, and four others, who were involved in IICA's Junior Professional Program, which has been in operation for several years.

Also in the Caribbean, in order to prepare graduates with strong technical and practical training in agriculture and natural resources, as well as management and leadership skills, IICA provided scholarships to 43 students, 15 of whom are pursuing agricultural studies at the Institute of Higher Agricultural Education (ISA) in the Dominican Republic.

4. POLICY

Hemispheric and multinational action

The hemispheric project to strengthen socioeconomic policy so as to foster the sustainable modernization of agriculture aims to upgrade the expertise of leaders in the public and private sectors, equipping them with the skills they need to analyze issues, offer advice and make decisions, and enter into fruitful dialogue and reach consensus on socioeconomic policy. Specific activities included the development of economic analysis procedures and the creation of mechanisms for conducting such analyses. A price and market information system was established in Colombia, and similar efforts got under way in Panama, Brazil, Costa Rica and the United States.

Another hemispheric project in support of agricultural policymaking in the hemisphere supports the systematization, management and sharing of information among IICA's member countries; the development of a common view of inter-American agriculture; and the preparation of country reports on the status of agriculture. Under the project, a homepage called AGRIFORUM was placed on the World Wide Web during 1995 to expedite the exchange of agricultural-socioeconomic information. A report on the situation of agriculture and food in Latin America, and the outlook for the future, was prepared for the G-77 Sectoral Review Meeting on Food and Agriculture.

During 1995, IICA continued its collaborative efforts with the Regional Council for Agricultural Cooperation in Central America, Panama, the Dominican Republic and Mexico (CORECA), a forum of the ministers of agriculture of Central America. Analysis of sectoral policy was the focus, including aspects related to intra- and extra-regional trade in agricultural products, information systems, regional projects, and coordination with other regional organizations and fora.

In the Caribbean, a three-year project on strategic planning, policy analysis and management for agricultural development in the ECS was designed and approved; IICA was selected as the implementing agency. The Regional Projects Unit (RPU) in Barbados continued its work to support all aspects of the project cycle and designed the framework of a sector plan for St. Kitts and Nevis.

An IDB-funded program to analyze agriculture sector policy vis-a-vis women food producers in the Andean Region, the Southern Cone and the Caribbean conducted studies in 18 Latin American and Caribbean countries, the results of which will be used as inputs for new government policies and actions on behalf of this important segment of the rural population. The final results of the project were presented to the IDB in Washington and at the Fifth Conference of Spouses of Heads of State and Government of the Americas. The entire set of 36 national documents and three regional documents is now being edited and published.

Country action

Colombia A series of projects addressing gender issues were implemented under the Ministry of Agriculture's nationwide rehabilitation plan and gender policy. These included a project to implement the gender policy within this plan and a project to institutionalize the policy on rural women, which included a study to determine barriers to credit for rural women. Training in food processing and marketing was provided for women; government officials received training in gender awareness.

Ecuador IICA supported public and private sector trade associations and institutions in addressing issues related to foreign agricultural trade policy. The project provided a forum for discussions on this topic by the government and private and academic circles. A wealth of information was accumulated and is being used by decision makers to develop policies on foreign trade. Efforts included studies of the WTO system

and the GATT disciplines, a seminar on agricultural trade vis-a-vis GATT-WTO, and a seminar for rectors and deans of 20 universities.

El Salvador IICA's efforts to support agricultural policy analysis and investment contributed to: greater participation of the agricultural sector and MAG in policy design and international negotiations; creation of a special agricultural development fund to facilitate investment in the sector; a stronger reforestation policy; and improvements in the work of government offices responsible for generating statistics on agriculture.

Guatemala In 1995, work began to establish the basic infrastructure for an agricultural statistics system. A commodity-based market information system that also analyzes market conditions was designed.

Peru Support was provided to the ministry of agriculture in its efforts to chart the course of agricultural policy through to the year 2000.

Trinidad and Tobago A national workshop on gender in public policy and planning for the agricultural sector sensitized the staff of the Directorate of the Ministry of Agriculture, Livestock and Marine Resources to the need for gender-oriented policies and programs.

