

50 Years of Inter-American Cooperation

Centro Interamericano de
Documentación e
Información Agrícola

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IICA — CIDA

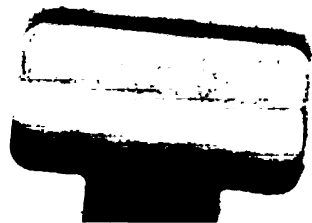


AGRICULTURE
STRENGTH AND FUTURE
OF THE AMERICAS

ANNUAL REPORT 1992



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



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ANNUAL REPORT 1992

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

Foreword

I am pleased to present the 1992 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA), in compliance with the rules established by the Inter-American Board of Agriculture (IABA) and the Executive Committee of the Institute.

The Report presents a summary of the Institute's actions and orientation during 1992, which reflect the guidelines set forth in the 1987-1993 Medium Term Plan, the mandates issued during the Sixth Regular Meeting of the IABA and the Tenth Inter-American Conference of Ministers of Agriculture (ICMA), held in Madrid, and the requests of the member countries.

The year 1992 was a very special one, highlighted by the celebrations marking IICA's fifty years of institutional life, which provided an opportunity to underscore the Institute's record of service as well as the growing importance of agriculture in the new national and international contexts.

Significant progress was made in 1992 in addressing the key topics on the agenda established by the countries, and in further developing concrete means for implementing technical cooperation at the national and regional levels. This Report presents a systematic review of these achievements.

Chapter 1 contains a general summary of the achievements for 1992.

Chapter 2 describes the hemispheric, multinational, and national technical support actions carried out by IICA through its five Programs, the Center for Programs and Investment Projects (CEPPI) and the Inter-American Agricultural Documentation and Information Center (CIDIA).

Chapter 3 summarizes IICA's action in the Latin American and Caribbean countries, with special reference to specific projects carried out in each country.

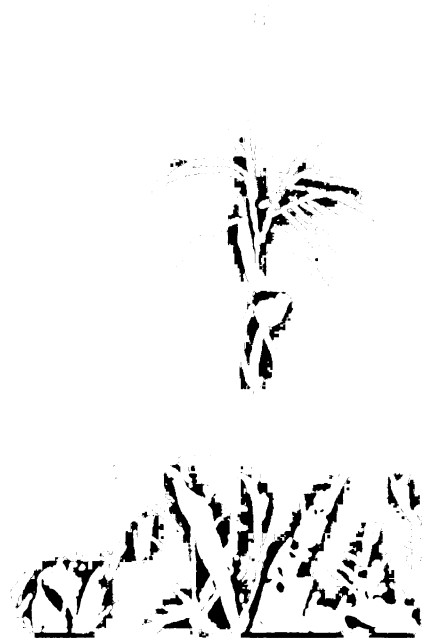
Chapter 4 discusses cooperative relations with other international agencies and donor countries, as well as the characteristics and scope of such cooperation relative to the joint funding of projects with extra-quota resources.

Chapter 5 provides information on the structure of IICA; it also discusses the Institute's human resources and financial standing for the period under review.

I would like to express my gratitude to all those persons, both at IICA and outside it, who contributed to building new roads for agriculture in the countries of the Americas.


Martin E. Pieterro
Director General

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Chapter 1

1992:
A Landmark Year

1992

1992: A Landmark Year

For IICA, 1992 was a year of considerable activity on the world scene, of internal reforms to equip the Institute to better achieve its objectives, and of greater efforts in its actions to promote a modern view of agriculture.

In 1992, IICA celebrated fifty years of institutional life. A variety of activities were held to project the Institute's message and image both within the region and outside of it. The heart of the message was the following:

Agriculture: Strength and Future of the Americas

Emphasis was placed on the important role agriculture plays in the new economic and political scenario facing the countries of the region in the 1990s. This was the thought behind the motto chosen for the anniversary, "Agriculture: Strength and Future of the Americas."

The motto points up the fact that development in the region, given new international conditions, will only be possible if the countries have modern, dynamic and growing agricultural sectors that benefit the entire population. Attention was also called to the urgent need to conserve natural resources and to achieve a balance that will make development sustainable.

Thus, the central message was the need for an agricultural sector that is modern, competitive, equitable and sustainable.

Fifty Years of Inter-American Cooperation



IICA's fiftieth anniversary provided an opportunity to review the Institute's vast experience over the last half century as the countries' ally in efforts to bring about agricultural development in the region. For example, in recalling its achievements, special note was made of the important role IICA has played since the 1940s in training and upgrading personnel from the public agricultural sector and in the universities of the Americas.

Attention was also drawn to IICA's role in establishing major research and technology transfer institutions in a number of countries of the region, and to its work to implement networks and mechanisms for the exchange of information, and for promoting reciprocal support throughout the hemisphere. Of special importance were the efforts, begun in the 1980s, to define a new role for agriculture and a new type of agricultural development, in response to the crisis besetting the region and important changes in the world order.

In 1992, IICA showed itself to be a mature institution with broad support and clearly defined technical cooperation mechanisms that have earned a solid reputation as the specialized agency for agriculture of the inter-American system.

Compliance with the Madrid Agenda

The Tenth ICMA, held in Madrid in 1991, laid down clear priorities and challenges for agriculture, and, consequently, for IICA's action in coming years. Important progress was made in 1992 in complying with the priorities of Madrid.

Work during the year focused on three key topics and three complementary areas of action. The key topics were: the modernization and competitiveness of agriculture, agriculture and sustainable development, and equity and rural development. Complementing these were: integration and international trade, rural women, and human resource training.

Each is discussed in more detail below, including conceptual advances and the most important activities and achievements in technical cooperation.

Principal Topics

Modernization and Competitiveness

At the conceptual level, the most important advances were made in analyzing modernization, with a view to upgrading the competitive capacity of LAC farmers.

The study of the conditions and possibilities of competitiveness in agriculture became a topic of major interest, as the results shed light on other aspects of agricultural development. More specifically, IICA called attention to the need to examine agri-food chains in greater detail, given their role in developing competitiveness. This gave rise to several important events, including a seminar to analyze the opportunities and challenges of the Enterprise for the Americas Initiative, held jointly in October with the North-South Center.

Additional progress in this area was reflected in new technical cooperation actions; for example, initiation of the hemispheric project entitled Changing the Production Structure and Increasing the Competitiveness of Agriculture, the goal of which is to study this topic at the regional level.

In 1992, IICA engaged in cooperation actions with the countries in order to identify strategic sectors for improving levels of competitiveness. Also, specific efforts were undertaken to change the production structure, with interesting and useful results.

Finally, efforts to increase competitiveness also included support for the development of rural agro-



industry. An important step was the agreement signed between IDRC/CIRAD and IICA to work together in this area.



Modernization and international competitiveness: Goals of IICA.



Agriculture and Sustainable Development

This topic assumed the greatest importance in IICA's actions in 1992. In line with the mandate of Madrid, the Institute focused considerable effort on defining IICA's position on this topic, described in a key document and several complementary publications.

The Institute's strategy states that sustainable development cannot be achieved without profound institutional reforms. Key to the new institutional models is the development of a human resource base that has been trained to operate from this new perspective. This necessarily involves changing production patterns with a view to making better use of ecological capital.

Following are some important actions taken by IICA in this area:

- Joint efforts with other agencies and international centers to address the issue.
- The first meeting on sustainability, organized by the IDB and IICA, in Washington, D.C., and the IICA/IDRC seminar, held in Montevideo.
- Creation of a CIAT/CATIE/IICA consortium with a view to combining efforts in technological and institutional development in favor of sustainable agriculture.
- Implementation of the IICA/GTZ agreement, providing technical and financial support.
- Signing of a cooperation agreement with IUCN, which was put into effect with the first joint actions: a course in Costa Rica and the production of a video.





Equity and Rural Development

Advances made with regard to the issue of equity coincided with the recognition of its primary importance by a number of international fora and agencies. In IICA, the topic of expanding rights and opportunities was linked to the study of legal and organizational norms that will make this possible.

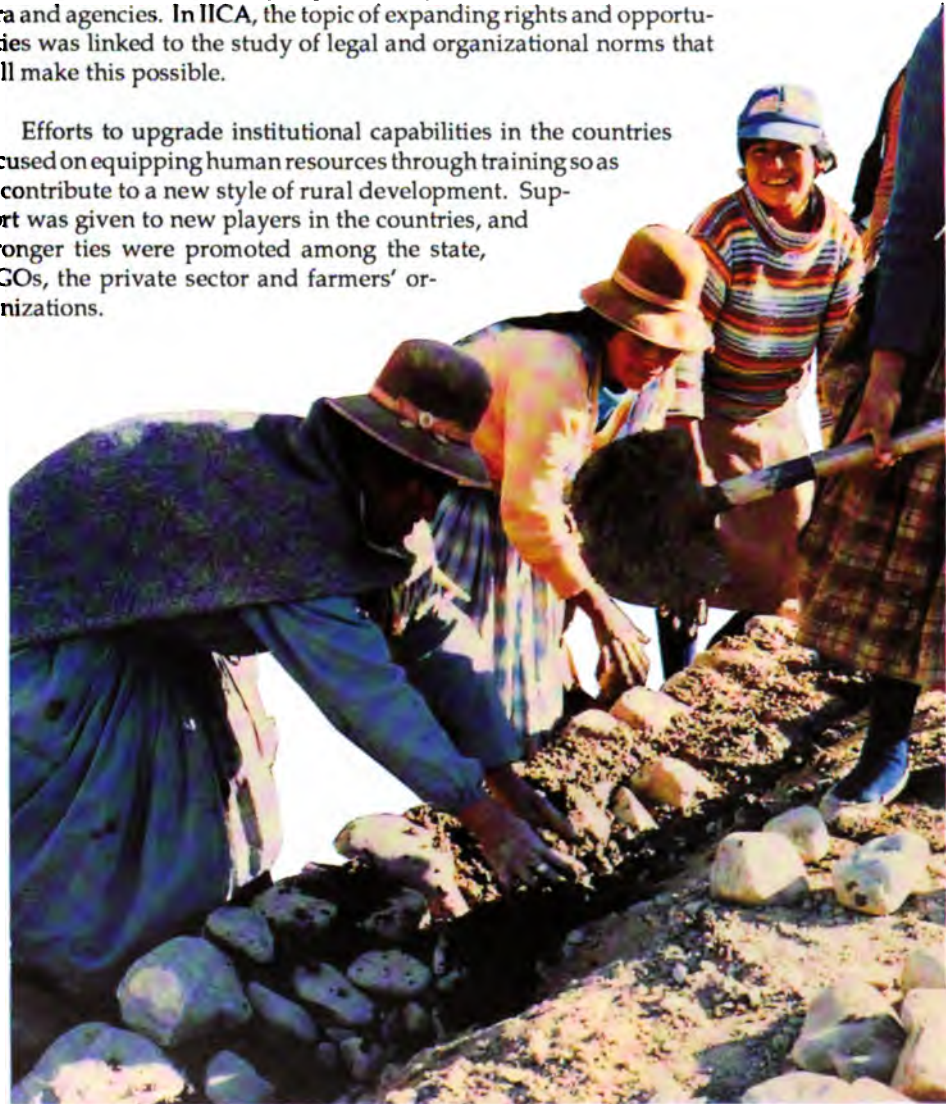
Efforts to upgrade institutional capabilities in the countries focused on equipping human resources through training so as to contribute to a new style of rural development. Support was given to new players in the countries, and stronger ties were promoted among the state, NGOs, the private sector and farmers' organizations.

IICA's participation in the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro was also crucial in defining the Institute's approach to sustainability.

Efforts to institutionalize international cooperation in this area included three important achievements:

- Initial steps were taken to establish the Inter-American Group for Sustainable Agricultural Development, a forum to discuss the matter at the highest level.
- IICA provided support in installing the Earth Council in San Jose, Costa Rica.
- The Cooperative Research and Technology Transfer Program for the South American Tropics (PROCITROPICOS), which unites the efforts of eight countries of the Amazon Basin, was consolidated.

All of the above constitutes significant progress in institutionalizing the technical cooperation networks and mechanisms needed to implement the recommendations of the Tenth ICMA dealing with the issue of sustainability.



IICA organized a meeting on how the state and society can work together to combat rural poverty, held in April in Sao Paulo, Brazil.

Technical cooperation activities in this area included support in preparing the Agrarian Code of El Salvador and the establishment of the PROCODER network, which brings together public and private rural development institutions of the Southern Cone.

Another important advance on the issue of equity was the support provided in defining a rural development strategy for the Caribbean countries.

Efforts to establish multinational links and joint actions with international organizations were successful in 1992, two events being particularly important. In May, IICA Headquarters was the site of the Meeting of Ministers of Agriculture and Ministers Responsible for Banana Trade Policy in the Banana-Exporting Countries of the Caribbean and the Central American Isthmus, which offered a forum for discussion of technological and trade issues related to this crop. Also, SELA and the Ministry of Agriculture, Fisheries and Food (MAPA) of Spain sponsored a seminar on the Single European Market and the New Framework of Trade Policies for Agriculture.

Other Topics of Importance

Integration and International Trade

In these three key areas, IICA also focused considerable attention to analyzing regionwide integration and trends in international trade.

To this end, it followed relevant multilateral negotiations as well as world and region-wide initiatives, including: the Uruguay Round of the GATT, the Enterprise for the Americas Initiative, the G-6, NAFTA and the Caribbean

Basin Initiative. Also, studies and documents were produced on integration efforts already under way in the region, such as MERCOSUR, CARICOM, CORECA and the Andean Group.

Rural Women

IICA produced documents analyzing the issue of rural women, and as a result moved conceptually from the approach of **women and development** to that of **gender and agricultural modernization**. The new approach was reflected in technical cooperation projects formulated and in statements made at a number of international fora.

IICA was present at the Summit Meeting for the Economic Advancement of Rural Women, held in Geneva in February. In that connection, IICA worked together with IFAD to prepare technical background information on communications and rural women for the Meeting of the First Ladies of Latin America and the Caribbean, held in Cartagena in September.

IICA's technical cooperation reflected this priority. A regional strategy for the advancement of rural women in Central America was prepared and presented to the Regional Commission for Social



*Rural woman:
Farmer, entrepreneur, mother.*

Affairs of Central America, on the occasion of the Summit Meeting of Presidents held in Panama in December.

The impact of agricultural policies on women food producers was analyzed in 19 countries under a joint project with the IDB. Cooperation on this topic also was seen in the field of communications and rural women, through an IICA/SIDA project which provided training for communicators from 80 Central American institutions and established exchange networks at the regional level.

Human Resource Training

In 1992, human resource training took on greater importance because of its role in meeting the challenges of modernization and boosting the competitiveness of the agricultural sector.

Following presentation by the Director General of a position paper on the topic to the 1991 Executive Committee, support was provided in defining national training strategies in six countries of the region. Noteworthy in this regard was an agreement signed with the Economic Development Institute of the World Bank to strengthen training institutions and training networks in Central America.



Also in pursuit of these objectives, IICA worked to formulate and test training methods and materials with a view to improving the efficiency of IICA's Programs. The Institute also provided training for its personnel both at Headquarters and in its Offices in the countries.

Consolidation of the Institute

Institutional Adjustments

Several adjustments were made at IICA to improve internal organization so as to bring it into line with the new priorities.

The establishment of the Strategy Development Committee gave IICA an effective instrument for analyzing and defining the general orientation of the Institute.

Changes were made in the five Programs to distribute tasks more effectively. For example, the name of Program IV was changed from Trade and Agroindustry to Trade and Integration, to reflect the new priorities established by the Sixth IABA. The external evaluation of Program III, conducted mid-year, also contributed to this.

A group of internationally renowned experts (G-6) was established to evaluate the implementation of the current Medium Term Plan; they will propose guidelines for the work of the Institute in the coming years.

Considerable effort was put into increasing the authority of IICA's Representatives in the countries.

Many decisions were decentralized and added support was given for improving the flow of information, all of which contributed to strengthening the work of the Offices in the countries. As a result, IICA's actions at the country level more consistently reflect IICA's priority topics of interest.

International Cooperation

As regards joint action with other international organizations, of particular importance was the work carried out with the IDB, IFAD, IUCN and the World Bank.

In addition, cooperation agencies from the United States, Canada and Europe participated more actively in IICA projects in the countries. (See Chapter IV for a detailed discussion of IICA's inter-institutional relations.)

International Profile

IICA participated in many high-level international events. The Director General was a special guest at the Summit Meeting of Ibero-American Presidents, held in Madrid in June.

IICA was also represented at the Summit Meetings of Central American Presidents, held in Nicaragua in June and in Panama in December, and at the FAO Regional Conference, which took place in Montevideo in September.



IICA celebrated its 50th Anniversary.

October 7, 1992: 50 Years

The Institute's celebrated its fiftieth anniversary in 1992. Beginning in May, commemorative events were held in the member countries, culminating with a formal ceremony at Headquarters on October 7.

The President of Costa Rica, Rafael Angel Calderon F., spoke at the ceremony, giving listeners an overview of the history of the Institute. Afterwards, he inaugurated the new Mexico Dining Room and an annex to one of IICA's buildings. Also during the ceremony, IICA's Director General received the Cross of Agricultural Merit, a high distinction of the Government of France, from the French Ambassador in Costa Rica, Helene Dubois.

Also attending the ceremony were the Chairman of the IABA, who was Minister of Agriculture of Saint Lucia; the Ministers of Agriculture of Costa Rica, Guatemala, Honduras, Mexico and Nicaragua; the Vice Minister of Agriculture of Spain, in representation of the Minister; the Director of the OICD of the United States Department of Agriculture; the Vice Minister of Agriculture of Panama; agricultural sector authorities; members of the diplomatic corps; representatives of agencies of the inter-American and United Nations systems; and Directors Emeritus of IICA.

