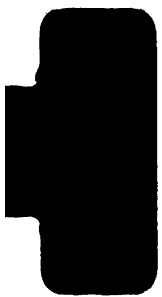


1998 ANNUAL REPORT



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



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MESSAGE FROM THE DIRECTOR GENERAL

I am pleased to present the 1998 Annual Report, in compliance with the regulations established by the governing bodies of the Inter-American Institute for Cooperation on Agriculture (IICA). It contains information on the activities IICA carried out during the year to support its member countries, which are currently working together to promote hemispheric integration, an endeavor that poses great challenges for the public and private institutions of the agricultural sector and rural milieu, at the hemispheric, regional and national levels.

This Annual Report was prepared in adherence with Resolution No. 307, approved by the Executive Committee at its Eighteenth Regular Meeting, which requested that the Annual Report be restructured to strengthen analytical and evaluative aspects, taking into consideration that much of the data of the type contained in past Annual Reports are currently available, and updated on an ongoing basis, on IICA's website (<http://www.iica.ac.cr>). There, information can be found on extra-quota agreements and contracts, as well as on the Institute's projects, broken down by objective, funds provided by donors, and results.

The Annual Report provides an overall view of the Institute, presenting, in a new and systematized way, the achievements of its technical cooperation and summarizing its actions in 1998. The information contained herein is divided into chapters that illustrate the results of the Institute's work at the hemispheric, regional and national levels, and includes relevant statistical data where required to supplement the information in the text.

We are confident that the 1998 Annual Report complies with this Executive Committee resolution, as it is the result of a corporate effort made possible by the enthusiastic and timely participation of the units at Headquarters involved in technical, programmatic, budgetary and evaluative aspects of the Institute's action, as well as the Directorates of IICA's Regional Centers and the Technical Cooperation Agencies in the member countries.

The Annual Report does not seek to overstate the Institute's achievements for promotional purposes. Rather, it faithfully reflects the breadth of IICA's action and the determination of its member countries.

IICA's cooperation is conditioned by the new circumstances, by the growing sense of uncertainty, and by an optimistic vision of the new millenium because we are certain that, through the combined efforts of the public and private actors of the agri-food sector, we will be able to achieve sustainable agricultural and rural development and, at the same time, help bring about positive social and human transformations within the framework of hemispheric integration.

In 1998, IICA completed 56 years of institutional life devoted to promoting the development of agriculture and the rural milieu in our hemisphere. It was also the year in which the Institute's 1998-2002 Medium Term Plan (MTP) was approved, which refocused IICA's actions in response to the real needs of the countries and to the mandates of the Inter-American Board of Agriculture (IABA) in the changing hemispheric and international environment. In addition, in order to consolidate the transformation process begun in 1994, the MTP offers guidelines for furthering the institutional transformation process through amendments to the rules of procedure of the governing bodies, which aim to equip them to tackle the challenges and responsibilities of the inter-American agenda, and the need to reposition and reassess the value of agriculture throughout the hemisphere. In order to strengthen the governing bodies of the Institute (the IABA, Executive Committee and General Directorate), the General Directorate has presented a proposal on the matter that is still in the consultation process, and that we hope will be enriched with inputs from the 1999 IABA meeting.

Also, in order to make better use of its network of human, physical, technical and communications **resources** in its 34 member countries, and of its network of strategic alliances, the Institute has been making **adjustments** in its technical cooperation mechanisms, decentralizing and transforming its structure, strengthening its **role** as a facilitator of dialogue in the hemisphere, and applying a prospective approach, with an eye to providing more and better support to the countries and to regional and hemispheric mechanisms for integration.

I would like to take this opportunity to express my special appreciation for the confidence you have **placed** in me by entrusting me with leading the Institute for a second term, within the important and clear **guidelines** of our new MTP.



Carlos E. Aquino G.
Director General

TOWARD A RENEWAL OF THE VISION, THE INSTITUTIONAL FRAMEWORK AND THE POSITION OF AGRICULTURE

GLOBALIZATION AND AGRICULTURE

Economic opening and integration are pervasive, global processes that are presently shaping the countries of Latin America and the Caribbean (LAC) and other regions of the world, and will continue to do so in years to come. Emerging with great force in this context is the great "paradox of agriculture," which can be described as the difficulty of recognizing the renewed role and great importance that agriculture and rural areas have acquired for society and other economic sectors.

The emerging supranational dimension of the bilateral and multilateral integration processes under way in the Americas (which include many bilateral and multilateral agreements, including NAFTA, CARICOM, MERCOSUR, CAN, MCCA, FTA and WTO) is revealing the complexity of the agricultural sector and its importance in the region due, in part, to the many economic, social, cultural and territorial ties that exist between agriculture and the rest of the economy, and with society as a whole.

The sectoral and autarchic view of agriculture that prevailed well into the early 1980s is becoming less and less practical and useful today, and is being seriously questioned as an ineffective and dysfunctional means of addressing integration and economic opening.

This situation offers great challenges for adapting the institutional structures (both public and private) of agriculture and the rural milieu in the LAC countries, which must consolidate a new architecture of mechanisms, norms and procedures in keeping with the new circumstances.

One of the great challenges facing our countries is to determine how to achieve the following simultaneously: a) **a renewed vision of agriculture**, one that gives rise to a consistent (i.e., holistic and systemic)

way of acting in the new context of globalization and integration; b) **a new institutional framework** that facilitates achievement of the great public objectives of enhancing competitiveness and overcoming poverty (in the context of present and future scenarios in which already very important public and private actors acquire even greater strategic importance and are involved in an intense process of decentralization and de-concentration); and c) **the positioning and revaluation of agriculture and the rural milieu** in the Americas, to enable them to contribute substantially to economic and social development in our countries.

As mandated by the countries and set out in the Institute's Medium Term Plan for the 1998-2002 period, one of the principal guidelines for IICA's cooperation and efforts is to work with its Member States to develop this systemic vision, build the new institutional framework, and position and reassess the value of agriculture and the rural milieu in the new setting.

RENEWED VISION, INSTITUTIONAL FRAMEWORK AND POSITIONING AGRICULTURE IN THE NEW SETTING

As we enter the new millenium, a strategic triangle consisting of the renewed vision, the institutional framework and the reassessed position of agriculture and rural areas is being shaped by the forces of globalization and four mega-trends already being felt in LAC agriculture, and which can be expected to intensify in the immediate future:

a) The existence of a relatively stable and growth-inducing macroeconomic framework at the global and national levels, characterized by non-discriminatory policies that have eliminated the strong anti-agriculture and anti-export bias as well as the so-called "rural tax" that prevailed in the past.

- b) The **predominance** of the market, as the driving force that shapes decisions and has made it necessary to operate on the basis of demand, efficiency and competitiveness.
- c) The **productivity revolution and technological progress**, which make it possible to produce less expensive, higher quality and safer goods by means of environmentally friendly processes.
- d) The **democratization** process currently under way in LAC, which has created the necessary conditions for bringing about substantial changes in the processes to generate and distribute wealth and improve well-being. Some of these conditions are:
 - i) significant efforts to overcome poverty; ii) decentralization, which is a more democratic way of allocating public and private resources that contributes markedly to creating markets and ensuring greater transparency thereof; iii) greater involvement by civil society in decision making, in the election of public officials, and in the consolidation of leadership; and iv) a new institutional architecture, with renewed mechanisms and rules that promote harmonious relations in local society.

None of these mega-trends is free of contradictions or counter-trends, but they are precisely what produce the changing dynamics and the framework in which the real and strategic management of those processes occurs.

As regards the first mega-trend (macroeconomic framework), the recent Asian monetary-financial crisis, which has spread to other parts of the world, including the Americas, has demonstrated the widening gap at the global level between the real and the monetary economies. This is symbolized by the so-called "financial bubble," which has given rise in many countries to a strong emphasis on speculative economic activities, high interest rates, overvalued exchange rates, as well as slower growth in the world economy, and in LAC countries in particular, in coming years. One result has been the strong adverse and destabilizing forces unleashed in world and local macroeconomic frameworks.

This should lead us to seriously reflect on the outlook for growth in LAC in coming years, which appar-

ently will be lower than predicted by the IMF and the World Bank just four to five years ago. If, in the immediate future, LAC is unable to surpass the already inadequate 3% annual GDP growth rate (its rate for the past six or seven years) and if it should fall short of that rate, it will be impossible to achieve the six or seven percent growth rate required, at a minimum, for creating the conditions necessary for overcoming poverty.

As for the second mega-trend (predominance of the market), while liberalization and integration offer greater opportunities for growth in the countries, they also create tremendous pressures and produce changes that exclude from these benefits large numbers of farmers and their families. As a result, it is necessary to find ways to involve rural inhabitants as key players in efforts to boost the countries' productivity and competitiveness. The great challenge here is determine how to effectively link the economic benefits gained from integration with efforts to overcome poverty and improve the social welfare of the larger part of the population. By improving competitiveness, this greater well-being will also be strengthening integration, boosting the production of wealth and fostering economic growth.

In the case of the third mega-trend (technological revolution), two important factors must change before a better balance can be established between the development of technology and the capacity to reap its benefits. One is the ability of the countries and, in particular, the actors responsible for production and marketing processes, to gain access to and effectively



appropriate technology. The other is the need to upgrade the human and institutional capabilities required for generating and making use of technologies and the processes of technology innovation. Changes in the institutional paradigm and in human resources training in LAC do not appear to be keeping pace with the dynamics and the depth of the current technological revolution, nor with the processes of integration and opening. This is another great challenge for most of the LAC countries.

Finally, the fourth mega-trend (democratization) entails the important challenge, especially for the LAC countries, of implementing substantive new or second-generation reforms which make it possible to create, simultaneously and interdependently, a strong base of material wealth and a solid social and democratic base, two elements which characterized the evolution of the developed countries during the past 200 years. This is the only way that it will be possible to bring about a real transformation in the way wealth is generated and distributed, and to initiate a process that does away, in LAC, with the greatest levels of inequality in the world.

In brief, without an effective and clear awareness of the environment that is being shaped by these mega-trends, and even their counter-trends, it will be very difficult to create the renewed vision, build the new institutional framework and effectively position agriculture. This is because the regulations, mechanisms, policies and actions, as well as decisions of the different public and private actors involved in agriculture -

-taking into account all its linkages, facets and interdependencies-- must be consistent with the mega-trends and mesh with the environment they generate.

THE NEW ROLE OF AGRICULTURE IN GLOBALIZATION

Agriculture is playing a new role in the development of today's increasingly globalized economies and societies, and it is thus necessary to build a strategic triangle based on the renewed vision, the new institutional framework and the effective positioning of agriculture and the rural milieu, that reflects the current environment.

Two highly important factors have led agriculture to fulfill functions and to make renewed contributions to the rest of the economy and society. The first is that agriculture's traditional functions under the import-substitution model as a supplier of food, foreign exchange, labor, raw materials, jobs, markets and surpluses, have changed considerably, both quantitatively and qualitatively, under the new model of economic opening and integration, within the context of globalization.

Supply food. Today, the extremely important function of providing food to society is very different from what it was in the past when this function was essentially limited to producing cheap food for domestic markets, especially cities. Today, agriculture must fulfill this function in response to very different and complex conditions and requirements involving more processes and investments, and the participation of a larger number of institutions.

Present conditions can be characterized by: great variety in the demand for fresh and processed products; a growing diversification of products, by-products and their form of presentation; increased competitiveness; lower unit costs; more sophisticated technological requirements; closely monitored hygiene and safety conditions; emphasis on keeping the negative impact on the environment to a minimum; and greater orientation toward external markets in the case of both exports and imports.



Supply raw materials. The factors conditioning this function are also quite different from in the past when it was basically good enough to produce cheap, minimum-quality raw materials for the food and non-food industries, especially textiles, wood, paper and leather. The new setting for this function is basically the same as in the case of food, although with the addition of a much more diversified demand from the chemical, mining, pharmaceutical and aeronautic industries: this requires a more intensive and diversified use of sophisticated production and marketing technologies throughout the industrial chain.

Generate and save foreign exchange. This function was very important under the previous model, as it financed a good part of the industrialization and urbanization that now exists in LAC. In the present context, it has acquired a more strategic position because it responds to another need, that of contributing to reducing or avoiding further increases in the already burgeoning current account and trade accounts in the balance of payment situations of the economies of the region; it also contributes to maintaining the equilibrium of the macroeconomic framework and national accounts.

In addition, the external setting is very different today because of two key elements that have completely altered the circumstances of the past. One is that markets are becoming more and more open and are now hypercompetitive, resulting in steady and increasing pressure on all producers, industrialists, traders, suppliers of inputs and services, and even consumers. The other is the establishment of the WTO, the new worldwide institutional framework for trade, with its many agreements, regulations and procedures. Agriculture and the rural milieu are included in that framework and are affected by the regulations governing world trade.

Supply labor. In the past, agriculture and the rural milieu provided a substantial share of cheap and unskilled labor for the industrial and service sectors, generally in cities. For thirty years now, this has no longer been a function of agriculture. At the same time, there has been no discernible growth in the capacity of the rest of the economy in many LAC countries to absorb and employ important segments of the labor force.

When rural inhabitants migrate to cities and do not find opportunities for gainful employment, they generally meet with extremely difficult living conditions and end up joining the swelling ranks of the urban poor. Moreover, there is a growing trend of groups of rural workers and inhabitants migrating from one country to the urban and rural areas of another.

Create jobs. From the perspective of a country's overall economy and society, the function of agriculture and rural areas of generating jobs has also changed radically. Previously, this function was limited to generating extensive employment opportunities in agricultural and rural areas. This is being reassessed today given the difficulties of the rest of the economy to absorb the entire rural population and create all the new jobs.

The growing industrialization of agriculture and the rural milieu, as well as development processes under way in localities and municipalities, are powerful trends that will make it possible, to some degree, to generate intensive and specialized jobs, both of an agricultural and non-agricultural nature. Agriculture will continue to fulfill the function of creating jobs, which will be especially important at the local level.

Create domestic markets. Another important traditional function of agriculture and the rural milieu has been to create domestic markets in agricultural areas, and by extension, in rural areas. Through these markets, relationships were made possible with other sectors of the economy, although the ties were almost always weak; the markets were highly imperfect and capable of only minor development.

New value is being attributed to this function largely because agriculture, in addition to creating jobs, is instrumental to two other important things. First, its closer relationship with the industrial, commercial and services sectors for production, industrialization and marketing is spurring a reactivation of production and economic growth in the countries. Secondly, agriculture's contribution to creating markets is significant, and this is a key element of the model being created in the LAC countries. Market transparency is being promoted, which will help reduce market imperfections and, accordingly, foster a better allocation of resources.

Channel economic surpluses. Finally, the very important contribution of agriculture, like any other sector, to creating and channeling economic surplus has changed radically. Previously, the surplus was created by over-exploiting labor and natural resources and was channeled primarily to industry and cities through the so-called "rural tax" that, in general, resulted in a draining of the resources of agriculture, biodiversity and the rural milieu. Although it produced a dynamic of economic growth in LAC, it also weakened and constrained agriculture's own growth and development.

Today, this function is being carried out, without the "rural tax," in a more rational way that is slowing down the previously accelerated deterioration of natural resources and the environment and developing the human capabilities needed for better allocating and making use of resources. It has also made it possible to invest surpluses, which results in capital accumulation and a form of agricultural development built on theoretically more sustainable bases.

As we have seen, the traditional contributions of agriculture and rural areas have changed substantially in the new circumstances and have been adapted to meet society's needs.

The second factor that has led agriculture and the rural milieu to adapt their functions in and their contributions to the rest of the economy and to society as a whole has to do with three additional and equally important functions: those related to the macroeconomic and environmental frameworks and those concerning governance.

Contrary to the past, **macroeconomic** functions today aim to strengthen the macroeconomic frameworks, which are in a delicate and hypersensitive state of equilibrium. Agriculture is fulfilling this function by: a) taking advantage of market opening, which results, as mentioned earlier, in the capacity to generate and save foreign exchange; b) increasing competitiveness throughout the system, which makes it possible to generate jobs, investment, consumption and production; and c) investing in human resources, which contributes to boosting incomes and consumption levels, which are key elements of competitiveness.

Today, **environmental** functions have to do with conserving natural resources for productive purposes and restoring people's well-being and capabilities. It is largely in agriculture and in activities connected to rural areas that biodiversity is managed, land and soil is occupied, water is used, forests are exploited, air quality is affected, and animals are raised. In addition, agriculture and the rural milieu play an ever more important role in recreational and health restoration activities, as well as in social and individual well-being, through activities that include agro-tourism and supplying the medicine industry (naturalist, allopathic and homeopathic), among others.

Finally, the functions associated with **governance** take on greater importance as the process of democratization proceeds in the LAC countries. These functions work to harmonize relations between the market, the State and civil society, basically through the impact that agriculture and rural areas have on restructuring civil society in many localities and municipalities. In many LAC countries, agriculture and its associated activities take place at the very basis of society, from which territory is organized, decentralization and democratization take shape, and a contribution is made to social harmony and peace.

From all the above, it is evident that a new paradigm is developing for the relationship between agriculture and the rest of the economy and society as a whole. Accordingly, we must work to introduce the renewed vision, build the new institutional structure, and position and revalue agriculture and the rural milieu in the Americas.

THE SYSTEMIC APPROACH TO AGRICULTURE

The time has come to construct this strategic triangle, which, with the systemic approach, enables us to view things in a much more interdependent, multidimensional and dynamic way. Then we must formulate a strategy and a modus operandi that is consistent with these new circumstances.

In essence, the systemic approach to agriculture consists of three elements: a practical view, a viable objective and a strategy for action. As a **practical view**, it takes into account the multidimensional,

interdisciplinary and dynamic nature of agriculture, viewing the sector as a systemic structure with four types of interdependencies: those of a technical-productive nature, which occur between the farm and the surrounding rural areas and environment; those of an intersectoral nature, which link farmers with consumers; those of a macrosectoral nature, which encompass all macroeconomic and sectoral policies; and those related to governance, which have to do with institutional arrangements and frameworks, and articulate relations among the state, civil society and the markets.

The **objective** of the systemic approach to agriculture is to bring about the sustainable development of agriculture and rural areas by simultaneously achieving competitiveness, equity and sustainability.

As a **strategy** for action, the systemic approach to agriculture proposes that transformations be brought about in four areas: in people, in trade, in production and in institutions, with the purpose of producing a transformation in society and in human beings that reflects the new framework of globalization and integration.

THE STRATEGIC AXES OF IICA'S COOPERATION

It is necessary for the countries to act on this renewed vision, build the new institutional framework and improve the positioning of agriculture and rural areas; it is also necessary for them to take stock of the new circumstances and the renewed role of agriculture and its many functions. Accordingly, IICA has strategically oriented its technical cooperation in such a way as to help them achieve the sustainable development of agriculture and rural areas within the context of integration and as a contribution to human development in rural areas.

To this end, the Institute collaborates with the countries in addressing three strategically important chal-

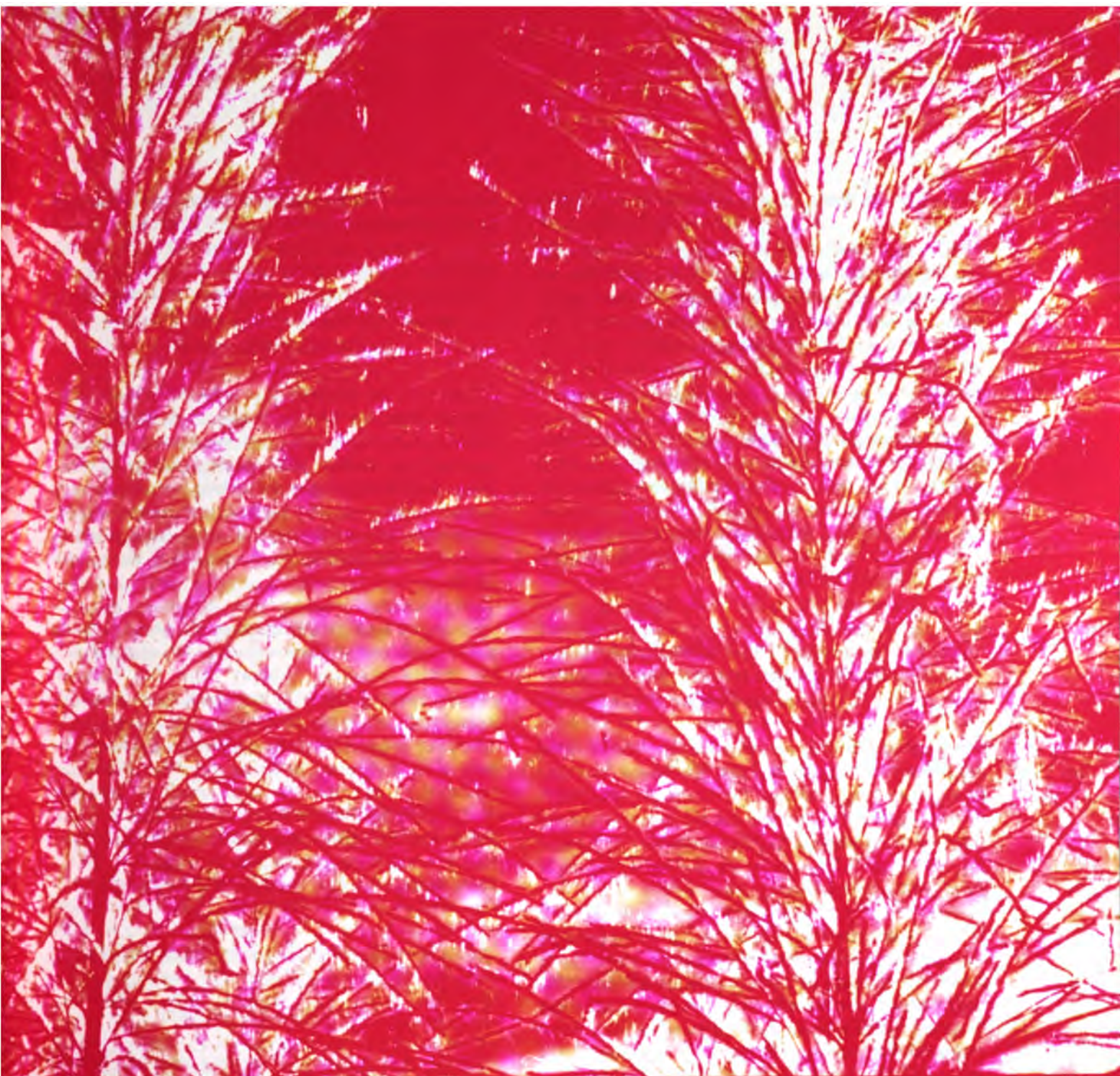
lenges: i) improving the competitiveness of agriculture; ii) ensuring the sustainability of their natural resources; and iii) improving living conditions in rural areas.

Its technical cooperation is provided through six strategic areas of action, four of which are areas of thematic concentration, namely: **Policies and Trade**, the priority of which is to improve agriculture's position in international trade and in the hemispheric integration process; **Science, Technology and Natural Resources**, which contributes to strengthening technology innovation systems and promoting the integrated development and management of natural resources; **Agricultural Health and Food Safety**, the priority of which is to strengthen agricultural health and food safety systems; and **Rural Development**, which works to improve living conditions in rural communities.

Although the other two strategic areas for action are also thematic, they are lines that link the Institute's cooperation because of their pervasive nature. The first, **Training and Education**, contributes to strengthening and integrating higher and vocational agricultural education and training. Information and Communications supports the horizontal sharing of information and the modernization of institutions responsible for agricultural information and communications.

At the hemispheric level, the Institute also promotes dialogue on strategic issues and topics of longer range interest, which helps the countries act on rather than react to new developments, always combining urgent short-term actions with longer term priorities.

Tapping its broad network of technical, human, physical and communications resources in 34 countries of the hemisphere, IICA also serves as an important catalyst for the horizontal exchange of knowledge, experience and information, stimulating dialogue among its member countries and their institutions, and making it an increasingly useful and effective instrument in efforts to further the integration process in the Americas.



H E M I S P H E R I C A C T I O N

In 1998, the Institute carried out, through its Technical Consortium (CONTEC), a number of technical activities of hemispheric scope called for in the 1998-2002 MTP and in resolutions approved at the Ninth Regular Meeting of the IABA; it also supported cooperation activities in the regions and countries. The greater degree of interaction and complementarity of capabilities between units of the Technical Consortium, the Regional Centers and their corresponding TCAs, enabled the Institute to more effectively carry out actions at the hemispheric, regional and national levels to benefit the Member States.