Panama Several workshops were offered on agricultural trade policy and negotiations for business organizations, cooperatives and government employees.

CHAPTER IV

STRATEGIC ALLIANCES AND MEETINGS

Cooperation with International Organizations and Donor Countries

In 1995, IICA established and consolidated cooperation links with donor countries and technical assistance and funding agencies, with a view to securing external resources that would enable the Institute to upgrade its capacity to meet the cooperation needs of its Member States, in support of agricultural and rural development.

Cooperation with Canada and the United States of America

The TCA in Canada began the work of drawing up a new strategic framework to orient cooperation actions with this country in the years ahead, with greater emphasis being placed on the development of strategic alliances and the establishment of technical links with Agriculture and Agri-food Canada. Also of special importance were relations with CIDA and the IDRC and other cooperation organizations.

In the United States, important links were established with several divisions of the United States Department of Agriculture (USDA), such as the Animal and Plant Health Inspection Service (APHIS), the Economic Research Service (ERS) and the Agricultural Research Service (ARS). USAID also provided financial assistance for the execution of projects in Haiti and El Salvador; VOCA provided technical assistance to a number of projects in Bolivia, Costa Rica, the Dominican Republic, El Salvador and Grenada; a cooperation agreement was signed with the National Agricultural Library (NAL); and the W. K. Kellogg Foundation funded the organization of the Inter-American Consultation on Rural Youth, held in Costa Rica.

Cooperation with Organizations of the Inter-American System

In 1995, the Institute maintained cooperative links with the IDB, the OAS and PAHO. The most important activities carried out with the IDB included: the definition of new areas for technical cooperation, project management and the modernization of the state; IDB support in drawing up the program for the modernization of the agricultural sector of Panama; the execution of the project to strengthen capabilities and applications for prioritizing agricultural research in Latin America and the Caribbean; the establishment of the Collaborative Vegetable Research and Development Network for Central America (REDCAHOR); financial contributions from the IDB for the implementation of several PROCIANDINO projects; regional seminars; and the production of the publications of the Program for the Analysis of Agricultural Policies *vis-a-vis* Women Food Producers in the Andean Region, Southern Cone and the Caribbean.

IICA and OAS representatives also identified areas of cooperation that echoed the commitments assumed at the Summit of the Americas (Miami, December 1994) and the Hemispheric Trade and Commerce Forum (Denver, Colorado, June 1995). Technical links were also established with the Trade Unit, the Trade Information

System of the Americas and the Inter-American Commission for Statistics; further work was carried out with the OAS to execute the Trifinio Plan; and assistance was provided in formulating the development plan for the border region of the Gulf of Honduras. In December, IICA participated in the First Biennial Regional Meeting on Agricultural Statistics, organized by the FAO-CIE/OAS-IICA Working Group on Agricultural Statistics. Lastly, the President of the IACW visited Institute Headquarters to discuss possible joint actions, and agreement was reached on the preparation of a project targeting rural women in Honduras.

Links with PAHO were strengthened in Paraguay through the execution of two seminar-workshops, one on the evaluation and status of the program for the control of tuberculosis in the Department of Itapua and another on the management of toxic agrochemicals.

Cooperation with Regional and Subregional Organizations

IICA established and consolidated cooperative links with ALADI, ALIDE, CABEI, CAC, CARICOM, CARDI, CATIE, the Central American Forestry Council, CORECA, JUNTA, OECS, OIRSA and SIECA.

Cooperation with Organizations of the United Nations System and Other International Organizations

Cooperative links were maintained with the following organizations of the United Nations System: ECLAC, FAO, IBRD, IFAD, UNFPA and UNDP. Support was also provided by an additional five international organizations: CABI, CIFOR, IFPRI, IPGRI and ISNAR.