As part of the activities to celebrate IICA's fiftieth anniversary, the Institute sponsored the 1992 Inter-American Press Award, to analyze the role of agriculture in the new international context. The award was won by Alex Branco, of Brazil, who received his prize from the Brazilian ambassador in Costa Rica, Luis Jorge Rangel de Castro. For the occasion, postage stamps referring to IICA's fiftieth anniversary were issued in Antigua and Barbuda, Bolivia, Costa Rica, Guatemala, Honduras and Paraguay.

Several countries of the Americas issued postage stamps commemorating IICA's 50th Anniversary.



A Fruitful Year

In 1992, considerable progress was made in complying with the priorities set by the ministers of agriculture of the hemisphere. IICA was able to underscore the importance of agriculture to the future of the countries of the region, as well as the role of inter-American cooperation in ensuring the success of this endeavor. Today's IICA is a modern institution that can provide the timely technical cooperation needed by the countries of LAC.



Chapter 2

IICA's
Multinational Action

IICA's Multinational Action

The Institute's five Programs, together with CEPPI and CIDIA, promote agricultural reactivation in LAC through numerous hemispheric and multinational projects. Their activity is framed by the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC), which was approved by the member countries during the Fifth Regular Meeting of the Inter-American Board of Agriculture (IABA) in October 1989 in Costa Rica. The Programs' areas of concentration, as established in the 1987-1993 Medium Term Plan, are: Agricultural policy analysis and planning, technology generation and transfer, rural development, trade and integration and agricultural health.

Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC)

The PLANLAC, approved in 1989 during the Fifth Regular Meeting of the Inter-American Board of Agriculture, stimulated a process of discussion and joint action among IICA's member countries and other international organizations. It was the foundation for a new conceptual framework for agriculture, to be implemented through a portfolio of projects of hemispheric and multinational scope.

The PLANLAC was implemented primarily through support to subregional integration processes, joint execution of activities to establish and consolidate reciprocal cooperation networks, policy harmonization, training for technical personnel and the definition of common positions *vis-à-vis* third countries. Since the PLANLAC was approved, change has been constant in the political and economic environment. Consequently, it was necessary to revise the conceptual framework and the operating instruments, so as to be able to ensure that it would serve as an instrument of agricultural development and economic reactivation in the member countries.

After the Tenth ICMA, held in 1991 in Spain, the main elements of the new model for agriculture in the hemisphere were updated. On that occasion, three important concepts were identified: an expanded agricultural sector, incorporation of small-scale farmers into commercial agriculture, and sustainable production. As a result, the conceptual frameworks and approaches of the Institute were revised and inter-Program action took on greater importance. This gave rise to initiatives dealing with agricultural competitiveness and sustainability, and others seeking to create effective areas of action for small farmers, peasants and rural women.

This process fostered vigorous conjoint action by the technical units of the Institute, and a reassessment of the value of training as a critical element, both for the countries and for the Institute's personnel.

IICA's Multinational Action

Program I: Agricultural Policy Analysis and Planning

In 1992, Program I's activities focused on collaborating with the countries in characterizing their agri-food chains and in analyzing the competitiveness of strategic sectors of agriculture. In addition, considerable effort was devoted to the analysis of policies that promote greater competitiveness, and to subsequent changes in the production structure. In order to enhance the effectiveness of Program I's activities, efforts were carried out primarily through hemispheric and national projects. In this connection, the multinational projects executed by Program I since 1989 in support of subregional integration were transferred to Program IV.

Program I's actions of hemispheric scope focused on developing methodologies and training activities. The Program also wound up its studies on the impact of macro-economic policy and structural adjustment on agriculture and the rural poor, which were carried out in collaboration with SAREC.

In response to the announcement of the Enterprise for the Americas Initiative and the dynamic proposals for creating new free trade zones, studies were conducted to analyze

their impact on the agri-food sector of the region, and on institutional reforms and changes needed in private sector organizations of LAC. Two general studies were carried out (an analysis of agricultural-agroindustrial trade flows between LAC and the United States, and the adaptation of a simulation model on the impact of trade liberalization). In addition, case studies were conducted in 12 countries, the results of which were used in three comparative analyses of progress being made in implementing policy and institutional reforms. The findings were presented and discussed during an international seminar held in Washington, D.C., which was attended by representatives of international agencies, representatives of the countries and members of the academic community.

Program I also participated in the Fourth Colloquium of the IDB/ECLAC Project in support of hemisphere-wide trade liberalization.



*The structure and dynamics
of agri-food chains:
a hemisphere-wide project of Program I.*

Of particular importance in 1992 were proposals for funding strategies for modernizing agriculture, presented at the ALIDE meetings; proposals to discuss changing the production structure in Central America in response to free trade with North America, which were prepared at the request of the Secretariat of CORECA; and documents on the development of services for agricultural modernization, and on ways to attract investment for modernizing production in Central America, prepared for the Association for Development and Democracy (ADD).



Hemispheric Projects

Structure and Dynamics of Agri-Food Chains. The project contributes to clarifying the role of agriculture in the agri-food system, and how this sector is linked to the rest of the production system and to services. To this end, the results of studies on the topic were shared with the countries and the concept of an agri-food sector, and the systems that make it up, was disseminated. Special emphasis was placed on information needs for understanding the operation of the agri-food sector and designing policies to enhance it.

Project achievements were: a) development of a methodology for characterizing the agri-food sector; b) identification of principal agri-food systems; c) development of methodologies to characterize the organization and structure of some of the most important agri-food systems: studies were completed on rice and dairy products; d) publication of a document on food consumption patterns; e) three international seminars held in conjunction with the AECI and the Ministry of Agriculture, Fisheries and Food (MAPA) of Spain; f) proposal of methodology for indicators of the performance of the agri-food sector; and g) preparation of a report on the evolution of agriculture in the Americas.

Changing the Production Structure and Increasing Competitiveness in Agriculture. This project supports the countries in appraising experiences for changing the structure of agriculture and production, in response to international developments and so as to increase the sector's competitiveness.

Project achievements include development of a proposed methodology for evaluating agricultural competitiveness, which will make it possible to generate proposals for projects of national scope aimed at accelerating modernization of strategic subsectors or systems, taking into account their competitiveness and multiplier effects. In general terms, it generates information that will facilitate comparative analysis among countries, describe trends in changes in the production structure and adjustment, as well as the implications for economic growth and development.

Evaluating the Impact of macroeconomic policy and structural adjustment on agriculture in LAC

Analysis of the Impact of Macroeconomic Policy and Structural Adjustment on Agriculture. The activities of this project are funded by SAREC. Its purpose is to enhance the capabilities of the countries of Latin America in analyzing, designing and managing overall and sectoral policies as well as agricultural and rural development investment programs by conducting and disseminating research findings that contribute to: a) understanding and evaluating (*ex ante* and *ex post*) the impact of structural and sectoral adjustment programs on the structure of production and income distribution in the agricultural sector;

b) the impact of the programs on different types of agricultural organizations and enterprises; and c) the impact of the programs on intersectoral relations.

The project consisted of four basic activities: a) the development of methodologies and case studies on policies and programs; b) technical support to the countries in designing, evaluating, implementing and adjusting priority policy instruments and identifying investment programs; c) training in the use of policy instruments and investment programs; and d) dissemination and exchange of experiences. Mention should be made of the study comparing the findings of seven case studies on the impact of adjustment programs on the rural poor; an analysis of the implications of policies promoting economic opening; the liberalization of trade and free trade initiatives on agri-food complexes in LAC; and studies on the implications of structural adjustment on changes in the production structure in the region (12 case studies). In addition, Program I organized international seminars in Brazil and in Washington, D.C., as well as three national workshops. Research findings were disseminated and publications were prepared.

Development and Competitiveness of Agriculture in Central America. This project, funded by French cooperation through CIRAD, began its activities in August 1992, when a French specialist joined Program I activities.

Its objective is to provide information and a framework for analyzing decisions related to national and regional economic and social policies in the agricultural sector, by

conducting research and disseminating the findings, and organizing workshops to discuss the finding with persons involved in institutional change as it pertains to agricultural policy.

Project achievements include: a) preparation of a project profile; b) preparation of a methodology for research development; c) identification of sectors to be studied in each country; d) identification of bibliographic sources and researchers; and e) design of a workshop on Central American agriculture and the challenges of the international market, to be held in early 1993.

Economic Policy Instruments for Agricultural Modernization. This project is executed with quota resources, complemented with CIDA funds for the development of SIAPA. It focuses on the countries of South America and is closely related to the Central American project Analysis and Consultation on Agricultural Policies.

Its objective is to generate economic policy measures that promote modernization. To this end, the project developed training materials and events to disseminate the results of modernization experiences, the use of economic policy instruments and strategies for modernization, with emphasis on incentive policies and financial mechanisms in the context of free trade economies.

At the national level, project achievements include: a) increased understanding and use by public and private sector organizations of SIAPA (as an instrument for policy analysis and harmonization); b) expansion of the SIAPA data base at the national level; c) intensive use of price band models to analyze their anticipated impact, especially on different groups of producers; and d) dissemination of the ARPOL models as an

instrument to be used by individual countries in harmonizing policies and analyzing the articulation of production and the transmission of the results of economic policy. In overall terms, the project will continue to conduct research and prepare training materials on economic incentives for modernization and sustainable development.

Analysis and Consultation on Agricultural Policies. This project is executed with quota resources and SIDA funds, and aims to analyze the impact of economic policy measures on the CORECA countries.

It seeks to strengthen analytical and advisory capabilities in the public and private sectors of the Central American countries involved in the development of the agri-food sector, especially their capacity to propose economic, financial, credit and trade policies that will promote modernization of the sector and boost economic reactivation.

Project activities included training in the use of SIAPA and in the development of methodologies for research in the agri-food sector, as well as support of the CORECA Secretariat for Coordination in evaluating the impact of different trade policies on the production and trade of staple commodities in the Central American region. Of particular importance was the support provided in training technical teams in the countries to use the price band mechanism.

Program II: Technology Generation and Transfer

The objectives and strategies of Program II are based on two fundamental considerations: a) the recognition, on the part of the

countries concerned and of the international technical and financial community, of the strategic role played by technology in agricultural development and the well-being of the rural population; and b) the conviction that, in order to take full advantage of the potential uses of science and technology, national institutional structures must be able to identify needs and offer technological applications that are timely and appropriate in light of the conditions prevailing in each country.

During 1992, activities were carried out in five priority areas: a) institutional development of research and technology transfer; b) promotion of reciprocal technical cooperation and international technology transfer; c) cooperation for technological development in strategic areas; d) administration of technical and financial resources for research and technology transfer; and e) promotion of sustainable agricultural development, in conjunction with IICA's other Programs.

An outstanding activity of Program II during 1992 was the promotion of technological integration and the coordination of networks, with a view to providing technical and operating support in executing and promoting the search for mechanisms of horizontal reciprocal cooperation. Progress was made to establish REMERFI, in coordination with CATIE, IBPGR and national institutions. For the countries of the Andean Area and the Amazon Basin region, the REDARFTT and TROPIGEN networks were put into operation, initially to formulate joint projects, through PROCIANDINO and PROCITROPICOS, respectively. Also initiated was a project entitled Evaluation of Agricultural Technology (EVALTEC), design-

ed to prepare training materials for managers of research institutions in LAC on methodologies for evaluating the socio-economic impact of agricultural technology.

Hemispheric Projects

Proposal to Support the Establishment of a Mechanism for Consultation and Coordination for Agricultural Research and Technological Development in Latin America and the Caribbean (IICA/IDB). The principal objectives of this project are to make better use of existing resources for agricultural research in the region and to foster closer relations between national research and technology transfer systems and regional and international centers, particularly members of the CGIAR.

In November, IICA and the IDB held an initial working meeting in Bogota to design and create a consultation and coordination mechanism for identifying priorities and implementing joint research projects in the region. The results of the meeting indicated the need to: a) identify key institutional players and institutional levels that should be involved; b) reach agreement on the nature and functions of the forum that would articulate a strategic approach for agricultural and forestry research in the region; c) raise the possibility of establishing a network of foundations, to facilitate private sector participation; and d) initiate the design of a technical backup system for decision making. The latter initially includes adjustment and application, at the regional level, of the world ranking model developed by CGIAR's Technical Advisory Committee (TAC). It also includes a more specific version for the Andean Area, development of an alternative methodology for the Southern Area, and

preparation of an inventory of institutional capabilities in the region.

A second working group met in December in Buenos Aires and took steps to begin work to adjust the TAC model and to design and prepare the inventory.

Technological Development and Competitiveness of the Agricultural Sector of Latin America and the Caribbean. This project, launched in 1992, supports the countries of LAC in formulating and executing policies and strategies to develop a competitive agricultural sector. It generates information for use in formulating national policies and supporting the design and implementation of harmonized agricultural technology policies for the countries of the region, with special emphasis on policies to upgrade national capabilities in agrobiotechnology.



Developing capacity in agrobiotechnology at the country level is a Program II priority.

During 1992, activities included: a) a workshop, held in Buenos Aires, to harmonize the monitoring of transgenic plants in the countries of the Southern Cone, in collaboration with ISAAA, PROCISUR and the National Institute of Agricultural Technology (INTA) of Argentina, and a seminar-workshop on technological policy and agricultural competitiveness, held in Montevideo; b) publication and distribution of documents on the outlook for agrobiotechnology in Latin America, policy design for promoting agrobiotechnology, biosafety and the release of genetically modified organisms into the environment, technical requirements for improving research capabilities in agrobiotechnology, and the patenting of biotechnology; also, publication of the first volume of the Latin American Directory of the Biotechnology Industry: Mexico; c) signing of an agreement with the *Biotechnology and Development Monitor*, an international newsletter on biotechnology published in the Netherlands, for submitting articles on biotechnology in Latin America and the Caribbean; d) participation in seven international and national meetings on biotechnology in agriculture, highlighted by participation in a workshop to draw up Colombia's national biotechnology plan; and e) financial and logistic support in establishing a subregional network for administering genetic resources and for using biotechnology to evaluate genetic resources in the Caribbean.

Modernization and Institution Building of Agricultural Technology Institutions. This project provides support to the countries in strengthening institutional and organizational aspects of their agricultural technology systems and agencies, with a view to expediting restructuring and performance *vis-à-vis* current challenges and limitations. It also advises the Directorate of

Program II regarding the management of different initiatives of interest to IICA.

Program II promoted the

development of appropriate

agrobiotechnology in Latin

America and the Caribbean

In 1992, the project produced two documents on policy: a) New Perspectives on the Role of the State in Agricultural Research and Technology Transfer (in Spanish); and b) Sustainability and Hillside Agriculture in Central America: Technological and Institutional Change (in Spanish).

The Program provided support to and participated in two multinational courses: the EMBRAPA/FAO/IICA/ISNAR course-workshop on organization, structure and decentralization of the agricultural sector, held in Brasilia, and the FONAIAP/IICA/ISNAR course-workshop on management and strategic planning of technological innovation, held in Caracas with PROCINDINO. The project also collaborated in carrying out two national courses on agricultural innovation, with special emphasis on sustainability; one was held in Lima, under the auspices of IICA/National Institute of Agrarian and Agroindustrial Research (INIAA) and PROCINDINO, and the other was held in La Paz, with support from the Bolivian Institute of Agricultural Technology

(IBTA), of the Ministry of Campesino and Agricultural Affairs (MACA) and PROCINDINO.

The project was charged with carrying out an initiative to create an agricultural post-graduate studies system in the countries of the Andean Area. Other activities during the year included visits to the countries, national workshops with universities, and a survey of the capabilities and needs of post-graduate agricultural studies.

Latin American Research Network for Animal Production Systems (RISPAL).

The general objective of this project is to strengthen the technical capabilities of national and regional research institutions in developing and transferring animal production systems to small-scale farmers. The specific objectives are: a) to forge closer ties between national, regional and international institutions, promoting coordination and the exchange of information; b) to encourage the development of research methodologies for animal production systems and to promote their use; c) to evaluate and recommend validated technologies for transfer by local institutions to small-scale farmers; and d) to upgrade local programs and projects and institutions, by providing support and training for work teams.

In order to attain these objectives, RISPAL carried out the following actions: a) development of research methodologies, with a systems approach, through workshops and technical meetings on specific topics; b) dissemination of findings through publications such as manuals, reports, quarterly bulletins and scientific articles; c) training for technical personnel from member institutions and projects through workshops, scholarships and

in-service training; d) direct support to network members, through inter-project assistance or consultants; and e) coordination with other institutions and similar networks.

During 1992, project activities included: a) the exchange of information with projects in 11 LAC countries; b) publication of four RISPAL news bulletins, as well as a book entitled Ruminant Nutrition Research: Methodological Guidelines (in Spanish and English), another on simulation of livestock systems, and other documents; c) direct support to RISPAL projects for developing methodologies and designing and evaluating their research activities; d) training for ten LAC researchers in the preparation and management of externally funded projects; e) technical support for training technical personnel from national research institutions, including the Colombian Agricultural Institute (ICA) and the Ecuadoran Foundation for Agricultural Development (FUNDAGRO).

Information System on Animal Production for Latin America and the Caribbean (ISAPLAC). The general objective of this project is to develop an information system for RISPAL projects, with a view to upgrading the management and use of information on animal production systems in LAC. The specific objectives are: a) to upgrade the capabilities of each network project to provide its researchers with information to support activities; b) to establish an information system that links all the members of the network with the coordination center at IICA Headquarters in Costa Rica; c) for the coordination center, with support from CIDIA, to set up a data base recording bibliographic information on animal

production systems; and d) to establish a mechanism for selecting tested animal production systems technologies and to disseminate same to extension and development institutions.