POLICIES AND TRADE

IICA's objective in this Area was to work with the countries in further developing their capabilities to: i) negotiate and administer agricultural trade agreements, ii) harmonize agricultural policies, and iii) formulate and implement strategies, policies and programs aimed at increasing the competitiveness of agriculture.

With a view to helping the countries develop these capabilities, "improving agriculture's position in international trade and in the hemispheric integration process" was defined as a priority field for action. In this field, CONTEC, through its Directorate of Policies and Trade, carried out important technical cooperation actions intended to:

CONTRIBUTE TO EFFORTS TO CONSTRUCT THE FTAA, AND TO SUPPORT PREPARATIONS FOR NEGOTIATIONS UNDER THE WTO

A wide variety of cooperation actions were carried out, many of which focused on developing the Network of Negotiators of the Americas, which will disseminate information and documentation and hold informal and technical fora for discussion and analysis. IICA and FAO serve as the joint Technical Secretariat of the network.

Since the network was founded, the negotiators have met in Miami, and in Santiago, Chile. Also, a seminar was held to discuss further reforms in WTO negotiations; an electronic bulletin board was designed and placed on the Internet to facilitate communication among the members of the Network; analytical and discussion papers were written; and a country-by-country survey was conducted to identify topics to be included on the agenda of the upcoming WTO negotiations scheduled for 1999.

PROVIDE TRAINING IN PREPARATION FOR TRADE NEGOTIATIONS

Given its expertise in this field, IICA offered training courses for trade negotiators at the national level (in Mexico and the Dominican Republic), and at the

regional level, in the Andean, Central American and Caribbean areas.

CONDUCT STUDIES ON THE COMPETITIVENESS OF AGRIFOOD SYSTEMS, AND TO SUPPORT EFFORTS TO MODERNIZE PRODUCTION

The focus of attention was agrifood chains. With support from the French Cooperation Mission and CIRAD, IICA conducted more than twenty product-specific case studies. Also, methodologies for consensus building between the public and private sectors were designed and applied, and a considerable effort was made in the area of training for participants in the different agrifood chains, including the private sector.

Under a project to upgrade the institutional capabilities of agribusiness organizations of the agrifood sector, which receives support from the Spanish Government and the AECL, two agribusiness meetings were held, one with agribusiness operators of the Americas, and another between them and representatives of agribusinesses in Spain and other European countries. In addition, the Ibero-American Directory of Agribusiness Organizations (DIGA) was created, which lists 220 agribusiness organizations and more than one thousand associations, as support in developing the Agribusiness Network of the Americas.

SUPPORT THE DEVELOPMENT OF PRICE AND MARKET INFORMATION SYSTEMS AND AGRICULTURAL COMMODITY EXCHANGES

Support was provided for creating price and market information systems in a number of countries, including Mexico, El Salvador, Panama, Colombia. IICA also worked to design and implement network-based information systems in certain countries that link the regions and involve the establishment of rural information systems in, for example, Costa Rica, and more recently in the Andean Area.

As regards the development of agricultural commodity exchanges and exchange networks, IICA was recognized for its support in creating 12 national

exchanges in Central America and the Andean Area, for its support of the Pan American Association of Commodity Exchanges, and for contributing to installing an electronic operating system for operating commodity exchanges.

SCIENCE, TECHNOLOGY AND NATURAL RESOURCES

The objective in this Area was to work with the countries in further developing their capabilities to: i) design technological policies; ii) create and consolidate national and multinational technological innovation systems; iii) facilitate the international transfer of knowledge; and iv) foster institutional development related to the integrated management of natural resources. With a view to helping the countries develop these capabilities, "strengthening technology innovation and transfer systems" was defined as a priority field for action.

In this field, CONTEC, through its Directorate of Science, Technology and Natural Resources, carried out technical cooperation actions intended to:

SUPPORT THE CONSOLIDATION OF THE INTER-AMERICAN TECHNOLOGY INNOVATION SYSTEM

Within the framework of the important event "Science for Life," held by EMBRAPA in Brasilia with IICA support, the Regional Forum on Research and Technology Development (FORAGRO) was created. It brings together all the PROCIs, most of the networks of NARIs in the Americas, universities and other actors. Its purpose is to articulate and promote synergy among its members, and to serve as a forum for the discussion and formulation of guidelines for technology innovation. IICA serves as the Technical Secretariat of FORAGRO.

STRENGTHEN THE COOPERATIVE RESEARCH AND TRANSFER PROGRAMS AS WELL AS NATIONAL TECHNOLOGY INNOVATION SYSTEMS

Support continued for the development of the PROCIs, especially as they began the process of modernization and opening. This contributed to strength-

ening their hemispheric vision, which paved the way for creating FORAGRO.

SUPPORT INSTITUTIONAL STRENGTHENING FOR THE SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES, WITH EMPHASIS ON GENETIC, SOIL AND WATER RESOURCES

Institutional capabilities continued to be upgraded through the IICA/GTZ project, which developed methodologies for indicators of sustainability, documented successes in what are known as "windows of sustainability," and generated data bases and other useful data. Also, training modules were prepared on the topic, and much experience was gained in conducting the courses.

IICA provided follow up on the agreements of the Presidential Summits, and computerized methods and instruments were designed for promoting the sustainable development of agriculture and rural areas. The Inter-American Sustainable Agricultural Development Network is being created, and efforts are being doubled in our alliances with OAS/CIDI, the Earth Council, the UNDP and several universities of the Americas and Europe.

ADDRESS NATURAL DISASTERS

IICA has recently begun to deal with this topic, and has helped to facilitate the exchange of information among countries; for example, a seminar was held on the El Niño phenomenon in the Andean Area, and IICA and CORECA are working together in related efforts in Central America. The Institute also provided technical and financial assistance to the countries of the Caribbean and Central America after the devastation caused by hurricanes George and Mitch, respectively.

AGRICULTURAL HEALTH AND FOOD SAFETY

IICA's objective in this Area was to work with the countries and the institutions involved in agricultural health and food safety to further develop their capabilities to formulate and execute policies and pro-

grams aimed at ensuring that animal and plant products comply with the strictest health and hygiene standards in order to be able to compete successfully on the international market.

With a view to helping the countries develop these capabilities, "strengthening agricultural health" was defined as a priority field for action. In this field, CONTEC, through its Directorate of Agricultural Health and Food Safety, carried out technical cooperation actions intended to:

SUPPORT THE MODERNIZATION OF NATIONAL AGRICULTURAL HEALTH SYSTEMS

Technical cooperation was provided to modernize these systems in several countries, including Mexico, Nicaragua, El Salvador, Peru, Bolivia, Venezuela, Chile, Brazil and some Caribbean nations. Also, a proposed program to modernize national food safety systems was formulated.

Of particular note was a seminar on Food Safety and International Agricultural Trade, held in Mexico and attended by representatives of more than twenty countries of the hemisphere, which provided participants with the opportunity to learn about the activities being carried out in the countries and by regional organizations involved in this important field. Also, a panel discussion on food safety was held as part of the Eighteenth Regular Meeting of the Executive Committee, attended by more than twenty delegations from the hemisphere.

SUPPORT THE PRACTICAL APPLICATION OF SANITARY AND PHYTOSANITARY (SPS) MEASURES IN INTERNATIONAL TRADE

In the area of SPS measures, support was provided to assist the countries in following up on agreements and in applying and harmonizing such measures for international trade; short-term and specialized support was provided in numerous cases. Also, IICA collaborated with the countries in updating and adapting their laws, regulations and rules as they relate to SPS issues.

PROVIDE WARNINGS REGARDING EMERGING ISSUES AND SURVEILLANCE ACTIONS; ADDRESS AGRICULTURAL HEALTH EMERGENCIES

IICA used its emergency fund to respond to the devastation caused by Hurricane George in the Caribbean, and Hurricane Mitch in Central America. It also worked to identify and analyze new or emerging issues in the fields of agricultural health and food safety, with a view to warning the countries of the potential impact of same at the hemispheric, regional or subregional levels.

STRENGTHEN LIAISON AND COORDINATION MECHANISMS AT THE INTER-AMERICAN AND REGIONAL LEVELS

An energetic campaign was conducted to draw attention to the need to coordinate the efforts of dif-



ferent organizations specialized in agricultural health and health issues, such as OIRSA, COSAVE, NAPPO, FAO, OIE, PAHO, USDA/APHIS and other specialized organizations and commissions. Also, an inter-American agricultural health network (AGRI-HEALTH XXI) was designed, which will serve as a forum for analyzing trends and opportunities in the area of agricultural health and food safety, and as a liaison mechanism for sharing information on successful experiences, scientific and technological breakthroughs, and new sanitary and phytosanitary regulations applicable to international trade.

RURAL DEVELOPMENT

In this Area, IICA's objective was to work with the countries in further developing their capabilities to formulate and implement rural development policies, as well as strategies and programs to alleviate rural poverty.



With a view to helping the countries develop these capabilities, "to improve living standards in rural communities" was defined as a priority field for action. In this field, CONTEC, through its Directorate of Rural Development, carried out technical cooperation actions intended to:

SUPPORT THE DEVELOPMENT OF MECHANISMS FOR STRENGTHENING AGRIFOOD SYSTEMS IN REMOTE AREAS AND CONTRIBUTE TO CREATING JOBS AND GENERATING INCOME

The Communications, Gender and Sustainable Development project in Central America, now entering its third stage with support from the Swedish International Development Authority (SIDA), contributed to efforts to attain this objective. In addition, the Institute promoted efforts to establish the Rural Agribusiness Network and the home economics programs associated with the network.

SUPPORT PROGRAMS THAT INCORPORATE WOMEN AND RURAL YOUTHS INTO AGRIFOOD CHAINS AND THE RURAL ECONOMY

The Business Development Program for Rural Women, which receives support from the wives of heads of state and government of the Americas, the IDB, the Swedish Cooperation Mission and other institutions, was implemented. Also, the Institute contributed to efforts to create the International Council of Agricultural Youths and the Training Program for Young Agribusiness Operators, in alliance with Spain and Portugal.

SUPPORT THE ORGANIZATION AND MANAGEMENT OF MICRO- AND SMALL-SCALE AGRICULTURAL AND AGROINDUSTRIAL ENTERPRISES IN ORDER TO CAPITALIZE ON SURPLUSES IN RURAL AREAS

Progress was made in articulating and providing technical support to more than 70 high-impact sustainable rural development projects and initiatives in many countries of the hemisphere.

EDUCATION AND TRAINING

In this Area, the Institute's objective was to work with the countries, their universities, academic centers and producer organizations in upgrading their capabilities to engage in : i) strategic planning for academic development, the modernization of curricula and teacher training; and ii) the development of mechanisms and networks for exchanges and horizontal cooperation.

With a view to helping the countries and the corresponding organizations develop these capabilities, "to strengthen education and training" was identified as a priority field for action. In this field, CONTEC, through its Directorate of Education and Training, carried out technical cooperation actions intended to:

CONTRIBUTE TO THE MODERNIZATION OF HIGHER AND VOCATIONAL AGRICULTURAL EDUCATION CENTERS, AS WELL AS OF AGRICULTURAL TRAINING SYSTEMS AND INSTITUTIONS, IN ORDER TO IMPROVE THE RELEVANCE AND QUALITY OF THEIR PRODUCTS

The Hemispheric System for the Development of Higher Agricultural Education (SIDHEA) was created, its board of directors was appointed and, in Panama, facilities in the City of Knowledge were turned over to IICA. IICA played an important role in the process to evaluate and accredit higher education programs, verifying the authenticity of academic degrees and seconding professionals. In this connection, IICA developed important alliances with the following universities: Texas A&M (USA), OUI (Canada), Federal Rural (Brazil), Molina (Peru), Rosario (Argentina), West Indies (Caribbean), San Carlos (Guatemala), Chapingo (Mexico), Estatal a Distancia (Costa Rica), and Experimental Nacional del Tachira (Venezuela), and with UNESCO, OAS, CIDI, CATIE FAO, ALEAS, IDB and IFAD. In addition, an organizing committee was set up for the First Inter-American Conference on Agricultural and Rural Education. Represented on the committee are IICA, SIHDEA, the Foundation of the City of Knowledge, and three Panamanian universities. The event will be co-sponsored by the OAS and UNESCO.

SUPPORT TRAINING PROGRAMS FOR THE AGRIBUSINESS COMMUNITY AND FOR THE STAFF OF PUBLIC AND PRIVATE AGRICULTURAL ORGANIZATIONS, IN ORDER TO STRENGTHEN THEIR COMPETITIVE CAPABILITIES AND IMPROVE THEIR POSITION ON INTERNATIONAL MARKETS

More than 39 technical cooperation activities, courses and workshops were held on strategic topics, benefiting more than 800 people in 17 countries. The Mexico Distance Training Center began operations at IICA Headquarters and training modules on topics such as rural development, gender, international trade and sustainable rural development were designed. Also, IICA and Texas A&M University provided advisory services for the installation of similar centers in Chile, El Salvador, Guatemala, Colombia, Venezuela and some Caribbean countries.

IICA/FAO EFFORTS ON TRAINING AND EDUCATION

Concerning the execution of the IICA/FAO cooperation agreement on the subject of education and training for human resources in agriculture in the twenty-first century, the relevant outlines were exchanged, which will be consolidated in order to detail the contents of the final document. The basic chapters will address: why it is necessary to make changes in agricultural education; what should be the new profile of professionals and technicians working in agriculture in the twenty-first century; what steps should be taken to bring about those changes; and what possible proposals and strategies should be followed for implementing these changes.

SYSTEMATIZE AND DISSEMINATE EXPERIENCES ON THE MODERNIZATION OF AGRICULTURAL EDUCATION AND TRAINING, AND STRENGTHEN HORIZONTAL COOPERATION

IICA, CIARA and the Government of Venezuela participated actively on the Hemispheric System for Agricultural Training (SIHCA). Also, closer ties were developed with OAS/CIDI.

INFORMATION AND COMMUNICATION

In this Area, IICA's objective was to promote the use of modern communications media and to foster the exchange, management and analysis of relevant information, and facilitate greater access to same, with a view to enabling agricultural producers to interact with suppliers and marketing support services, as well as policy makers. In order to support the countries in this important field, CONTEC carried out several initiatives.

The Inter-American Reference Center for Agricultural Information (CRIIA) was created to articulate a number of network-based information systems throughout the Americas, from the local to the hemispheric levels. Initially, CRIIA is providing access to the data bases and information systems of the Institute's different Strategic Areas.

The IICA/Texas A&M University/CLAA alliance produced AGROINFO AMERICAS, a hemispheric system of integrated data base servers. It is available on Internet and contains information of use to agribusinesses on such matters as research, supply, demand, prices, statistics and health issues.

Another agricultural information system, INFOAGRO, was also established. It makes available to public and private institutions geo-referenced information on cities, highways, roads, rivers, soil types, organizations of producers and enterprises, among others topics, in each of the agricultural regions of a country. Another development was AGR2000, a metabase of data on agriculture that brings together the best specialized bibliographic data bases on agriculture and related topics produced by national and international institutions, which can also be accessed through IICA's website.

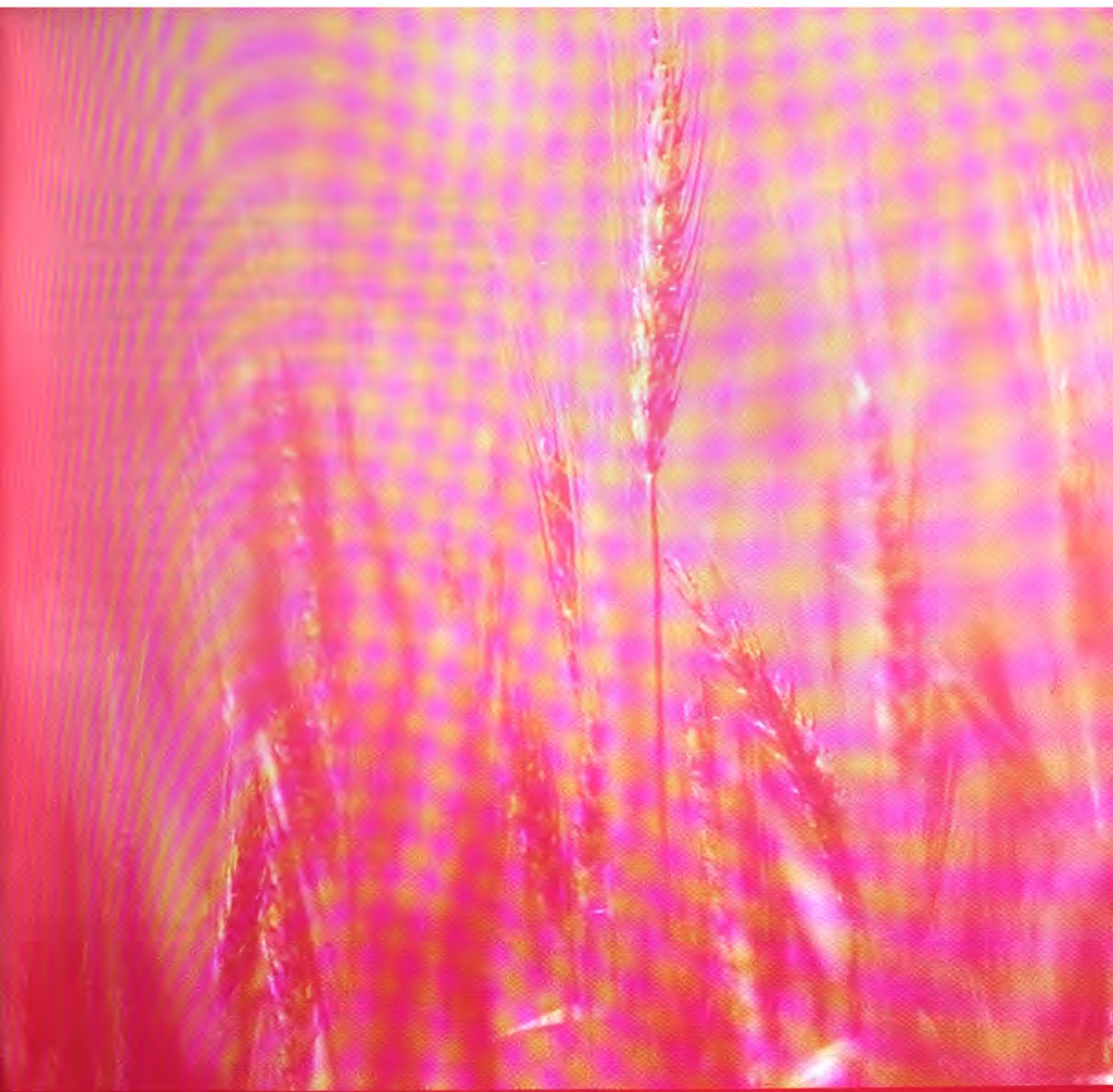
In addition, IICA began working to consolidate one of the most important networks of agricultural libraries and documentation centers in the Americas, with support from the Kellogg Foundation, stronger alliances with CATIE and AIBDA, and the progress achieved in establishing the network of libraries in Canada, the United States, Mexico, Costa Rica, Colombia, Venezuela and Chile.



The Institute also invested considerable effort in defining a policy on communications and technical dissemination as a means of strengthening the Institute's technical cooperation. Other important accomplishments during the year were: IICA's active participation in more than 25 international fairs, fora and exhibitions in the Americas; the expansion of IICA's website on Internet; the COMUNIICA magazine, with more than 7000 distribution points in and outside the hemisphere; radio COMUNIICA, with more than 100 programs broadcast weekly via satellite to as many as 1500 radio stations; the Red 25 radio program for rural youths, with more than 100 programs broadcast in Central America; and strong support for the production of technical books and journals.

In brief, with the support and collaboration of the networks of Institute technical personnel throughout the hemisphere and the Regional Centers, CONTEC was able to generate important and useful results for the countries and the TCAs. This resulted from the combined action of a number of endeavors, including: compliance with the hemispheric resolutions related to strategic topics approved by the IABA; actions to develop prospective thinking in new and strategic topics for the countries; the creation of important forums, such as the Forum of Negotiators of the Americas and the Regional Forum for Research and Technology Development (FORAGRO); preparations for creating a forum on vocational and higher agricultural education; the promotion of inter-agency networks and mechanisms for developing thinking on rural areas today and other topics such as poverty, gender, youth; development of the AGRI-HEALTH XXI forum, which included the formulation of a new strategic vision of agricultural health and food safety; laying the groundwork for creating and consolidating CRIIA; and the installation of different information systems, including INFOAGRO, AGROINFO, and the Network of Libraries and Information Centers of the Americas, to cite a few.

The Institute carried out many other activities during the year which complemented and were articulated with one another, including some 300 official missions of technical personnel from CONTEC's Directorates and units to the five Regional Centers to support the technical cooperation provided to the countries; support in the formulation of more than 60 technical cooperation projects in the countries; more than 50 seminars and workshops for training, analysis and articulation; the participation of CONTEC technical and management personnel in more than 100 seminars and technical meetings; the production of more than 100 books, articles and documents; the preparation of folders containing guidelines for technical cooperation in each of IICA's technical areas; the execution of actions and the organization of coordination meetings with technical personnel throughout IICA, by each of the strategic and thematic areas of the Institute; and the promotion, implementation and development of strategic alliances with important agencies such as WTO, FAO, IDB, GTZ/BMZ, AECI, USDA, OEA/CIDI, PAHO/WHO, SIDA, CIRAD, and numerous universities, as well as many other entities, which are described in greater detail in the chapter on strategic alliances in this Annual Report.



REGIONAL AND NATIONAL ACTION

In 1998, the Directorates of the Regional Centers worked closely with the TCAs to coordinate efforts in aid of the countries of the hemisphere.

A N D E A N R E G I O N A L C E N T E R



DIRECTORATE OF THE REGIONAL CENTER

During 1998, the Directorate of the Andean Regional Center (CReA) worked closely with the TCAs to coordinate efforts in aid of the countries of the region. To this end, information services and regional projects were integrated in order to enhance the effectiveness of the Institute's cooperation to the Andean countries, supporting their efforts to adapt to the new international context. The Directorate also cooperated with the TCAs in implementing a series of actions aimed at improving their relationship with national agencies, and in preparing proposals and organizing events related to strategic planning, international trade negotiations, rural agroindustry and agricultural health. Through the Andean Agricultural Health Forum, important cooperative efforts were promoted

among the national directorates of agricultural health of the five Andean countries. Progress was made in coordinating the technical and financial cooperation provided by private and public organizations, by developing and strengthening strategic alliances with FAO, ISNAR, IDRC, GTZ, IFAD, World Bank, IDB, CAF, CIAT, ALIDE and other agencies, to support the activities of the CReA's projects.

In the Area of Policies and Trade, the Center supported the TCA in Peru in preparing its Strategic Plan of Action and a project profile for the marketing of mangoes, and in organizing events on strategic planning, the status of agriculture in Peru and agricultural trade between Peru and the USA. The Directorate also cooperated with the TCA in Bolivia in preparing project proposals to strengthen the institutional structure of the private agricultural sector, which were presented to PROFINAP; in organizing events on agriculture and international trade negotiations; and in designing initiatives related to the Casa de la Agricultura Foundation. In Ecuador, the Directorate helped organize a forum on agricultural competitiveness and events to address the financing of marketing activities for agricultural products; it also contributed to formulating a proposal on strategic planning for the coastal region. Other important actions included support provided for organizing and holding the Meeting of Ministers of Agriculture of the Andean Region; project proposals on agricultural information; the establishment of the Andean Network of Agricultural Commodity Exchanges, of a competitive fund in the region and of the Andean Agribusiness Network; the organization of regional training events on commodity exchanges, agriculture and globalization, policy analysis, and agricultural exports from the Amazon region; and the publication of documents on the limitations and potential of the agrifood sector in the Andean region, the WTO multilateral trade negotiations, the agriculture sector of the Andean countries in the context of hemispheric integration, and the implications of the global and multilateral trade agreements.

In the Area of Science, Technology and Natural Resources, support was provided through PRO-CIANDINO to the cooperative programs dealing with technology, to the Regional Project to Strengthen

Planning, Monitoring and Evaluation in Agricultural Research in Latin America and the Caribbean (IICA/ISNAR), to the Regional Program to Promote the Development of South American Camelidae, and to the international centers associated with the cooperation networks. New projects were also approved for the FRUTHEX, REDAMACS, REDARFIT and PRACIPA research networks; proposals were formulated for two regional projects, one aimed at creating a network on technology innovation and another at developing appropriate technologies for the conservation and sustainable use of natural resources; and the regular joint meeting was held of the boards of directors of PROCIANDINO and PROCITROPICOS.