Cooperation with Observer and Donor Governments and Institutions

Within the framework of the Cooperative Program for the Development of Rural Agroindustry, the French Cooperation Agency provided support to the Andean Rural Agroindustry Development Network (REDAR-Andina), the Rural Business Management Training Project in Central America, and the Food Technology School of Nicaragua. A financial contribution from the French Cooperation Mission made it possible to conduct an evaluation of the Vegetable and Food Crops Development Projects Network of the OECS. The French Ministry of Foreign Relations, through the Regional Delegation for Scientific and Technical Cooperation, provided funding for the project Support for the Development of Tropical Fruits in the Caribbean. A CIRAD donation contributed to continuing implementation of activities related to research on Central American agri-food systems. CIRAD also supported PROCITROPICOS, PROCIANDINO, PROMECAFE and PRODAR's Executive Directorate and Documentation and Information Center. Lastly, through the Regional Delegation for Cooperation in the Caribbean and the Guyanas (DRCST), France made a major contribution to the Caribbean Committee for the Management of Plant Genetic Resources (CMPGR).

The Government of the Netherlands continued to support the project for sustainable agriculture on Central American hillsides (PASOLAC) and the rural development projects in the Upper Cañar and Lower Guayas River Basins in Ecuador. The Institute also participated in the First Meeting of the Costa Rica/Netherlands Bilateral Sustainable Development Agreement, and the Director General of the RNTC visited Headquarters to exchange information on the actions being implemented by the Institute in the communications field. RNTC collaborated in the organization of the International Seminar on Communications and Youth and a course-workshop for the production of radio programs on the environment and grassroots development in Central America and the Dominican Republic, and in the production of a radio module for the *Biomanojas* series.

The Government of Taiwan provided funding for the creation of the Collaborative Vegetable Research and Development Network for Central America (REDCAHOR).

The Federal Republic of Germany also supported IICA, primarily through the GTZ, which collaborated with the Institute in the following: a project to study forestry policy in Central America; an IICA/GTZ project on

agriculture, natural resources and sustainable development; a seminar-workshop on increasing the efficiency of public and private livestock services; the technical assistance and training program of the project to strengthen MAG/FOSEMAG services in Nicaragua; and the project to consolidate sustainable development in the cantons of Acosta, Puriscal, Mora and Turruabares in Costa Rica, among other actions.

Sweden, through SIDA, continued to support the regional program for joint action on communications, gender and sustainable development. Lastly, Switzerland, through COTESU, supported several Ecuadoran rural development projects, such as PENIPE - Phase II and Patocochoa, and agricultural and rural development in Bolivia; it also cooperated in the execution of PASOLAC in Central America.

MEETINGS

In addition to the meetings of its governing bodies, the Executive Committee and the Inter-American Board of Agriculture, high-level management and technical specialists of the Institute participated in important meetings, including the following:

The Hemispheric Trade and Commerce Forum, Denver, Colorado, in conjunction with Agribusiness in the Americas: An Agenda for Action, sponsored jointly by Caribbean/Latin American Action (C/LAA) and IICA, in July.

Technical Meeting of Agribusiness Organizations of Latin America, in collaboration with FAO and the National Agricultural Society of Chile, in Santiago, during EXPOAGRO 95.

Second Agribusiness Conference, in Miami, Florida, in conjunction with C/LAA.

Technological Exhibition for the Sustainable Development of Agriculture and Agroinformatics, in San Jose, Costa Rica, during the Eighth Regular Meeting of the Inter-American Board of Agriculture.

The Conference on Economic Integration in the Western Hemisphere, co-sponsored by the International Agricultural Trade Research Consortium (IATRC), the US Department of Agriculture and Agriculture and Food of Canada.

Meeting of the Working Group for Pest Eradication Measures, in Guatemala, organized by the International Plant Protection Convention (IPPC).

Subregional Meeting on Plant Genetic Resources for Central America, Mexico and the Caribbean, in San Jose, Costa Rica, organized by FAO.

Final Meeting to Evaluate the Network of Networks Project - Latin America, in San Jose, Costa Rica, sponsored by the International Development Research Centre (IDRC), Canada, in conjunction with ALIDE.