In 1992, the processing and dissemination of information generated by Network projects continued, with 10 850 new references added to the ISAPLAC data base, for a total of 11 950 entries. The project also provided uninterrupted distribution of bibliographic references through the Selective Information Dissemination service.

The data base was promoted in LAC through the preparation five bibliographic bulletins on animal production systems that were distributed to projects, libraries and NGOs, and also through visits to Peru and Nicaragua. A users' manual was prepared for the data base and cooperation was fostered with other data bases (RIMISP, RERUMEN, CICCS and Winrock International).

Achievements included: a) the preparation of a data base on guinea pigs, which was provided to the guinea pig production systems project, in Peru; b) a key role by RISPAL/ISAPLAC in creating an international information center on guinea pigs in Peru,

under the auspices of the National Agricultural and Agroindustrial Research Institute; c) the preparation and distribution of four bibliographic bulletins on animal production systems and a special issue on guinea pigs; d) support to the establishment of a cooperation agreement between the Scientific Information Center on South American Camelidae (CICCS) of the Veterinary Institute for Tropical and Highlands Research, *Universidad Mayor de San Marcos* and RISPAL/ISAPLAC.



Uncontrolled erosion versus appropriately planned land use: Program II dealt with this topic in a publication on sustainability and hillside agriculture.

Multinational Projects

Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama (PRIAG) (CORECA-EEC-IICA Agreement). The general objective of PRIAG is to strengthen the capabilities of national research and extension systems in Central America with a view to upgrading the production technology of medium- and small-scale farms in Central America that produce staple grains.

In 1992 PRIAG's principal activities were: a) on-farm agricultural research and extension in selected areas of the seven countries covered by the project; b) region-wide research on topics of priority to the region, with the participation of universities and state entities; c) human resource training for on-farm research and research management; and d) the establishment of a data base on grains and other selected crops.

Achievements in 1992 included: a) promotion of agricultural research to solve production problems; b) initial steps to set up a network of data bases; c) training for personnel from different levels on information systems management, know-how for agriculture and on-farm research management, among

others; d) consolidation of regional coordination mechanisms, including greater participation by the Regional Committee to Link Research and Extension Services in Central America.

Regional Network for Cacao Technology Generation and Transfer (PROCACAO). The objectives of this project are to increase production and incomes of small- and medium-scale cocoa growers of Central America, and improve the quality of and facilitate access to research

findings on cocoa in Central America, Panama and the Dominican Republic by establishing a regional cooperative network for research and technology transfer.

In 1992 the principal activities included: a) establishment, coordination and management of the regional network; b) research to improve germ plasm, cultural practices, disease control and post-harvest management practices; c) technology transfer; and d) training.

Major accomplishments were: a) establishment of the Regional Advisory Committee and national advisory groups in each country; b) quarterly meetings of the technical committee and the publication of quarterly newsletters on project developments; c) increased productivity and resistance to diseases such as monilia and black pod in cultivars; d) follow-up on 16 regional validation trials; e) demonstration of PROCACAO technological package and production of two flipcharts for use in training activities and nine documents describing said package; f) 300 bibliographic references entered into the CATIE data base; g) 10 training activities, (a regional seminar, two national courses, national fora in Honduras and Nicaragua, three in-service training events and two modular courses), involving approximately 200 participants from Central America and the Caribbean.

Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO). The general objective of this program is to upgrade capabilities and the quality of research and agricultural technology transfer in the Andean Area, with a view to increasing agricultural production in the participating countries.

In 1992 work continued in support of reciprocal technical cooperation with the participation of 351 professionals from the Andean Area in training events and seminars on the management of technological change and strategic planning. Cooperative research was also pursued through the Andean Potato Research Program (PRACIPA) and the Andean Legume Network (RELEZA), co-sponsored by CIP and CIAT.

In connection with integration, the Program worked with the new mission set up to harmonize of technological policies, in response to a mandate from the ministers of agriculture of the countries of the Andean Group and the IABA. With a view to upgrading technical and scientific capabilities in research and technological development, support was provided to promotion activities, the identification of specialized needs and the design of mechanisms for the Andean Agricultural Postgraduate System, promoted by IICA and OUI.

Achievements included: a) completion of the technical cooperation profile for the second stage of the project, focusing on food security, sustainability of natural resources and the environment, and competitiveness, in support of integration; it was submitted to the IDB; b) creation of REDARFIT and the Andean Export Fruit and Vegetable Network; and c) recognition of PROCIANDINO as a subregional mechanism for identifying and analyzing agricultural research priorities in LAC.

Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR). The year was one of transition for the Program: an exercise on strategic planning was conducted with a view to bringing the Program into line with the new world and

regional contexts. Framework documents were drawn up for subprograms to be executed in 1993 on natural resources, sustainable agriculture, biotechnology and genetic resources.

Activities carried out on projects in progress and new subprograms included 17 meetings, seven seminars, 19 exchanges for national advisory services, 27 exchanges for observation, 39 in-service training events, three training events in specialized institutions, three short-term international advisory services and three advisory services provided by specialists from international centers, involving a total of 1 158 technical experts. Joint research was conducted on weeds, wheat, corn and soybeans, and genetic materials for wheat, soybeans, sunflowers, peanuts, corn and rice were exchanged. In addition, bibliographic materials were disseminated, and the *Dialogo* Series, newsletters and various documents and reports continued to be published.

Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS). The goal of this Program is to promote and contribute to sustainable agricultural development in the subregions of the South American humid tropics (savannahs, plains and foothills), by making judicious use of renewable natural resources.

In 1992, actions focused on implementing diagnostic studies and designing projects for the subprograms dealing with agroecological resources, production systems, genetic resources and information systems.

Achievements included preparation of the documents General Conceptual Framework, Guidelines for Project Formulation, and

Guidelines for Subprograms, as well as base documents for 14 projects dealing with ecology, land reclamation, genetic resources, hydrology, socioeconomics, information and sustainable production.

The Executive Secretariat of PROCITROPICOS organized and carried out administrative activities for the Program with the member countries, held technical meetings to launch the activities of the subprograms, and initiated implementation of their projects.



Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE). Activities focused on: a) technology generation and transfer; b) human resource training; c) technical-scientific exchanges; and d) horizontal cooperation among member countries.

During the year, steps were taken to secure funding for new projects of regional scope that will deal with technological matters related to coffee cultivation in the region. More specifically, a project on sustainable coffee production systems and their relationship with natural resources and the environment in PROMECAFE member countries was submitted to the EEC. The project will serve as the basis for PROMECAFE's activities over the next five years. The Central American Parliament endorsed implementation of this project in view of the importance of coffee in the economies of the countries.

As part of project activities in Mexico, Guatemala, El Salvador, Honduras and Nicaragua to develop biological control of the coffee berry borer, appropriate technology was obtained for reproducing a highly efficient parasitoid to control the pest. An evaluation of the economic impact of investments in PROMECAFE during the 1978-1990 period reflected a 48.8% rate of return, considered to be substantial for investments in research and agricultural development.

PROCITROPICOS
emphasizes the rational use of natural resources and sustainable development in the South American humid tropics.

During the year, PROMECAFE achievements were the following: a) the new 1993-1997 PROMECAFE operating agreement was drawn up, negotiated with the member countries and subsequently approved by the Board of Directors at its annual meeting in Managua. This agreement enables PROMECAFE to continue its activities, with the active participation of the countries, IICA, CATIE and CIRAD; b) 21 training events were held, including the fifteenth Latin American symposium on coffee cultivation, held in Xalapa, Mexico in collaboration with the Mexican Coffee Institute, and seminars on international coffee marketing, held in Guatemala and El Salvador; and c) 11 publications were distributed, including the REDCAFE and PROMECAFE quarterly bulletins and technical reports of the projects on the control of coffee pests and the biological control of the coffee berry borer.

Support for the Organization and Management of Technology Generation and Transfer in the Central Area. The principal objectives of this project are to strengthen the organization of national research and technology transfer institutions (TTI) in the subregion and to contribute to upgrading the programming, follow-up and evaluation of TTIs in the subregion.

The following results were obtained in 1992: a) proposals were drawn up on legal instruments and institutional organization, aiming to enhance the activities of the TTI of Guatemala's Agricultural Science and Technology Institute (ICTA) and to upgrade those being established by Nicaragua's MAG; b) proposals to improve institutional organization were formulated and submitted to CENTA (El Salvador) and to SRN (Honduras), the latter in connection with creating the Directorate of Agricultural Science and Technology (DICTA); c) an

internal document was drawn up which proposes activities to be carried out for conducting a workshop with the participation of senior officials from the agricultural sector of the region and from external funding institutions, to define institutional models and strategies to promote technological integration as currently being considered by PAC; and d) support was given for the identification, formulation and, in some cases, ranking of project proposals to be developed and incorporated into the corresponding portfolios of said institutions.

Supporting the Development of Tropical Fruit Crops in the Caribbean. The objective of this project is to improve the technical capabilities of institutions and producer organizations involved in fruit production in the Caribbean.

In 1992, French institutions such as CIRAD, IRFA and INRA worked in closer collaboration with Program II and provided technical assistance to several countries and organizations in the Caribbean Area; the Program also worked in closer collaboration with PADF, the U. S. Peace Corps and universities from the region in conducting activities related to fruit cultivation. Technical support was provided to the OECS-ADCU for carrying out fruit-growing activities; and a regional interinstitutional committee (CARDI-UWI-IICA) was established to coordinate activities in the fruit subsector.

During the year, the project accomplished the following: a) 17 workshops were conducted on topics related to fruit production, postharvest practices, processing and marketing; b) 20 technical missions visited nine

countries in support of research and development, and to assess specific limitations affecting the subsector; c) four project proposals were submitted to FIC, IDB/EEC and EEC-STD3 for strengthening the fruit subsector or overcoming specific constraints affecting the development of specific crops; d) germ plasm material from 10 different fruits grown in Caribbean countries was selected, exchanged and introduced; e) an inventory was made of germ plasm sources; and f) support was provided in ranking crops in order of importance in Antigua and Barbuda, Grenada, Guyana and Suriname, both at the national and at the subregional levels (OECS).

In 1992, Phase I of the project was concluded. Phase II was approved and will begin in 1993, with the participation of other countries of the region, including Jamaica, Suriname, the Dominican Republic and Haiti, among others.

Program III: Organization and Management for Rural Development

The principal goal of Program III is to support the Member States in upgrading their technical capabilities for preparing national strategies, differentiated policies and regional rural development programs that involve



The generation and transfer of technology, as well as scientific networking, made up part of PROMECAFE's activities.

NGOs. It also fosters the democratic and comprehensive modernization of the agricultural sector and equitable development for small-scale farmers, small producers, women and low-income groups. In 1992, Program III focused on promoting the participation of the poorest social sectors in modernization, strengthening rural agroindustry development agencies, institutionalizing the issue of rural women in IICA's Programs, and organizing and developing cooperative networks.

Technical cooperation was provided to 32 rural development projects in 18 countries. For example, in the Southern Area, PROCODER was consolidated; support was provided to the Superintendency of Development for Northeastern Brazil (SUDENE) in reformulating and executing the Support Program for Small Farmers (PAPP); and, in collaboration with the Agricultural Development Institute (INDAP) of Chile, a regional proposal was prepared for rural development and suitable methodologies for incorporating women into these activities.

In the Andean Area, support was provided for implementing the National Rural Development Program (PRONADER) of Ecuador; and in Colombia steps were taken to build stronger ties between the DRI Fund, the Ministry of Agriculture and Livestock (MAG) and other institutions, in order to execute the Development Program for Small Farmers. In the Central Area, Program III provided support in the drafting of a proposal for the Agrarian Code of El Salvador and, in coordination with SDID, preparation of the Program on Business Training for Rural Settlements in Central America is near completion; in Guatemala, the Program collaborated with the Special Commission on Refugees (CEBAR) in implementing a project for resettling the rural population of El Peten; and in Costa Rica, technical cooperation was

provided to the National Underground Water, Irrigation and Drainage Service (SENARA) in implementing a rural development project in the Arenal-Tempisque irrigation district. In the Caribbean, work continued for formulating the Regional Rural Development Program in collaboration with CNIRD, and a short-term action was carried out to support the design of rural development strategies.

IICA provided support to the

Office for Cooperation and

Support for the First Ladies of

Central America in the formulation

of the Regional Program on

Women, Environment and

Development

During 1992, Program III provided support to the Office for Cooperation and Support for the First Ladies of Central America. Results of these efforts were the formulation of the Regional Program for Women, Environment and Development; periodic meetings with the First Ladies and their technical delegations; and cooperation with specific projects in several countries.

Closer ties were forged with IFAD and the IDB through technical assistance provided, together with CEPPI, in formulating investment projects and sectoral assessments for Costa Rica, Panama, the Dominican

Republic and Uruguay. Program III also consolidated a cooperation agreement with CIRAD's Department of the Agri-food and Rural System, specifically as concerns rural agroindustry.

A meeting of specialists was held in Brazil to identify new work priorities for the Program, and an evaluation was made which validated the present course of action.

Hemispheric Projects

Strengthening Rural Development Institutions. In 1992, activities focused on analyzing and formulating "alternative institutional systems" for rural development, emphasizing the new, more limited functions of the public sector and the new field of action of the private sector and NGOs. Through this pragmatic approach, the project seeks to support the efforts of the countries in redesigning and modernizing working concepts and methods for rural development. It also defines a new profile for the institutional system working in this area, aimed to make it more efficient and effective and, above all, to ensure that activities carried out significantly increase social and economic equity in the rural sector.

With regard to differentiated policies, contacts were established with the ministries of agriculture and planning of Guatemala and Honduras to orient them in formulating a regional assessment of the distribution and characteristics of the rural poor, the results of which will serve as the basis for formulating their respective national rural development programs and for combating poverty.

In Costa Rica, a proposal for a national program of differentiated policies for regional and rural development was formulated, in conjunction with the Ministry of Planning and Economic Policy (MIDEPLAN) and the Ministry of Agriculture and Livestock (MAG). The proposal served as the basis for organizing and ranking the activities of international bilateral support agencies. With support from IDRC of Canada, studies were conducted on credit and technology transfer for rural development projects in Costa Rica and Honduras. The Project also received technical and financial support from the GTZ/IICA agreement.

Other activities included: a) direct assistance to the Agricultural Development Institute (INDAP) of Chile to review and establish policies for the technology transfer program; b) participation in the design of a project for camelid production in four South American countries; c) cooperation with the IICA Office in Ecuador in training technology transfer technicians in production systems and in conducting a seminar on the subject, organized by the University of Manabi; and d) work began on a report on the privatization of the private agricultural sector, based on consultancy visits to Chile, Colombia and Mexico.

Supporting the Institutionalization of the Issue of Rural Women in IICA's Programs. The general objective of this project, carried out with UNIFEM and CIDA support, is to strengthen the technical cooperation capabilities of IICA's programs and projects in dealing with the issue of rural

women by using a conceptual and methodological approach that incorporates the gender concept.

A program of action entitled Gender, Women and Development: Proposals for IICA Action, was submitted to the consideration and approval of the Strategy Development Committee (CODE). The different units of IICA incorporated the issue of rural women into their activities, as an area of emphasis, and priority was given to providing its professional personnel with specialized training in this area. Technical missions were sent to ten countries in order to provide assistance in incorporating the gender perspective into their agricultural and rural development policies and programs. For example, the issue of women was systematized and included in production projects in Argentina, in projects carried out under the program to support small-scale farmers (PAPP) in Brazil, and in agricultural policies in Colombia and Bolivia. In addition, support was given to PRONADER's component on women in Ecuador, and 15 professionals received training for incorporating the gender perspective into project formulation in Honduras.

During the year, stronger ties were forged with IUCN, ECLAC, IFAD and IACW. For example, joint activities with IFAD involved preparation of a communications strategy for rural women, and a workshop with IUCN provided training for incorporating the concepts of gender and sustainable development into project identification and formulation.

Participation of IICA in the PRODAR Project. This project coordinates the efforts of international agencies and national institutions to strengthen, encourage

and promote rural agroindustrial development in the region. Activities concentrated in Chile, Ecuador and the Dominican Republic, where the project to support national rural agroindustrial networks is being carried out. These three networks also support research, training and information activities related to rural agroindustry.

Diagnostic studies were prepared on rural agroindustry and project identification in Chile (Regions VII and VIII), Ecuador (Manabi, Cotopaxi and Chimborazo provinces), the Dominican Republic, Peru and Honduras. Findings were presented at regional seminars.

Three courses on rural agroindustry were conducted in each country. They dealt with technical issues (apiculture, cheese factories and brown sugar-loaf preparation) and with project formulation. A training project on business management was conducted for Central America and the Dominican Republic, in coordination with CIDIA.

With regard to information, publications included the Spanish version of the Planning Guide for Appropriate Agri-food Technologies, originally published in French, and several PRODAR newsletters, as well as newsletters and brochures on the networks. The potential of rural agroindustry was publicized at both the institutional and grassroots levels, and pertinent information was disseminated.

The organizational structure of PRODAR was strengthened with the affiliation of three new institutions, bringing to 30 the number of associated agencies in 16 Latin American countries. A technical and financial cooperation agreement was signed with CIRAD-SAR, and a second part of the national rural agroindustry network project is

currently under negotiation with IDRC. This year, Program III took charge of PRODAR, strengthening its area of action through contacts with PROCODER, PRACA, PRONADER and rural development projects in Brazil.