In the Area of Agricultural Health and Food Safety, technical assistance was provided to the chairman of the FASA Monitoring Committee, in matters related to its Technical Secretariat; the SANINET agricultural health information system was further developed; and the decentralization of the national agricultural health services of the Andean countries and the formulation of projects and strategic plans were supported. Other important actions were: a) the drafting of the proposal for the Andean Regional Agricultural Health Project; b) the organization of two workshops to train specialists from the public and private sectors and universities in the use of the MONTY and DIAG software; c) the formulation, with FAO and the University of Colorado, of profiles for the regional strategy to prevent, control and eradicate the fruit fly in selected areas of the Andean countries, and of the project Strengthening Animal Health Surveillance Systems, respectively; and d) participation in a number of international and regional forums, including the Second Hemispheric Forum on Surveillance and Information Systems, the Pan American Congress of Veterinary Sciences, and the LIFE International Veterinary Seminars.

In the Area of Rural Development, the Directorate organized an international course on rural agroindustry and sustainable development for 19 specialists from eight countries; held the Sixth Seminar of the Andean PRODAR; and supported efforts to strengthen the PRODARNET network. It also promoted alternative development through the creation of a network-type system for linking institutions and persons involved in the subject in Bolivia, Colombia and Peru. In regard to management for change, work was carried out related to the long-term strategic orientation of the CReA, and the training manual on strategic planning and the work plan on the subject for the La Molina National Agrarian University were produced. Support was also provided to the TCA/Ecuador in formulating a policy proposal for supporting rural



agribusinesses and in defining a strategy for the formulation and evaluation of investment and development projects for rural agribusinesses. The TCA/Colombia was supported in formulating and implementing the institution-building component of the PADEMER program and in defining its strategic plan of action for developing rural microenterprises. A number of technical documents were published, in Spanish, on: a) an experimental online distance learning workshop on internet services (users' manual), b) a practical export guide for economic farmers' organizations, c) directories of support services for rural agroin-

dustry in the Andean countries, d) conceptual development on rural agroindustry, and e) study of the competitiveness of rural agroindustries (methodological guide for business evaluations).

In the Area of Training and Education, support was provided for creating the Regional Higher Agricultural Education Forum, while in the Area of Information and Communications, a project proposal was drawn up for establishing the CreA's electronic information platform.

Events organized by the Andean Regional Center during 1998.

	Events		Participants		Duration (days)
	Number	%	Number	%	Total
Andean Regional Center	149	100.0	6773	100.0	610
Andean Directorate	23	15.4	715	10.6	69
Bolivia	1	0.7	36	0.5	1
Colombia	31	20.8	1138	16.8	66
Ecuador	54	36.2	3289	48.5	235
Peru	11	7.4	317	4.7	142
Venezuela	29	19.5	1278	18.9	97

Source: DIPRE.

BOLIVIA

In the Area of Policies and Trade, a document was prepared containing an analysis of the situation and trends in agriculture and rural development in Bolivia, which constitutes the TCA's framework for action. In addition, a study on the potential, demands and challenges of the agrifood sector in Bolivia was carried out and presented at a national workshop; and the project Strengthening of the Private Agricultural Institutional Structure was formulated, in support of the Agricultural Chamber of the East. Specific strategic studies were also conducted for the sectoral institutional structure (e.g., the chapter of the SIRADAL project for Bolivia); documents were prepared to support of the Ministry of Foreign Relations in regard to international trade negotiations; a project proposal was formulated for the creation of an agricultural commodity exchange; and the impact of the El Niño phenomenon was evaluated. Project profiles were also formulated for addressing the organizational development of the agricultural sector, presented to the IDB for financing, and for the organizational development of the INRA, presented to the World Bank for financing. Agreements were signed with the government under which the latter will support the Institute's cooperation activities and the establishment of the Casa de la Agricultura Foundation.

With regard to the Area of Science, Technology and Natural Resources, the TCA presented a paper and moderated the National Seminar on Market Information Systems for the Alternative Development of Small Farmers, organized by the IICA/GTZ Project.

In the Area of Agricultural Health and Food Safety, the first national workshop on SIDESA was held, which was presented to international financial institutions and representatives of the agricultural sector; an appraisal was carried out of the capabilities of the prefectures for adopting the decentralized structure of the agricultural health services envisaged under SIDESA; and several studies were conducted on the plant and animal health situation at the national level.

In the Area of Rural Development, the First National Seminar on Rural Agroindustry was held and a profile prepared for the project Development of Post-harvest Technologies in Achira, which was presented to

FONTAGRO for funding. Under the camelidae project, an evaluation was conducted of the performance of the executing unit; the first meeting of camelidae meat processors was held; and the IBNORCA's quality standards for meat processing were reviewed. Under the Regional Program for the Development of South American Camelidae, support was provided to micro-projects for capital investment in 18 businesses, the opening of centers for the sale of processed products and the purchase of technology, and a workshop to share experiences and reach agreement on development strategies for camelidae production. Technical assistance was provided to INRA for establishing and strengthening its basic structure; formulating studies on land use capacity in the Ixiama region for oil palm cultivation; and regarding the organization, demands and needs of the Regional Chamber of Agriculture of Chuquisaca. Several project profiles were also prepared for the Casa de la Agricultura.

In the Area of Training and Education, support was provided to the Technical University of Oruro in formulating a proposal for modernizing the curriculum of the School of Agricultural Sciences, and in holding training workshops for professors and students; cooperation agreements were renewed with the Associations of Agronomists of Santa Cruz and Cochabamba; support was provided to the Confederacion Sindical Unica de Trabajadores Campesinos in formulating and presenting a request for resources available under the IDB's CT/INTRA program, to finance in-service training in Chile, Peru and Ecuador; and a proposal was formulated for training in international negotiations for the Ministry of Foreign Relations, the MAG and the private sector.

During 1998, the instruments developed by the TCA in Bolivia were integrated into multi-program actions through a process of ongoing consultation and consensus building and a continuous updating of information on the trends in and evolution of the agrifood sector and rural areas in Bolivia. They represented an important contribution to the progress achieved in transforming public and private institutions, improving mechanisms for discussion and the negotiation of strategic planning instruments, and implementing the decentralized model proposed by the TCA to improve the performance of the country's agricultural health services. The main impact of efforts to modernize pro-

duction was on large segments of small farmers who improved their participation in agricultural production chains (i.e., camelidae) and incorporated appropriate technologies into different processes. Finally, in the field of trade, progress was made in harmonizing agricultural policies and in bilateral trade negotiations.

COLOMBIA

In the Area of Policies and Trade, support was provided to the MAGyDR, through the Competitiveness of Agrifood Chains Program, in negotiating agreements between producers, processors, operators and merchants of the private agricultural sector and the government, and in monitoring and evaluating the balanced feed-poultry farming-hog farming chain. The TCA also contributed to implementing the Agricultural Products Marketing Fund by hiring associations of producers to market staple grains and milk. It also helped train MAGyDR officials in the use of an information system for the data management, analyses and discussion on economic policies for agriculture.

In the Area of Science, Technology and Natural Resources, a cooperation agreement was signed with the MAGyDR for modernizing the National Agricultural Technology Transfer System. Support was also provided to the MAGyDR in regional planning, implementing a training network, strengthening the UMATAs and drafting a document analyzing the science and technology system and proposing a model for optimizing it. Moreover, proposals were drawn up regarding the MAGyDR's environmental policy and sustainable soil management; support was provided for preparing digital maps on plant cover and current soil use in the departments of Boyaca, Huila and Risaralda; and progress was made to process digital satellite images in another five departments; 600 producers received training in sustainable agriculture in 25 municipalities of the Department of Cundinamarca; and four studies were conducted on alternative development.

In the Area of Agricultural Health and Food Safety, IICA provided technical support to the MAGyDR in containing the outbreak of the "Guatemalan moth" that affected potato production, and in strengthening

the National Agrarian Protection and Input Control System.

In the Area of Rural Development, a technical cooperation agreement was signed with the MAGyDR for implementing a project on reserves for small farmers. The TCA also supported the ministry's efforts to define long-term policies for the rural sector; implement the activities of the project Agrarian Reform and the Voluntary Negotiation of Land; strengthen national and regional small-farmer organizations and municipal rural development councils by providing training in marketing, competitiveness, innovation as well as for rural entrepreneurs and micro-entrepreneurs; and formulate development plans for indigenous communities. Policies were also defined for developing rural microenterprises in the departments of Cundinamarca, Casanare and Quindio; the National Oil Palm Plan was formulated; a diagnostic study was carried out on the shrimp industry; and a proposal was drawn up for developing agribusinesses to spur the peace process.

During 1998, the TCA in Colombia focused its cooperation actions on strengthening technical capabilities at the departmental and municipal levels, through the development of planning methodologies, the use of satellite images for land use planning, and the use of sustainable management techniques for the conservation of the environment and natural resources. Important contributions were also made for establishing funds in the provincial governments for developing rural microenterprises, and for the Agricultural Products Marketing Fund, to support the marketing of agricultural products by producers' associations. Methodological contributions were also made to improve the operations of the National Science and Technology System and to the efforts of the MAGyDR for developing the future vision of the agricultural sector, reformulating its role within the framework of the overall development model, and identifying long-term guidelines and draft proposals for agricultural and rural development policies, programs and projects.

ECUADOR

In 1998, the principal objective of the Institute's technical cooperation services was to support the

efforts of the public and private sectors to eradicate rural poverty and enhance the competitiveness of the agricultural sector, under a sustainable development model.

In the Area of Policies and Trade, the TCA participated in the MAG's discussions on how to increase competitiveness, promoting the creation of Advisory Councils for different agrifood chains to serve as mechanisms for involving and articulating the public and private sectors; and developing and implementing sectoral policies for sustainable agricultural development. Under the Sectoral Program for Agriculture, support was provided for formulating policies on prices, trade and the environment, implementing land policies and modernizing the public agricultural sector. The TCA also supported the regulation, promotion and hiring of private operators for implementing the INCCA's National Small-farmer Training Plan. Finally, the First National Congress of Agricultural Centers and Associations was held, in conjunction with the Chamber of Agriculture of the First Zone, which was attended by 250 representatives and leaders of the sector.

In the Area of Science, Technology and Natural Resources, and within the framework of the new decentralized framework for the public sector, support was provided to the Pichincha Provincial Council in producing methodologies and software to monitor and evaluate technology generation, validation and transfer. The actions of the TAHAL-ASTEC association of consulting firms to establish and consolidate 28 agroindustrial micro-enterprises were also supervised. Support was provided to PROCIANDINO in promoting projects to articulate the technical action and financial support of private and public organizations participating in the program.

In the Area of Agricultural Health and Food Safety, support was provided to the MAG's Agricultural Health Service in organizing a workshop on the use of the MONTY software; formulating a proposal for implementing the PROMSA training component; reviewing and discussing the Meat Act; and identifying academic and research centers of excellence with a view to providing training for specialists. Furthermore, the TCA took part in a number of meet-

ings aimed at drafting a proposal for establishing the Agricultural Health Committee, composed of leaders of public and private sector institutions; and support was provided to the Association of Stock Raisers of the seaboard area and Galapagos islands for defining actions related to animal health and bilateral negotiations with Peru.

In the Area of Rural Development, IICA improved the lot of 30,000 small farmers by providing technical cooperation to the Government of Ecuador for implementing four major projects: a) the National Sustainable Rural Development Program (PRONADER); b) the Rural Development Project of the Upper Cañar River Basin; c) the Saraguro-Yacuambi Rural Development Project; and d) the Penipe Rural Development Project. Support was also provided for consolidating GDRUS, which has become a mechanism for discussing, designing and formulating new proposals and providing follow-up to technical cooperation services; and work got under way to formulate a sustainable local development program aimed at providing rural dwellers with access to commercial opportunities.

A new methodology was used for providing technical assistance to small-farmers' organizations, making beneficiaries aware of the importance of such services for boosting productivity and competitiveness. Support was provided for creating rural agribusinesses and clusters of services as linchpins of local development and for improving living conditions. To this end, modifications were proposed in the methodology used to execute the Community Development Funds. Development of local capabilities was fostered by involving PUCE University (Ambato campus) and the University of Cuenca, among others, in business management training programs using a theoretical-practical system associated with the creation of rural agribusinesses. Support was provided for involving local financial institutions as key elements in a rural financial system to facilitate the access of small and medium-scale producers to savings and credit services. A methodology was proposed for operating a local information system that facilitates the monitoring and evaluation of project activities, but that will provide local organizations and businesses with access to information for decision making. With CEBYCAM,

work got under way to develop a local development model, based on the experience of the Penipe Project and the principle of cultural and economic solidarity.

During 1998, the TCA in Ecuador maintained IICA's leadership in the field of sustainable agricultural development and rural poverty alleviation. The participatory style of management instituted led to the development of a shared strategic vision that was put into effect by intra- and inter-agency teams involving representatives of both the public and private sectors.

PERU

The Area of Policies and Trade presented a paper at the Twenty-eighth Regular Meeting of ALIDE on the viability of agricultural production, and moderated the National Forum on Peruvian Agriculture in the Twenty-first Century. It also held a training course for commodity exchange brokers with the University of Lima and CONSEV; prepared and set in motion the TCA's Strategic Action Plan for the 1998-2001 period; and contributed to improving the quality of the information disseminated to the agricultural sector by the Ministry of Agriculture's Office of Agricultural Information.

In the Area of the Science, Technology and Natural Resources, a data base was compiled on technological options for alternative development, and the document *Producers and their Organizations in Coca-growing Regions of Peru* was published (in Spanish). A proposal was prepared for the project *Development of Appropriate Technologies for the Conservation and Sustainable Use of Natural Resources*, which was presented to the GTZ for financing; support was provided to INDECOPI's Multisectoral Commission for developing a legal framework for certifying organic processes and products in Peru; a study was conducted on the status of research on tropical biological products of importance for alternative development in Bolivia, Colombia and Peru, as was one on information from marketing institutions and markets in Bolivia; a seminar-workshop was held on market information systems for alternative development; and the TCA participated in a number of events, including a symposium on challenges for the development of Peruvian Amazonia, the Twelfth Assembly of ALASA, the Fourth Symposium on the Agrifood Sector on the Eve of the

Third Millennium, the International Forum "Peruvian Cocoa for the World," and the Fifth National Fruit-growers' Forum.

The Area of Agricultural Health and Food Safety supported the National Agricultural Health Service of the Ministry of Agriculture in evaluating the progress of the Chile/Peru Binational Program to Combat the Mediterranean Fruit Fly in Border Areas, drafting the 1998 Plan of Action for the program, strengthening its technical and organizational capabilities to meet the challenge of open agricultural markets, and presenting a paper on agricultural health, market globalization and Chile's experience in opening up markets for agricultural products.

In the Area of Rural Development, assistance was provided to the National Program to Support Resettlement and Development in Emergency Zones, which is being executed by the Ministry for the Advancement of Women and Human Development, in formulating 20 project profiles aimed at improving production and the conditions of women for implementation in seven districts characterized by extreme poverty and terrorism activities. Actions were coordinated with the Commission on Environment and Amazonia concerning the development of border areas, in support of the Ministry of the Presidency; and the leaders of the Aguaruras and Huambisas indigenous communities received support in their negotiations with government agencies to secure funds for the Condorcanqui-Imaza Sustainable Development and Environmental Protection Project, which was drafted by the TCA in Peru. Support was also provided to the Ministry of Agriculture in formulating and implementing the Plan for Rehabilitating Agriculture in the Department of Tumbes, in the wake of El Niño.

In the Area of Training and Education and with support from CECADI, a project proposal was approved for establishing a distance education center, which was presented to La Molina National Agricultural University. Support was also provided to SIHCA in compiling information on 26 institutions that offer agricultural training, and a course was held on the management of rural microenterprises. Establishment of the Higher Education Forum on Agricultural Sciences was also promoted among the country's centers of higher agricultural education.

During 1998, the TCA/Peru made major progress in creating a new institutional image, through a process of ongoing dialogue with national officials and by responding rapidly to the demands and priorities of public agricultural institutions.

VENEZUELA

In the Area of Policies and Trade, the TCA assisted FEDECAMARAS in creating its Development Board, composed of representatives of producers, agroindustrialists and agricultural services; it also participated in technical meetings and activities to build consensus on the production chains for coffee, milk, beef and balanced feed for animals. A plan of action was drawn up for implementing the agricultural commodity exchange and the computer system for exchange transactions was implemented. Support was provided to the MAC in formulating the project Expanded Information System for Agricultural Development, and in preparing proposals on competitiveness, strategic planning and agrifood chains. Training events and sectoral forums were held in conjunction with the MAC, MIC, FCA and FEDECAMARAS on: the strategic analysis of beef cattle production in the State of Portuguesa; the strategic vision of dual-purpose stock raising in the watershed of Lake Maracaibo; the strategic vision of the fisheries and aquaculture chain, and the animal protein chain; and the plan for the strategic development of expanded agriculture in the State of Monagas. An agreement was signed with the State of Tachira for the design of a regional agricultural information system and the execution of the project Expanded Agriculture with a Strategic Vision. A number of documents were published on globalization and the competitiveness of agrifood chains, strategic planning for the beef chain, the strategic vision of the balanced feed for animals chain, the strategic vision of livestock activities, and the strategic vision of the dairy cattle chain.

In the Area of Science, Technology and Natural Resources, FONAIAP received support through the implementation of a program to identify, select and conduct consultancies in technical and institutional matters under the PRODETEC II project; work was carried out with CONICIT, IFPRI, ISNAR and the Polar



Foundation to review the start of the art of indicators of agricultural technological innovation and to conduct institutional surveys of agricultural research expenditures and personnel. Papers were presented at national and international events on competitiveness and sustainability, the likely future scenarios for technological innovation and sustainable agriculture, the outlook for the year 2025, and the theory of chaos and complexity as it applies to the management of agricultural research.

In the Area of Agricultural Health and Food Safety, support was provided to SASA in organizing the Third Meeting of the Andean Agricultural Health Forum; drafting the proposal for the Program to Modernize the National Agricultural Health System; and for involving MAC officials in a meeting of the FTAA Plant and Animal Health Committee in Mexico. A strategic alliance was also established with the PAHO for modernize SASA's services with a view to meeting the demands of trade liberalization.

In the Area of Rural Development, support was provided for strengthening REVAMUR, and the National Rural Agroindustry Research Network was established. Within the framework of REDAR, nine research projects were formulated in six strategic areas; courses were held on project formulation, organizational development for competitiveness and the management of rural agroindustries and microenterprises; and the final report was prepared on the project Technological Bases for Strengthening Rural Agroindustry in the Semi-arid Region of Venezuela. A study was conducted and presented to government officials of the State of Tachira on small-farmer settle-

ments and the evaluation of small-farmer organizations in that state. A proposal for the project Integrated Management of the Watershed of the Tachira River was also drafted and presented to the Colombian-Venezuelan Binational Commission on Presidential Affairs. The evaluation of the strategic vision for the northern border region of the State of Tachira was presented to MINDUR, and documents with an inventory of small-farmer settlements and non-titled areas, and an evaluation of small-farmer organizations in the states of Zulia and Monagas, were presented to the IAN. An agreement was also signed with the Ministry of Justice to provide technical assistance in creating and promoting microenterprises in prisons.

In the Area of Training and Education, a seminar-workshop was held on the consolidation of training for rural agroindustry; in addition, support was provided to the State of Monagas in implementing a training program for the transformation of agriculture. In the Area of Information and Communications, the INFOAGRO-Venezuela Information System and the REDAR/Venezuela website were created.

During 1998, the TCA in Venezuela made major contributions to the development and modernization of the agricultural sector in that country, through the elaboration and analysis of technical proposals, intense participation in activities to build consensus between the public and private sectors, training events, and the establishment of strategic alliances. Moreover, the TCA opened up new areas of work in Venezuela through support to local governments in drafting strategic plans for agricultural development, for example.



DIRECTORATE OF THE REGIONAL CENTER

The year 1998 was a very positive one for the Caribbean Regional Center. The Institute enhanced its image as a serious, visionary organization for charting the development of the agricultural sector in the region into the twenty-first century. This leadership position resulted in a plethora of requests and expectations from clients and strategic partners. Internally, significant progress was made at developing a regional and team approach, which resulted in improved relationships between regional projects and TCAs, producing tangible benefits within the countries.

In the framework of the Area of Policies and Trade, support was provided to the Ministry of Agriculture of Grenada in preparing a sectoral plan for agricultural development and an investment plan for the banana industry. The Caribbean Agribusiness Association was successfully launched and is functioning with strong representation from a wide cross section of the agribusiness community in the Region. The Barbados Agriculture Sector Plan was completed; AgroInfo was strengthened and an alliance was established between AgroInfo and CAIS. Three subregional workshops on Global Market Integration and the Agri-food Sector were held in Jamaica (June 1998); Grenada

(December 1998); and Suriname (December 1998), respectively. The proceedings of all three workshops were published and distributed, as was the report "Situation and Outlook for Agriculture in the Caribbean." The Agreement on the Application of Sanitary and Phytosanitary Measures under the World Trade Organization was simplified for the "In a Nutshell" pamphlet series. In addition, a document was prepared with FAO on the impact of trade liberalization policy in the agri-food sector of the Region.

In the Area of Science, Technology and Natural Resources, the Regional Center worked with CARDI to implement the CARIFRUIT Technical Advisory Committee; reactivated the Fruit Committees in Trinidad and Tobago, Suriname and Guyana; and prepared proposals for various projects to develop and conduct research on tropical fruits and marketing systems. An agro-tourism program was formulated with the participation of NAMDEVCO, THA and UWI. The Regional Fruits Project focused its actions on developing the cultivation of pineapple in Guyana, mango in Haiti and the OECS countries, and pawpaw, guava and carambola (star fruit) in Trinidad and Tobago. Together with UWI and CNIRD, the first International Workshop on Herbal Medicine in the Caribbean was held. The Center provided support in establishing the Regional Plant Genetics Network, and participated in the regional meeting of the Special Committee on Environment and Natural Resources. In addition, assistance was provided to CARDI in the establishment and operationalization of PROCICARIBE.

In connection with the Area of Agricultural Health and Food Safety, the CORRAL database was completed and updated. The Regional Center collaborated in several countries with training for public and private authorities on the management of that database, the use of various laboratory and field techniques, the application of biological control methods, and the management of waste in ports and airports. The Regional Carambola Fruit Fly Program continues to be successfully implemented, the results of which were presented in a report to the Ministers of Agriculture of the Region and the Ambassadors of Japan and France. In addition, the Center participated in drafting the proposal for the program to eradicate classic swine fever and to modernize the national agricultural health sys-

tems in Haiti and the Dominican Republic. Additionally, technical support was provided to several countries for the control of foot-and-mouth disease, the CAE virus, citrus black fly, and the pink mealy bug. The Regional Center also participated in the annual meeting of the Council of the Caribbean Amblyomma Program and in the Twenty-first Biennial Congress of the Caribbean Veterinary Medical Association, among other important agricultural events.

In the Area of Rural Development, the Regional Center supported the OECS in formulating a project profile on rural youth. The possibility of executing joint actions for the advancement of rural women was discussed with the IDB. A proposal for a regional rural

development strategy was formulated which includes the establishment of a Caribbean Network of Rural Women Producers. The Regional Center participated in two international fora: one on Women in Agriculture, in Washington, and the other on Small Agribusiness, in Chile.

In the Area of Training and Education, in addition to specific activities undertaken by other Strategic Areas, noteworthy was the support provided by the Center to Barbados for establishing the Caribbean Distance Learning Center; the assistance given to ISA in the Dominican Republic through the Training Program for Professionals from the Caribbean; and the collaboration and support provided to CACHE.

Events organized by the Caribbean Regional Center during 1998.

	Events		Participants		Duration (days)
	Number	%	Number	%	Total
Caribbean Regional Center	81	100.0	4093	100.0	251
Caribbean Directorate	14	17.3	551	13.5	60
Bahamas	3	3.7	37	0.9	13
Dominican Republic	10	12.3	723	17.7	38
Guyana	11	13.6	337	8.2	27
Haiti	7	8.6	1395	34.1	48
Jamaica	3	3.7	99	2.4	6
OECS	16	19.8	362	8.8	28
Suriname	6	7.4	213	5.2	12
Trinidad and Tobago	11	13.6	376	9.2	19

Source: DIPRE.

BAHAMAS

Bahamas recently joined IICA as a Member State and accordingly, efforts in 1998 focused on setting up the new TCA, hiring the necessary staff, publicizing IICA and its programs, establishing contacts with government authorities, the private sector and NGOs, and identifying actions the Institute could take to cooperate in developing the agricultural sector.

Technical cooperation actions began with support provided to the Ministry of Agriculture for designing a computer network, and in holding a seminar on sanitary inspection practices, attended by staff from that Ministry and from various private sector businesses.