The Ninth Inter-American Meeting on Animal Health, The Fifth Hemispheric Meeting for the Eradication of Foot and Mouth Disease, the Meeting of the Executive Committee of PAHO, and the Twenty-fourth Pan American Health Conference, all under the auspices of PAHO/WHO.

Fiftieth Anniversary of FAO and Meeting of the Organization, in Quebec, October 1995

Meeting of the Ministers of Agriculture, Natural Resources and Planning of the Member Countries of CAITE, in collaboration with IICA, and the participation of Brazil and Mexico, in Turrialba, Costa Rica.

Seminar on Sustainable Rural Development and the role of NGOs, with the Council of American Development Foundations "Solidarios," in San Jose.

CHAPTER V

HUMAN AND FINANCIAL RESOURCES

HUMAN RESOURCES

The following three tables show IICA's human resources by category and funding source; the distribution of personnel by nationality, category and funding source; and the geographical distribution by category and funding source as of December 31, 1995.

Table 1. Distribution of IICA human resources by category and funding source, as of December 31, 1995.

Category	Quotas	%	Extraquotas	%	Total	%
International Professional Personnel	113	86.92	17	13.08	130	15.35
Local Professional Personnel	81	47.65	89	52.35	170	20.07
General Services Personnel	310	56.67	237	43.33	547	64.58
Total	504	59.50	343	40.50	847	100.00

Source: Directorate of Human Resources.

Table 2. Distribution of IICA personnel by nationality, category and funding source as of December 31, 1995.

Nationality	International Professional		Local Professional		General Services	Total
	Quotas	Extra-quotas	Quotas	Extra-quotas		
Antigua and Barbuda	0	1	0	1	0	2
Argentina	7	1	1	0	3	8
Barbados	1	0	0	0	7	8
Belize	0	0	1	0	0	1
Bolivia	3	0	1	18	7	38
Brazil	7	0	3	26	7	116
Canada	5	1	1	0	1	8
Chile	10	2	2	4	8	30
Colombia	14	0	4	2	8	41
Costa Rica	2	0	36	9	139	238
Dominica	1	0	1	0	1	3
Dominican Republic	0	2	0	5	1	13
Ecuador	2	1	2	6	10	38
El Salvador	2	0	1	3	7	15
Germany	0	1	0	0	0	1
Grenada	4	0	2	0	4	10
Guatemala	2	1	1	3	4	13
Guyana	2	0	3	0	8	14
Haiti	1	0	0	10	7	34
Honduras	2	2	1	0	9	15
Jamaica	1	0	1	0	3	5
Mexico	6	1	4	0	8	26
Nicaragua	1	1	1	4	6	15
Panama	1	0	1	1	5	9
Paraguay	1	0	0	0	6	6
Peru	9	3	2	0	8	13
Saint Lucia	0	0	1	0	4	5
Saint Vincent and the Grenadines	0	0	1	0	1	2

Table 2 (cont.)

Nationality	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Spain	1	0	0	1	0	0	2
St. Kitts and Nevis	0	0	0	1	0	1	2
Suriname	0	0	1	0	3	0	4
Trinidad and Tobago	0	2	0	7	0	11	17
United States of America	13	2	2	0	0	0	21
Uruguay	4	1	0	2	11	3	20
Venezuela	4	0	2	0	11	3	20
Total	113	17	81	89	310	237	847
Percentage	13.30	2.00	9.60	10.50	36.60	28.00	100.00

Source: Directorate of Human Resources.

Table 3. Geographic distribution of IICA personnel by category and funding source, as of December 31, 1995.