Multinational Projects

Cooperative Rural Development Project for the Countries of the Southern Area (PROCODER). As part of project activities, the following international events were held in 1992: a) in Fortaleza, Brazil, a seminar-workshop on financing and credit terms and plans in rural development programs; b) in Brasilia, a workshop on validation of business management in small-farmer organizations; c) in Asuncion, a seminar-workshop on incorporating the gender perspective into rural development projects; d) in Santiago, a meeting was held with PROCISUR to discuss the interaction between the generation and transfer of technology in rural development programs.

Two meetings of the Advisory Committee were held in Embu, Brazil and Buenos Aires. During the meetings, participants

drew up internal rules and work plans for executing the 1992 and 1993 budgets; a medium-term plan of action was prepared and priorities were assigned to the different topics covered by the programs.

The Program published a newsletter and made contacts with other regional programs and international networks with regard to technical matters and work proposals.



Sugar cane processing is a common activity on many farms. Strengthening rural agroindustry, with an emphasis on small-scale producers, is one of the basic goals of Program III.

Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA).



The objective is to strengthen national agencies responsible for agrarian reform and rural development in the countries of the Central American Isthmus and the Dominican Republic (PRACA) through projects, training for the technical personnel of member agencies, a network to exchange experiences and information, and support for the development of project evaluation information systems.

In 1992, Program III carried out several region-wide activities, including a multinational workshop on the management of small-farmer enterprises, during which 17 technical experts from member agencies received training. In addition, a technical cooperation project was prepared on the topic, receiving funding from SDID. Studies were conducted on the modernization of agricultural legislation in Honduras and in El Salvador, and the Bibliographic Information Service on Agrarian Reform and Rural Development was designed and made available to member agencies. The PRACA Board of Directors met twice, in Costa Rica and the Dominican Republic, and the Technical Committee met in Honduras.

As to technical cooperation at the country level, PRACA collaborated with the ministries of justice and agriculture of El Salvador in preparing the Agrarian Code; in Guatemala, INTA was supported in training activities for small-scale



The important role played by rural women as producers in the agricultural sector is highlighted in a Program III hemisphere-wide project.

farmers and technical personnel, and in preparing studies for strengthening training activities and informatics; in Nicaragua, PRACA collaborated with the Nicaraguan Institute of Agrarian Reform (INRA) in designing a strategy to promote and consolidate small-farmer organizations; and in Panama, work is under way to design and equip the national agrarian records system and to train the pertinent staff.

Agricultural Policy Analysis as Concerns Women Food Producers in Central America and Panama (IICA/IDB Project). This project reflects the interest of

the IDB and IICA to fully incorporate women into development. During 1992, four country studies were carried out, whose topics were: the situation of women food producers, sectoral policies and regulations aimed at rural women, technological processes used in food production, and the characteristics of food marketing.

National workshops to discuss the findings of the studies were conducted in each country; attending were technical personnel from the ministries and representatives from programs on women, NGOs and cooperation agencies interested in this issue.

The first stage of this project was completed in 1992, and will be followed up by an international seminar in February 1993. The IDB will support the execution of the second stage of the project in 12 countries of the Andean, Caribbean and Southern Areas, where activities will begin in early 1993.

Program IV: Trade and Integration

In Resolution 203 of the Sixth IABA, the name of Program IV was changed to **Trade and Integration**, and its objectives and areas of concentration were changed to include the topics of international trade, trade negotiations, and economic complementarity within regional and subregional integration schemes.

Pursuant to the mandates mentioned above, the principal goal of the Program is to support IICA's member countries, through technical cooperation programs, in their efforts to promote regional and subregional integration and to strengthen their participation in international markets.

In accordance with the new Program guidelines, two areas of concentration were established: a) support for foreign agricultural trade negotiations and policies, particularly as regards the countries' obligations *vis-à-vis* multilateral agreements and world or regional initiatives; and b) support for trade and agriculture within the framework of the different subregional integration schemes (MERCOSUR, Andean Group, CACM and CARICOM). In particular, this involves support for the decisions, agree-

ments and programs of the subregional fora of ministers of agriculture (CONASUR, CORECA, Meeting of Ministers of Agriculture of the Andean Group, and CARICOM's Standing Committee of Ministers Responsible for Agriculture).

The principal goal of Program IV

is to support efforts toward

regional and subregional

integration in international trade

Hemispheric Projects

International Agricultural Trade and Multilateral Trade Negotiations. This project focuses on and provides support to subregional projects in the area of foreign agricultural trade policies. Activities under this project go beyond the geographical scope of the above-mentioned subregional integration schemes. It also develops methods, generates information and conducts basic studies to determine the level of support for trade negotiations and for economic opening, as well as efforts to change the production structure.

The project includes the component of the IICA/CIDA Project that promotes the trade of non-traditional agroindustrial products, as well as the Trade Information Services Project.

In line with the above, Program IV followed the developments of the negotiations

of the Uruguay Round of the GATT and the Enterprise for the Americas Initiative; the evolution of the Single European Market; the processes of trade liberalization and economic complementarity associated with the North American Free Trade Agreement (NAFTA); the Group of Three (G-3: Colombia, Venezuela and Mexico), and the bilateral agreements between Chile and Venezuela. In addition, businesses with the potential to enter into joint ventures were identified, promotional events were held in Costa Rica, Ecuador, Trinidad and Tobago and Uruguay, and methodological documents for promoting trade and investment were prepared. Publications (in Spanish) included: a) Joint Investments and Agroindustrial Trade in the Americas: Notes for a Strategy; and b) Identification of Opportunities Offering High Potential for Agroindustrial Businesses in Latin America and the Caribbean on the North American Market. In addition, IICA, SELA and the Ministry of Agriculture, Fisheries and Food (MAPA) of Spain co-sponsored a seminar entitled *The Single European Market: New Framework of Trade Policies for Agriculture*.

Efforts to upgrade the analytical capabilities of institutions included further progress in operating the systems of the Foreign Trade Information Service (SICE) of the OAS, the Market New Service (MNS) of the International Trade Center (UNCTAD/GATT), and the Static World Policy Simulation Modeling Framework (SWOPSIM) of the United States Department of Agriculture. As a complementary activity, documents were published on the profile of the banana industry in Central America and the Caribbean, and on data bases and information systems available at IICA.

Multinational Projects

Supporting Central American Integration and Regional Initiatives for Economic Complementarity. This project integrates and complements the other activities of Program IV, particularly those carried out under the hemispheric project on international agricultural trade and multilateral trade negotiations, the IICA/SIECA general cooperation agreement, the multinational project to supporting trade and integration in the Andean Group and national projects in Costa Rica, Mexico and Panama, as well as hemisphere-wide actions carried out by Program I and its national projects in El Salvador, Guatemala, Honduras and Nicaragua.

The objective of this project is to contribute to strengthening and developing the technical and institutional capabilities of national and subregional entities of the public and private agricultural sector of the Central Area. Its aim is to analyze the evolution and possible outcome of international trade negotiations, trade liberalization and subregional integration, and to influence decision making relevant to policies on trade, integration and export promotion as they concern the interests of the sector.

In support of the countries' foreign agricultural trade policy, an analysis was made of the GATT negotiations, as well as their possible outcome and potential impact on trade and agriculture in the isthmus. The project also followed international negotiations relative to NAFTA, the Single European Market, the Enterprise for the Americas Initiative, the G-3, and the decisions



Program IV helped IICA member countries gain new niches on international markets (especially for non-traditional crops).

and agreements of the Summit Meetings of Central American Presidents, the economic cabinets and CORECA.

Documents were published (in Spanish) on the following topics: a) Impact of the North American Free Trade Agreement on the access of Central American Agricultural Exports to the United States Market; and b) the Role of Trade Exchanges in the Marketing of Agricultural Products.

SIECA/IICA General Cooperation Agreement. SIECA and IICA have worked

together since 1988, when a general cooperation agreement was signed. Relations have been maintained since then through five letters of understanding. The purpose of the agreement is to strengthen forestry and agricultural activities in the Central American countries, within the framework of regional economic integration.

Its publications in 1992 (all in Spanish) were: a) The Central American Isthmus and the Caribbean Community: Interinstitutional Agenda, SIECA/CARICOM Secretariat; b) Complementary Proposals on the Agricul-

tural Sector for the Declaration of the Twelfth Summit Meeting of Central American Presidents: Support for the Ministry of Agriculture of Nicaragua; c) Framework Agreement on Trade and Investments between Central America and Venezuela; and d) Issues to be Considered by the Central American Governments in the Preparation of a Multilateral Framework Agreement between Central America and Mexico.

The project's activities supported decisions related to a regional program for harmonization of taxes, fiscal incentives and actions to promote agricultural exports.

Support for Integration and Regional Initiatives for Economic Complementarity in the Caribbean. This project is still being negotiated. It will be designed to reflect the mandates and areas of IICA cooperation with the Caribbean established in the IICA/CARICOM Technical Cooperation Agreement and the policy guidelines of the SCMA of CARICOM.

Supporting Trade and Integration in the Andean Subregional Group. The objective of this project is to promote institutional development and strengthen the technical capabilities of professionals in the countries as needed to promote and improve subregional integration in the Andean countries and the liberalization of agricultural trade. It supports the programs and decisions agreed upon in the different fora of ministers of agriculture, as well as the directives established in Decision 251 of the Commission of the Cartagena Agreement and by the Seventh Meeting of the Ministers of Agricul-

ture of the GRAN, especially as regards the Andean Common Agricultural Policy (PACA).

Supporting Trade and Integration in the Southern Subregion. The objective of this project is to strengthen the organizational structure and technical capabilities of pertinent units in the ministries of agriculture and public and private institutions. It aims to equip them to respond effectively and efficiently to commitments, agreements and technical mandates arising from international and subregional fora, which seek to revitalize foreign agricultural trade and regional integration.

Its principal achievements for the year were support to the CONASUR and MERCOSUR agreements, especially through activities related to the Classification Committee, the harmonization of animal and plant health norms, and specific requests from the CONASUR Secretariat for Coordination.

Program V: Agricultural Health

Program V's technical cooperation actions sought to contribute to reactivating the agricultural sector in LAC by providing support to national and international agencies—both technical and political—in meeting sanitary requirements for international trade, mitigating sanitary problems of economic importance, and preventing the introduction and establishment of exotic diseases and pests.

To this end, Program V fostered the strengthening of information systems and plant health legislation in LAC by compiling,

evaluating and analyzing existing systems in each country. It also designed and installed integrated information systems and provided the corresponding training for users. Program V worked to compile and evaluate legal norms on agricultural health in effect in LAC, especially in Costa Rica, Colombia and Venezuela, with a view to strengthening efforts to harmonize plant and animal health legislation in the region.

The Program helped design plant and animal health procedures and continued gathering and evaluating procedures in effect in each of IICA's member countries relative to the inspection of products at ports of entry; emergency measures and systems; the prevention, diagnosis, control and eradication of exotic animal and plant diseases and pests; acceptable tolerance levels of toxic residues; risk analysis methods for livestock products; and plant and animal health certification, among others.

During 1992, Program V carried out short-term actions to: a) provide training for controlling pine bark weevil in Nicaragua; b) advocate the appropriate use of agrochemical inputs; c) estimate health risks applicable to the international trade of meat from Argentina; and d) eradicate soybean nematodes in Brazil. Finally, a conference-workshop was held on Environmental and Natural Resource Management in an Interdependent World.

Hemispheric Project

Modernization of Quarantine Information Systems for Expanding Agricultural Trade in Latin America and the Caribbean. The specific objective of this

project is to strengthen agricultural health information systems, legislation and harmonization processes in LAC by: a) enhancing the technical capabilities of animal and plant health services; b) improving the quality of agricultural products for international trade; c) upgrading the agricultural health information system; and d) designing new plant and animal health procedures.

The project focuses on information, legislation and quarantine procedures, and is aimed at: a) developing a compatible hemisphere-wide information system for agricultural health by identifying and disseminating information on existing systems and developing additional systems as needed; b) designing a set of equivalent and compatible model laws and regulations to facilitate trade; and c) designing, based on quarantine principles, plant and animal health procedures for agricultural commodities of economic importance.

In 1992, Program V: a) designed and helped develop the HandiSTATUS data base (*Help with World Animal Disease Status*) and LEXus (plant and animal health legislation), which were distributed throughout LAC, Europe and Asia for pilot testing; b) provided training in the use of LEXus and HandiSTATUS for staff members from interested institutions; c) established a pilot project for the committee to harmonize plant and animal health legislation in Costa Rica, in collaboration with the Ministry of Agriculture and Livestock (MAG); d) supported the governments of Colombia and Venezuela in standardizing plant and animal health permits; e) published documents on the Single European Market (A New Strategy for Animal Health and Plant Protection) (Spanish), and

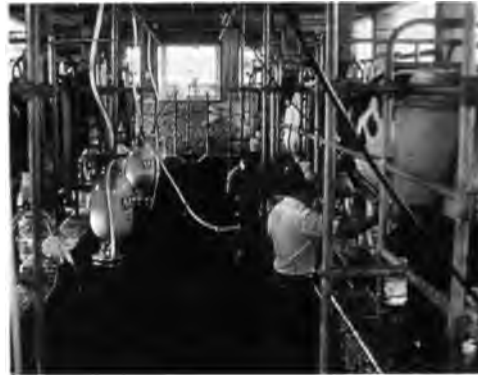
Multilateral Trade Negotiations in the Uruguay Round: Draft Decisions on Sanitary and Plant Health Measures (Spanish/English); f) carried out the IICA/RNTC course on livestock quarantine; and g) participated in the First Meeting of the Working Group on Fruit Flies of the Western Hemisphere, sponsored by IICA, UCR, MAG, USDA and IOBC and in the first technical meeting of the Commission of the Americas, sponsored by OIE/IICA/USDA.

Multinational Projects

Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean (CARAPHIN) (Component of the IICA/CIDA Project). The objective of this project is to develop and put into operation an information and monitoring system in the Caribbean to enhance protection services and increase agricultural production, productivity and trade.

The actions carried out during the year included: a) distributing the regional report on animal and plant diseases and pests under surveillance; b) supporting the countries in transferring information through OIE; c) publishing the fifth issue of CARAPHIN News and gathering material for the sixth edition; d) organizing the seventh meeting of technical advisors of the Caribbean Plant Protection Commission (CPPC), held in Dominica, and the regional meeting of official veterinarians, in Jamaica; e) co-organizing a workshop in Trinidad and Tobago on biosystems (CABI/CARDI/IICA/UWI); f) supporting the participation of the chief veterinary officers (CVOs) of Trinidad and Tobago, Guyana, Belize and Suriname in the Eighteenth Congress of the Caribbean Veterinary

Association; g) distributing to 14 countries the CPPC and HandiSTATUS data bases, which contain information on important animal and plant diseases and pests; and h) organizing and conducting, with support from Program III and CEPPI, two workshops on project identification and formulation, in Jamaica and Barbados.



Diagnostic capabilities in the Andean Area were strengthened through support for a network of animal health laboratories.

Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area. This project offers assistance in harmonizing legal norms on plant and animal health in the countries of the Central Area, as applied to intra-regional and extra-regional trade. It also promotes private sector

participation in the analysis and solution of sanitary problems affecting the production and international trade of agricultural products, and works to strengthen agricultural health monitoring and information services.

In 1992, the project: a) signed a cooperation agreement between IICA and OIRSA; b) conducted, in collaboration with



OIRSA, a regional study on the harmonization of plant and animal health legislation to facilitate intra- and extra-regional trade; c) worked with CEPPI and the IDB on the agricultural health component of the project on institutional reform in the agricultural sector (PRISA) of El Salvador, as concerns the modernization of the agricultural health structure, revision of plant and animal health legislation and tariff policies, and efforts to combat the white fly; d) in conjunction with

CEPPI and the IDB, conducted the agricultural health component of the agricultural sector assessment in Panama; e) supported the IICA Office in the Dominican Republic in drawing up a plan of action to combat the principal diseases and pests; supported CEPPI in revising the agricultural health component of the sector assessment for Panama; supported the IICA Office in Costa Rica in implementing the final stage of the pilot project TEACH (Environmental and Agricultural Education); and f) conducted a seminar-workshop on pesticide regulations and pesticide tolerance levels in agricultural exports, held in Guatemala in conjunction



Program V used emergency funds to combat the carambola fruit fly in Suriname.

with the United States Environmental Protection Agency (EPA), Food and Drug Administration (FDA) and Department of Agriculture (USDA).

Strengthening the Andean Network of Animal Health Laboratories. The objec-

tive of this project is to strengthen the livestock industry in the countries of the Andean Area. It aims to improve the operation of animal health services in order to facilitate compliance with sanitary requirements for international trade, and to support programs dealing with the prevention and management of animal diseases and pests.

In 1992, the project concentrated on: a) developing and adapting technical and administrative procedures; b) implementing national networks and the Andean Network of Animal Laboratories; c) providing training and fostering the exchange of technology; d) reviewing, selecting and publishing scientific articles; and e) meeting to examine documents from the Agricultural Health Emergency Fund and to study the sanitary problems of the Galapagos Islands.

The following was achieved: a) agreements were ratified on emergency procedures for exotic diseases; b) a project proposal to modernize sanitary procedures was submitted to the IDB; c) requirements for reagents and inputs for Andean laboratories Area were reviewed; d) a consultancy report to strengthen animal health services in Peru was drawn up; e) seminars and meetings were held in Ecuador for peasant outreach workers in SIAPS; f) training was provided for 140 technical experts from the National Rural Development Program (PRONADER) of Ecuador, 112 dairy farmers and 15 technicians in swine production, among others; and g) four project proposals were drafted for upgrading REDANDINA.