In addition, a consultancy was conducted for the Ministry to prepare a report and design a food safety laboratory to be established for monitoring food exports. A Canadian consultant participated in order to ensure that the laboratory was in compliance with United States and European Union food safety regulations. The laboratory is scheduled to be built in 1999.

BARBADOS

In the Area of Policies and Trade, technical support was provided to the Ministry of Agriculture in formulating strategies and plans of action for developing the agricultural sector over the medium term. It also collaborated in restructuring the BAS and completed, with the support of the Caribbean Regional Center, the analysis of the country's agricultural sector.

In connection with Agricultural Health and Food Safety, the TCA provided technical and logistic support to the Caribbean Ambloymma variegatum Program. It also cooperated with the project to control and eradicate CAE virus in goats and two meetings were held with national veterinary service authorities to discuss project advances.

In regard to Rural Development, support was provided to the 4-H Foundation in organizing and implementing a training program on vegetable production and the processing of agricultural products; it was attended by 12 youths.

In the Area of Training and Education, actions continued to establish the Caribbean Distance Learning Center. Meetings were also held with the Ministries of Agriculture and Education to discuss the establishment of such a program for farmers. Strategic partners, including UWI, CARDI, Caribbean faculties of agriculture and some Canadian universities such as McGill and TeleUniversite du Quebec, were contacted and invited to participate in this activity.

Activities held jointly between the Ministry of Agriculture and farmers' organizations and the private sector created new collaboration mechanisms. Barbados has to take very important policy orientations in the agribusiness sector, and the participation of the government and civil organizations in the analysis and orientation process is creating a good environment for the application of these policies in the future.

DOMINICAN REPUBLIC

In the Area of Policies and Trade, the TCA provided the SEA with technical support for formulating a proposal to reform and modernize the agricultural sector, holding a seminar on agricultural trade negotiations, executing the project "Food Marketing and Trade Policies," reviewing projects to establish an agricultural information system and improve the system for marketing agricultural products, and preparing a report assessing the damage caused by Hurricane Georges. IICA also cooperated with the Central Bank in preparing the National Food Plan; assisted BAGRI-COLA in formulating its Five-year Plan (1998-2003) for Financing the Agricultural Sector; and helped prepare several documents on marketing for rice and the fattening of poultry, the management of agricultural enterprises, and price monitoring systems for selected products.

In connection with Science, Technology and Natural Resources, the SEA received technical support which included training in technology management, agricultural competitiveness and integrated management of the coffee berry borer. The TCA also provided assistance in drafting profiles for projects to rehabilitate infrastructure in the livestock sector, upgrade the

Plant Biotechnology Laboratory, and design the technology generation and transfer system. It collaborated with INDRHI in preparing a document assessing water quality, and in providing training for technical personnel in the use of computer programs for watershed management. Other important actions included the design, for the Provincial Council of Santiago de los Caballeros, of a strategy for controlling water quality; a national consultation on PROCICARIBE; the establishment of the national chapter of the Caribbean Association of Researchers and Practitioners of Herbal Medicine; the formulation, with GTZ, of a project to establish a window of sustainability in the Dominican Republic-Haitian border area; and the determination of the damage caused by the coffee berry borer in 1997-1998.

With respect to Agricultural Health and Food Safety, the SEA received support in conducting an internal technical-institutional evaluation process, carrying out a campaign against black sigatoka, and designing a strategy for modernizing the process for importing plant and animal products. Efforts were made to secure a grant from FAS/APHIS for standardizing quarantine procedures; and support was provided in organizing the First Central American and Caribbean Workshop on Integrated Pest Management for

Vegetable Production. Technical support was provided to DIGESA's Animal Health Committee for formulating a plan of action for the Hog Cholera Control and Prevention Program; and a proposal was submitted to CONAPROPE and several hog farmers' associations for a program to eradicate classic swine fever and modernize the national agricultural health system. Also of importance was a series of training events on epidemiological surveillance, disease notification, risk analysis, control of classic swine fever, and the use of x-ray machines for conducting quarantine inspection at seaports and airports.

In the Area of Rural Development, and with support from SEA and FUNDACIPE, the Milk Bank project was launched in several border communities, along with reforestation activities. The TCA also supported the SEA in developing a program to promote family gardens and participated in the technical meetings of the Rural Development Training Network (IFAD-CIARA-IICA).

In regard to Training and Education, the TCA worked with ISA on an IICA scholarship program for Caribbean students, and participated in organizing a seminar on virtual environments for higher education.



GUYANA

In the Area of Policies and Trade, the TCA provided support to several sector institutions in training 40 specialists to identify and analyze agricultural sector problems. It also collaborated in formulating over 10 project profiles and projects aimed at increasing incomes and standards of living of milk, coffee, cassava, poultry and fruit producers through production, agro-processing and marketing initiatives.

In the framework of the Area of Science, Technology and Natural Resources, improved technology was imported and introduced to improve the agro-processing of coffee at Wakapoa and cassava and plantains at Tapakuma. A research project was initiated for semi-processing pineapple into fruit chunks for export. Technical assistance was provided to the Ministry of Agriculture, through a project aimed at developing the savannahs, with problem diagnosis and in the design of activities for the development of cashew production. The TCA played a key role as an advisor to the National Committee on Fruits and Other Crops, and in setting up working groups for the development of pineapple and cashew cultivation. Other significant achievements included the transfer of technology to farmers for the effective control of Acoushi ants and technical assistance to Rupununi women's groups on vegetable production.

In connection with Agricultural Health and Food Safety, progress was made in diagnosing priority problems facing plant protection and animal health services in the country. Technical assistance was provided to the MCFL in writing a program to control and eradicate (if necessary) foot-and-mouth disease. Under the carambola fruit fly (CCF) surveillance program, 1000 traps were placed and 840 were serviced on a regular basis in ten Regions, laying the basis for the control and eradication of CCF in Guyana. Six hinterland workshops provided training to 250 farmers on integrated pest management and chemical control of Acoushi ants. The first draft of the National Emergency Animal Disease Preparedness Plan Manual for Guyana was prepared.

In the Area of Rural Development, progress was made in developing and validating a methodology for

sustainable agricultural and rural development. Financing was obtained for the second stage of the Wakapoa coffee development project and the agro-processing stage of the Tapakuma cassava project. Both projects provide job opportunities for community women. Small-farmer leaders in over 10 communities received training in organization and management. Within the framework of the emergency situation caused by the El Niño phenomenon, the TCA joined with MCFL and CIDA to formulate and implement a plan of action to provide planting material, small equipment and training to over 250 farmers in six micro-regions.

In the framework of the Area of Training and Education, an inventory was conducted on Guyanese institutions involved and/or interested in distance agricultural education and a project proposal was formulated to establish a distance learning center at the TCA. A large amount of agricultural extension material was collected and disseminated. Two issues of Cow Talk and six issues of IICA Activities in Guyana were printed and distributed. A book on integrated pest management and organic pesticides in Guyana was completed for final review. A manual on the Institute's assistance in agricultural health was delivered to sector authorities. Of particular importance was the initiation of a new joint IICA/MCFL project to document and transfer (South-South) experiences on sustainable development.

In 1998, the initiation of bimonthly meetings between the TCA and sector specialists and officials significantly improved monitoring, coordination, communication and the quality of project results. The TCA's technical cooperation actions focused on four strategic areas as agreed to with sector officials. Two of these provided direct benefits to the private sector and the other two benefited sector institutions. The first two focused on: a) developing sustainable production and marketing systems for coffee, cassava, pineapple and dairy products, and b) improving the capabilities of community leaders to plan, execute and monitor development activities and projects. The second two strategic areas dealt with: c) strengthening institutional capacity to analyze problems and design solutions to facilitate the efficient use of agricultural resources, and d) improving the capacity of sector professionals and the quality of support services. Projects and activities were executed jointly, and in

general, successfully, with five public sector and four private sector institutions and numerous NGOs.

HAITI

In the Area of Policies and Trade, IICA helped update information on the country's economic situation, provided support in evaluating the project Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers, and, with the Ministry of Agriculture, co-sponsored the participation of a Haitian specialist in a meeting on foreign agricultural trade held in Chile.

In connection with Science, Technology and Natural Resources, the project Technology, Organization and Credit for Small Farmers continued to provide technical support by distributing 6,466 pounds of improved bean and vegetable seed to 551 producers in eight villages, and seedlings of pawpaw, coffee and fruit and forest tree species to 500 producers in three communities. Under the aforementioned project Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers, a cost/benefit study to improve the production of Haitian Bleu coffee was mounted, and production reached 150,000 lbs. Thanks to an IDB loan to the Government of Haiti, a second coffee project began (Assistance to Haitian Coffee Farmers for the Production and Marketing of Coffee), designed to further increase the production of Haitian Bleu by incorporating a further 6,000 small coffee farmers. This project initiated its activities with the establishment of 400 coffee seedling nurseries and 196 demonstration plots, and construction began on ten washed-coffee processing centers.

In an effort to achieve consensus among producers, marketing intermediaries, exporters and the Ministry of Agriculture regarding an action plan to improve the country's overall quality and production of coffee, discussions and preliminary planning began to establish a national commission for the coffee sector. In an effort to rationalize livestock production among small farmers, the Protokol project began a series of training courses on environmentally friendly animal production techniques, including the importation of

improved stock for cross-breeding. Other important actions included a national consultation on genetic resources and the restructuring of the National Agricultural Research, Natural Resources and Rural Development System.

In the Area of Agricultural Health and Food Safety, the TCA supported the MAG in training its technical personnel in quarantine and control measures to combat the pink mealy bug; formulating a project to control classic swine fever and improve agricultural health services; preparing a plan of action to control coffee and rice diseases; providing training to extension officers on animal health and production; and acquiring reagents and vaccines against canine rabies for the veterinary laboratory. Through the Protokol project, 40 small farmers, representing the nine regions of the country, were selected to receive intensive veterinary and preventive health care training; it is hoped that they will subsequently form a rural network of grassroots animal health services.

With respect to Rural Development, support was provided to legally establish the KrediFanm Foundation, which groups together more than 1,300 rural women who manage 29 local revolving credit funds with a capital base of over US\$135,000. The KrediFanm program has successfully implemented an adapted credit delivery methodology, resulting in more than 7,500 loans being granted and repaid. The KrediFanm Foundation will take over the management of the loan program and advocate the economic needs of rural Haitian women at the national level. The establishment of local groups and the training of their members are an integral part of the KrediFanm program and key elements in all of the TCA's project interventions, designed to ensure the long-term sustainability of the various project actions. In addition, the TCA participated in an international seminar on microenterprises held in Mexico, and in a seminar on sustainable rural development held in Costa Rica.

Under the Area of Training and Education, the TCA identified agricultural education institutions that could participate in the CACHE program; cooperated to enable five students to receive training at the ISA in the Dominican Republic; and assisted three young people working in apprenticeships in Central America under the Green Hearts Program.

Through its various activities, the TCA managed to assist more than 25,000 rural people in their efforts to improve their economic well-being. The TCA was also successful in meshing the support of a number of international donors and the Ministry of Agriculture, in the common cause of assisting the rural population. Of particular importance was the TCA's emphasis on including Haitian professionals in regional and hemispheric networks, diminishing Haiti's marginalization and helping it learn from the experience of other countries. Most important, however, is the TCA's focus on encouraging local groups to take direct responsibility for their efforts to better their own lives and giving them the tools with which to do so.

JAMAICA

Under the Area of Policies and Trade, the TCA hosted the Third Sub-Regional Workshop on Global Market Integration and the Agri-food Sector, which was attended by high-level officials from the ministries of agriculture and trade and the central banks, as well as representatives of the private sectors of Jamaica, Trinidad and Tobago, the Dominican Republic, the Bahamas and Belize. The workshop achieved its objectives of: i) increasing the understanding of public and private sector authorities concerning the

Agreement on Agriculture and anti-dumping procedures under the World Trade Organization; ii) improving the capacity of public and private sector authorities in participating countries to respond to unfair trade practices; iii) enhancing the countries' capacity to develop trade monitoring units; and iv) strengthening the knowledge base of participants with respect to the process of integration at the regional and hemispheric levels. The Jamaica Agribusiness Council received support in developing an information system on agricultural products. Documents were prepared on the performance of Jamaican agriculture, agricultural trade indicators and opportunities in agriculture.

In the area of Science, Technology and Natural Resources, activities continued under two main projects: a) the Rio Cobre Watershed Project, which is a joint undertaking of IICA, GTZ and RADA, and b) the Morant Yallahs Agricultural Development Project, being implemented by IICA, CARDI, the European Union and RADA.

The technologies introduced through the Rio Cobre project included: a goat-agroforestry production sys-



tem based on the Costa Rican model; rustic goat houses for 5-10 animals with fodder banks to meet feed requirements; waste/manure from the goat pen broken down by red California earthworm and used as fertilizer in the fodder bank; pesticide developed from locally grown shrubs; local technologies, including soil conservation barriers, reinforced; and macuna introduced for ground cover and biomass to improve soil fertility.

Strategic alliances were established with the RADA, NRCA, EFJ and FD for executing joint actions; and possible micro-projects were identified to address agroforestry systems, waste water management and agro-ecotourism. NRCA, RADA, and FD officials attended a course on environmental impact evaluation. The TCA and GTZ worked together to organize grassroots groups for developing an environmentally sustainable plan of action and, in the opinion of the project evaluation mission, activities to date have been both important and successful.

Technology generation and validation activities under the Morant Yallahs Agricultural Development Project focused on documentation and institutional strengthening in this its final year of activity. IICA and CARDI worked closely with RADA's Training Division to complete the review of five extension brochures; in addition, five technical papers were prepared on the results of on-farm trials. A survey was conducted to identify farmers' views of the main problems and possible solutions, and to obtain quantitative data on the main farming system. Arrangements were made with the Research and Development Division to have personnel from Bodles participate in on-farm trials in Phillipsfield, in support of the food production program and with a view to sustaining on-farm research and linkages between the research and extension arms of the ministry of agriculture after project end.

The TCA worked closely with RADA's land husbandry specialist to disseminate good land husbandry practices in vegetable-growing areas. Live barriers (pineapple, *Leucaena* and *Calliandra*) were planted on hillside farms, benefiting over 40 farmers. Some 20 technologies were evaluated, with eight being adopted by more than 100 farmers. Videos were made with farmer participation to describe the objectives and

results of on-farm activities; they were presented to farmer groups organized by the RADA extension staff as a means of disseminating the results of technology generation and transfer activities. Exchange visits exposed farmers to new approaches to farming and technological innovation, and gave rise to farmer-to-farmer exchanges on indigenous technologies. Based on the project evaluation conducted by Agri-systems Limited, a proposal was drawn up for the remainder of the project. The TCA also collaborated with the National Council of Science and Technology and the Scientific Research Council in drafting a proposal for establishing a gene bank.

In the Area of Rural Development, meetings were held with representatives of the Alumina Company of Jamaica to discuss the possibility of executing a pilot agricultural development project aiming to recover bauxite mining lands for agricultural purposes. The Ministry of Agriculture also received technical support for creating rural agriculture information centers.

ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS)

In the Area of Policies and Trade, the TCA supported the installation of the AGSYS computer program at several institutions in Saint Lucia; the training provided to Ministry of Agriculture employees in the use of the program; the analysis of production costs; and the description of the technologies and agroecological zones associated with six agricultural products. A proposal was also drawn up to provide technical assistance for preparing feasibility studies on banana by-products; the analysis of the agricultural sector in Antigua was completed; the Ministry of Finance of Grenada received support in preparing proposals for agricultural projects; several working documents were prepared on agricultural trade indicators in Dominica and Grenada; and a development plan for Grenada's banana industry was formulated and delivered to the Ministry of Agriculture.

With regard to the Area of Science, Technology and Natural Resources, work plans were prepared for the recently reactivated national fruit committees of

Grenada and Antigua; in St. Kitts and Nevis, demonstration plots were established and studies conducted on the cost of producing and marketing fruits; and in Dominica, together with CARDI and the Ministry of Agriculture, a plan was formulated for producing and marketing herbs. The TCA cooperated with Grenada's Ministry of Agriculture in providing training to 65 producers and extension agents in the production, processing and sanitary handling of hot peppers, and with the Ministry in Saint Lucia in training activities for 20 producers, technicians and exporters on the production, processing and marketing of fruits. It also contributed to preparing a plan of action for developing dasheen production.

Under the Area of Agricultural Health and Food Safety, technical support was provided to the Ministry of Agriculture of Dominica for controlling citrus blackfly, and to the Ministry in Antigua and Barbuda for training technical personnel in the use of the Agro Health software. In Saint Lucia, a proposal was prepared for a project to modernize the pesticide control laboratory and to train its technical personnel; and the Ministry of Agriculture received technical assistance to control the tristeza virus, the brown citrus aphid and the pink mealy bug. In St. Vincent and the Grenadines, the Ministry of Agriculture received support in conducting surveys to detect pests and diseases affecting table grapes and dasheen; and in St. Kitts and Nevis, the Ministry of Agriculture received assistance in controlling citrus blackfly and the citrus leaf miner.

In the framework of the Area of Rural Development, the draft was prepared of an umbrella project designed to boost the participation of rural youths in agricultural activities, and a study was conducted on the situation of rural youths in the OECS countries. In Grenada, support was provided for organizing the Association of Young Beekeepers with a view to reformulating this umbrella project. In Saint Lucia and Dominica, rural organizations received training in the management of agri-enterprises, the processing of honey byproducts, and the organization of cooperatives, and were assisted in formulating a plan of action to rehabilitate the main Beekeepers' Association.

SURINAME

Under the Area of Science, Technology and Natural Resources, and within the framework of the project Supporting the Development of Tropical Fruit Crops in the Caribbean, the TCA supported institutional development activities, the dissemination of information, case studies on technology transfer, and the adoption of a document by the Ministry of Agriculture, Animal Husbandry and Fisheries on a program to develop fruit crops in Suriname during the 1998-2001 period, prepared in collaboration with the National Fruits Committee and presented to the Minister of Agriculture. Virus-free citrus plant material from California was distributed to two nurseries and an experimental station; the Ministry of Agriculture received technical support in rehabilitating the fruit nursery at Wanica; the TCA worked with the National Fruits Committee in preparing a marketing study on fruit and fruit-product exports; support was provided for the exchange of pawpaw breeding material with Antigua and Barbuda and for holding seminars on passion fruit production and processing and germplasm in St. Lucia and St. Kitts and Nevis; in addition, a proposal was drawn up, with FAO, for a project to process heart of palm.

In the Area of Agricultural Health and Food Safety, the Operations Plan for the Carambola Fruit Fly was reviewed and consolidated, and a regional laboratory was established at the Ministry of Agriculture to serve the country and the Program. The project made significant progress in the field operations for the control and monitoring of the fruit fly in Guyana and Suriname; field activities were also started in French Guyana.

Under the Integrated Rural Development Project for the Upper Suriname River Basin, in the hinterland communities of Suriname, the crucial work of rehabilitating the project's Agroforestry Demonstration and Training Unit, which was destroyed by bush fire during the period of El Niño, was given priority. The project also continued with other important activities to promote improved cropping systems and practices, with emphasis on crop rotation and permanent agroforestry systems using legumes (*gliricidia*), selected fruit tree crops and short-term legume crops, especially

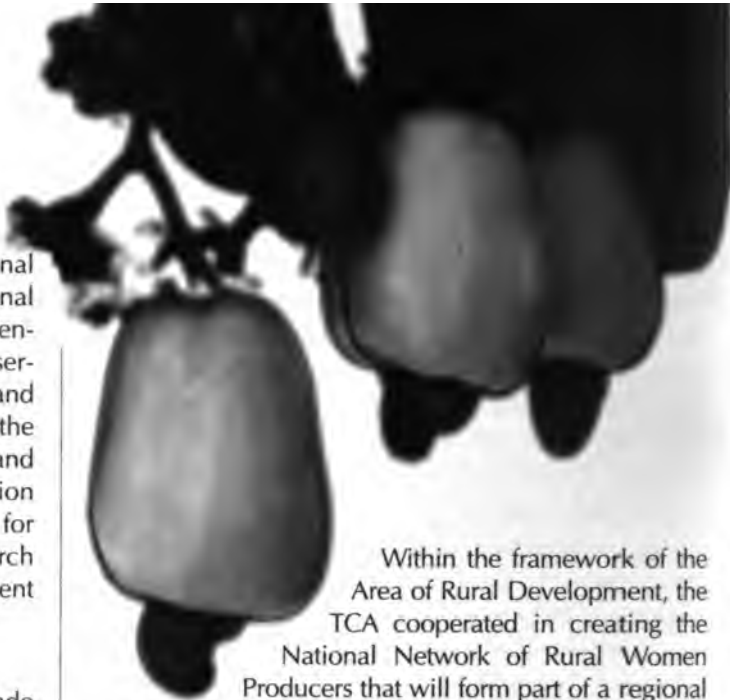
peas, beans and peanuts, together with traditional food crops such as cassava and dasheen. Traditional farmers were also provided with an important incentive with the introduction of a monthly marketing service. Continuing support was provided to farmers and village-community women's groups to improve the management and operations of their small groups and enterprises. The project works in close collaboration with national organizations including the Center for Community Development of the Moravian Church and, more recently, the National Women's Movement of Suriname.

The projects under execution by the TCA have made significant progress and extended direct technical assistance to an increasing rural and urban clientele. Also very important has been the broadening and strengthening of alliances with the private sector and a number of NGOs and national foundations.

TRINIDAD AND TOBAGO

Under the Area of Policies and Trade, the TCA cooperated in creating the Regional Agribusiness Association. A study was conducted on poultry marketing and the working document "Agriculture in Trinidad and Tobago 1991-1995 and Beyond" was completed and circulated. The Work Programme Management System designed for the Ministry of Agriculture was adapted for the ministries in Barbados and St. Lucia.

In the Area of Science, Technology and Natural Resources, the TCA helped reactivate the National Fruits Committee; cooperated with the Ministry of Agriculture in collecting data on the fruit crops sector and in organizing the Fourth International Meeting on Citrus Virology. It cooperated with UWI in organizing a regional workshop on herbal medicine and in establishing a gene bank of native fruits. Analysis of the pawpaw production system got underway; a meeting on PROCARIBE was attended; and a document was published on the potential use of mulberry for feeding livestock and other purposes.



Within the framework of the Area of Rural Development, the TCA cooperated in creating the National Network of Rural Women Producers that will form part of a regional network. The national network was born out of a series of public consultations with community groups and NGOs working in the area of rural development. At these consultations it was agreed that participating NGOs would hold joint training actions for community groups. Within this context, technical assistance was provided to eight rural women's groups for strengthening their organizations, preparing project/loan proposals, training members in small agribusiness management and using food conservation techniques. Support was also provided to the Cattle Farmers' Association in conducting feasibility studies on the construction of a pasteurizing plant, establishing demonstration dairy modules, and preparing a training program for producers with support from the Nestlé Company, the UWI and the Ministry of Agriculture. The TCA cooperated with the Caribbean Regional Center in revising the Caribbean plan of action vis-à-vis rural development, and a presentation was made, during a seminar on business administration for beekeepers, on how to conduct pre-feasibility studies.

The TCA celebrated its twentieth anniversary in 1998 with another successful year. This milestone was celebrated in May with an essay competition "Taking Agriculture into the next Millennium" for secondary schools, an agricultural exhibition, a rum-tasting event which featured rums from 14 countries of the Caribbean and symposia on agro-processing, international trade, and rural youth. The anniversary celebrations were attended by two government ministers, other senior government officials and a wide cross section of the community.

CENTRAL REGIONAL CENTER



DIRECTORATE OF THE REGIONAL CENTER

During 1998, the Directorate of the Regional Center focused on supporting the TCAs in the countries of the region in preparing technical proposals and taking the necessary steps to secure funds from regional and international organizations for activities related to rural development, the modernization of the agricultural sector, rural women, sustainable development and food security. Coordination mechanisms were also improved for the implementation of national and regional actions through a number of regional projects, including PROMECAFE, REDCAHOR, REMERFI, as well as the projects on Institutional Development for Sustainable Agricultural Production on Hillside in Central America, the Development and Strengthening of National and Central American Systems on Agricultural Science and Technology, and Technical Support to Enhance the Effectiveness of the Decision-making Process of CORECA.

In addition, important studies were carried out and training events held that helped enhance the technical capabilities of the countries of the region; technical teams were set up to support the Central America countries in ongoing trade negotiations with both individual nations and trading blocs; and relations with the private sector were strengthened through regional forums, in particular with the livestock sector, during which a decision was made to create a Regional Federation. Relations were also strengthened with

SICA and SIECA, and as a result, the agricultural sector was incorporated into the Central American integration process. Strategic alliances were established with specialized and financial organizations for implementing regional projects in the Area of Science, Technology and Natural Resources, which constitutes a recognition of IICA's technical and management capabilities. The Institute also provided an immediate response to the countries affected by Hurricane Mitch, in implementing emergency plans to control pests and diseases, and in formulating proposals to secure external resources to aid the recovery of the agricultural sector.