	International Professional		Local Professional		General Services		Total		
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Headquarters	38	5	34	9	135	50	207	64	
CATIE/Turrialba	0	0	3	0	0	0	3	0	
Subtotal	38	5	37	9	135	50	210	64	
Region 1: Central									
Belize	0	0	1	0	0	0	1	0	
Costa Rica	2	0	1	0	4	2	7	2	
El Salvador	2	1	1	2	7	2	10	5	
Guatemala	4	0	1	3	4	2	9	5	
Honduras	3	0	1	0	9	1	13	1	
Nicaragua	3	0	1	4	6	2	10	6	
Panama	2	0	1	1	5	1	8	2	
Subtotal	16	1	7	10	35	10	58	21	
Region 2: Caribbean									
Antigua and Barbuda	0	0	1	0	1	0	2	0	
Barbados	4	0	0	0	7	0	11	0	
Dominica	0	0	1	0	1	0	2	0	
Dominican Rep.3	0	0	2	0	5	1	10	1	
Grenada	0	0	1	0	2	0	3	0	
Guyana	2	0	3	0	8	1	13	1	
Haiti	1	0	0	10	7	16	8	26	
Jamaica	2	0	1	0	3	0	6	0	

Table 3. (Cont.)

	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Saint Lucia	2	0	1	0	6	0	9
Saint Vincent and the Grenadines	0	0	1	0	1	0	2
St. Kitts and Nevis	0	0	1	0	1	0	2
Suriname	2	0	1	0	3	0	6
Trinidad and Tobago	4	0	2	0	7	0	13
Subtotal	20	0	15	10	52	19	115
Region 3: Andean							
Bolivia	2	0	1	18	6	9	27
Colombia	2	0	4	2	7	12	14
Ecuador	6	1	2	6	10	39	46
Peru	3	1	2	0	6	1	2
Venezuela	3	1	2	0	11	3	4
Subtotal	16	3	11	26	40	64	93
Region 4: Southern							
Argentina	2	0	1	0	4	8	8
Brazil	3	8	3	28	7	73	109
Chile	2	0	2	4	8	4	8
Paraguay	3	0	0	0	6	0	9
Uruguay	5	0	0	2	11	3	5
Subtotal	15	8	6	34	36	88	130

Table 3. (Cont.)

	International Professional		Local Professional		General Services		Total	
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	Cuotas	Extra-cuotas
Region 5: Northern								
Canada	1	0	1	0	1	0	3	0
Mexico	2	0	3	0	8	7	13	7
United States	5	0	1	0	3	0	9	0
Subtotal	8	0	5	0	12	7	25	7
Total	113	17	81	89	310	237	504	343
Percentage	13.30	2.00	9.60	10.50	36.60	28.00	59.50	40.50

Source: Directorate of Human Resources.

FINANCIAL RESOURCES

Table 1. Income by source of funding for the 1993-1995 period (in US\$)

	1993	1994	1995*
QUOTAS:	24,583,306.00	23,682,478.00	22,992,334.00
from earlier years	6,882,275.00	5,060,819.00	5,450,171.00
from the stipulated year	17,701,031.00	18,621,659.00	17,542,163.00
EXTERNAL RESOURCES	60,410,690.00	55,184,541.16	66,502,303.35
Total	84,993,996.00	78,867,019.16	89,494,637.35

* Unaudited

Source: Directorate of Finance

Table 2. Execution of resources by source of funding for the 1993-1995 period (in US\$)

	1993	1994	1995*
Quotas	25,574,049.00	26,632,036.00	25,983,374.00
External resources	47,498,515.00	59,693,302.00	67,209,761.00
Indirect Administrative and Technical Costs	2,841,178.00	3,605,630.00	5,528,179.00
Direct Costs	44,657,337.00	56,087,672.00	61,681,582.00
Total	73,072,564.00	86,325,338.00	93,193,135.00

* Unaudited

Source: Directorate of Finance

Table 3. Execution of resources by Chapter for the 1993-1995 period (in US\$)

	1993	1994	1995*	%
Quota Resources				
Direct Tech. Coop. Ser.	20,490,061.00	21,964,138.00	21,382,832.00	82%
Management Costs	3,894,936.00	3,675,353.00	3,247,759.00	12%
General Costs and Provisions	1,189,052.00	992,545.00	1,352,783.00	5%
Quota Resources Subtotal	25,574,049.00	26,632,036.00	25,983,374.00	100%
External Resources				
Direct Technical Cooperation Services	44,657,337.00	56,087,671.55	61,681,582.00	
External Resources Subtotal	44,657,337.00	56,087,671.55	61,681,582.00	100%
Total	70,231,386.00	82,719,707.55	87,664,956.00	