Support for Integrated Fruit Fly Control in the Andean Area. The objective of this project is to help the countries of the Area, JUNTA and potential funding sources to coordinate implementation and consolidation of the Andean project to prevent the

introduction of, to control, and to eradicate fruit flies. Work continued on: a) consolidating national programs for preventing the introduction of, controlling and eradicating fruit flies; b) establishing and putting into operation the respective national committees; c) providing in-service training opportunities for the technical personnel of national programs; d) intensifying efforts to control the Mediterranean fruit fly in the border area between Chile and Peru; and e) strengthening the fruit fly production and sterilization laboratory in La Molina, Peru.

Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area. The objectives of this project are to strengthen and promote the active participation of institutions and agencies involved in the livestock industry of the countries of the Southern Area, in order to reduce animal health problems, facilitate international trade and increase production and productivity. The principal activities carried out in 1992 were aimed at collaborating and supporting the institutionalization and operation of CORESA.

Some important achievements in 1992 were: a) an agreement on animal health requirements signed and ratified by the governments of Argentina, Brazil, Uruguay and the Ministry of Agriculture and Livestock (MAG) of Paraguay concerning the exchange of animals, embryos, semen and fertilized eggs; b) manuals prepared and published on the technical procedures of CORESA; c) a draft technical cooperation agreement between CORESA and IICA formulated to promote the implementation, consolidation

and operation of CORESA; d) REDSUR recognized by CORESA as the advisory body for coordinating and implementing laboratory actions in the Area; e) training of 25 veterinarians on the prevention and management of exotic diseases; f) a proposal formulated to harmonize registration norms and to control veterinary products for the countries of MERCOSUR, which establishes technical guidelines for norms on regulations and suggests alternatives for implementing subregional integration mechanisms related to veterinary products; and g) a draft drawn up for the system to certify disease-free areas.

*Program V worked to strengthen
Information systems and plant
health legislation in LAC*

Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area. The objectives of this project are to promote institution building in the national plant protection services of the countries of the region, and to strengthen mechanisms to foster the active participation of regional and international public and private agricultural sector agencies in solving plant health problems that limit national and international trade.

Important achievements in 1992 were:

- a) a training course on cotton boll weevil

control conducted in Paraguay; b) a technical mission from the Ministry of Agriculture and Agrarian Reform (MARA) of Brazil completed the second stage of horizontal cooperation to control the cotton boll weevil with the Ministry of Agriculture in Paraguay; c) a national technical cooperation project was drawn up for upgrading plant protection services of the Institute of Plant Health and Quality (IASCAV) of Argentina; d) support was provided to the Plant Protection Directorate of Paraguay for updating the National Catalogue of Pests and the A1 and A2 Lists of quarantine pests, and for computerizing the quarantine control system for agricultural imports (AFIDI); e) a regional plant health information service was established; f) technical support was provided to national plant health projects in Brazil and Uruguay; and g) support was given to COSAVE in carrying out its duties as Secretariat for Coordination and in organizing and sponsoring three meetings of the board of directors (held in Paraguay, Montevideo and Buenos Aires), and several meetings of the standing committee dealing with the topics of plant quarantine, agri-forestry health, pesticides, and plant protection procedures and analytical methods.

Center for Programs and Investment Projects (CEPPI)

CEPPI collaborates with the member countries in preparing agricultural sector assessments, programs and investment projects which promote the modernization and reactivation of agriculture in LAC. In 1992, CEPPI's Sectoral Studies Area carried out actions in Panama, Suriname and Uruguay with Institute resources and, in Brazil, with resources provided by the ministry of agriculture of that country; similar

studies are also under way in the Dominican Republic and Venezuela. In addition, CEPPI collaborated with the IDB by drafting the section on the recent performance of the agricultural sector in Latin America to be published in its 1992 report Economic and Social Progress in Latin America.

Within the framework of the IICA/IDB agreement, projects were prepared in the Dominican Republic and El Salvador; another is being formulated in Costa Rica. Also, an identification mission was sent to Ecuador, and negotiations moved forward on a new agreement with the IDB.

CEPPI provided technical and methodological support to other IICA units in preparing and analyzing investment profiles and projects for external funding. The IICA Office in El Salvador received support in preparing five small-scale investment projects to be submitted to the IDB for funding.

CEPPI's Project Design and Methodologies Training Division designed the first version of a program for microcomputers entitled Formulation and Analysis of Agricultural Investment Projects (FAPRO). Both a manual describing the methodological framework and a users' manual were published for training purposes. Finally, a workshop was held on the topic in Fortaleza, Brazil for technical personnel from the agricultural sector.

Also during 1992, CEPPI carried out the following short-term actions: a) analysis of the current situation in and the outlook for the agricultural sector in Uruguay, taking into account subregional integration and the world market. The purpose was to formulate proposals to serve as the basis for defining the program of action of the Ministry of Livestock, Agriculture and Fisheries (MGAP); and b) analysis of the agricultural sector in

Venezuela, to be used in preparing a sectoral analysis (diagnosis and proposals) to systematize and analyze information on the agricultural sector in Venezuela, to serve as the basis for negotiations between the Ministry of Agriculture and Livestock (MAC) and multilateral funding agencies.

In support of IICA Member States,

CEPPI prepared agricultural sector assessments and programs

Hemispheric Projects

Project Preparation Unit (IICA/IDB Agreement). This unit provides the IDB and IICA member countries with a technical cooperation mechanism for preparing investment projects and agricultural sector programs, and contributes to strengthening the agencies implementing these projects in recipient countries, through training in project and program formulation.

The following investment projects were prepared: a) Sustainable Agricultural Development Project in San Juan de la Maguana, Dominican Republic, one of the first projects to incorporate the notion of integrated resource management into the context of harmonious and sustainable development. Total investment is US\$66.1 million, and includes activities identified as priority requirements for sustainable development in the three sub-basins of the

San Juan River. These include the protection and conservation of natural resources combined with appropriate infrastructure for agricultural development, small works to promote hillside agriculture, and the proper use of surface water in the valley; b) in El Salvador, the agricultural sector reform and investment program as well as the agricultural health project were carried out, the objectives of which are to support the Salvadoran government in executing its sectoral program, improving the coverage and quality of public services in agricultural health; c) in Costa Rica, the Master Plan for the Arenal-Tempisque Irrigation Project and the Irrigation Program for Small Areas were implemented in order to define a strategy for sustainable development in the irrigation subsector that takes into account the outlook for sectoral, regional and national development; and d) in Ecuador, an identification mission visited the project to modernize agricultural services.

The IICA/IDB agreement is in its final months of execution and negotiations are under way with the IDB to extend the agreement another three years, beginning in 1993.

Multinational Projects

Technical Cooperation with the Central American Bank for Economic Integration (CABEI). A two-year extension of this agreement was signed and a meeting was held to lay the groundwork for redefining CABEI funding policies and programs for the agricultural sector. Two workshops on bank evaluations for project were held for person-



CIDIA's Communications Division carried out practical courses for students, in which six videos on agriculture and the environment were produced.

nel from CABEI and private Honduran banks; CABEI staff received training in the use of trade information systems; and CEPPI participated in promoting private investment in each of the Central American countries.

Regional Project Unit of the Caribbean. CEPPI supported St. Kitts and Nevis in conducting a sectoral analysis and Jamaica in a study on a regional quarantine station. Other activities included a feasibility study on cotton for CARICOM and CARDI, and a region-wide study on the supply of inputs for farms. In Jamaica and Barbados, courses were conducted on project identification and formulation and support was provided to the

CDB through a program to upgrade banana activities.

Short-Term Actions

Identification of a National Rural Development Program in Uruguay. A rural development program for Uruguay was prepared within the framework of the IICA/IFAD agreement.

Identification of Rural Development Projects in Costa Rica. A general mission was conducted to identify rural development projects to support small farmers, rural women and poor rural families.

Agricultural Sector Study in Panama. This study was prepared for use by the IDB in its socioeconomic report on Panama.

Inter-American Agricultural Documentation and Information Center (CIDIA)

CIDIA is responsible for the training, information and communications activities of the Institute, which it carries out through five specialized technical divisions: Training, Communications, Documentary Information, Editorial Service and Print Shop.

• Training

The hemisphere-wide training strategy for human resources, an important requirement for the modernization of agriculture in LAC,

was approved by the Eleventh Regular Meeting of the Executive Committee of IICA in 1991.

The Training Division was created to implement this strategy and to: a) orient and provide advisory services on training by IICA units; b) provide training in support of agricultural modernization; c) support the countries in the designing their own training



For IICA's 50th Anniversary, the Editorial Service of CIDIA prepared the first of a series of temporary exhibitions to be displayed at Headquarters.

strategies; d) provide the operating units with educational and communications technology for use in their training activities; and e) implement the project to upgrade the human resources of IICA and the countries of the Americas.

The activities carried out by the Training Division in 1992 included: a) formulation

of a national training program in El Salvador; b) two workshops on improving team work, at the IICA Office in Guatemala; c) a course in Ecuador on the creation and use of data bases with Micro-ISIS; d) courses at Headquarters on computers, English, management of training processes, teaching techniques and resources, improved work performance, creation and use of data

bases with Micro-ISIS; e) preparation of a regulatory document for strengthening Ecuador's national agricultural information subsystem; f) holding of the second workshop in Argentina and the first workshop in Latin America and the Caribbean on Micro-ISIS; g) preparation and validation of 13 training manuals on various topics, in coordination with PRODAR, PROCODER, and Programs III, IV

and V; and h) coordination of actions between CIDIA and the EDI at the World Bank in Washington, D.C.

• Communications

This Division, created in 1990, advises the Programs and the IICA Offices on issues

related to radio, television and video communications. It also executed the IICA/Radio Nederland (RNTC) agreement and managed the IICA/SIDA Women and Communications Project and the IICA/Florida International University program, in connection with the Central American Journalism Program.

CIDIA: A technical support unit that carries out a wide variety of functions and institutional activities related to communications.

During 1992, the Communications division produced 19 professional-quality videos, ten video spots (sent to the Universal Exposition in Seville -EXPO 92), and nine documentaries. Along with IFAD and RNTC, the Division drew up a communications strategy for rural women, as well as the communications component of a development project for the war-torn communities of the Department of Chalatenango, El Salvador. It also concluded a survey of radio broadcasting in Central America.

Communications Applied to Education and Rural Development in Latin America, Principally in Central America and the Caribbean (RNTC). Within the framework of this project, the Communications Division conducted 38 courses, attended by a total of 409

participants from Argentina, Brazil, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama, on topics including broadcast and correspondence education, message analysis, production of radio programs and videos, preparation of audio/visual programs, agricultural journalism, and others.

Materials produced during the year include: a) six videos on environmental, agricultural and other topics, prepared by students; b) 17 radio programs, also prepared by students, on topics including the environment, agriculture and gender, the proper use of pesticides, cultivating truck gardens without the use of agrochemicals, ecology and sustainable development, and a 14-episode dramatized series entitled "The Agony of Planet Earth;" c) 10 radio series, including one on European contributions to the New World (*Cuando el Mundo se Completó II*), another co-produced with the Voice of Germany entitled "Tu Amigo, Tu Vecino" (Your Friend, Your Neighbor), and "Para la Vida" (For Life), which was co-produced with UNICEF; d) printed materials on the use and handling of pesticides, including brochures, triptychs, posters and guides; e) a research study on the impact of the IICA/RNTC project in Central America, Mexico, the Caribbean and Argentina; and f) three documents on: the radio spot, management for a world in change, and evaluation, drawn from direct experience.

Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America (IICA/SIDA). In 1992, the first

stage of this project concluded, with success reported in its four areas of action: training, production of materials, diagnosis of communications, and the Rural Women's Information Network (RMR). Cooperating agencies were presented with a proposal to continue this project, in the form of a regional program for SIDA/IICA/IUCN-ORCA joint action on communications, women and sustainable development.

The project conducted national workshops on mass communication techniques in Honduras and Nicaragua, and an international workshop for specialized training in video techniques.

Between 1990, the year in which the project began operations, and 1992, training to promote the advancement of rural women in the subregion was received by 179 employees of 124 governmental and non-governmental organizations. As concerns communications techniques with a gender perspective, 83 employees received training in the preparation of printed materials, 84 in audiovisual materials and videos, and 78 in radio production.

Productions for the year included: a) a video on training in video production through the IICA/SIDA workshops on women and communications; b) publication of issues IV and V of a bulletin on Women and Communications, and the Report on Rural Women, in three volumes; c) a survey to follow up on the training; and d) preparation of materials describing the project, including a formulation of a proposal for a manual for workshops on women and communications in Central America.

The project also participated in the Central American and Caribbean seminar on gender in development, coordinated gender-related policies with Program III, provided assistance on issues related to communications and women as needed by the Institute, and supplied the IMR with additional documents for the data base, providing links with some 350 organizations.

• **Documentary Information**

This Division updated the CIDIA data base with 4,000 bibliographic entries of interest to IICA's Programs, which were shared with the Orton Memorial Library at CATIE, the IICA Library in El Salvador and the Rodrigo Peña Library in the IICA Office in Colombia. This data base was also provided to the Technological Institute of Costa Rica. A campaign was launched to publicize the services of the Orton and Venezuela Libraries, with a view to encouraging greater use by technical personnel from IICA and national institutions.

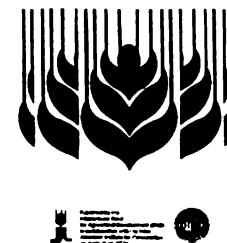
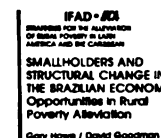
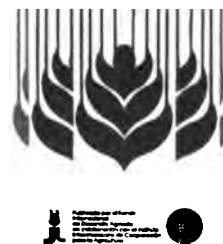
A CD-ROM compact disc reader was installed at the Venezuela Library at Headquarters, making it possible to consult specialized data bases; one of the data bases available is AGRIS, donated by FAO. Users of the Venezuela Library can also consult the PESICRE data base (Project on the State of Regional Cooperation), which was developed by the Latin American Economic System (SELA). PESICRE gathers, systematizes, processes and analyzes, on an ongoing basis, information on cooperation and integration programs and projects under way in LAC.

The Division also provided three data bases to the University of Colima for the preparation of a compact disc which includes data bases from other institutions in Costa Rica, Cuba, Colombia, Ecuador and Mexico. This disc is being distributed to the IICA Offices in countries interested in upgrading their information services.

Technical support continued to be provided to ISAPLAC, PROCACAO, PROMECAFE, the IICA/GTZ Project and the IICA/CIDA Project, in connection with the processing of information, the creation of bibliographic data bases, the production of bibliographic bulletins, and the provision of information services.

A course on the creation and use of data bases with Micro-ISIS was offered on three occasions: at Headquarters, in Quito and at the Orton Library in Turrialba, Costa Rica. The Orton library was also the site of a course on information services in the agricultural sector, attended by 15 information specialists from Latin America and Mozambique. The Division also provided support for a course at Headquarters on new developments in the use of the SIABUC Program, attended by 32 librarians that use this program. In addition, it collaborated in a seminar-workshop held at IICA Headquarters on the use of new technologies in agricultural information, organized by the AIBDA-Costa Rica group for 37 employees of CIDIA and various Costa Rican institutions.

Special issues of the following bibliographic bulletins were published: a) ORADIA, on sustainable development, published jointly with Program II and the IICA/GTZ Project; b) two issues of DESARURAL, on one rural agroindustry and the other on the relationship between land and rural development; c) AGR-Y-COM, on regional integration, which was distributed to national institutions identified by Program IV; and d) Agricultural Health, published with support from the Rodrigo Peña Library at the IICA Office in Colombia, and dealing with sources and services providing information on this topic in Latin America.



The Editorial Service and the Print Shop published two more books in the IFAD-IICA series.

The Orton Library celebrated the Quincentennial of the Discovery of America with a talk and exhibition on colonial monuments of the Dominican Republic, attended by officials from the Tropical Agriculture Research and Training Center (CATIE) and other institutions.

- **Editorial Service**

- **Print Shop**

The Editorial Service and the Print shop work together to produce a large variety of publications. The former offers the operating units of the Institute specialized technical assistance in editing IICA publications and in making proper use of IICA's graphic line. The latter is responsible for the typesetting, layout, paste-up, photomechanics, printing and binding of all IICA's publications and other printed materials.

In 1992, these two Divisions together produced 70 publications in IICA's different publication series and a great number of posters, folders, brochures and informative

bulletins, many of which were produced to commemorate the fiftieth anniversary of the Institute.

As a way of participating in the celebrations, the Editorial Service installed the first of a series of temporary exhibitions. It included selected photographs from two international IICA-sponsored contests (the 1989 IICA/RNTC Photography Award on "Rural Woman" and the 1991 IICA/GTZ Photography Award on "Agriculture and the Environment"), and was displayed in the lobby of IICA Headquarters, in Costa Rica, along with pre-Columbian artifacts on loan from the National Museum of Costa Rica. Other achievements of the Division include: a) the sale of more than 7 000 publications to the public; b) the distribution of 45 000 printed documents; and c) the signing of agreements with IFAD, CIAT and the OTS office in Costa Rica for co-publication and distribution of publications.

During 1992, the Print Shop produced more than 35 million printed pages, using a cost-efficient system to produce timely, high-quality publications. It also provided advice to the operating units of IICA as to the layout and design of the different stages of many and varied publications.



Chapter 3

IICA in the Countries

IICA in the Countries

IICA provides technical cooperation for agriculture in all of its member countries, which are divided into four Areas: Central, Caribbean, Andean and Southern.

IICA's Presence in the Countries

In the 1987-1993 Medium Term Plan, the Member States established a frame of reference for the future actions of the Institute. It calls for a focusing of activities on areas of priority to the region, and on increasing the efficiency and flexibility of IICA's operating units. Accordingly, IICA provides technical cooperation for agriculture in all of its member countries, which are grouped into four Areas: Central, Caribbean, Andean and Southern.