In the Area of Policies and Trade, a cooperation agreement was signed with CIDA and VOCA, under which these two organizations will provide volunteers for IICA's technical cooperation activities in the member countries. An additional module of the CADIAC was published, entitled "Methodology for the Characterization of Actors" (in Spanish); a regional seminar was held on food security; the project Strengthening of National and Regional Institutional Capabilities for the Management of Agricultural Trade Policies was launched; and proposed by-laws were drafted for the Central American Organization of Beef Cattle and Related Industries. Technical assistance was also provided to the different ministries of agriculture in measuring the impact of El Niño throughout the region in the 1997-1998 period, and with the preparatory actions for formulating a regional plan for the recovery and reconstruction of Central America in the wake of Hurricane Mitch. Studies were prepared on the beef exports of the CORECA member countries to the USA from 1995 to 1997; Central America's preparations for the WTO agricultural negotiations in 1999; the trade in dairy products in Central America; and the implications for Central America of rice production and trade in the United States. Follow-up was also provided to the actions implemented in the region by CICAD, the World Bank, the PAHO and the Interagency Group on Sustainable Development (OAS).

Within the framework of Science, Technology and Natural Resources, PROMECAFE continued to support the countries with the genetic improvement of coffee, through the release of a new nematode-resistant variety called Nemaya. REDCAHOR held regional workshops on genetic resources and integrated pest man-

agement and made progress in applying the methodology for appraising the current situation of vegetable marketing in the region. Support was provided to the UPEB in updating the information in the region-wide banana and plantain data base, which can now be accessed via Internet. A regional project on sustainable agricultural development on Central American hillsides helped improve local, national and regional capabilities for prospective analysis and negotiations, and promoted 58 events on sustainable development that were attended by 11,044 people from public and private institutions. The Fourth Meeting of SICTA was held and a document was published on the decentralized and joint management of natural resources.

In the Area of Agricultural Health and Food Safety, support was provided to the countries of the region in strengthening their agricultural health services, and to the countries affected by Hurricane Mitch, in drawing up sanitary and phytosanitary emergency plans. Proposals were also designed to rationalize the use of agrochemicals to control coffee rust, and the foundation stock *Phymasticus* was introduced at the laboratory in El Salvador, as were strains of *Beauveria* in Honduras and Guatemala.

In the Area of Rural Development, support was provided to the MAG of Honduras in formulating a rural

development strategy and an investment plan; to the MAG of Costa Rica in implementing the Sustainable Development Program for the Brunca and Central-Pacific Regions; to the MAG-FOR of Nicaragua in formulating a rural development strategy; to the MIDA of Panama in implementing the Sustainable Development Program in the Darien and in drawing up a regional project profile for indigenous youth. Execution also got under way of the PRODERT border development project: an executing unit was set up in Guatemala, funding was approved for the actions to be implemented in El Salvador and progress was made in negotiating financing for Honduras. Coordination meetings were also held with the National Committees of the First Ladies of the Central American countries, in order to move forward in implementing the actions of the Regional Project for Rural Women. The Directorate also took part in the Thirty-third Annual Meeting of the International Association for Agriculture and Rural Development, making a presentation on the importance of cooperation between the public and private sectors to achieve economic growth and agricultural development in Latin America.

Under the Area of Training and Education, a proposal was presented to the USDA/FAS, offering IICA's offices for specialized training programs to benefit the countries of the region.

Events organized by the Central Regional Center during 1998

	Events		Participants		Duration (days)
	Number	%	Number	%	Total
Central Regional Center	129	100.0	3957	100.0	347
Central Directorate	15	11.6	401	10.1	36
Belize	13	10.1	255	6.4	17
Costa Rica	21	16.3	990	25.0	32
El Salvador	33	25.5	955	24.1	110
Guatemala	10	7.8	315	8.1	37
Honduras	26	20.1	705	17.8	77
Nicaragua	5	3.9	112	2.8	23
Panama	6	4.7	224	5.7	15

Source: DIPRE.

BELIZE

In the Area of Policies and Trade, a National Coordinating Committee was set up for formulating agricultural policies and providing technical support to the MAFC in reviewing and discussing the agricultural policy document for the next five years. Two seminars were held on nominal protection of the chicken industry in Belize in view of the commitments assumed with CARICOM and the WTO, and on agricultural sector reforms designed to bring it into line with the WTO and FTAA agreements; 55 specialists of the public and private agricultural sectors took part. The MAFC also received support in strengthening its human resources, through training provided to 29 specialists in the preparation of agricultural investment projects.

As concerns the Area of Science, Technology and Natural Resources, support was provided to the MAFC in formulating a project for establishing dairy modules for small-scale producers in St. Stanislaus; meetings were held to promote PROCICARIBE; and technical documents were prepared on the production and marketing of milk, meat, rice, hot peppers, soybean, cacao, citrus fruits and papaya. Within the framework of the Project to Promote the Diversification of Basic Crops and Fruits, plant material was propagated and data collected on inflorescence in mangos in the district of Stann Creek, field trips were organized to observe plant propagation techniques and cultural practices; in addition, demonstration plots of coconut, cassava and yam were established at the Toledo Agricultural Station, at the Club 4-S Training Center and in four districts of Belize. Negotiations were also concluded with the Canadian Agricultural Institute, which will be providing US\$36,000 in start-up funds for a project to upgrade the dairy industry, scheduled to begin in 1999.

Within the framework of Agricultural Health and Food Safety, support was provided to the MAFC's preparatory actions for the project Modernization of Agricultural Health Services, which has received IDB funding.

In the Area of Rural Development, two project proposals were drafted for improving the situation of rural

women, which received the support of the Belizean authorities; training was provided for rural women's groups in Dangrina in connection with hydroponic crops and organizational strengthening; the First Meeting of the National Committee of the UNIDAS Project, headed by the Office of the First Lady, was held, as was a seminar to promote the participation of rural communities in development.

Through the Area of Training and Education, IICA participated in the Tenth Annual Conference on Research and Education, where it presented a paper entitled "Land and the Nation: Rights, Responsibilities and Reform."

During 1998, IICA's activities in Belize increased significantly. The TCA supported the formation of productive microenterprises and contributed to strengthening rural women and youth organizations. It participated in the formulation of projects to improve milk production and marketing; strengthened a number of producers' associations; and made major contributions to the MAFC's work to develop new agricultural policies for charting the course of the sector over the next five years. Programs and projects for research and the commercial production of fruits, roots and tubers also received support, with a view to diversifying and fostering the production of non-traditional exports, as did a project to modernize and privatize agricultural health services, with a view to facilitating the trade of agricultural products with countries in the region and further afield.

COSTA RICA

In the Area of Policies and Trade, the TCA provided support to SEPSA, the CNP and UPANATIONAL, for developing a research project and a plan for the collective marketing of roots and tubers from the Huetar Norte region. Technical assistance was provided to the MAG for preparing the strategic plan for the National Commission on Agricultural Production Systems, facilitating implementation of the Plan to Restructure Production, and evaluating the impact of El Niño and Hurricane Mitch on the agricultural sector. Support was also provided to SEPSA in preparing the document "Policies for the Costa Rican Agricultural Sector:

the 1998-2000 Agricultural Development Program"; and to the PIMA, in reorienting its functions and strengthening its price information systems. The TCA also assisted the public and private agricultural sectors through training relevant to the analysis of agrifood systems, and in preparing, discussing and implementing studies on the heart of palm, mango and plantain production systems. Technical cooperation was provided to the Association of Root and Tuber Producers for organizing and coordinating a national workshop to address the outlook for root and tuber production in the country; and to the Rice and Corn Boards, in support of negotiations between producers and processors aiming to develop the means to boost their competitiveness and market shares.

Under the Area of Science, Technology and Natural Resources, proposals were drawn up and presented to the MAG for redefining and modernizing the national and sectoral science and technology system, and for creating an institute dedicated to technological innovation for agriculture. Support was provided to ICAFE in planning a Geographic Information System (GIS) for the management of coffee-growing. A training course on organic agriculture was held in conjunction with the University of Costa Rica. The proceedings of a regional workshop on rural financing for the sustainable and participative management of natural resources were published, as was a document entitled "Towards an Effective Change in the MAG's Agricultural Research." Finally, assistance was provided to Fun-Bambu in organizing and holding the Fifth International Bamboo Congress.

As regards Agricultural Health and Food Safety, a proposal was prepared and presented to MAG officials for modernizing and restructuring the national agricultural health system, and a national seminar was held on sanitary and phytosanitary measures and the role of the private sector and the State.

In the area of Rural Development, support was provided to INFOCOOP in setting up GRAICOOP, which will promote the development of the international cooperative movement, and to the National Committee of Women Members of Cooperatives, in drawing up a project to add value to family agricultural production (AGROFAM). Technical assistance

was provided to PDR and MNI for formulating project proposals aimed at strengthening indigenous communities, establishing indigenous ecotourism and creating the Integrated Development Center of Quitirrisi. Project activities for the bulking center of the Cabecar Community also received support. The PDR was evaluated and the results delivered to MAG officials; a technical and legal proposal for the creation of the Rural Development Institute was prepared and presented to the MAG; and support was provided to the Office of the First Lady for organizing the National Rural Youth Forum and for facilitating the First Lady's participation in the Eighth Conference of Wives of Heads of State, held in Chile.

Within the framework of Education and Training, the TCA worked with public sector agricultural institutions in organizing the First National Conference on Human Resources Training for Agriculture in the Twenty-first Century, the purpose of which was to assess the current status of agricultural education and training. The results of this conference were used as a basis for drawing up a proposal for action and laying the groundwork for implementing a sectoral program to strengthen human resources in the agricultural and rural sectors.

In the Area of Information and Communications, the INFOAGRO agricultural information system was successfully introduced in agricultural sector institutions after achieving the necessary political support. The work to expand the system got under way with the installation of the national server in agricultural public sector institutions, 30 Rural Information Centers (CRIs) were connected in the Brunca region, and a plan was implemented to train the personnel of these centers in the use and management of the information network. The TCA also collaborated with the TCAs in Peru, Venezuela and Jamaica in preparing the INFOAGRO proposals for those countries.

In short, during the reporting period major progress was made in modernizing and reorganizing the public agricultural institutional structure in Costa Rica through active support and the preparation of proposals for creating the Institute for Technological Innovation in Agriculture, the Agricultural Health Institute, the Rural Development Institute and the

Agricultural Development Institute. Important contributions were also made to reorganizing PIMA, the National Program to Strengthen Human Resources in the Agricultural Sector was launched, and the Agricultural Information System (INFOAGRO) was consolidated, providing producers with access to information on markets and for decision making. All this was made possible by the TCA/Costa Rica's efforts to consolidate coordination mechanisms with the Office of the Minister of Agriculture and other agriculture public sector officials.

EL SALVADOR

In the Area of Policies and Trade, the TCA provided technical assistance to MAG for creating COMAGRO and FUNDAGRO; contributed to strengthening BOLPROES; held training events on international trade, the use of the SIAPA, and factors limiting the definition of policies to foster the production and export of non-traditional products; and prepared project proposals to support recovery efforts in areas affected by Hurricane Mitch.

Under the Area of Science, Technology and Natural Resources, training was provided to MAG specialists in geographic information systems and remote sensing; methodologies were developed for conducting participatory rural assessments; four workshops were held on the use and validation of technical guidelines for soil and water conservation and on tools for agricultural transfer; field studies were prepared to determine acceptance of soil conservation practices in the Upper Cañar River Basin; and teaching materials on soil fertility management on hillsides were prepared and validated. With support from PRIAG, workshops attended by 60 specialists were held on experimentation by small farmers, participatory rural development and production systems; and eight events, involving 256 producers, were organized for sharing experiences. With support from the IICA/CATIE/CRS-UCA consortium, PAES environmental program was launched and the Third Technology Fair was held, attended by 24 institutions. Some of these activities were implemented through alliances established with FAO and CATIE.



Within the framework of Agricultural Health and Food Safety, an assessment was made of MAG's main border posts and agricultural health laboratories; the agricultural health information system was implemented; the administrative personnel of the Directorate of Plant and Animal Health received training; and specialists were trained in integrated pest management.

Under the Area of Rural Development, studies were conducted on the demand for tropical agroindustrial products in United States and European Union markets, identifying agribusinesses that could export their output to these markets. Within the framework of PROCHALATE, 60 specialists and 2,000 project beneficiaries received training through over 70 courses on production, microenterprise management, gender, organization, project administration and the cooperative movement, among others. The TCA also served on a committee tasked with formulating strategic guidelines for the country's rural development.

In regard to the Area of Training and Education, a project proposal was presented to MAG officials for the organization of the Agribusiness Training Center.

During 1998, the TCA's cooperation actions focused on strengthening MAG's Agricultural Health Information System, integrating the country's different quarantine posts and updating health information, which facilitated the processing of sanitary certificates for agricultural products and provided more effective prevention against the introduction of exotic pests and diseases into the country. Studies were conducted to quantify the effects of the trade liberalization process and the creation of free trade areas on agricultural trade; results provided important criteria for the government's negotiations with other countries. The training and communications components of the PROCHALATE project were integrated with its technical components, contributing to achieving project objectives and, as a result, improving the image of the project among direct beneficiaries, national officials and IFAD and the European Union, which provided the funds. Under the hillsides project, funded by the Netherlands, significant contributions were made to increasing agricultural production in the different municipalities through the application of innovative

methods for natural resource management and conservation. IICA also had an important role in setting up BOLPROES, which resulted in a relative price structure favorable to producers, a shortening of the trade chain, improved price and market information system, and greater transparency in the purchase and sale of agricultural products and inputs by the public and private sectors.

GUATEMALA

In the Area of Policies and Trade, the TCA provided support to the MAGA in designing policies for the agricultural sector and logistic support was given to MAGA professionals involved in agricultural negotiations under the Free Trade Agreement with Mexico; it also cooperated in conducting the inventory of damage caused by Hurricane Mitch and in preparing proposals for the recovery efforts in the areas affected by the natural disaster. Technical support was also provided to the GSTL and the GSTC in carrying out studies on: a) the urban market for meat and milk, b) the quality of milk, c) the application of tariff quotas to milk imports, and d) measures for strengthening the organization and investment fund of the Association of Livestock Breeders.

Under the Area of Science, Technology and Natural Resources, technical proposals were presented to the FIS for evaluating 12 reforestation projects, and to the Irrigation Boards and the beneficiaries of 22 mini-irrigation projects; a joint project involving the MAGA, PROFRUTA and the Association of Producers was formulated and funding sought for it; technical support was provided to the MAGA in implementing the activities of the PAF-G (in the Peten) and PLAMAR; administrative support was provided for planning and holding the First Fair on Irrigation With Potable Water. The agreements between IICA and the MAGA (PLAMAR, PAF-G, GSTL and GSTC) were extended and additional funding provided, and PRODERT was launched. Technical and logistic support was also provided to the activities carried out in Guatemala by the REDCAHOR, PROFRIJOL and PROMECAFE regional programs.

As concerns Agricultural Health and Food Safety, a strategic planning workshop was held for 70 profes-

sionals at the School of Veterinary Medicine and Animal Husbandry of the University of San Carlos; technical assistance was provided to MAGA in drafting a plan of action for dealing with health emergencies, conducting vaccination campaigns, establishing a health cordon along the borders with Honduras and El Salvador, and preparing proposals on watershed planning and management, in the aftermath of Hurricane Mitch. A regional seminar-workshop was held on food safety, attended by 25 Central American delegates; and arrangements were made for MAGA officials to participate in a meeting of the Codex Alimentarius in the United States.

In the Area of Rural Development, technical cooperation and administrative support was provided to PRODERT 1, which is co-financed by CABEL; the National Gender Network, composed of 12 NGOs, was set up with support from SIDA; and support was provided to national actions called for under the UNIDAS Program and the First Ladies' hemispheric program for rural women.

In the Area of Training and Education, support was provided to the School of Veterinary Medicine and Animal Husbandry at the University of San Carlos in drawing up a new profile for future professionals.

During 1998, the TCA/Guatemala worked to strengthen the MAGA's capabilities for addressing institutional decentralization and for reaching consensus with producers' organizations, trade associations and indigenous organizations, in order to reorient agricultural sector policies. Inputs were also provided for trade negotiations with Mexico, through studies aimed at improving the competitiveness of the dairy and beef sectors. Another important contribution was the technical assistance provided for formulating PLAMAR.

HONDURAS

In the Area of Policies and Trade, support was provided to the SAG for strengthening the Honduran Agricultural Market Information System; holding a seminar on multilateral resources; and organizing a meeting of the agricultural negotiators participating in

the negotiations of the FTAA/WTO and the Free Trade Treaty of the Northern Triangle of Central America. Technical assistance was also provided to the Management Planning and Evaluation Unit for implementing activities of the Agricultural Policy Development Project.

Under the Area of Science, Technology and Natural Resources, the TCA organized a workshop on renewable natural resource management in watershed areas; provided support to the DICTA in the area of institution building; and collaborated with the National Research and Technology Transfer System. A project profile was prepared on ecosystems for cocoa production; a workshop was held to validate the unsatisfied demand for corn in Honduran villages; a document was published on ecological agriculture; and technical assistance was provided for the sustainable development of the upper Tascalapa river basin.

As concerns Agricultural Health and Food Safety, the TCA cooperated with the SAG in designing the Emergency Agricultural Health Plan, analyzing a study on the modernization of the national agricultural health system, and holding a seminar-workshop on the biological control of the pink mealy bug.

Within the framework of Rural Development, the TCA provided support to the Office of the First Lady and the IACW in formulating a program to increase women's participation in production and business chains and social democratization. It also provided technical support to CLODEST for preparing projects, training leaders and implementing literacy programs among producers. It collaborated with SAG in designing proposals for the country's emergency plans for the supply of staple grains and the emergency plan for rehabilitating the agricultural sector in Yorito and Sulaco. The TCA also helped draft the national strategy on rural women and supported the PAIP Committee in reviewing and analyzing the results of the census of the reformed sector.

In the Area of Training and Education, strategic alliances were fostered to benefit the rural development projects being implemented in different regions of the country, and the Guide for Facilitators and training modules were validated in ten small-farmer busi-

nesses (450 producers). The TCA established a new line of work with the adoption and implementation of the Training for Change Program, targeted at agricultural public and private sector officials and vocational and centers of higher agricultural education.

In 1998, the TCA/Honduras implemented an intensive program of action to support the modernization of the agricultural sector in that country. It supported SAG's efforts to establish an endowment fund to ensure the continuity of the information system on commodity markets and facilitate farmers' access to this information. Valuable contributions were also made in gathering information to evaluate the damage caused to agriculture by Hurricane Mitch, and in drafting project proposals to modernize agricultural health services in line with the obligations assumed under the WTO and FTAA. A system was instituted to monitor SAG's rural development projects, making it possible to introduce timely corrective measures and effectively meet the needs of rural communities. The Institute responded quickly and efficiently to the government's need for support in dealing with the damage caused by Hurricane Mitch through specific actions to prevent outbreaks of pests and diseases and to secure external resources for agricultural reconstruction and reactivation efforts.

NICARAGUA

Within the framework of the Area of Policies and Trade, the document "Diagnostic Study of Agri-food Sector Organizations in Nicaragua, 1996-1997" was prepared and technical support was provided to the MAG-FOR for computerizing the management of agricultural trade information.

In the Area of Science, Technology and Natural Resources, technical assistance was provided to MAG-FOR in conducting a study on the Central American bean market and another to characterize hog production. It also contributed to evaluating the damage caused by Hurricane Mitch; strengthening the Geographic Information System, in collaboration with Texas A&M University; and drafting a bill to strengthen the national seed industry. The TCA implemented a sustainable development project funded by the Socio-

environmental and Forestry Development Program, and prepared proposals for the projects Upgrading Technical Assistance for Seed Production and Communities, Trees and Irrigated Agriculture, which were submitted to the IDB, IFAD and USAID for funding.

As regards Agricultural Health and Food Safety, the TCA provided technical assistance to MAG-FOR in risk analysis at critical control points, virology techniques and laboratory administration, verification and certification systems in places of origin, and animal health and nutrition. It also collaborated in designing and implementing the Sanitary and Phytosanitary Emergency Plan for high-risk areas affected by Hurricane Mitch, and in revising draft regulations on animal health, plant protection, the national register of agricultural inputs, and the surveillance system for the control of toxic substances.

Under the Area of Rural Development, a proposal was drawn up for facilitating the transition of the National Rural Development Program into a new institution; the project Business Training for the Rural Youth of Jinotega was implemented, and a proposal was presented for a second stage of that project. The TCA also provided technical assistance to the Office of the First Lady for evaluating its ongoing projects and strengthening the rural forums; in addition, it collaborated with the Interagency Support Committee for Women.

In the Area of Training and Education, with the assistance of Texas A&M University, a feasibility study was carried out on the establishment of a distance training center at the MAG-FOR; a postgraduate training program was organized on the management of services, with emphasis on epidemiological surveillance, for MAG-FOR specialists; and, with the support of CECAP, the curricula for a series of degree programs offered by the Central American University (agricultural engineering, aquaculture engineering and environmental engineering) were formulated.

During 1998, the TCA in Nicaragua focused its technical cooperation efforts on strengthening the MAG-FOR's agricultural trade information system, with a view to providing producers with access to useful information for market analyses and decision making.

Project proposals for modernizing the national seed industry with advanced technology in order to boost agricultural output and producers' incomes were drawn up for external funding. The TCA also provided direct technical assistance for improving the technical capabilities of MAG-FOR staff and for modernizing its agricultural health services; it also supported the Rural Development Institute through training for 2,500 rural youths in the Municipality of Jinotega in different aspects of agribusiness activities. Also worthy of note was IICA's rapid response to the Government of Nicaragua in dealing with the aftermath of Hurricane Mitch in the agricultural sector. It actively participated in campaigns to prevent outbreaks of pests and diseases, administered resources earmarked for the evaluation of damages in the rural sector, and formulated specific proposals to be submitted for external funding, aiming to rehabilitate and reactivate the agricultural sector in Nicaragua.

PANAMA

In the Area of Policies and Trade, the TCA supported MIDA in preparing documents analyzing the agricultural sector; formulating the agroexports development strategy; analyzing the status for Panamanian exports on international markets; drafting the project proposal and bill for establishing the Agricultural Modernization and Diversification Fund; and holding events on food safety and its impact on exports, the present development of sectoral policy on incentives and subsidies to promote agricultural growth and modernization. Actions were also undertaken to strengthen private agricultural sector organizations; technical support was provided to the IMA in developing and implementing the Agribusiness Information System; and the IPCE received assis-

tance in designing agroexport development and promotion projects.

Three documents were also prepared and presented to authorities on the current situation and trends in agriculture; an evaluation was carried out of the actions implemented under the IICA cooperation agreement with the UPEB, as a result of which the agreement was extended by the UPEB Board; the website containing statistical and documentary information on bananas and plantains was restructured; and the news service and analyses of trade flows and international prices for UPEB members were expanded to support decision making.

Under the Area of Science, Technology and Natural Resources, a technological proposal to enhance the competitiveness of MIDA's Sectoral Action Plan was drawn up and presented; a cooperation agreement was signed for implementing a project on the Mesoamerican biological corridor in the Caribbean coastal region of Panama; and coordi-



nation actions were carried out with officials of FONTAGRO and research institutions concerning the joint project with Colombia and Ecuador on small-scale fishing.

As concerns Agricultural Health and Food Safety, the TCA provided support to the PANVET 2000 Congress organizing committee and took part in the Joint Panama-US Commission for the Eradication and Prevention of Screwworm.

Within the framework of Rural Development, technical audits were conducted of MIDA's rural development, rural poverty and natural resources projects; technical assistance was provided to the Office of the First Lady for formulating production projects and developing provincial forums on rural women; work was carried out with the national committee of the Hemispheric Project to Strengthen Rural Women's Participation in Agri-production Chains; and the Agroindustry Development Plan was drawn up.

In the Area of Training and Education, support was provided for setting up the Technical Committee of the

SIHDEA system, the regulations of which were also drawn up.