* Unaudited

Source: Directorate of Finance

Table 4. Execution of quota budget by category of activity for 1995* (in US\$)

Units	Total Expenditure	Amount in US\$	Allocated
		21,382,832.00	22,801,000.00
DIRECT TECHNICAL COOPERATION SERVICES			
Areas of Concentration	11,795,549.00		12,938,600.00
Area I	3,441,793.00		3,560,200.00
Area II	2,617,494.00		3,090,700.00
Area III	1,602,349.00		1,975,800.00
Area IV	2,298,501.00		2,497,700.00
Spec. Ser. I	953,952.00		920,100.00
Spec. Ser. II	881,460.00		894,100.00
Directorate of Strategic Thinking	16,600.00		257,400.00
DIPRAT- CEPPI	665,861.00		650,700.00
Headquarters of the Regional Centers	665,534.00		971,700.00
Operating Structure of the Technical Cooperation Agencies	6,452,935.00		6,320,900.00
Tropical Agriculture Research and Training Center (CATIE)	1,149,616.00		1,361,700.00
CARDI	180,000.00		300,000.00
Short-term Technical Cooperation and Pre-Investment Costs	456,737.00		500,000.00
MANAGEMENT COSTS		3,247,759.00	2,944,400.00
GENERAL COSTS AND PROVISIONS		1,352,783.00	1,263,300.00
		25,983,374.00	27,508,700.00

* Unaudited

Source: Directorate of Finance

ACRONYMS

ALADI	Latin American Integration Association
ALIDE	Latin American Association of Development Finance Institutions
AVDRC	Asian Vegetable Development and Research Center
C/LAA	Caribbean Latin American Action
CABEI	Central American Bank for Economic Integration
CABI	Commonwealth Agricultural Bureau International
CAC	Central American Council for Agriculture
CAJIR	Inter-American Rural Youth Advisory Council
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community and Common Market
CATIE	Tropical Agriculture Research and Training Center
CEAR	Special Task Force on Refugees
CIARA	Foundation for Training and Research Applied to Agrarian Reform
CIDA	Canadian International Development Agency
CIES	Inter-American Economic and Social Council
CIRAD	Center for International Cooperation in Agricultural Research for Development
CORECA	Regional Council for Agricultural Cooperation in Central America, Panama, the Dominican Republic and Mexico
COTESU	Swiss Technical Cooperation
ECLAC	Economic Commission for Latin America and the Caribbean
ECS	Eastern Caribbean States
EMBRAPA	Brazilian Institute of Agricultural Research
FAO	United Nations Food and Agriculture Organization
GATT	General Agreement on Tariffs and Trade
GTZ	German Agency for Technical Cooperation
IBRD	International Bank for Reconstruction and Development

IACW	Inter-American Commission of Women
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
INCAE	Central American Institute of Business Administration
INDAP	Agricultural Development Institute of Chile
IPGRI	International Plant Genetic Resources Institute
ISNAR	International Service for National Agricultural Research
LAC	Latin America and the Caribbean
MERCOSUR	Southern Common Market
MGAP	Ministry of Livestock, Agriculture and Fishery
MOA	Ministry of Agriculture
NAFTA	North American Free Trade Agreement
NGOs	Non-governmental organizations
OECS	Organization of Eastern Caribbean States
OIRSA	International Regional Organization of Agricultural Health
PAHO	Pan American Health Organization
RNTC	Radio Nederland Training Center
SIDA	Swedish International Development Authority
SIECA	Permanent Secretariat of the General Treaty on Central American Integration
TCA	Amazon Cooperation Treaty
UNDP	United Nations Development Program
UNFPA	United National Fund for Population Activities
USDA	United States Department of Agriculture
WTO	World Trade Organization