IICA's Offices in the countries provide the institutional and administrative base needed for implementing the Institute's project activities. Each Office is headed by a Representative, who is responsible for management of the Office, and who reports to one of the Directors of Area Operations under the Office of the Assistant Deputy Director General for Operations, at Headquarters in Costa Rica.

Central Area

The Central Area consists of Mexico, the countries of the Central American Isthmus and the Dominican Republic. With the exception of Mexico and Panama, their economies are based on agricultural exports and agriculture, therefore, plays a major role in determining economic and social progress.

During 1992, the agricultural sectors of these countries were affected by the changes taking place on international markets and the internal changes caused by structural adjustment. The governments focused their attention on the deep crisis affecting the coffee market and the difficulties involved in boosting banana exports to the EEC.

As a consequence of adjustment, the role of public agricultural sector institutions in production was reduced, and key decisions relevant to the sector became part of macroeconomic policy. Efforts continued to modernize the institutional apparatus, dismantle price controls for agricultural products and reduce the role of the state in agricultural marketing. In most of the countries, trade liberalization moved forward and levels of protectionism for agroindustrial activities declined.

In Mexico, two of the most important developments *vis-à-vis* agricultural modernization were reforms to Article 27 of the Constitution, to the agrarian law, and to the forestry and water laws, and the conclusion of negotiations for the North American Free Trade Agreement (NAFTA).

In the countries of Central America and Panama, structural adjustment and execution of the PAC continued. Efforts focused on improving the intraregional trade of agricultural products, establishing price bands, eliminating price controls for agricultural products, reaching agreement for establishing a common agricultural tariff by January 1993, eliminating plant and animal health barriers, presenting to donors the Plan of Action for Forestry in Central America, securing approval for the Plan to Identify and Protect Fish Species in Central America, and laying the groundwork for a regional technology generation and transfer system.

A major event during the year was the Thirteenth Summit Meeting of Central American Presidents, held in Panama, whose theme was "Agriculture, Peace and Development." During the meeting, the Presidents adopted the "Panama Agricultural

Commitment," the goal of which is to develop a modern agricultural sector capable of competing internationally in a liberalized trade environment.

IICA's technical cooperation was channelled to priority areas of interest set forth in the strategy established for the Central Area during the hemisphere-wide meeting of IICA Representatives held in early 1992. National projects sought to strengthen the capabilities of the ministries of agriculture to design and execute agricultural policies, to modernize technology generation and transfer systems and to promote rural development. Multinational projects provided support in connection with technology generation, trade liberalization and agricultural integration in the region.

IICA provided technical cooperation to the CORECA Secretariat in executing the PAC, especially as regards the dismantling of non-tariff barriers, the strengthening of animal and plant health systems and the development of agricultural commodity exchanges, among other areas of action. To broaden this support, the Institute began implementing interinstitutional cooperation agreements with CABEL and SIECA.

Technical Support to Enhance the Effectiveness of the Decision-Making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) and the Council of Ministers of Agriculture of the Central American Isthmus (COMACA). The Secretariat for Coordination worked on the three priority areas of its program: a) to strengthen CORECA and

COMACA; b) to upgrade the capability of the agricultural sector to analyze and harmonize policies; and c) to strengthen institutional mechanisms for coordination with other economic sectors in the region. These actions were carried out within the framework of agreements signed by the ministers of agriculture of CORECA and COMACA with IICA in September 1991.

Actions taken to strengthen CORECA and COMACA aimed to comply with resolutions approved by the Council of Ministers of CORECA during its Twelfth Regular Meeting, held in Mexico, and its Special Meeting, held in El Salvador, as well as those approved by COMACA in two meetings held in Panama. There was also compliance with the agreements reached during the Twelfth Meeting of the Executive Committee (Vice Ministers) of CORECA, held in Costa Rica. Finally, the rules of procedure governing the operation of COMACA and its secretariat were drawn up and implemented.

Regarding efforts to upgrade capabilities in the region for the analysis and harmonization of agricultural policies, the most important activities were: a) a workshop to analyze the Mexican experience in negotiating the NAFTA; b) a regional seminar, attended by specialists from the CORECA countries, to analyze the proposal presented by Mexico for cooperating with the CORECA countries in drawing up plans for changing the production structure; c) support for efforts to establish and develop agricultural commodity exchanges in all the countries; d) the inclusion of the Dominican Republic and Mexico in the price information system on agricultural products and inputs in the CORECA countries; e) support to the countries in executing the PAC; and f) the

implementation of a price band system for staple grains in El Salvador, Guatemala, Honduras and Nicaragua.

As for actions taken to strengthen institutional mechanisms for coordination with other economic sectors in the region, the following are worth special mention: a) participation in four meetings of the economic cabinets of the Central American isthmus and in two meetings of the G-10 (Interinstitutional Group of Central American Integration Agencies); b) preparation of work programs in coordination with IICA, RUTA and SIECA, improve the agricultural sector's ability to operate at the regional level; and c) participation of the COMACA Secretariat in preparing and holding the Thirteenth Summit Meeting of Central American Presidents, held in Panama.

Supporting Border Development Projects (OAS/IICA Agreement), Includes the Trifinio Plan (Agreement). The OAS and IICA work together through a unit that supports border development projects in the Central American isthmus. Its actions include preparation of a Central American program for border development, as well as collaboration with Guatemala and Honduras in preparing an assessment and an updated proposal for border development along the Gulf of Honduras (Guatemala-Honduras). In regard to the latter, progress was made in identifying the microregions that would be covered by the plan and in negotiating the Honduras/Guatemala/OAS/IICA agreement.

Worthy of special note is the continued support to the Trifinio Plan, a joint effort of Guatemala, El Salvador and Honduras. Of the 31 subprojects in the plan, some of the most important are: a) a pilot development

project, which received support from the EEC and under which some 408 ha have been reforested, crop assistance was provided to 480 participating groups (on 500 ha), 31 km of roads were built, and soil conservation practices were implemented on 30 ha; b) the development and integration project executed by IICA, with financial support from UNDP and CABEI. During 1992, soil studies were conducted in 13 areas covering some 50 000 ha, and progress was made on seven basic studies to be incorporated into the feasibility studies; c) a project to conserve energy and to protect the environment, financed by FINNIDA and executed by the OAS. Under this project, community leaders received training, support was provided for reforesting an additional 150 ha, and improved firewood stoves were introduced; and d) an irrigation project for the Trifinio Area, executed by the Government of Spain. Its feasibility studies are financed and conducted by the Spanish Technical Cooperation Agency, which also financed and implemented a mini-pump pilot irrigation project near the city of Chiquimula, Guatemala.

Strengthening the Activities of the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs. The General Directorate for International Affairs (DGAI) of the Secretariat for Agriculture and Water Resources (SARH) of Mexico and the Agricultural Sectoral Planning Unit (USPADA) of Guatemala are on this subcommittee. Support was provided to its technical secretariat, which, by decision of the countries, will be managed by Guatemala during 1992-1993.

The direct beneficiaries of this subregional action are the public agricultural sectors and the cooperative programs carried out by the

Subcommittee, such as those to control screwworm and the Africanized bee.

With regard to Guatemala, IICA awarded two scholarships and supported the creation and strengthening of USPADA's Department of International Affairs. The activities of Mexico-Guatemala cooperation projects were reviewed, and the Fourth Binational Mexico-Guatemala Meeting was held. During this meeting, it was decided to upgrade the actions of the Subcommittee to reflect a stronger political determination on the part of both countries, with a view to incorporating new areas for joint work. The proposal to continue operation of the Subcommittee was reviewed and reorganized.

Costa Rica

In 1992, the development of the agricultural sector was subject to policies aimed at opening up markets, reducing protectionism and streamlining the role of the state in production activities. The agricultural GDP showed a real growth rate of 3.3% in comparison with the preceding year.

Agricultural institutions continued to specialize their functions, as called for in the Agricultural Sector Adjustment Program and the Institutional Reform and Agricultural Sector Investment Project signed with the World Bank in April 1992, which is currently in the process of ratification by the Congress. To offset the crisis in the coffee market, a law was passed creating the National Coffee Stabilization Fund. As regards the banana industry, Costa Rica worked with Nicaragua, Venezuela, Guatemala and Colombia through the GATT to promote a proposal that the

opening of the Single European Market in 1993 would be paralleled by free trade of bananas in Europe.

In response to government actions, IICA approved three projects for execution, through its Programs I, II and III. The first focused on



The macademia nut, a non-traditional export, has shown notable growth in Costa Rica and other countries.

agricultural planning and the analysis of agri-food chains, the structuring of the National Sectoral Information System and the drafting of proposals for modernizing the public agricultural sector. The second project, on technology generation and transfer, provided support to the institutional specialization program and to actions to comply with commitments with the World Bank. Under the third project, which deals with rural agroindustry, project profiles were drafted and a basic inventory was made of

agroindustries in the country, among other activities.

IICA provided support to the Irrigation District of the Arenal-Tempisque Project through the formulation of a strategic plan for the region; moreover, under the agreement



with the National Subterranean Waters, Irrigation and Drainage Service (SENARA), activities continued in support of rural development, irrigation extension and research.

Through Program IV, IICA collaborated in the project to establish an agricultural commodities exchange in Costa Rica. For its part, Program V provided direct advisory services to the Ministry of Agriculture and Livestock (MAG) in setting up a data base on

animal health and plant protection legislation, with a view to upgrading the country's agricultural import and export capabilities.

Under a variety of specific agreements, the IICA Office in Costa Rica administered small funds for the Executive Secretariat for Agricultural Sector Planning (SEPSA), the National Union of Cooperatives (UNACOO), and the MAG. In celebrating the fiftieth anniversary of the founding of IICA, a seminar was held, in conjunction with the National Autonomous University, on the impact of economic policy on the sustainable development of the agri-food sector.

The Agricultural Commodities

Exchange was set up

with IICA support

Under multinational projects, PRIAG's actions were strengthened, with 19 projects being approved. The project supporting the management of technology generation and transfer in the Central Area countries focused on creating the regional agricultural technology system; a new agreement on PROMECAFE was signed with sectoral authorities; PRACA upgraded its cooperation actions with the Agricultural Development Institute (IDA), which included defining a program to support staff training activities and conducting priority studies for that institution.

To support CORECA, through the project backing integration and initiatives of

economic complementarity in Central America, actions were taken to promote establishment of a Central American agricultural commodities exchange.

IICA Projects in Costa Rica

National Projects

- Support for the Analysis and Management of Agricultural Policy
- Technical Cooperation Services for the National Subterranean Waters, Irrigation and Drainage Service (SENARA) in Carrying Out Stage Two of the Arenal-Tempisque Irrigation Project
- Strengthening the Agricultural Technology Research and Transfer System in Costa Rica
- Technical Support for Strengthening and Fostering Rural Agroindustry

Short-term Actions

- Support to MAG-SENARA in Strategic Planning for Sustainable Development in the Arenal-Tempisque Project
- IICA's 50th Anniversary

Administrative Support Actions

- Technical and Administrative Support to the Executive Secretariat for Agricultural Sector Planning and Renewable Natural Resources (SEPSA)
- Creation of the Office of Control and Follow-Up for the Agricultural Development and Social Welfare Programs
- Administration of Funds to be Used by MAG in Implementing the Project to Study Genetic Resources of Avocado
- Administration of Funds to be used by UNACOO in Support of the National Student and Youth Cooperatives Program

Multinational and Hemispheric Projects

- Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Technical Cooperation with CABEI
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Supporting the Organization and Administration of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Analysis of Agricultural Sector Policy *vis-à-vis* Women Food Producers in Central America and Panama
- General Cooperation Agreement between the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and IICA
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Identification of Rural Development Projects in Costa Rica

- Supporting the Actions of the Association for Development and Democracy (ADD) in Central America
- Technology Transfer for Non-traditional Agricultural Exports
- Supporting the Organization and Operation of the Office for Technical Cooperation of the First Ladies of Central America
- Environmental Education on the Proper Handling and Use of Agrochemicals in Rural Areas (Phase II)
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

Dominican Republic

In 1992, structural changes were implemented to adjust the country's economy to the new context of free enterprise, subregional and regional integration, and the new labor, tax, financial, banking and other codes. Aggregate inflation, through September, was 3.8%, and economic growth for the year was estimated at 6.8%. The agricultural sector accounted for 15.1% of GDP, generated 45% of the country's jobs and absorbed 36% of the economically active population.

In support of government efforts in the agricultural sector, IICA worked through Program I with the National Institute for Water Resources (INDRHI) to institutionalize the concept of sustainable agriculture. It also collaborated with Program II in formulating a project on sustainable agricultural development (PRODAS) in San Juan de la Maguana.

With support from CEPPI, and in coordination with the Secretariat of State for Agriculture and the Dominican Agribusiness Board, Program II participated in formulating an assessment strategy and proposed policies for the agricultural sector. Program II also provided support for the organization of the Dominican Society of Agricultural and Forestry Researchers (SODIAF), and the creation of a data base on researchers, with support from the Agricultural Development Foundation (FDA) and the participation of PROMECAFE and PROCACAO.

PRODAS: A joint effort

by CEPPI and

Programs I, II and III

With support from Program III, the Sustainable Agricultural Development Project (PRODAS) in San Juan de la Maguana was formulated, and follow-up was provided. The Program worked with INDRHI technical personnel seconded to the Office to draw up documents and instruments needed for submitting a request for the US\$68 million needed to implement PRODAS. The national rural development project was adjusted to expand its activities beyond the limitations of the Project to Strengthen and Consolidate Rural Settlements, of the Dominican Agrarian Institute (IAD), in order that they might also cover settlements located in the areas of influence of the large agricultural and rural development projects being carried out in the context of sustainability. Lastly, the IAD

maintained working relations with PRACA, which held its Executive Committee Meeting in Santo Domingo.

Under Program IV, the Rural Agroindustry Development Network for the Dominican Republic (REDARDOM) made it possible to expand the legal base of small-farmer associations and provided technical support to the development of production activities and to the execution of small artisanal-level agroindustrial processing projects (strawberries, grapes, oranges, corn and honey). A data base on associations was developed, important training events were offered, and information was disseminated, especially through the bulletin REDARDOM. Lastly, IICA supported the Office of the Mayor of the National District (ADN) in improving marketing services; the ADN implemented a number of the recommendations and suggestions offered by IICA.

Through Program V, the Office worked more closely with plant protection officials from the Secretariat of State for Agriculture, and undertook efforts to modernize agricultural health services. Plant and animal quarantine services were strengthened with training for technical personnel working out of ports and airports. Lastly, the Secretariat of State for Agriculture (plant protection) and the General Livestock Directorate (animal health) began to implement recommendations proposed by IICA.

IICA Projects in the Dominican Republic

National Projects

- Technical Cooperation to Adapt to the New Demands of the Technology Generation and Transfer System

- Strengthening and Consolidation of Rural Settlements

Short-term Actions

- Strengthening Agricultural Health in the Dominican Republic
- Agricultural Assessment and Policy Proposal

Administrative Support Actions

- Administration of Funds for the Secretariat of State for Agriculture (SEA)
- Administrative Support to the National Water Resources Institute (INDHRI) for the Management of Financial Resources

Multinational and Hemispheric Projects

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Supporting the Organization and Administration of Technology Generation and Transfer in the Central Area
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

El Salvador

Lower foreign exchange earnings and falling levels of international reserves, the persistence of the public deficit and the

application of adjustments for certain utilities (basically electricity) caused an upward trend in inflation. The agricultural GDP grew by more than 4% despite a prolonged drought, a real 8% appreciation of the *colon*, and the low international prices offered for the country's principal agricultural exports, especially coffee and corn, the output of which dropped by 7.5% and 16.3%, respectively.

Through Program I's project to support institutional development, IICA cooperated with the Ministry of Agriculture and Livestock (MAG) in analyzing policy and planning, formulating its 1993 Annual Plan of Operation and Budget, and updating the inventory system for investment and technical cooperation projects. In connection with institutional development, the following were some of the actions taken: a) formulation of a proposal for reorganizing the National Natural Resources Center (CENREN); b) harmonization of policies and the use of analytical instruments; c) administrative and informational support provided to the ministers and vice ministers of the area through CORECA; d) with support from PROMECAFE, training on the organization and operation of private research institutions, the international coffee trade, project identification and formulation, among others.

Within the framework of PRIAG, Program II provided training for 15 technical personnel on a variety of topics, and supported the participation of staff members in regional activities to exchange information and experiences. PROCACAO held a regional training event on sustainable cocoa cultivation and distributed the materials making up the

cocoa technological training package prepared by FHIA, CATIE and IICA.

Cooperation activities

were initiated with NGOs

of the agricultural sector

In Program III's area of concentration (rural development), PRACA advised the ministries of justice and agriculture in their work to draft a new agrarian code. Also, a study was made of 42 agricultural sector NGOs to determine their needs and potential. Other activities included: a) three training events on the design of small projects; b) execution of a technical cooperation agreement with the NGO International Plan, including methods design and staff training; and c) preparation of five investment studies for reactivating production cooperatives, under an agreement signed with the EEC's project to strengthen cooperatives in Central America.

Program IV supported creation of the agricultural commodities exchange and collaborated in establishing its provisional Board of Directors. For its part, Program V signed a joint IICA/OIRSA cooperation agreement, and began working to harmonize rules, procedures and non-tariff requirements in Central America and Mexico. Program V also helped design the agricultural health investment component of the Agricultural Sector Investment Program prepared by CEPPI for the IDB.

Under the Trifinio Plan, work began to draw up the Regional Development and Integration Project. Also, under the project Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America, a draft cooperation project was prepared and the search for funding begun. Lastly, in connection with human resource training, a study was conducted on the supply and demand for training, especially in technology, management and trade; as a result of this study, a training strategy and program were designed for the agricultural sector.