During 1998, the TCA in Panama worked to develop and consolidate the National Agribusiness Information System and the Rural Management and Information Centers, which contributed to developing new institutional capabilities and improving the decision-making capabilities of producers. The technical audits of rural development projects served to identify critical issues requiring consideration during implementation, the respective problems encountered, and pertinent recommendations for improving the management process. The technical support provided to the Sustainable Development Committees and the Technical Corrective Committees facilitated self-management and created mechanisms for dialogue among social actors. Public sector officials recognized the decisive role played by the Institute in streamlining administrative procedures, implementing the externally funded programs and projects administered by the TCA (such as the Agricultural Services Modernization Program and the Rural Poverty and Natural Resources Project), and designing and developing the City of Knowledge.

N O R T H E R N R E G I O N A L C E N T E R



DIRECTORATE OF THE REGIONAL CENTER

During 1998, the Northern Regional Center began an aggressive plan to improve the integration of the three countries of the North into the IICA family. The Northern Regional Council was formed with representation from the three member countries along with the IICA representatives for the countries and the region. This process permits a real participation of the countries in the ongoing activities of the Center. A strategic plan for the region was developed along with an operating plan through 1999. The Regional Center continued to provide support to Headquarters and the other IICA regions in terms of negotiating agreements and projects, and securing external funding.

Some of the most important results during 1998 include the following:

A new research network, PROCINORTE, was created and significant process made in implementing the

system in the North. As part of this effort, a task force was created in library and information services to better integrate the library services of the three countries and with the rest of the countries in the hemisphere.

A position was established in the Northern Regional Center to give special focus and attention to the areas of food safety and trade. Activity in this area is carefully monitored and evaluated and information is disseminated to the other regions of IICA.

Several agreements were signed with various agencies to provide access to the technical expertise of the Northern countries to other parts of the hemisphere through volunteers and training programs.

Other results include the preparation of two case studies for the OAS (PROCIANDINO and Texas A&M University) documenting successful IICA projects resulting from strategic alliances; participation in the inter-agency task force working to mitigate the effects of natural disasters in developing countries; the presentation, with CONPLAC support, of the 1998-2002 Medium Term Plan to government authorities in Canada and the United States of America; and the establishment of contacts with Central American ambassadors and representatives of the IDB, IBRD and USAID to discuss IICA's role in efforts to deal with the aftermath of Hurricane Mitch in Central America.

Efforts continued to increase the visibility of IICA within the Northern countries. The Regional Directorate participated in many other important activities, such as: a) IDB Consultative Group for the Reconstruction of Central America; b) the Special Session of the OAS General Assembly; c) the meeting of Caribbean/Latin American Action; d) the Inter-American Council; e) the Annual Meeting of the Association for International Agricultural and Rural Development; f) the IDB forum on FONTAGRO; g) the Eleventh Meeting of the CODEX Committee on Residual Veterinary Drugs and Food; h) the Twenty-fifth Pan American Sanitary Conference; i) the CGIAR Centers meeting; j) the meetings of the Inter-Agency Task Force on Sustainable Development; and k) the annual meeting of the International Crop Certification Advisors.

Events organized by the Northern Regional Center during 1998

	Events		Participants		Duration (days)
	Number	%	Number	%	Total
Northern Regional Center	21	100.0	3958	100.0	434
Northern Directorate	7	33.3	65	1.6	20
Canada	3	14.3	12	0.3	390
Mexico	11	52.4	3881	98.1	24

Source: DIPRE.

CANADA

Within the framework of the Area of Policy and Trade, support was provided for involving Canadian experts and professionals in the development of joint cooperative actions in LAC. In December, a CCAA mission visited Trinidad and Tobago, where meetings were held with authorities from THA, CARDI and Caroni, Ltd. to discuss areas of shared interest such as agro-tourism, the processing of citrus and other fruits, human resource training activities, risk analysis at critical control points, development of agroindustrial enterprises, among others.

Under the Area of Science, Technology and Natural Resources, nine candidates were selected from CFIA and the Universities of Montreal, McGill, British Columbia, Saskatchewan, Waterloo and York to conduct scientific-technological studies in Paraguay, Argentina, Trinidad and Tobago, Brazil, Uruguay, Barbados, Chile, Belize and Peru on, for example, the analysis of milk composition and quality, the effects of agrochemicals on soils, the conservation and management of wild and domesticated pollinators, and the analysis of fragile Andean ecosystems, among others. In addition, a proposal was approved for establishing an information network among biotechnology

research centers in Canada and LAC, which was presented to the Canadian Biotechnology Association.

As concerns Agricultural Health and Food Safety, the TCA provided assistance to LAC countries in their efforts to establish ties with Canadian agencies responsible for animal and plant health services, as well as with training and research organizations. It also collaborated in efforts leading to the signing of an agreement between the Schools of Veterinary Medicine of the Universities of Montreal and Buenos Aires, the aim of which is to provide training to SENASA officials in food safety, microbiology, epidemiology, exotic animal diseases, among other things. Also of importance was the signing of an agreement between INTA/Argentina and the Food Research and Development Center of Agriculture and Agri-food Canada, for research efforts in food processing and food safety. Honduras received technical support in preparing a proposal for modernizing its agricultural health services; and two project profiles were drawn up for immediate humanitarian aid to help the victims of Hurricane Mitch in Central America, aimed at establishing a dispensary of veterinary medicines for small- and medium-scale producers, conducting a vaccination campaign and providing ambulatory medicine services.

In the area of Rural Development, support was provided for exchanges among Canadian and LAC farmers. Seven members of the UPA in Quebec, Cégép Saint-Jean-sur-Richelieu in Quebec and the NFU were selected to participate in an exchange program executed in coordination with the TCAs in Chile, Nicaragua, Paraguay, Mexico and Costa Rica.

In the area of Information and Communications, the TCA upgraded its website (<http://www.iicacan.org>), which now provides access to quality information through 756 specialized and updated links addressing such subjects as agricultural health, biosciences and biotechnology, product prices, economics and statistics, food security, international organizations, research and education, trade and markets, treaties and agreements, etc.

In 1998, IICA significantly increased the scope of its activities in Canada through: 1) the promotion of trade opportunities in LAC countries for Canadian Agribusinesses; 2) the promotion of networks and strategic alliances between Canada and the LAC countries; and 3) information and technology for communication. Through these actions it provided a growing number of Canadian institutions and individuals with an opportunity to participate in agricultural development in the Americas and to establish academic, research, trade and cooperative ties with partners in LAC.

MEXICO


In Area of Policy and Trade, the TCA provided technical support to the negotiations for the Free Trade Treaty between Mexico and Guatemala, Honduras and El Salvador. It also cooperated with the General Directorate of Studies in analyzing specific trade negotiation scenarios with the EU and the new round of WTO and FTAA multilateral trade negotiations. It supported SAGAR in holding a workshop on the food and beverage industries, in holding a Mexico-Spain business meeting within the framework of the 1998 Food Fair, and in analyzing the bill for the Legal Initiative on Integrated Rural Development. In addition, the TCA assisted the Undersecretariat for Planning in organizing and holding a seminar on trade

negotiations and the CORECA Secretariat, in implementing an institution-building program.

Within the framework of the Area of Science, Technology and Natural Resources, technical and administrative support was provided to INIFAP in organizing and holding various courses, seminars, workshops and technical meetings. Some outstanding activities were the First International Symposium on Rice, the First International Symposium on Sorghum, the First International Meeting on Agricultural Research Institutions, the Mid-term Meeting on the CGIAR System; and the Twenty-first National Congress, the Ninth National Course and the First Technological Exhibition on Biological Control.

As concerns Agricultural Health and Food Safety, support was provided to the TCAs in Ecuador and Nicaragua for training specialists in phytosanitary certification and the cultivation of citrus fruits, musaceae and other fruit crops, respectively. A document was prepared on Mexico's experience with phytosanitary verification programs in places of origin, and the TCA helped organize the International Seminar on Food Safety in International Agricultural Trade. In addition, assistance was provided to the DGSV in diagnosing imported materials and in identifying *Meloidogyne* spp. in potatoes; to CONACYT, in evaluating animal health projects; to SAGAR, in verifying place of origin and strengthening plant health, in organizing the Seventh International Meeting of the FTAA Working Group on Sanitary and Phytosanitary Measures, and in preparing technical information on the history and present situation of exports and imports of avocados, apples, pears, melon, mangoes, citrus fruits, corn and wheat. The TCA also participated in the Annual Meeting of the Technical Advisory Council on Animal Health; and, together with the DGSV, DGSA and DGAI of SAGAR, prepared the Regional Sanitary and Phytosanitary Project for Central America.

Within the framework of the Area of Rural Development, cooperation agreements were signed with the Undersecretariat of Rural Development for the implementation of the Women in Rural Development project; with the SAGAR, for carrying out actions in the area of rural and technological development; with the National Confederation of



Small Farmers, for the implementation of programs and projects related to agricultural development and rural well-being; and with the government of the state of San Luis Potosi, for carrying out actions aimed at institutional strengthening, regional development and social well-being. Support was provided to the SDDR of the SAGAR in holding the Second International Seminar and Exhibition of Non-traditional Exports, and in setting up the

Regulation and Monitoring Commission, in the internal national evaluation of the Extension and Technological Development Program, and in the publication of documents on a program for the generation of and support for innovative rural financing experiences with a gender perspective, and on a conceptual and operating framework related to women in rural development.

In the Area of Training and Education, the TCA cooperated with the University of Chapingo in implementing modules for the diploma course in education; and, with support from CECAP, a number of workshops were held on organizational strengthening for change, strategic planning and curricular development, and the planning, evaluation and accreditation of higher agricultural education programs.

The achievements of the TCA in Mexico in 1998 included the strengthening of the formal channels for coordination and the execution of actions with the Undersecretariat of Planning, the General Directorate of International Affairs and the General Directorate of Studies of the SAGAR; the establishment of links for Mexico and the Central American countries to carry out joint activities; the strengthening of human resources in the public and private sectors in aspects related to animal and plant health and food safety, endeavoring to improve the systems for regulating and monitoring the production and marketing of agricultural products and benefiting producers by providing them with better service. In the Area of Rural Development, major contributions were made to the SAGAR, via technical support in strengthening the operation of the monitoring and evaluation systems and the execution of activities, in relation to several programs aimed at developing marginal rural areas, for the cultivation of coffee, rubber and cocoa, and micro-financing for rural women. It should be noted that the results achieved during the period were widely disseminated and adopted by the government agencies involved in the agricultural sector in Mexico.

UNITED STATES OF AMERICA

Progress continued throughout 1998 to strengthen partnerships between IICA and agencies and organizations in the United States involved with agriculture. For the Second International Conference on Women in

Agriculture, held in Washington, D.C. in June, the TCA worked closely with both the U.S. Department of Agriculture and the President's Interagency Council on Women. Through cooperation with other IICA offices and the ministries of agriculture in some member countries, IICA arranged for the participation of high-level dignitaries and officials from Argentina, El Salvador, Mexico and Panama to make keynote addresses. Over 1,000 women from more than 50 countries attended as delegates. Approximately a dozen IICA personnel and seven rural women from a variety of countries received IICA assistance for attending. The Wallace Genetic Foundation sponsored an IICA Opening Reception and Exhibit. Also at the Conference, in cooperation with the AgriFuture Foundation, IICA held a round table discussion on food security, indigenous women's knowledge and intellectual property rights, which was sponsored by three private-sector groups. The Director General of IICA, Canada's Secretary of State for Agriculture, the Vice Minister of Agriculture of El Salvador, and representatives of the Canadian Embassy also participated in the event.

Another TCA effort to publicize IICA in the United States is the IICA/USDA/CLAA Luncheon Series which continued throughout the year. Speakers included the Deputy Director General of IICA, the Trade Minister of Jamaica, the Senior Advisor from the International Trade Administration at the U.S. Department of Commerce and the Under Secretary for Research, Education and Economics at USDA. In keeping with efforts to inform state officials throughout the United States about the Institute, in November IICA's Representative in the United States made a presentation on the subject to hundreds of state legislators at the Annual Conference of the National Order of Women Legislators.

In support of the TCA's plans to interact with both government entities and universities, the year began with delegations from the U.S. government and Texas A&M University traveling to Costa Rica to attend the inaugural celebration of the second term of office of IICA's Director General. In March, the TCA supported the weeklong series of activities sponsored by Texas A&M at College Station to honor IICA's Director General as a distinguished international alumnus, and also to better inform IICA visitors about the possibilities for interaction with the university. In October, IICA inaugurated the Distance Learning Center at its

Headquarters with a simultaneous satellite broadcast from Washington, D.C., Costa Rica, Mexico and College Station, Texas. Dignitaries participated from each region, as did senior officials of the Inter-American Development Bank and the USDA Foreign Agricultural Service.

IICA Headquarters coordinated with the TCA in connection with the Institute's participation in the Food and Beverages of the Americas Trade Show and Conference, which was held in Miami in December, sponsored by the World Trade Center and USDA. The Director General, the IICA Representative to the United States and two members of IICA's Technical Consortium attended the Conference and disseminated information on the Institute and its programs. At this event, as well as at the Twenty-second Annual Conference on the Caribbean and Latin America, an exhibit was presented on women's contributions to agriculture in the Western Hemisphere. In a response to the outpouring of concern for Central America following Hurricane Mitch, photographs of the areas affected, including clean-up efforts in Honduras and El Salvador, were included in the exhibit.

Throughout the year substantial support was provided by the TCA to other IICA offices and units, including for the purchasing of supplies, the scheduling of meetings for IICA visitors and U.S. officials, representation at meetings, and gathering and disseminating information. In addition, requests for speakers or conference participants were frequently arranged and/or funded. Three examples are the speaker from the Food Safety Inspection Service at USDA (Food Safety Seminar in Mexico), the representative from the Trade Policy Division at USDA's Foreign Agricultural Service (Trade Negotiation Conference in Chile), and the women's cooperative leader from Kentucky (IICA Rural Cooperative Conference in Chile).

Through these varied organizations and events, awareness of IICA was increased throughout the agricultural and agribusiness communities in the United States. In addition, IICA's projects and contributions are being recognized by many legislative and private-sector leaders who will be making decisions in the future concerning the development of agriculture in general and IICA's role in particular.

S O U T H E R N R E G I O N A L C E N T E R



DIRECTORATE OF THE REGIONAL CENTER

During 1998, the Directorate of the Center focused its actions on strengthening the TCAs in the Southern Cone, within the context of the Institute's policy of decentralization. With this in mind, it supported the review of their strategies, modernization of the technological platform, and relations with national agricultural public and private sector agencies, with a view to enhancing the efficiency of services provided by the TCAs to the countries. The premise was that cooperation should be geared toward and based on the priority needs identified by the respective countries. To this end, the Directorate provided support to some of the TCAs by offering talks, making technical support visits, sharing information and implementing short-term actions of interest to the countries, with a view to opening up the possibility of the TCAs expanding their plan of action for 1999. To implement this approach, over the course of the year the Regional Directorate made a series of contacts and held meetings with the pertinent officials of the governments of

Argentina, Brazil, Chile, Paraguay and Uruguay, accompanied and supported by the Representatives of the TCAs and the coordinators of regional projects. This work, focused primarily but not exclusively on the ministries of agriculture and foreign relations, was very arduous but necessary, especially due to the changes of government and/or ministers that took place in the region during the year as part of the normal democratic process.

The Directorate also made a systematic, ongoing effort to secure external resources for the TCAs and the Directorate itself, so as to improve the financial situation and thereby offer more and better technical cooperation to the countries of the region. To this end, the TCAs received support in modernizing IICA's administrative-financial and information technology systems, in order to facilitate communications among the Center's different units and with the units at Headquarters.

In the Area of Policy and Trade, the Regional Directorate cooperated with the TCAs in carrying out a number of studies on the agrifood sector. Support was provided to the TCA in Argentina in reviewing its projects in light of the national strategy and in developing an online newsletter. The Directorate also collaborated with the TCAs in Chile, Paraguay and Uruguay in strengthening their technological platform, and with the TCA in Brazil in implementing a series of technical cooperation actions, including those related to the MERCOSUR Agrifood Fund.

Under the Area of Science, Technology and Natural Resources, technical assistance was provided to the TCA in Paraguay in its negotiations with the MAG concerning an agreement to create a demonstration unit for breeding water buffaloes, and in training animal specialists and veterinarians who will be carrying out extension work.

Support was also provided for the actions implemented by PROCITROPICOS in its member countries in the Southern Region, and the cooperation agreement with them was renewed. The Directorate collaborated in reviewing PROCISUR's programming of activities and participated in the Twentieth Regular Meeting of its Board of Directors. It also attended GROWTECH 98, held in Miami, and cooperated with

the TCA in Brazil in organizing several meetings with representatives of the CGIAR and EMBRAPA, and in holding the First Water Meeting.

As regards Agricultural Health and Food Safety, technical assistance was provided to the National Plant Health Services, via COSAVE, in preparing methodologies for the detection, monitoring and control of pests. A proposal was also drawn up for a regional sanitary and phytosanitary project, to be implemented in 1999. In the Area of Rural Development, IICA supported PROCODER, which held a seminar on the outlook for the development of small-scale agriculture in Latin America. With regard to Training and Education, the Directorate collaborated in the creation of the Regional Higher Education Forum.

The Regional Directorate, with its direct support to the countries through regional projects, achieved important specific results. The PROCISUR program provided an effective response to the technological needs of the region in connection with economically important agrifood chains, predominant ecosystems and relevant strata of family agriculture. In the Area of Agricultural Health, efforts promoted by IICA, through COSAVE, to harmonize phytosanitary regulations contributed to increasing the volume and value of trade in agricultural products in the region, and COSAVE gained recognition within MERCOSUR as an active and productive mechanism. It also served as a model for the countries of the Central American and Andean

regions, and for spurring the globalization processes encouraged by the WTO.

PRODAR brought together some 20 associate institutions in countries of the region that trained their technical personnel and provided them the opportunity to observe first-hand successful experiences to develop small and medium-scale farming enterprises.

PROCITROPICOS provided training, held technical meetings and seminars and organized field activities to address issues related to the tropical ecosystems of Amazonia, with a view to overcoming limitations on competitive agricultural and forestry production and the sustainability of natural resources in Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname and Venezuela.

Also worthy of note was the strategy developed for strengthening strategic alliances with a number of international, regional and national organizations, which opened up new contacts for cooperation and enabled the TCAs to increase their supply of technical cooperation to the benefit of the countries of the region.

The Regional Directorate organized and held regional seminars and forums, in close coordination with the public and private sectors and other regional institutions, to discuss current issues affecting the agricultural sector and provide opportunities for developing solutions to common problems.

Events organized by the Southern Regional Center during 1998.

	Events		Participants		Duration (days)
	Number	%	Number	%	Total
Southern Regional Center	84	100.0	3240	100.0	378
Southern Directorate	5	6.0	198	6.2	16
Argentina	10	11.9	361	11.1	13
Brazil	17	20.2	907	28.0	224
Chile	29	34.5	1046	32.3	46
Paraguay	10	11.9	302	9.3	50
Uruguay	13	15.5	426	13.1	29

Source: DIPRE.

ARGENTINA

In the Area of Policies and Trade, the TCA supported the Undersecretariat for Food and Markets in holding, for the first time in a western-hemisphere country, a special conference of the CIC, the theme of which was "Challenges of the New Millennium for Cereals Markets," and in publishing the document "The Argentine Agrifood Sector in the 1990s." A strategic alliance was established with COPAL and SAGPyA, aimed at strengthening the country's agrifood businesses. Studies were carried out to identify commercial opportunities for organizations of small-scale onion producers and methods for providing technical assistance to farmers. A series of actions were implemented to support the development and organization of programs to restructure agriculture and rural management; and support was provided to various provincial government agencies in formulating projects.

As regards Science, Technology and Natural Resources, the TCA drew up the terms of reference for formulating an irrigation project to be implemented in the province of La Rioja.

In relation to Agricultural Health and Food Safety, the TCA formulated and presented to the government a project to modernize agricultural health services in La Rioja province. Specific agreements were also signed to support agrifood health and quality programs, including the Boll Weevil Program (which includes binational coordination with Paraguay) and the Argentina/Chile Binational Program to Combat the Mediterranean Fruit Fly.

Within the framework of Training and Education, further support was provided to the Ministry of Education under IICA's training program in the country, and to the Forum on Higher Agricultural Education, in integrating the curricula for the agricultural sciences. Of special importance was the preparation of the document "Curriculum Reform in the Agricultural Sciences in Argentina: The Proposal of Eight Deans." The TCA also collaborated with the Southern Regional Center in organizing the First Meeting of MERCOSUR's Higher Agricultural Forum.

In the Area of Information and Communications, the TCA made a major effort to develop the capabilities of its information systems for managing its activities and programs. Within the TCA, the SIGE management system was developed for programming and monitoring the TCA's activities; for its activities outside the office, information centers were set up in Mendoza and the Agrifood Forum of the Southern Cone was developed. Through these actions, IICA achieved a leadership position in the local technical cooperation "market."

In order to strengthen its cooperation actions, the TCA in Argentina established closer ties in 1998 with public and private agricultural sector agencies by providing ongoing support to the agrifood system for developing and organizing agricultural modernization and rural management programs. Major progress was also made in delivering Institute cooperation in the provinces, in formulating and implementing projects to develop and modernize agriculture, and in improving agricultural health services. Also worthy of note were the short-term reports produced by the TCA on the sector, which were very well received by both the government and the private sector.

BRAZIL

In the Area of Policies and Trade, the TCA initiated work to formulate a technical cooperation project to strengthen CEPLAC; held a seminar on the distribution of wealth, poverty and economic growth; and provided technical support to the Secretariat of the Ministry of Agriculture in preparing MERCOSUR's Statistical Yearbook.

Under the Area of Science, Technology and Natural Resources, the TCA provided technical assistance for validating the secondary stratum of the rain forest in the Amazonian region of Para; supported the Secretariat of Agriculture in projects involving agricultural research and the development of environmental management technologies; and participated in the design of information systems on fruit markets. It also cooperated with the SRH in promoting agricultural development in irrigation districts,

implementing programs to foster the efficient management of water resources, and designing an information system on water resources. Other important actions were the technical assistance provided to SEPLAN in implementing an agrarian reform project in the State of Maranhão, signing an agreement with EMBRAPA for a project to support the development of agricultural technology, and collaborating in developing grain-drying technologies.

In regard to Agricultural Health and Food Safety, the TCA cooperated in preparing a program to develop certification processes, designing a plan to develop functional processes of the national agricultural protection policy, and formulating a project proposal for the University of Santa Cruz aimed at creating a center of world excellence for the training of epidemiologists.

In the Area of Rural Development, the TCA provided support to the BNB in training activities on participatory methodologies for development in municipalities, districts and communities. It cooperated with CODEVASF's commercial fish production activities in irrigation channels and in drafting a proposal for organizing producers. It provided technical assistance to the INCRA for drafting the regulations to govern the program to formulate plans for consolidating agrarian reform settlements; conducting studies on policy decentralization for agrarian reform; and developing methodologies for analyzing and validating credit proposals. The TCA also cooperated in preparing the structural formats of the management information systems for the credit funds of the central, western, northern and northeastern regions.

Important actions were implemented to promote rural development in a number of areas and states: in Itaparica, leaders and entrepreneurs of self-managed organizations received training in the management and organization of cooperatives; in Piauí, the Planning and Administration Secretariats received support for conducting studies on institutional reform; in Pernambuco, a theoretical-methodological frame of reference was designed for local sustainable development and a strategy was formu-

lated for decentralization, municipalization and rural poverty alleviation. In Rio Grande do Sul, support was provided to EMATER for developing rural radio communications; in Paraíba, the TCA cooperated with the Planning Secretariat in preparing a project proposal on rural poverty alleviation; and in Maranhão, the Program in Support of Small Farmers continued.

The strategy implemented by the TCA in Brazil in 1998 aimed to improve the quality and effectiveness of its technical



cooperation services in that country and enabled IICA to expand its field of action and secure large amounts of external resources for implementing projects to transform institutions, trade, production and human resources, and to alleviate rural poverty.

CHILE

In the Area of Policies and Trade, IICA cooperated with ODEPA in its courses on trade policy, in formulating the project Institutional Modernization, Systemic Articulation of Sectoral Policies and Competitive and Sustainable Development, and in preparing the document "Toward the Institutional Organization of Irrigation Policy." It also provided technical support in designing its agricultural information system and in strengthening the services for sectoral policy and strategic management.

The Institute also supported the ODEPA in systematizing the functions of the Sub-department for Sustainable Development, formulating sectoral environmental policies, and drafting a proposal for the environmental agenda of the agroforestry sector.

As regards Agricultural Health and Food Safety, the TCA provided support to the SAG in analyzing the legal structure governing its operations, conducting risk analysis studies, formulating a cattle identification and registration project, modernizing animal health services, and strengthening the epidemiological surveillance and risk analysis units.