IICA Projects in El Salvador

National Projects

- Consultancy Services to the Program to Strengthen the Ministry of Agriculture and Livestock
- Technical Cooperation Agreement between the International Plan and IICA

Short-term Actions

- Strengthening the Technical Capabilities of Non-governmental Organizations (NGOs), within the Framework of the National Reconstruction Program (PRN)
- Strengthening the Business Capabilities of Cooperatives

Multinational and Hemispheric Projects

- Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America
- Supporting Border Development Projects (OAS/IICA Agreement), Including the Trifino Plan (Agreement)

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Technical Cooperation with CABEL
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Supporting the Organization and Administration of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Analysis of Agricultural Sector Policy *vis-à-vis* Women Food Producers in Central America and Panama
- General Cooperation Agreement between the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and IICA
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Supporting the Actions of the Association for Development and Democracy (ADD) in Central America
- Technology Transfer for Non-traditional Agricultural Exports
- Supporting the Organization and Operation of the Office for Technical Cooperation of the First Ladies of Central America
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

In several countries of the Central Area, there is a burgeoning external market for non-traditional products like "boutique" or minivegetables

Guatemala

In 1992, the output of goods and services grew between 4% and 4.5%, while the average inflation rate was greater than 10%.

Within the framework of Program I, the Office designed and presented to national authorities a strategy for identifying a new IICA project; a method for analyzing the current status of private investment; and the profile of a project to modernize the agricultural information system of the Agricultural Sector Planning Unit (USPADA).

In April, Program II concluded phase two of the project to improve dual-purpose cattle production systems in specific areas of the Central (V) and Southeastern (IV) regions. The project entered its third phase, which aims to strengthen and expand the technical capabilities of the Agricultural Science and Technology Institute (ICTA) and the General Directorate of Livestock Services (DIGESEPE) in planning, executing and evaluating technology generation and transfer programs. Also, closer ties were forged between institutions involved in research, transfer activities and higher education for animal production, specifically the School of Veterinary Medicine and Zootechny of the University of San Carlos.



Under Program III, technical support continued to be provided to the projects of the Special Commission to Assist Refugees (CEAR), in connection with the development of cooperatives along the Usumacinta river. In addition, a technical cooperation project for rural development was approved.

Through PROMECAFE, support was provided for boosting coffee productivity through plant protection, plant breeding, information, marketing and dissemination activities. Research was conducted on coffee plantlet diseases and the biological pest control, as were tests to determine the population dynamics of *Pratylenchus*, and the most suitable time of year for applying nematicides. REDCAFE continued working to update and review the data base. In connection with marketing, eight events were held to provide specialists from the region with training and an opportunity to exchange experiences.

Support provided to the Trifinio Commission of the Trifinio Plan in 1992 included: a) formulation of the OAS/IICA/Countries Technical Cooperation Agreement signed by the vice presidents of El Salvador and Guatemala; b) advisory services in connection with the contracts for participation in the FINNIDA Energy Saving and Environmental Program; c) updating of the Trifinio Development Plan; and d) support to the governments of El Salvador, Honduras and Guatemala in conducting a socioeconomic survey of the semi-arid areas of Trifinio.

IICA provided substantial

support to the

Trifinio Plan

IICA prepared the following under the OAS/IICA agreement: technical cooperation agreement between CCAD and IICA; the border area development project for the Guatemala-Honduras Atlantic zone; a document on the importance of border area development in Central America; reports on the results of the Trifinio Plan; and a document on Central American initiatives under the Trifinio Plan. Also, the UNICEF/PARLACEN agreement received technical support in executing social development activities in the Trifinio Area.

IICA Projects in Guatemala

National Projects

- Support to the Minister's Office and to USPADA for Upgrading Capacity to Analyze Agricultural Policy

- Supporting the Process to Reactivate the Agricultural Sector in Guatemala
- Improving Dual-purpose Cattle Production Systems (Phase II)
- Improving Dual-purpose Cattle Production Systems (Phase III)
- Supporting Institution Building for Rural Development

Short-term Actions

- Creation of Two Regional Agricultural Planning Units
- Support to the Secretariat of the First Lady of Guatemala for Strengthening Efforts to Assist Rural Widows and Orphans Affected by Political Violence

Administrative Support Actions

- Supporting Preinvestment Activities by the Agricultural and Food Sectoral Planning Unit
- Strengthening the CEARs for Executing the Economic-social Reactivation Project for Agricultural Cooperatives in Usumacinta-Pasion-La Machaca in the Peten
- Administrative Support to the Project of the Program to Distribute Agricultural Inputs and Equipment from the Italian Grant (PRODINEA) of the Ministry of Agriculture, Livestock and Food (MAGA)
- Administrative Support to Fruit Crop Development Projects and the Processing of Fruits and Vegetables

Multinational and Hemispheric Projects

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America

- Supporting Border Development Projects (OAS/IICA Agreement), Including the Trifinio Plan (Agreement)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Technical Cooperation with CABEI
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Analysis of Agricultural Sector Policy *vis-à-vis* Women Food Producers in Central American and Panama
- General Cooperation Agreement between the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and IICA
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Supporting the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs
- Supporting Activities to Develop the Guatemala-Honduras Border
- Supporting the Actions of the Association for Development and Democracy (ADD) in Central America
- Technology Transfer for Non-traditional Agricultural Exports
- Supporting the Organization and Operation of the Office for Technical Cooperation of the First Ladies of Central America
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

Honduras

As a result of the economic adjustment program, economic indicators have stabilized. For example, the aggregate inflation rate through September 1992 fell to 9.8%, and the fiscal deficit was reduced. Agriculture accounted for almost 25% of the GDP. The introduction of economic reforms shored up expectations for growth; nevertheless, falling coffee prices, banana export quotas and growing international competition spelled difficulties for the Honduran economy.

In April, a law promoting the modernization of agriculture was approved, which assigns the public agricultural sector the task of promoting private sector activity. IICA's technical cooperation focused on the priorities established in the aforementioned law.

IICA action concentrated

on providing support to the

priority areas of a new law

to modernize the public

agricultural sector

Under Program I, the Agricultural Sector Planning Unit (UPSA) received support in setting up its Regional Integration Department through in-service training on the management of PAC-related activities, which covered all aspects of regional integration involving the agricultural sector. Moreover, sector executives received support for their

participation in CORECA meetings and in expanded cabinet meetings. IICA also worked with USPA's Project Department in formulating a proposal to assess rural agroindustry, and with its External Cooperation Department, in studying the cooperation received by the national agricultural sector in order to determine ways to coordinate this cooperation. Under the agreement with the Secretariat for Planning, Coordination and Budget (SECPLAN), the achievements of integrated rural development projects in Honduras were evaluated, the results of which were used to formulate guidelines for strengthening the strategy to combat rural poverty.

The following activities were carried out under Program II: a) collaboration with the Secretariat of Natural Resources (SRN) in drafting guidelines for the Directorate of Agricultural Sciences and Technology (DICTA); b) development of a proposal to create the National Agricultural Research and Technology Transfer Council; c) PROMECAFE support to the Honduran Coffee Institute (IHCAFE) in agronomic aspects of coffee cultivation, especially research and crop management; d) continuation of the work of the Regional Program to Upgrade Agricultural Research on Staple Grains to integrate research and extension activities into 24 on-farm projects; and e) training, provided by PROCACAO, for 20 national personnel on different aspects of cocoa production.

Through Program III, PRACA provided employees of the National Agrarian Institute (INA) with training in business management, the aim of which is to equip small-farmer enterprises to operate in a competitive, free market economy. The Institute also cooperated with INA in drawing up a feasibility

project for providing Honduran small farmers with business management training, to be funded by Canada and targeting 40 grassroots small-farmer enterprises. Program IV worked with the Office in Honduras to organize a seminar on the establishment of the agricultural commodities exchange and other aspects of its operations. For its part, Program V, through PROFOGASA II, concluded the consultancy on economics and livestock credit which served to strengthen the information system of the Livestock Directorate.

Under the IICA/SIDA Women and Communication Project, a working committee of governmental and non-governmental organizations was set up to organize and develop two training modules. Finally, an IICA/IDB study was conducted on agricultural sector policies as they relate to women food producers, the results of which were presented at two technical workshops.

IICA Projects in Honduras

National Projects

- Supporting the Agricultural Planning System in Honduras
- Supporting Modernization of the Agricultural Sector within the Framework of Integration
- Technical Offer to Execute the Non-reimbursable Technical Cooperation Component No. ATN/SF-2585-HO of the Program to Foster Beef Production and Animal Health (PROFOGASA II)

Short-term Actions

- Role of Non-governmental Organizations in Agricultural Technology Transfer in Honduras

- Supporting the Technology Generation and Transfer System

Multinational and Hemispheric Projects

- Supporting Border Development Projects (OAS/IICA Agreement), Including the Trifino Plan (Agreement)
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Technical Cooperation with CABEL
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Supporting the Organization and Administration of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)
- Analysis of Agricultural Sector Policy *vis-à-vis* Women Food Producers in Central America and Panama
- General Cooperation Agreement between the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and IICA
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Supporting Activities to Develop the Guatemala-Honduras Border

- Supporting the Actions of the Association for Development and Democracy (ADD) in Central America
- Technology Transfer for Non-traditional Agricultural Exports
- Support in Preparing the Evaluation for the CATIE/CIAT/IICA Consortium Project
- Supporting the Organization and Operation of the Office for Technical Cooperation of the First Ladies of Central America
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

Mexico

During 1992, adjustment programs to bring about economic stabilization and state modernization continued. Output in the agricultural and forestry sectors grew by 1.1% during the first half of 1992.

One of the most important events of the year affecting agriculture was the approval of reforms to Article 27 of the Constitution and the Agrarian Law, creating social commitments that include projects to capitalize rural areas, create new production alternatives and support a new small-farmer movement. The forestry and water laws were also reformed, making it possible for private citizens to participate in activities previously considered the exclusive domain of the state; the Federal Fisheries Law was also passed. Of great importance to the sector was the conclusion of negotiations on the North American Free Trade Agreement (NAFTA), which will shape Mexico's international relations in the future and have a major impact on the agricultural sector.

IICA's actions in Mexico centered on matters agreed to with national authorities, especially the Secretariat of Agriculture and Water Resources (SARH). Under Program I, assistance was provided for a macroeconomic study of the direct and individual impact of trade opening and agricultural deregulation, which are closely linked to NAFTA. Through Program II, an agreement was signed with SARH to provide technical assistance in executing the Agricultural, Livestock and Forestry Research and Extension Project (PIEX), which aims to upgrade technological development in Mexican agriculture.

IICA stepped up its cooperation with SARH in the area of agricultural health

Program III concluded its support for implementing the organization, training, technical assistance and research project (PROCATI), which was being carried out under an agreement signed by SARH and IICA in March 1989. The project's main objective was to strengthen, both from a technical and an operating point of view, PROCATI's executive unit, as well as the rural development districts covered by the project's activities. For its part, Program IV cooperated in a study of the production characteristics of Colombia and Venezuela *vis-à-vis* trade negotiations on agricultural products between Mexico and those two countries.

Program V's activities became IICA's principal focus of work with SARH. Two important projects continued their activities in 1992: one to strengthen animal health laboratory services and the other concerning technical phytosanitary cooperation in support of the production and international trade of agricultural products in Mexico. Both contain important training, institution building and information components. Also, a cooperation agreement was signed with SARH to support its fruit fly eradication program, which has received top priority given the signing of NAFTA.

IICA Projects in Mexico

National Projects

- Rural Development Strategies and Policies in the Context of Economic and Intersectoral Relations
- Supporting the Implementation of the Organization, Training, Technical Assistance and Research Project (PROCATI)
- Strengthening Animal Health Laboratory Services
- Technical Cooperation in Plant Protection in Support of Agricultural Production and the International Trade of Agricultural Production

Short-term Actions

- Supporting the Government of Mexico in Upgrading Agricultural Policy Analysis and Planning

Administrative Support Actions

- Strengthening Plant Protection Services in Support of Agricultural Production and the Trade of Mexican Agricultural Products
- IICA's 50th Anniversary

Multinational and Hemispheric Projects

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Supporting the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs
- Technology Transfer for Non-traditional Agricultural Exports
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products
- IICA Support for the Economic Complementarity Agreement of the Group of Three (G3) (Colombia, Venezuela and Mexico) in the Agricultural Sector.



IICA's 50th Anniversary was celebrated in many of its Member States, including Nicaragua.

Nicaragua

The government's development model and efforts to improve international ties, through deregulation of the economy, liberalization of foreign and domestic trade, elimination of monopolies and other measures, have produced positive economic changes. Nevertheless, certain problems persist; economic recovery is heavily dependent on private sector investments, which require a climate of political stability.

In support of government actions to reactivate the agricultural sector, IICA continued implementing a project to support MAG in formulating and executing sectoral policies, plans and programs, part of efforts to reorganize the ministry. This project is being carried out with the World Bank and the IDB, with support from UNDP, RUTA II, FAO and other organizations. Also, in coordination with Program I and CORECA, IICA worked with MAG and the Ministry of Economics and Development (MEDE) in structuring and disseminating the price band for staple grains. It also drafted an institution-building project for a newly founded coffee organization.

Technological development: A

priority objective of IICA's

technical cooperation

Under Program II, the five national commissions received support in putting together a portfolio of technology generation

and transfer projects, and 75 technical personnel from three of the commissions received training. The Institute also worked with MAG in designing institutional structures to support the generation and transfer of technology to small- and medium-scale farmers not involved in the three major areas of production: coffee, cotton and large animals. IICA also assisted in preparing a methodology for supervising the system of agricultural representatives being implemented by the MAG, especially in Regions VI and I of the country.

Through PROMECAFE, Program II supported efforts to study and control the coffee berry borer, and provided training for MAG technicians in the administration of coffee farms and the processing and marketing of coffee. PROCACAO collaborated in developing validation plots in the Waslala area and genetic materials were provided to the El Recreo Experimental Station. In addition, a study was conducted of cocoa activity in the country. Through PRIAG, support was provided for an initiative to achieve food security and equitable socioeconomic development, based on a sustainable production system. Work was most intense in the Pantasma Valley in northern Nicaragua.

Program III's most noteworthy activities were: a) support, through PRACA, to the Nicaraguan Agrarian Reform Institute (INRA), in drafting a document which justifies and proposes a conceptual framework for organizing the Agrarian Reform Small Farmer Enterprise, as well as a strategy for implementing the model; and b) conclusion of a study on the effect of sectoral policies and regulations on women food producers.

IICA Projects in Nicaragua

National Projects

- Supporting the Ministry of Agriculture and Livestock in Formulating and Implementing Sectoral Policies, Plans and Programs
- Technical Support for Institutional Strengthening of the National Research and Technology Transfer System of Nicaragua

Short-term Actions

- Training on Methodologies for the Formulation of Research and Technology Transfer Projects
- Supporting Artisanal Fishermen Affected by the Tidal Wave in Poneloya
- IICA Participation in the Structural Adjustment Program of Nicaragua

Multinational and Hemispheric Projects

- Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America
- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Technical Assistance for Agricultural Development in Central America (RUTA II)
- Technical Cooperation with CABEL
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Supporting the Organization and Administration of Technology Generation and Transfer in the Central Area
- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama

- Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA)

- Analysis of Agricultural Sector Policy *vis-à-vis* Women Food Producers in Central America and Panama

- General Cooperation Agreement between the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and IICA

- Supporting Central American Integration and Regional Initiatives for Economic Complementarity

- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Supporting the Actions of the Association for Development and Democracy (ADD) in Central America
- Technology Transfer for Non-traditional Agricultural Exports
- Support in Preparing the Evaluation for the CATIE/CIAT/IICA Consortium Project
- Supporting the Organization and Operation of the Office for Technical Cooperation of the First Ladies of Central America
- Plan of Action for Equipping and Training Teams to Control Pine Bark Weevil in Nicaragua
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

Panama

The economy of Panama has been on the upswing for the past three years. Overall GDP grew by 9.3%, one of the highest growth rates of the hemisphere. The agricultural sector grew by 5%, accounting for 11.5% of GDP and 60% of the total value of exports.

Nevertheless, it was adversely affected by international prices and quotas and a drought during the first half of the year, among other factors.

Through Program I, IICA supported government policies aimed at developing and modernizing the agricultural sector. This

included: a) a training seminar-workshop on the use of SIAPA for 12 technicians and officials from agencies of the public agricultural sector and the Technological University of Panama; b) the installation of the SIAPA data base in five public sector agencies and the IICA Office; and c) support to MIDA in reviewing methodological aspects of the price band system.

Some of the important actions taken through Program II were: a) support to the Vicar of the Darien in preparing an integrated rural development project; b) reaching agreement with MIDA on the proposal to establish a Regional Vegetable Research and

Technology Transfer Network for Central America, Mexico and the Caribbean; c) PROCACAO support for the participation of public sector technical personnel in training events on cocoa production and sustainable agriculture; d) PROMECAFE support for the participation of public and private sector technicians in international training events on the international marketing of coffee and the use of waste waters; and e) technical and financial support, from PRIAG, for 25 research tests and experiments on corn, rice and bean productivity.

Program III continued to work with rural agroindustry, in coordination with French Technical Cooperation and the participation of MIDA, BNP and the Agricultural Development Bank (BDA). Other actions included: a) advances in the assessment of rural agroindustry; b) support to the BNP for three seminars on rural agroindustry; c) three training seminars for students and technicians from the Province of Chiriqui, in coordination with French Technical Cooperation and the Chiriqui University Center; d) support to MIDA's Directorate of Agrarian Reform (DIRA) in providing training to its technical personnel on the management of small-farmer enterprises and other topics; and e) support for a national study on the situation of women food producers.