Within the framework of Rural Development, the program to strengthen INDAP's operations in the areas of marketing and small-farmer organization got under way. The TCA collaborated in organizing the First Inter-American Meeting of Small-farmer Agribusiness Organizations, creating the Inter-American Network of Organizations, and implementing the Business Leadership Program for Women in Small-farm Organizations. The seminar Outlook for the Development of Small-scale Agroindustries in Latin America was held, five SWOT group diagnostic studies were carried out in support of organizations of women small-farmers, and three business management courses were offered. Support

was also provided for reformulating the program to strengthen rural microbusinesses in Latin America and the Caribbean, and the project Business Management Capabilities of Chilean Family Agriculture was launched.

In the Area of Training and Education, IICA signed an agreement with the Undersecretariat of Agriculture and the Ministry of Education for the joint implementation of the plan to modernize vocational agricultural and forestry education; it established a strategic alliance with the AGCI and a number of universities for undertaking joint training and cooperation actions; provided support to the



Ministerial Regional Secretariats of Education and Agriculture of regions VI, VII, VIII and IX, for the joint implementation of training seminars for school principals and teachers; and provided support to INDAP's postgraduate course on business management.

During the reporting period, the TCA in Chile focused its cooperation actions on modernizing the institutional structure of agriculture, and contributing to the definition of mechanisms for articulation and types of modern organizations to enhance the sec-

tor's competitiveness. It also provided substantive support for the development of business capabilities and the organization of small farmers, for example through Business Management Centers, which are helping producers make decisions based on economic and financial analyses. Important progress was also made in strengthening private and public education and training mechanisms and systems, with a view to upgrading the training of human resources working in the agricultural and forestry sectors.

PARAGUAY

In the Area of Policies and Trade, the TCA cooperated with the DGP of the MAG in organizing and holding a seminar on the potential, demands and challenges facing the agrifood sector in MERCOSUR countries, using the AGRIS and CARIS information systems, and updating studies to be used in rationalizing land use. The DGP asked the TCA to draw up a proposal for a decentralized agrarian planning system. Technical and logistic support was provided for training provided to inspectors on the control of agricultural products for international trade. The MAG's National Agricultural Library was provided with computer equipment so that it could connect to Internet and periodic electronic bulletins were sent to 110 public and private sector institutions and specialists with information on the agrifood sector in the Southern Cone.

As concerns Science, Technology and Natural Resources, the TCA assisted the DIA of the MAG in conducting regional cereal and oilseed research, and provided logistic support for its participation in PROCISUR activities.

Within the framework of Agricultural Health and Food Safety, support was provided to the Rural Association of Paraguay in regard to its participation in the Sixteenth Pan American Congress of Veterinary Sciences, and to COSAVE, for the meetings of its Management Committee and Permanent Working Sub-groups. Technical and logistic support was provided for the First International Course on the Use of Ultrasound Technology in Equine and Bovine



Reproduction and a series of actions were taken to strengthen veterinary diagnostic laboratories, quarantine control posts and other epidemiological surveillance activities of the Undersecretariat of Livestock and SENACSA. Logistic support was also provided to the Directorate of Plant Health for implementing the Binational Boll Weevil Control Project.

In the Area of Rural Development, the TCA supported the IBR in harmonizing its projects in line with institutional reorganization, updating the Agrarian Statute and implementing a project to strengthen the family agriculture economy. The TCA cooperated in implementing the training activities carried out by the Executing Unit of the MAG/IFAD Credit Project for the Northeast Region, and support was provided to DINCAP in implementing a program to consolidate rural settlements, financed by the IDB, through courses for specialists and campesino leaders. The TCA also supported the participation of cooperative members in the First Inter-American Meeting of Representatives of Small Agribusiness Organizations. Together with the Secretariat for Women's Affairs, it prepared a guide for the preparation of rural development projects with a gender perspective, which will be used to train MAG and Secretariat personnel. Support was provided to the MAG's Marketing Directorate in training 88 campesino leaders and specialists in marketing and the management of producers' associations. IICA's participation in the Government Paraguay/IDB loan contract was negotiated, for administering the technical assistance component of a project to support the development of small cotton farms. Logistic support was provided to the Directorate of Agricultural Extension and the Campesino Development Fund for their participation in activities organized by PROCODER.

As regards Training and Education, technical support was provided to the Council of Deans of the Schools of Agricultural Sciences and Agronomy for a seminar held on curriculum modernization and institutional evaluation, a course to analyze methodologies for drawing up strategic plans, a seminar on the preparation of dissertations, and a conference on the free movement of agricultural and forestry professionals among MERCOSUR and EU countries. The

TCA also cooperated with the Rural Network in holding a seminar on training methodologies and experiences for rural youth in the Southern Cone.

During 1998, the work of the TCA in Paraguay was geared toward strengthening actions at the provincial level through close collaboration with officials of the public and private agricultural sectors. This resulted in a substantial increase in the cooperation activities carried out and the amount of external resources administered by the TCA. Major contributions were made to implementing projects benefitting medium and small-scale farmers in the departments of Alto Parana, Itapua, Concepcion and Amambay. The TCA's focus on human resources training (specialists and campesino leaders) and on agricultural health issues is regarded as essential to sustainable development in rural Paraguay, inasmuch as they are a prerequisite for the country's participation in regional and world markets.

URUGUAY

In the Area of Policies and Trade, IICA supported the MGAP in conducting a study on decentralization, which was presented to the Sectoral Commission on Decentralization; it also contributed to drafting two projects (one on a plan for institutional improvements, and the other on a management information system on the users of the Ministry's programs). In collaboration with the Directorate of the Southern Regional Center, a project profile was formulated for providing support to institutions involved in the design, implementation, evaluation, researching and monitoring of government policies and actions established to boost the competitiveness of agriculture and agroindustry in the Southern Region. Through the Southern Regional Center, a letter of understanding was signed with the Ministry of Industry, Energy and Mines for supporting administrative and technical cooperation actions to enhance industrial competitiveness in the agrifood sector. In addition, the TCA carried out a statistical study on exports and imports of 34 agricultural products; supported OPYPA in conducting sectoral assessments and in organizing the seminar "Current Situation and Potential of the



Agricultural Sector of Uruguay in Meeting the Challenges of MERCOSUR"; carried out a study, in conjunction with JUNAGRA, on the impact of Chilean exports on the domestic and regional marketing of the main broadleaf fruits; and cooperated with GTZ in generating information on business management and writing a manual on farm planning.

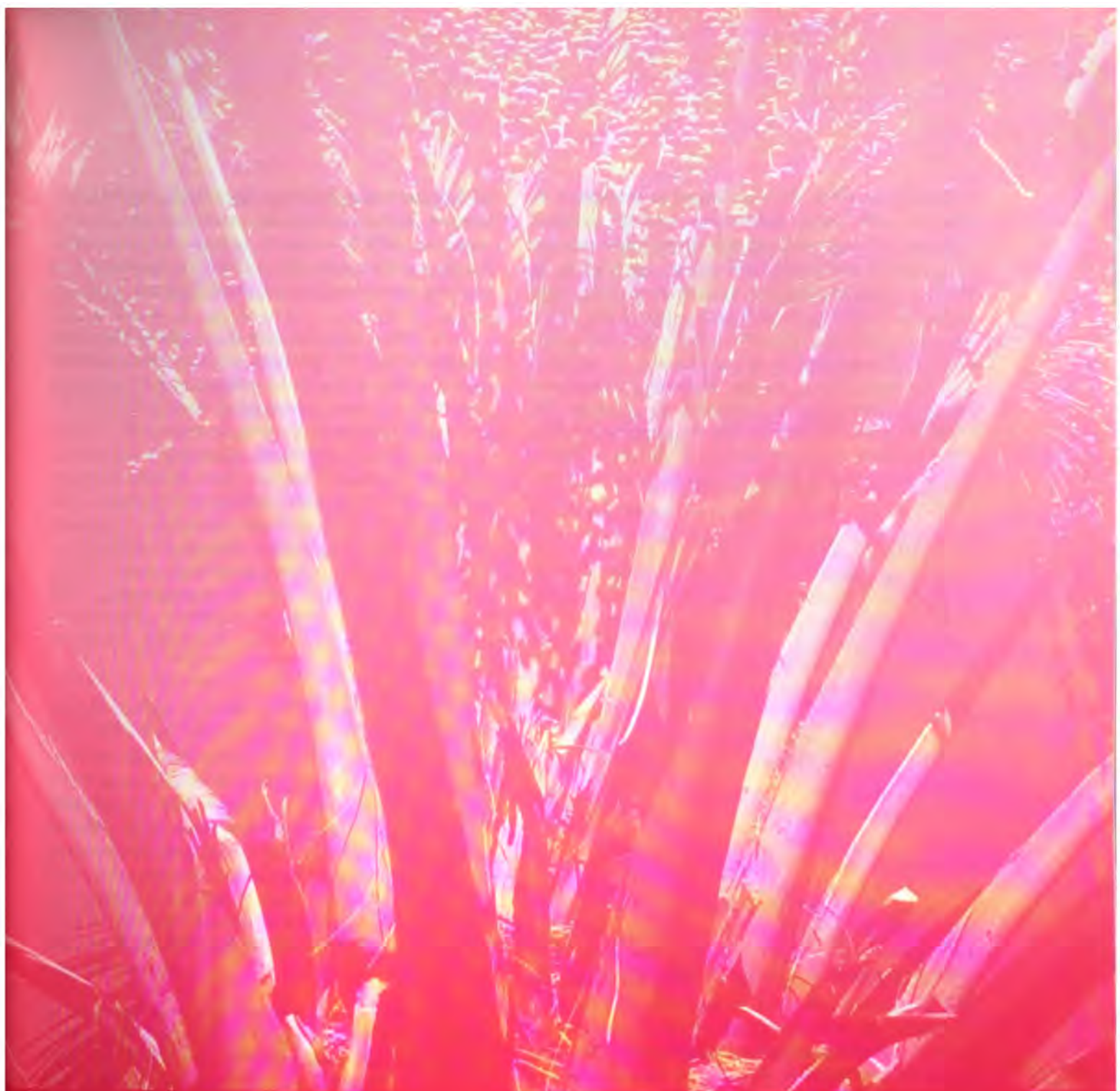
In regard to Science, Technology and Natural Resources, the TCA collaborated with MGAP in formulating project profiles to develop both the livestock sector and the world market associated with carbon dioxide sequestration, pursuant to the Kyoto Protocol. Support was provided to PRONATTA in conducting a study geared to effectively improve production levels and farmers' incomes in the Bella Union region, and in publishing the book *Cuando los Cambios son Posibles*. The TCA cooperated with MGAP and INIA in organizing a seminar on water quality on dairy farms; and with ALADI, in writing documents on relations between MERCOSUR and Mexico and the EU.

Within the framework of Agricultural Health and Food Safety, the TCA conducted further negotiations with MGAP officials for improving sanitary and phytosanitary services at border posts; it also formulated proposals for harmonizing the water quality standards of creameries and the dairy industry.

In the Area of Rural Development, IICA provided support to the MGAP in conducting research on the quality of communications in the interior of the country. It also cooperated with the Municipality of Tacuarembó in preparing a project profile for small-farmer development; supported JUNAGRA in implementing the Emergency Farmers' Compensation Program, conducting studies on the pork agrifood chain, and holding an international seminar on pork marketing; and supported the Commission on Rural Women in organizing seminars on communications and sustainable rural development. Also worthy of note was the analysis made of rural youth organizations, and the collaboration provided to the Youth Forum for publishing the document "Rural Youth in Uruguay in the 1990s."

As concerns Training and Education, the TCA cooperated with the Meeting of Parliamentarians, Deans of Agronomy and the Association of MERCOSUR Producers; it also contributed to organizing the seminar "Problems of Higher Agricultural Education: Challenges and Perspectives." It also collaborated with the School of Agronomy of the University of the Republic in courses for its teaching staff on curriculum development and evaluation; and with the Catholic University of Uruguay, in setting up the Postgraduate Program on Food Technology. A seminar was also held on the use of information technology in negotiations on fruits, vegetables, flowers and other agricultural products.

During 1998, the TCA in Uruguay strengthened its relations with both the public and private sectors through specific technical cooperation actions to support agricultural modernization, in terms of rural development, small-farmer enterprises, rural youth, livestock development, agricultural health and international trade. As a result, there was a substantial increase in the external resources managed by the TCA, which made it possible to expand support services to the public and private agricultural sectors.



STRATEGIC ALLIANCES

The strategic alliances established by IICA in 1998 with international organizations, as well as with public and private agencies in its Members States, strengthened the Institute's technical, human, technological and financial-administrative capabilities.

Throughout 1998, IICA continued to strengthen its relations with other institutions, and its strategic alliances with regional and subregional international organizations and public and private agencies in its Member States enabled the Institute to provide more and better technical, human, technological and financial-administrative cooperation to its member countries. It also worked to further develop its relations with Germany, Spain, France, Holland, Portugal and Sweden, conducting a campaign to promote the Institute's work and ensure that the cooperation provided by these countries remains at current or higher levels, and inviting them to join IICA as associate members.

Pursuant to Resolution 307 of the Executive Committee, approved at its Eighteenth Regular Meeting, more detailed information on IICA's strategic alliances may be found on the Institute's website (<http://www.iica.ac.cr>). Also, the reader will note that throughout this Annual Report reference is made to alliances established by IICA within the context of its actions. As a result, this section will describe only a few such alliances and some of the actions carried by the Institute in 1998 through these joint efforts.

ORGANIZATIONS

CARDI. IICA's support to this organization continued, enabling CARDI to increase its capabilities in the Caribbean and IICA to broaden the scope of the technical cooperation it provides to the countries of the region.

CATIE. The alliance between IICA and CATIE continued to bear fruits in the area of information and documentation, training and education and the implementation of joint technical activities, through the execution of projects in the member countries of both organizations. Also, IICA continued to provide financial and administrative support to CATIE as they worked together to identify strategic actions that will open up new areas for joint action.

CORECA. IICA continued to strengthen its alliance with CORECA and related institutions, through joint

participation in its Technical Secretariat and the provision of human, technical, operating and in-kind resources, which benefited the countries of Central America and enabled the Institute to complement its overall contribution to the Central Region.

FAO. Articulation between IICA and FAO has been increasing. In 1998, relations between the two institutions became closer, and a number of joint technical cooperation actions were carried out to address trade and trade negotiations, rural development, genetic resources, agricultural health, science and technology and training and education. Such actions included participation in courses, seminars, workshops, missions and exchange visits; the execution of projects; the publication of books and other documents; participation in the official meetings of both organizations; the signing of memoranda of understanding; joint studies; the formulation of investment projects and participation in the joint IICA/FAO Technical Secretariat for trade.

IDB. In 1998, IICA and the IDB worked closely together in several technical fields, primarily rural development, trade, science and technology, information, education and training. IICA-IDB cooperation included formulating and executing investment, development and cooperation projects in different countries of the hemisphere, and engaging in horizontal cooperation actions, such as missions, staff exchanges, technical support, seminars, workshops, publications, attendance at official meetings of both organizations, and support for the FONTAGRO secretariat, etc.

IFAD. Joint actions and projects were executed to address rural development, training and education, and agroindustry, benefiting Bolivia, Chile, El Salvador and other countries in the Southern, Central and Caribbean regions.

ISNAR. The fruitful relationship between IICA and ISNAR led to the formalization, in 1998, of an alliance between the two institutions which will enhance the capabilities of both to support the countries of the Americas. The signing of a joint collaboration agreement opened the way for the formalization of this alliance, and for the establishment, at IICA Headquarters, of the ISNAR Office for Latin America.

PERMANENT OBSERVERS

OAS. In addition to the traditional cooperative actions carried out by both organizations, even closer relations were established with the OAS in 1998, especially with the CIDI and the Executive Secretariat. This led to the implementation of joint technical cooperation actions in the area of vocational and higher education, to the dispatch of missions and the formulation of joint projects for clearing mine fields and promoting rural development in Central America, and to responding to the disasters caused by Hurricanes Mitch and Georges in Central America and the Caribbean, respectively. Also, plans were drawn up for actions in the areas of distance training and information, which will lay the groundwork for joint projects to be executed in the countries. Actions were articulated to address a variety of topics, including trade in the context of the FTAA, water and agriculture, among others.

SIDA. The alliance with SIDA was strengthened through its contribution to the implementation of the program on Gender and Sustainable Rural Development in Central America.

World Bank. IICA and the World Bank continued to work together in executing and funding projects in several countries of the hemisphere. IICA's participation in the RUTA program for Central America continued; execution of collaborative actions and participation in joint seminars intensified, as did the programming of training courses in trade and trade negotiations, agricultural health and food safety and agricultural information.

WTO. During 1998, efforts were made to strengthen IICA's relationship with the WTO Secretariat and with the Chairmanship of the Committee on Agriculture. Important actions and activities were carried out, including participation in training courses, workshops and seminars, the creation of an informal forum of agricultural negotiators under the WTO, and the signing of an agreement for IICA technical personnel to participate in a special course offered by the WTO Secretariat, which will open the way for joint training courses in 1999 on the WTO agreements on agriculture, sanitary and phytosanitary measures and other topics, and for conducting special studies.

France. Thanks to IICA's alliances with French organizations such as French Cooperation, CIRAD and the IRD (formerly ORSTOM), important cooperation projects were executed in different countries to address a variety of technical fields. Visits were made to several French governmental and nongovernmental organizations to review such collaboration and analyze the establishment of alliances with organizations participating in Agropolis.

Germany. In 1998, the alliance between IICA and GTZ/BMZ continued to grow through the implementation, at Headquarters and in different countries, of several joint projects on the sustainable development of agriculture, alternative development, genetic resources and water, and other topics, as well as through the strengthening of relations and dialogue with this and other German organizations.

Holland. The alliance with Holland continued to be beneficial for both parties. Execution of the project Institutional Development for Sustainable Agricultural Development on Hillside in Central America continued, and IICA continued to receive support in the areas of communications and radio broadcasting.

Portugal. Relations with Portugal, through its Ministry of Agriculture, Rural Development and Fisheries, and the Universidad Agraria, opened up interesting possibilities for cooperative activities in different technical fields. IICA participated in the Third Meeting of Ministers of Agriculture of Ibero-America, held in Evora, Portugal, and collaborated in preparing technical materials for this event. Also, reciprocal visits were made to analyze possible collaboration in the future.

Spain. Alliances with a number of Spanish organizations were reinforced. The Ministry of Agriculture, Food and Fisheries agreed to provide physical facilities for establishing a small unit for liaison with IICA; the AEI provided financial and technical support for strengthening the institutional capabilities of agri-food enterprises; and joint studies were conducted with MERCASA on the feasibility of projects and investments on commodity marketing.

In 1998, IICA worked closely with several Canadian agencies with which it has a longstanding relationship (IDRC and CIDA), and others with which it has more recently begun to collaborate in activities in LAC countries. Some of the most important actions included establishing ties with the CCAA in the Caribbean, with a view to identifying areas of interest in agricultural health, agro-tourism and fruit production, among others. Also, candidates from the CFIA and several Canadian universities were selected to conduct technical and scientific studies in different LAC countries, in a variety of technical and production-related fields. Links were created between universities in Canada and LAC; relations were promoted among different agencies responsible for agricultural research, health and rural development; and exchanges were facilitated between producers from Canada and LAC countries.

Mexico. Important joint actions were carried out with a wide range of Mexican institutions, including different SAGAR units, several universities, INIFAP and COMEX. The areas addressed were many: technology and extension, rural development, trade nego-

tiations, exchanges among members of the agribusiness community, information, training and education.

IICA and the Government of Panama joined together to establish SIDHEA, which will strengthen the actions of the Institute in the area of education and training, to the benefit of all the member countries. In addition, the Institute was granted physical facilities at the City of Knowledge, located in an area returned to Panama by the United States Government.

United States of America. Alliances with different United States organizations such as USDA (especially FAS, NAL and APHIS), the Kellogg Foundation, USAID, Texas A&M University and the World Trade Center of Miami, among others, continued to bear fruit. Contacts were also made with FAPRI, NASDA, RCAP, associations of agricultural producers and different universities. These alliances involved work in the areas of agricultural health, information, documentation, and trade, among others.

Venezuela. The alliance with the Government of Venezuela and the CIARA was strengthened, making it possible to consolidate SIHCA.



STATISTICAL INFORMATION, PUBLICATIONS AND ACRONYMS

EVENTS ORGANIZED BY TCA IN 1998

	Events		Participants		Duration (days)
	Number	%	Number	%	Total
American Regional Center	149	32.1	6773	30.7	670
Andean Directorate	23	15.4	715	10.6	69
Bolivia	1	0.7	36	0.5	1
Colombia	31	20.8	1138	16.8	66
Ecuador	54	36.2	3289	48.5	235
Peru	11	7.4	317	4.7	142
Venezuela	29	19.5	1278	18.9	97
Caribbean Regional Center	81	17.4	3895	17.6	251
Caribbean Directorate	14	17.3	551	13.5	60
Bahamas	3	3.7	37	0.9	13
Dominican Republic	10	12.3	723	17.7	38
Guyana	11	13.6	337	8.2	27
Haiti	7	8.6	1395	34.1	48
Jamaica	3	3.7	99	2.4	6
OECS	16	19.8	362	8.8	28
Suriname	6	7.4	213	5.2	12
Trinidad and Tobago	11	13.6	376	9.2	19
Central Regional Center	129	27.8	5907	26.9	347
Central Directorate	15	11.6	401	10.1	36
Belize	13	10.1	255	6.4	17
Costa Rica	21	16.3	990	25.0	32
El Salvador	33	25.5	955	24.1	110
Guatemala	10	7.8	315	8.1	37
Honduras	26	20.1	705	17.8	77
Nicaragua	5	3.9	112	2.8	23
Panama	6	4.7	224	5.7	15
North American Regional Center	21	4.5	2071	9.5	134
Northern Directorate	7	33.3	65	1.6	20
Canada	3	14.3	12	0.3	390
Mexico	11	52.4	3881	98.1	24
Southern Regional Center	81	17.4	3747	17.1	370
Southern Directorate	5	6.0	198	6.2	16
Argentina	10	11.9	361	11.1	13
Brazil	17	20.2	907	28.0	224
Chile	29	34.5	1046	32.1	46
Paraguay	10	11.9	302	9.3	50
Uruguay	13	15.5	426	13.1	29
Total	464		22 021		2 020

Source: DIPRE.

Note: The percentages of the Regional Centers were calculated on the basis of the grand total and the totals of the TCAs of each Regional Center.

FINANCIAL RESOURCES

Figure 1 shows the evolution of quota and external resources during 1996, 1997 and 1998. Figure 2 illustrates the execution of regular resources by budget category in 1998: 87.41% of quota resources were used for direct technical cooperation services, 8.77% to cover management costs and 3.82% for general costs and provisions. Figure 3 shows the execution of regular resources by Chapter in 1998; that is, by the Technical Cooperation Agencies and Regional Centers, the areas of concentration, management costs, cooperative programs, general costs and provisions and IICA's contributions to CATIE and CARDI.

Note: Unaudited figures

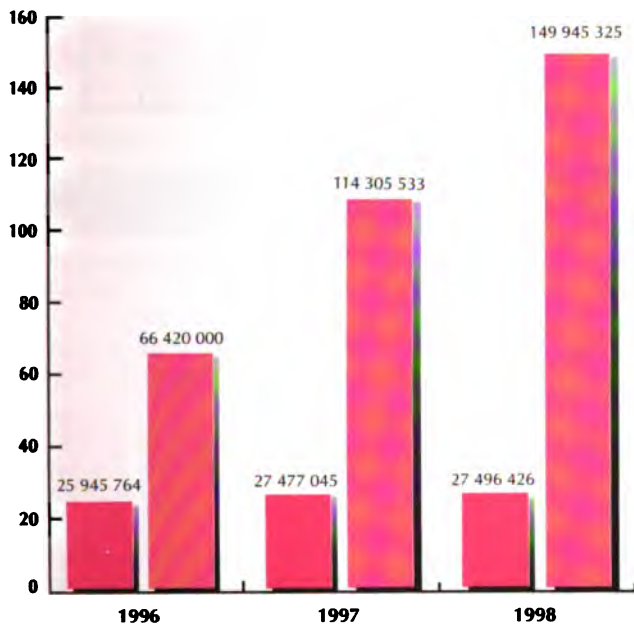


Figure 1 Evolution of quota and external resources in 1996, 1997 and 1998 (in US\$).

■ Quotas
■ External resources

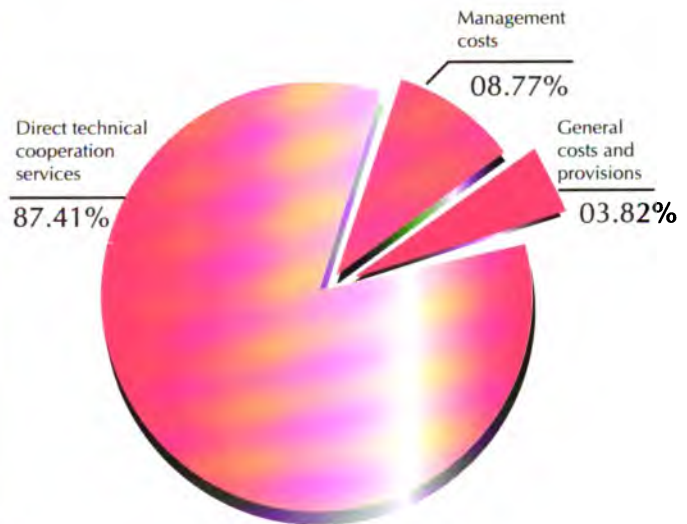


Figure 2 Execution of regular resources by budget category in 1998 (in US\$).

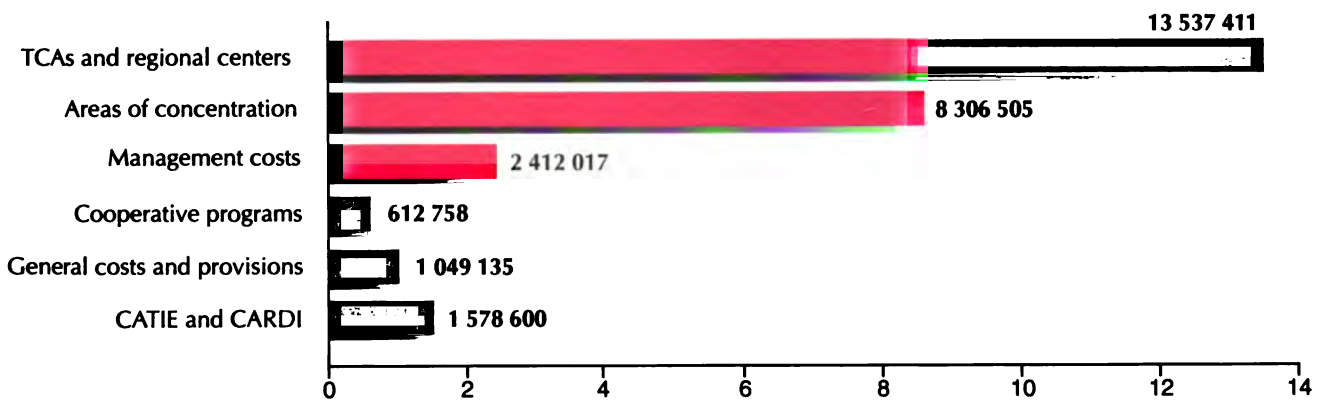


Figure 3 Distribution of quota resources by chapter in 1998 (in US\$).

Source: Directorate of Finance

Figure 1 shows the distribution of IICA's human resources by category in 1996, 1997 and 1998. Figures 2 and 3 present the distribution of personnel in 1998 by category and funding source, and by duty station and category, respectively.

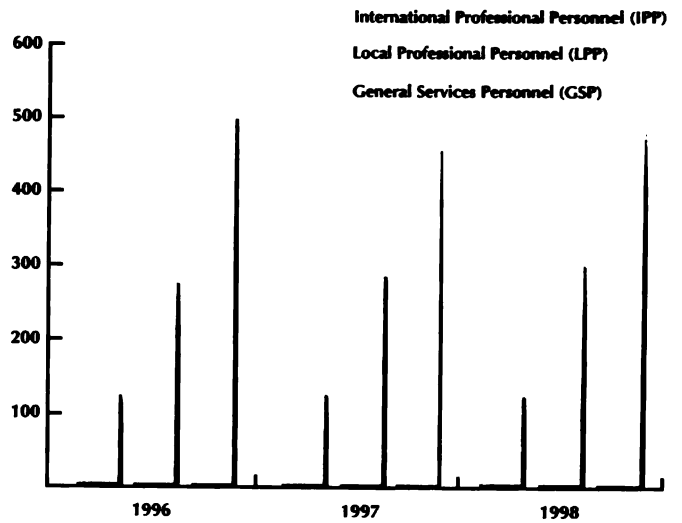


Figure 1
Distribution of human resources by category in 1996, 1997 and 1998.

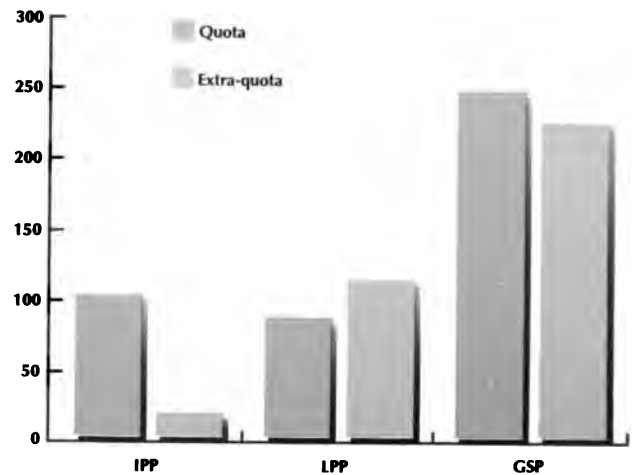


Figure 2
Distribution of human resources in 1998 by duty station and category.

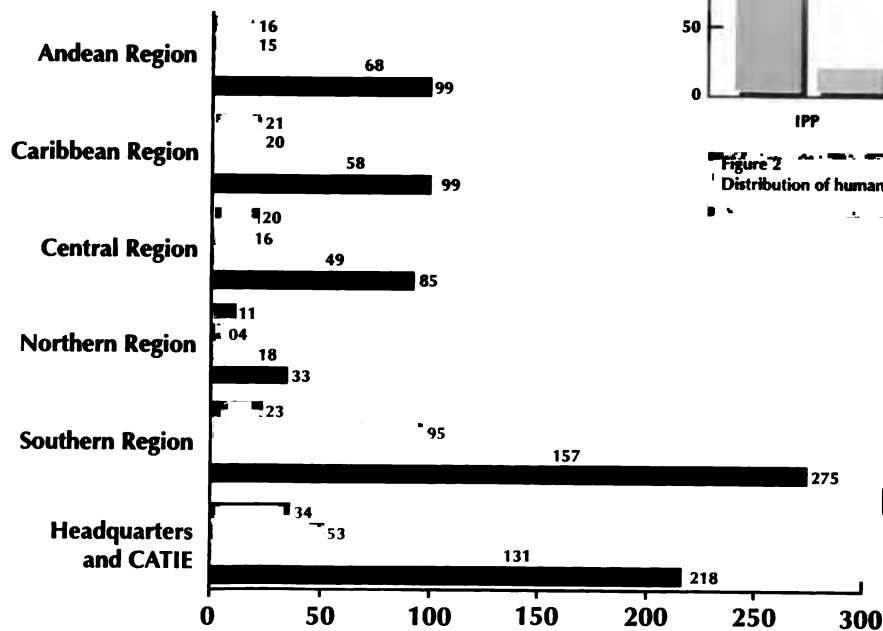


Figure 3
Distribution of human resources in 1998 by duty station and category.

Source: Human Resources Directorate.

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- 4 Agenda agrocomercial andina. J. Caro. Lima, Peru, IICA, Andean Regional Center. Technical paper no. 8.
- 5 Agricultura en el MERCOSUR, Chile y Bolivia 1998. Montevideo, Uru., IICA, Southern Regional Center.
- 6 Analysis of agricultural research priorities in the Caribbean. H. Medina Castro, S. Wood, C. Carmichael and D. Dolly. San Jose, C.R., IICA, IDB, IFPRI, CARDI. 68 p.
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* Included here is a partial list of the publications produced by the Institute in 1998. The complete list may be consulted at the IICA website on Internet: www.iica.ac.cr

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- 31 Estrategia agroalimentaria para el MERCOSUR. C. Mladinic, M. Rodríguez, J. Araya et al. Santiago, Chile, IICA. 144 p.
- 32 Evaluación económica de nuevas tecnologías agropecuarias: Fondo Regional de Tecnología Agropecuaria (FONTAGRO). H. Medina and S. Wood. Washington, D.C., U.S.A., IICA. 30 p.
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- 34 Evaluación económico-ecológica de temas de investigación agropecuaria en los países andinos. J. González, B. Gutiérrez, P. Játiva et al. San Jose, C.R., IFPRI, IDB, PROCIANDINO, IICA. 164 p.
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- 49 Hibridação artificial em plantas. A. Borém. Fundação Bernardes, UFV, PCT/IICA-Fruticultura. 84 p.
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- 65 Los elementos de un buen comité de desarrollo sostenible y la preparación de proyectos comunitarios: una guía para la conformación y fortalecimiento del Comité de Desarrollo Sostenible. IICA TCA in El Salvador, Regional Project Institutional Development for Sustainable Agricultural Development on Hillsides in Central America. San Salvador.
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- 67 Manual para orientar la cooperación técnica del IICA en sanidad agropecuaria. IICA Directorate of Agricultural Health. San Jose, C.R. 88 p.
- 68 Melhoramentos de plantas: culturas. A. Borém. Fundação Artur Bernardes, UFV, PCT/IICA-Fructicultura. 73 p.
- 69 Memoria de la organización de la alianza ecológica: Unidos triunfamos. Cantón Potrero Sula, Nueva Concepción. IICA TCA in El Salvador, Regional Project Institutional Development for Sustainable Agricultural Development on Hillsides in Central America. San Salvador.
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- acuerdo con sus objetivos fundamentales y contenidos mínimos obligatorios. H. Urrutia. Santiago, Chile, Technical Coordinating Unit of the Plan to Modernize Vocational Agricultural and Forestry Education, IICA. 168 p.
- 74 Metodología para estimar el nivel de desarrollo sostenible de espacios territoriales. S. Sepúlveda, A. Castro and P. Rojas. San Jose, C.R., IICA. 76 p.
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- 78 Oferta de capacitación para el sector silvoagropecuario. R. Sánchez. Santiago, Chile, Technical Coordinating Unit of the Plan to Modernize Vocational Agricultural and Forestry Education, IICA. 67 p.
- 79 Pautas para diseñar nuevas formas de organización y financiamiento de los sistemas de innovación agropecuaria y agroindustrial en el Cono Sur. IICA, PROCISUR. Montevideo, Uru. 54 p.
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- 82 Performance and prospects for Caribbean agriculture. D. Francis and P. Antoine. Port of Spain, Tri., IICA. 62 p.
- 83 Prioridades de investigación agropecuaria en América Latina y el Caribe. E. Lindarte and M. Tourinho (eds.). San Jose, C.R., IICA, IDB. 314 p.
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A DB	Agricultural Development Bank (Caribbean)
AECI	Spanish International Cooperation Agency
AGCI	International Cooperation Agency (Chile)
AGRIS	International Information System on Agricultural Science and Technology
AIBDA	Inter-American Association of Agricultural Information Librarians, Documentalists and Specialists
AIR	Rural Agroindustry
ALADI	Latin American Integration Association
ALASA	Latin American Association for the Development of Agricultural Insurance
ALEAS	Latin American Association for Higher Agricultural Education
ALIDE	Latin American Association of Development Finance Institutions
APHIS	Animal and Plant Health Inspection Service (USDA)
BAGRICOLA	Agricultural Bank (Dominican Republic)
BAS	Barbados Agricultural Society
BINA	National Agricultural Library (MAG-Paraguay)
BMZ	Federal Ministry for Economic Cooperation and Development (Germany)
BNB	Bank of Northeastern Brazil
BOLPROES	Agricultural Commodity Exchange of El Salvador
C/LAA	Caribbean/Latin American Action
CABEI	Central American Bank for Economic Integration
CAC	Central American Agricultural Council
CACHE	Caribbean Council of Higher Education in Agriculture
CADIAC	Agrifood Chains and Dialogue for Action
CAE	Caprine Arthritis Encephalitis
CAF	Andean Development Corporation
CAIS	Caribbean Agricultural Information System
CAMAGRO	Agricultural Chamber (El Salvador)
CAN	Andean Community of Nations
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CARIFRUIT	Caribbean Fruit Network
CARIS	Current Agricultural Research Information Network (FAO)
CATIE	Tropical Agriculture Research and Higher Education Center
CCAA	Canadian Consulting Agrologists Association
CEBYCAM	Center for the Eradication of Endemic Goiter and Rehabilitation for the Disabled (Ecuador)
CECAP	Center for Education and Training (IICA)
CEPLAC	Executive Planning Commission for Cocoa Cultivation (Brazil)
CFIA	Canadian Food Inspection Agency
CGIAR	Consultative Group on International Agricultural Research
CIARA	Foundation for Training and Research Applied to Agrarian Reform (Venezuela)
CIAT	International Center for Tropical Agriculture
CIC	International Cereal Council
CICAD	Inter-American Council on Drug Abuse Control
CIDA	Canadian International Development Agency
CIDI	Inter-American Integral Development Council (OAS)
CIRAD	Center for International Cooperation in Agricultural Research for Development (France)
CLODEST	Local Committee for Sustainable Development in the Tascalapa River Basin (Honduras)
CNIRD	Caribbean Network for Integrated Rural Development
CNP	National Production Council (Costa Rica)
CODEVASF	San Francisco Valley Development Corporation (Brazil)
CONACYT	National Council for Science and Technology (Mexico)
CONAPROPE	National Small Farmers' Cooperative (Dominican Republic)
CONICIT	National Council for Scientific and Technological Research (Venezuela)

CONPLAC	Consortium for Planning and Coordination (IICA)
CONSEV	National Supervisory Commission for Businesses and Values (Peru)
CONTEC	Technical Consortium (IICA)
COPAL	Coordinating Agency for Food Product Industries (Argentina)
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico and the Dominican Republic
COSAVE	Plant Protection Committee for the Southern Area
COSUDE	Swiss Cooperation Agency for Development
CreA	Andean Regional Center (IICA)
CRIDNET	Caribbean Rice Industry Development Network
CRIIA	Inter-American Reference Center for Agricultural Information (IICA)
CRS	Catholic Relief Service
DGAI	General Directorate for International Affairs (SAGAR-Mexico)
DGP	General Planning Directorate (MAG-Paraguay)
DGSA	General Directorate for Animal Health (SAGAR-Mexico)
DGSV	General Directorate for Plant Protection (SAGAR-Mexico)
DIA	Directorate for Agricultural Research (MAG-Paraguay)
DIGA	Directory and Electronic Forum of Agribusiness Organizations
DIGESA	General Directorate for Agricultural Health (Dominican Republic)
DINCAP	National Directorate for Project Coordination and Administration (Paraguay)
DIREX	Directorate of External Relations (DIREX)
EFJ	Environmental Foundation of Jamaica
EMATER	Technical Assistance and Rural Extension Enterprise (Brazil)
EMBRAPA	Brazilian Institute of Agricultural Research
EU	European Union
FAO	United Nations Food and Agriculture Organization
FAPRI	Food and Agricultural Policy Research Institute (USDA)
FAS	Foreign Agricultural Service (USDA)
FASA	Andean Agricultural Health Fund
FCA	Agricultural Credit Fund (Venezuela)
FD	Forestry Department (Jamaica)
FEDECAMARAS	Federation of Chambers of Commerce and Production (Venezuela)
FIS	Social Investment Fund (Guatemala)
FODECOs	Community development funds (Ecuador)
FONAIAP	National Agricultural Research Fund (Venezuela)
FONTAGRO	Regional Agricultural Technology Fund
FORAGRO	Regional Forum on Research and Technology Development
FRUTHEX	Export Fruit and Vegetable Network (PROCIANDINO)
FTAA	Free Trade Area of the Americas
FUMAC	Municipal Community Support Fund (Brazil)
FUMAC-P	Pilot Municipal Community Support Fund (Brazil)
FUNDACIPE	Development Foundation of Pedernales Province (Dominican Republic)
FUNDAGRO	Agricultural Development Foundation (El Salvador)
GDRUS	Consultative Group on Sustainable Rural Development (Ecuador)
GRAICOOP	Interagency Support Group for the Cooperative Movement (Costa Rica)
GSTC	Meat Subsector Task Force (Guatemala)
GSTL	Milk Subsector Task Force (Guatemala)
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IABA	Inter-American Board of Agriculture (IICA)
IBNORCA	Bolivian Standardization and Quality Institute
IBR	Rural Welfare Institute (Paraguay)
IBRD	International Bank for Reconstruction and Development
ICAFE	Coffee Institute (Costa Rica)
IDB	Inter-American Development Bank

IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IICA	Inter-American Institute for Cooperation on Agriculture
IMA	Agricultural Marketing Institute (Panama)
INCCA	National Campesino Training Institute (Ecuador)
INCRA	National Settlement and Agrarian Reform Institute (Brazil)
INDAP	Agricultural Development Institute (Chile)
INDECOPI	National Institute for the Defense and Protection of Intellectual Property (Peru)
INDRHI	Dominican Water Resources Institute
INFOCOOP	Cooperative Development Institute (Costa Rica)
INIFAP	National Forestry and Agricultural Research Institute (Mexico)
INRA	National Agrarian Reform Institute (Bolivia)
INTA	National Agricultural Technology Institute (Argentina)
IPCE	Foreign Trade Institute of Panama
IRD	Research Institute for Development (previously ORSTOM) (France)
ISA	Higher Agricultural Institute (Dominican Republic)
ISNAR	International Service for National Agricultural Research
JUNAGRA	National Granja Board (Uruguay)
LAC	Latin America and the Caribbean
LIFE	Ecuadorian Pharmaceutical Industry Laboratories
MAC	Ministry of Agriculture and Livestock (Venezuela)
MAG	Ministry of Agriculture and Livestock (Costa Rica, Ecuador, Paraguay)
MAGA	Ministry of Agriculture, Livestock and Food (Guatemala)
MAG-FOR	Ministry of Agriculture and Forestry (Nicaragua)
MAGyDR	Ministry of Agriculture and Rural Development (Colombia)
MAFC	Ministry of Agriculture, Fisheries and Cooperatives (Belize)
MCCA	Central American Common Market
MCFL	Ministry of Crops, Fisheries and Livestock (Guyana)
MERCOSUR	Southern Common Market
MGAP	Ministry of Livestock, Agriculture and Fisheries (Uruguay)
MIC	Ministry of Industry and Trade (Venezuela)
MINAGRI	Ministry of Agriculture (Chile)
MINDUR	Ministry of Urban Development (Venezuela)
MNI	National Forum on Indigenous Affairs (Costa Rica)
MTP	Medium Term Plan (IICA)
NAFTA	North American Free Trade Alliance
NAL	National Agricultural Library (United States)
NAMDEVCO	National Agricultural Marketing and Development Corporation (Trinidad and Tobago)
NAPPO	North American Plant Protection Organization
NARIs	National agricultural research institutes
NASDA	National Association of State Departments of Agriculture (United States)
NFU	National Farmers' Union (Canada)
NGO	Nongovernmental organization
NRCA	Natural Resources Conservation Authority (Jamaica)
OAS	Organization of American States
ODEPA	Agricultural Planning Office (Chile)
OECS	Organization of Eastern Caribbean States
OFAR	On-farm adaptive research
OIE	World Organisation for Animal Health
OIRSA	International Regional Organization for Agricultural Health
OPYPA	Agricultural Programming and Policy Office (Uruguay)
ORSTOM	French Scientific Research Institute for Development (now IRD)

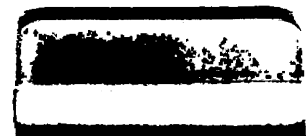
OUI	Inter-American University Organization
PADEMER	Project to Support the Development of Rural Microenterprises (Colombia)
PAES	Environmental Program of El Salvador
PAF-G	Forestry Action Plan for Guatemala
PAHO	Pan American Health Organization
PAR	National Program to Support the Resettlement and Development of Emergency Zones (Peru)
PDR	Rural Development Program (Costa Rica)
PIMA	Integrated Agricultural Marketing Program (Costa Rica)
PLAMAR	Plan of Action for the Modernization and Development of Irrigated Agriculture (Guatemala)
PRACIPA	Andean Potato Research Program
PRIAG	Regional Program to Upgrade Agricultural Research on Staple Grains in Central America
PROCHALATE	Project to Rehabilitate and Develop the Areas Affected by the Armed Conflict in the Department of Chalatenango (El Salvador)
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion
PROVICARIBE	Cooperative Agricultural Research Program for the Caribbean
PROCINORTE	Cooperative Agricultural Research and Technology Transfer Program for the Northern Region
PROCI	Cooperative agricultural research and technology transfer programs
PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Cone
PROCITROPICOS	Cooperative Program on Research and Technology Transfer for the South American Tropics
PROCODER	Cooperative Program for Rural Development in the Countries of the Southern Area
PRODAR	Hemispheric Rural Agroindustry Development Program
PRODARNET	PRODAR Electronic Information Network
PRODERT	Project for Sustainable Rural Development in Ecologically Fragile Areas of the Trifinio Region (El Salvador, Guatemala and Honduras)
PRODETEC	Agricultural Technology Development Program (Venezuela)
PROEXANT	Promotion of Non-traditional Exports (Ecuador)
PROFRIJOL	Central American Bean Program (CIAT-Guatemala)
PROFRUTA	National Fruit Crops Program (Guatemala)
PROMECAFE	Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation in Central America, Dominican Republic and Jamaica
PROMSA	Program for the Modernization of Agricultural Services (Ecuador)
PROMUDEH	Ministry for the Promotion of Women and Human Development (Peru)
PRONADER	National Rural Development Program (Ecuador)
PRONAPPA	National Program to Support Small Farmers (Uruguay)
PUCE	Pontificia Catholic University of Ecuador
RADA	Rural Agricultural Development Agency (Jamaica)
RCAP	Rural Communities Assistance Program (United States)
REDAMACS	Andean Soil Management and Conservation Network
REDAR	Rural Agroindustry Network (Venezuela)
REDARFIT	Andean Plant Genetic Resources Network
REDCAHOR	Collaborative Vegetable Research and Development Network for Central America
REMERFI	Mesoamerican Network for Plant Genetic Resources
REVAMUR	Venezuelan Network of Women and Indigenous Peoples
RUTA	Regional Technical Assistance Unit
SAG	Agriculture and Livestock Service (Chile)
SAG	Secretariat of Agriculture and Livestock (Honduras)
SAGAR	Secretariat of Agriculture, Livestock and Rural Development (Mexico)
SAGPyA	Secretariat of Agriculture, Livestock, Fisheries and Food (Argentina)
SASA	Autonomous Agricultural Health Service (Venezuela)
SDDR	Undersecretariat for Rural Development (SAGAR-Mexico)
SEA	Secretariat of State for Agriculture (Dominican Republic)
SENACSA	National Animal Health Service (Paraguay)
SENASA	National Agricultural Health and Quality Service (Argentina)

SEPLAN	Secretariat of Planning (Brazil)
SEPSA	Executive Secretariat of Agricultural Sectoral Planning (Costa Rica)
SESA	Ecuadorian Agricultural Health Service
SIAPA	Information System for Agricultural Policy Analysis in Latin America and the Caribbean
SICA	Central American Integration System
SICTA	Central American Integrated System for Agricultural Technology
SIDA	Swedish International Development Authority
SIDESA	Decentralized Agricultural Health System (Bolivia)
SIECA	Permanent Secretariat of the General Treaty on Central American Economic Integration
SIHCA	Hemispheric Training System for Agricultural Development
SIHDEA	Hemispheric System for the Development of Higher Agricultural Education
SIRADAL	Regional System for Alternative Development (Andean Region)
SPS	Sanitary and phytosanitary measures
SRC	Scientific Research Council (Jamaica)
SRH	Secretariat of Water Resources (Brazil)
SWOT	Strengths, weaknesses, opportunities and threats
TCA	Technical Cooperation Agency (IICA)
THA	Tobago House of Assembly
TIDCO	Tourism and Industrial Development Company (Trinidad and Tobago)
UCA	Jose Simeon Cañas Central American University (El Salvador)
UMATA	Municipal agricultural technical assistance units (Colombia)
UNDP	United Nations Development Program
UNED	National University for Distance Education (Costa Rica)
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPA	Farmers' Union (Quebec, Canada)
UPANACIONAL	National Small Farmers' Union (Costa Rica)
UPEB	Union of Banana Exporting Countries
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
UWI	University of the West Indies
VOCA	Volunteers in Overseas Cooperative Assistance
WB	World Bank
WCPA	Wakapoa Coffee Producers' Association (Guyana)
WHO	World Health Organization
WRA	Water Resources Authority (Jamaica)
WTO	World Trade Organization

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