Program IV cooperated in drawing up a national plan to promote agricultural exports, and the BDA was supported in preparing guidelines to assist farmers in responding to the impact of trade liberalization policies. It also participated in organizing the International Agricultural, Fisheries and Food Fair (FIAGA-92); provided technical and logistic support to a CEPPI mission in



Heart of palm is an important non-traditional product in several Central American countries.

preparing an assessment of and proposals for the agricultural sector; and supported the efforts of the National Livestock Association (ANAGAN) in designing and operating a livestock information system.

IICA participated

In the International Agricultural,

Fisheries and Food Fair (FIAGA-92)

Program V's actions in Panama included: a) delivery of the third phase of the Inter-American Compendium of Veterinary Products, prepared by a specialist attached to the Program's hemispheric project; b) support to MIDA in connection with animal health and plant protection information systems, harmonization of animal health, plant protection and quarantine legislation; c) compilation of information on inspection and quarantine treatment for agricultural commodities; d) support in preparing the sectoral assessment; and e) cooperation for the holding of the Second National Congress on Veterinary Medicine.

IICA Projects in Panama

National Projects

- UNDP-IICA Contract to Conduct a Study on the Project: Strengthening the National Technology Generation and Transfer System
- Institutional Strengthening of MIDA in Connection with the Agricultural Marketing Process in Panama

Short-term Actions

- Reformulation of the Project: Institutional Strengthening of MIDA in Connection with the Agricultural Marketing Process

Multinational and Hemispheric Projects

Training in Mass and Group Communications Techniques for Governmental and Non-governmental Organizations Working with Women in Central America

- Technical Support to Enhance the Effectiveness of the Decision-making Process of the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA) (Agreement with Technical Attachment)
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE)
- Supporting the Organization and Administration of Technology Generation and Transfer in the Central Area
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- General Cooperation Agreement between the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and IICA
- Supporting Central American Integration and Regional Initiatives for Economic Complementarity
- Strengthening Plant and Animal Health Services to Facilitate the Trade of Agricultural Products in the Central Area

Short-term Actions

- Agricultural Sector Study in Panama

- Technology Transfer for Non-traditional Agricultural Exports
- Support in Preparing the Evaluation for the CATIE/CIAT/IICA Consortium Project
- Meeting on Regulations and Pesticide Tolerance Levels in Agricultural Export Products

Caribbean Area

During the year, IICA's Caribbean Area was numerically increased with the inclusion of Belize, the thirty-third country in the hemisphere to join IICA. Belize, although located in the Central American isthmus, has been placed in IICA's Caribbean Area because of its affiliation with the CARICOM Member States.

The performance of the economies of Caribbean member countries in 1992 continued to be mixed, as most experienced economic difficulties, due in part to the prolonged world recession, deterioration in the terms of trade and low levels of production and productivity. Developments on the international scene and their effects on the small, open and vulnerable economies of Caribbean countries dominated discussions in political and economic circles. To compound the problem, realignment of political and economic relationships has resulted in substantially reduced flows of development aid to the region, at a time when increased investments are essential for the enhancement of international competitiveness.

In the agricultural sector, the doubtful future of sugar and especially banana in the European market has emphasized the urgent need for drastic measures if these industries are to continue contributing to economic

development. IICA, in an effort to increase awareness of the concerns of the two divergent groups of banana-producing member countries, facilitated the interaction of ministers of agriculture from Central America and the Caribbean at a meeting in Costa Rica in March to discuss the issue. Some measure of divergence persists, but the decision to collaborate in the technological aspects of banana production was positive.

A number of Caribbean sugar-producing countries are well along in planning industry restructuring, and virtually all states are simultaneously pursuing diversification programs aimed at broadening their agricultural production base.

The challenges are by no means insignificant, but, fully conscious of the problems, governments, individually and collectively, are taking steps to alleviate anticipated adverse economic impacts. Structural adjustment measures are being implemented at the national level in an effort to increase efficiency in the public sector, and most countries are introducing prudent domestic agricultural and trade policy measures to facilitate increased private sector involvement in the development process.

Following the Regional Economic Conference in 1991, which brought together a spectrum of social partners (public and private sectors, labor, non-government organizations, academics) to forge consensus on future strategies, the West Indian Commission completed its broad-based consultations in the Caribbean and beyond, and presented to the heads of government a comprehensive report titled "Time for Action." This document contains a number of recommendations on policy and sectoral

issues which affect the lives of the region's people and includes some far-reaching proposals for basic and fundamental changes in the structural arrangements for decision making and implementation in CARICOM. In responding to the report, the governments agreed to "pursue initiatives, conclude agreements and strengthen institutions of implementation with a sense of urgency so that, by the end of the decade of the 1990s, the West Indies would be a more closely integrated community of sovereign states."

As an indication of the strong desire on the part of the CARICOM states to enter into more meaningful relations with countries of the wider Caribbean and Latin America, heads of government also agreed to begin consultation with these countries with the objective of establishing an Association of Caribbean States. During the year, IICA fostered such linkages by facilitating the discussion of issues of concern at the ministerial level, supporting the reciprocal transfer of experience, information and technology and providing training in Spanish for Caribbean technocrats.

Operationally, the Institute continued to pursue a strategy of close collaboration with Caribbean agencies involved in agriculture and rural development. In 1992, relationships were strengthened with the Caribbean Agricultural Research and Development Institute (CARDI), the University of the West Indies (UWI), the University of Guyana (UG), the Caribbean Development Bank (CDB), the CARICOM and OECS Secretariats and the Agricultural Diversification Coordinating Unit (ADCU), the Caribbean Food Corporation (CFC), the Caribbean Food Crops Society (CFCS) and the Caribbean Network for

Integrated Rural Development (CNIRD). Of particular significance was the signing of a Cooperation Agreement with CDB. Collaboration with French agencies also was strengthened in support of IICA's technical cooperation actions in the countries.

Barbados

A marked improvement in the balance of payments was the highlight of the Barbados economy during the first three quarters of 1992. During the third quarter, economic activity fell below the level for the same period in 1991; this fall in economic activity kept government revenues weak and necessitated the deferral of expenditures in an effort to keep the fiscal adjustment program on target.

During the year, performance of the main productive sectors continued to be weak. In the agricultural sector, the sugar output of 53 990 tons was 7.8% less than in 1991, but the country still satisfied its preferential market quota. Non-sugar agriculture increased substantially in 1992, and the latest available figures suggested that it and fishing grew by an estimated 35% during the first half of 1992. The outlook for the economy in the immediate future is mixed. In agriculture, restructuring of the sugar industry is proceeding, though at a much slower pace than previously anticipated.

IICA's principal actions were geared to support the agricultural diversification thrust, which is of tremendous importance in Barbados, given the uncertainties related to the price structure of sugar, the main agricultural commodity.



Specific assistance was given to the Ministry of Agriculture, Food and Fisheries (MAFF) to increase staff capability in project identification and formulation, data base management and strategic planning. Selected staff also participated in training initiatives aimed at supporting fruit crop development, improving the coconut industry, and research networking for the improvement of vegetable crops.

In the area of rural development, two studies were executed by the Institute. The first examined the historical development of the rural development process in the country and reviewed the main rural development projects and their contributions to the process. In addition, project ideas were identified and appropriate actions to guide the formulation of a rural development strategy were proposed. In the second study, an analysis was made and profiles prepared of 28 agencies that were either directly involved in or supported rural development initiatives in the country.

In response to a request from the government, the Regional Project Unit completed the preparation of a project aimed at providing technological support for the production of sea island cotton in selected Caribbean countries.

IICA Projects in Barbados

Short-Term Actions

- Support for Strengthening Agricultural Technology Generation and Transfer in Barbados

The recognition of women small producers as integral elements in rural development strategies is a key IICA priority.

- Support to the Design of Rural Development Strategies in Barbados
- IICA's 50th Anniversary

Multinational and Hemispheric Projects

- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Regional Project Unit in the Caribbean
- Supporting the Development of Tropical Fruit Crops in the Caribbean
- Support for Integration and Regional Initiatives for Economic Complementarity in the Caribbean
- Survey and Monitoring of Agricultural Diseases and Pests to Increase Production Efficiency in the Caribbean (Phase II)

Short-Term Actions

- Support to the Design of Rural Development Strategies in the Caribbean

Guyana

The key features of the Economic Recovery Programme (ERP) having been put into place, the Guyana economy, particularly in the latter half of the year, experienced a very encouraging growth rate. Preliminary indications point to an approximate growth rate of 6.9 percent, with public sector finances showing significant improvement. The rate of inflation was expected to fall to 15 percent for the first time in over a decade. This positive picture was overshadowed, however, by the high external debt—estimated at US\$19 billion—making Guyana one of the most heavily indebted countries in the region.

The progress realized under the ERP in the revitalization of the agricultural sector

provided the major impetus for the economic recovery, aided by the developments in the extractive industries, forestry and mining. Within the agricultural sector, developments in the rice and sugar subsectors were particularly encouraging, with the former achieving a 61% increase in output and the latter a 23% increase over the previous year. Sugar and rice revitalization had a significant impact on rural unemployment and earnings, as the two industries are major employers.

Recent improvements in the national economy and the revitalization of the sub-sector under the stimulus of the ERP facilitated access to essential production inputs and contributed to a more conducive environment for IICA projects.

IICA's technical cooperation program in Guyana in 1992 was a continuation of four high-priority program areas. The Livestock Production Systems Projects, jointly with CARDI, conducted a continuous series of on-farm tests of the small dairy farm "tech packs" developed in an earlier phase of the IICA project. A considerable body of field production data was generated, not only on milk yields and production, but also on the performance of antelope grass under different seasonal and intensive grazing conditions. Considerable progress was made toward developing a package of improved technology for integrated crop/livestock production systems, using in the initial phase selected grasses grown under coconut and capable of supporting intensive grazing.

The Animal Health Project complemented and strengthened the Livestock Production Project in efforts to improve the important

livestock sub-sector in Guyana. There was continuous monitoring and testing of the animals, and training activities in veterinary epidemiology were conducted for the local veterinarians and technicians, in order to improve herd health management. Primary attention was given to the monitoring of economic pests and diseases, including rabies and bovine tuberculosis, as well as to the collection and reporting of data as an activity under the regional CARAPHIN Program, and in support of the CARDI/IICA livestock production program. Bovine tuberculosis is regarded as a potentially serious animal health problem, and linkages were established with PAHO-Guyana to formulate proposals for the control of the disease. Field surveys to determine the prevalence of the diseases were undertaken by the Ministry of Agriculture and will constitute the basis for the proposed project. The project also provided valuable assistance to public health veterinarians in monitoring and recording the occurrence of communicable diseases in animals slaughtered in the public abattoir.

Although the integrated rural development project (Moraikobai) made satisfactory progress and achieved many of its intermediate objectives, the outflow of young men from the community continued to be a problem. With the expansion of mining and forestry operations in the hinterland, increasing numbers of workers were recruited by the companies. To deal with this problem, continued attention was given to the participation of women in the project activities, and to the training of younger men and women; greater attention has also been given to training for job creation and self-employment with the community, including the establishment of semi-commercial farms.

IICA Projects in Guyana

National Projects

- Supporting the Development of Livestock Production Systems in Guyana
- Integrated Rural Community Development (Moraikobai)
- Strengthening of the Veterinary Services in Guyana
- The Carambola Fruit Fly Prevention Program in Guyana

Multinational and Hemispheric Projects

- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Regional Project Unit in the Caribbean
- Supporting the Development of Tropical Fruit Crops in the Caribbean
- Cooperative Research and Technology Transfer Program for the South American Tropics (PROCTROPICOS)
- Support for Integration and Regional Initiatives for Economic Complementarity in the Caribbean
- Survey and Monitoring of Agricultural Diseases and Pests to Increase Production Efficiency in the Caribbean (Phase II)

Short-Term Actions

- Support to the Design of Rural Development Strategies in the Caribbean

Jamaica

Again in 1992, important stabilization and adjustment policies were adopted in an effort to restore growth in both the internal and export-oriented sectors of Jamaica's economy.

A slight economic upturn also began in 1992, and it was hoped that GDP would increase by around 1.0%. Vastly improved terms of trade and liberalized policy environment, as well as tighter monetary and fiscal policies, were key factors. The unexpected revaluation of the Jamaican dollar had a salubrious effect, but its sustainability remains to be seen. Another development was the apparent improvement in the country's trade balance. In general, improved economic growth and the reduction of the public sector were encouraging signs in 1992.

IICA's technical action programs and projects placed emphasis on the generation and transfer of technology and rural development, through: a) Institutional strengthening of the Rural Agricultural Development Authority (RADA) in its operations, specifically in extension methodologies; b) institutional strengthening of the research and development division of the Ministry of Agriculture in regard to the generation of research capabilities for tree crops on the hillsides of Jamaica, and c) strengthening of RADA's project execution capabilities.

There were also a number of more specific technical activities geared to: a) provide critical information regarding project management; b) elaborate project profiles for external funding; and c) facilitate interchange and dissemination of information.

IICA Projects in Jamaica

National Projects

- Support for the Generation and Transfer of Agricultural Technology in Jamaica

- National Yam Export Development (RADA/IICA)
- Rural Development Support

Multinational and Hemispheric Projects

- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Regional Project Unit in the Caribbean
- Support for Integration and Regional Initiatives for Economic Complementarity in the Caribbean
- Survey and Monitoring of Agricultural Diseases and Pests to Increase Production Efficiency in the Caribbean (Phase II)

Short-Term Actions

- Support to the Design of Rural Development Strategies in the Caribbean.

Organization of Eastern Caribbean States (O ECS)

The growth rates in the OECS countries remained positive in 1992, ranging from a low of 1.5% in Antigua and Barbuda, to 6.8% in St. Kitts and Nevis. Agriculture's contribution to the GDP in both of these countries was low, (3.6% and 7.1%, respectively). Growth rates in the more agricultural Windward Islands ranged from 1.7% in Saint Lucia to 4.6% in St. Vincent and the Grenadines. In these islands, agriculture contributed between 13 and 25 percent to the GDP in 1992. However, real growth in the agricultural sector was small or unchanged, and negative in one case (-1.1% in Grenada).

The principal export crops continued to be sugar, nutmeg/mace, cocoa and bananas, the last seriously threatened by the opening of the Single European Market in 1993. In the case

of non-traditional exports, no significant expansion was registered, with the exception of Grenada, which doubled its exports of golden apple and slightly increased volumes of some 30 other fruits and vegetables. Production of a variety of vegetables for domestic consumption has increased in Antigua and Barbuda, Grenada, St. Kitts and Nevis and St. Lucia. This has resulted in food imports increasing at a slightly slower rate in these countries. However, food imports in general continue to grow at an unsustainable pace.

Research and analyses conducted in 1992 indicate that the priority problems facing the agricultural sector are: a) Inefficient use of scarce resources, complicated by overburdened management, poor coordination, and insufficient monitoring and follow-up of projects; b) poorly organized rural populations and labor forces; c) low levels of productivity and high unit costs of production; and d) poor linkages between production potential and market opportunities.

In order to overcome these problems, national efforts at diversification were expanded in some instances, and the OECS Agricultural Diversification Coordinating Unit (ADCU) consolidated its program. Efforts were increased to build bridges between the agricultural and the tourism sectors, and public sector decision makers recognized the need for more joint efforts with the private sector, as well as with bilateral, regional and international organizations. As a consequence, 1992 saw a significant increase in general cooperation among key institutions, and a number of networks were strengthened or established.

The year was an important one for IICA activities in the Eastern Caribbean States (ECS). The IICA Director General and the Director of Operations for the Caribbean Area visited St. Kitts and Nevis to lay the groundwork for the opening of IICA's sixth Office in the ECS. During the year, country coordinators were recruited to fill positions in Antigua and Barbuda, St. Kitts and Nevis and St. Vincent and the Grenadines. For the first time, fully staffed Offices became functional in each of the six ECS member countries. The full contingent of IICA staff working in the ECS met in St. Lucia during the fourth quarter, and strategies for improving the effectiveness of the Offices were decided upon.

Under Program I, IICA, in close collaboration with the Regional Project Unit in the Caribbean, contributed to the development of effective methodologies for training human resources in project identification and formulation, and the execution of feasibility studies. The Commodity Systems Assessment Methodology (CSAM), published by IICA/PIP in 1990, was further refined and integrated into a project identification and formulation training manual. The CSAM was used in two regional workshops (Jamaica and Barbados) in which 12 professionals from the ECS worked with 42 others from CARICOM states in the identification and formulation of eight project profiles.

Support was provided to the CFDC in the execution of a feasibility study for the bulk purchasing of inputs for farmers organizations in member states of the OECS. Based on a request from the Ministry of Agriculture in Grenada, IICA continued its collaboration with CDB and FAO by

supporting the Agricultural Planning Unit in the formulation of draft agricultural policy document. The Agricultural Sector Assessment of St. Kitts and Nevis, carried out by IICA in 1991, was presented to the government and discussions for future collaboration from IICA were initiated.

Although available in the hemisphere, the appropriate technologies to correct the combined drawbacks of low productivity and high costs of production are not being used by most ECS farmers. Institutional weaknesses are contributing factors, reflected in an erratic agricultural technology policy; difficult organization and inefficient management of national systems for research, development and transfer; and poor horizontal reciprocal cooperation for technology generation and transfer. The Organization and Management of Technology Generation and Transfer Project continued to address those constraints at the institution and system levels.

As a result of institutional strengthening, there has been improvement in the performance of professional staff and the outputs of technical activities related to technology research, development and transfer, as reflected in the successful conducting of national crop and livestock development projects in the ECS. Functional and operational ties between technology development (especially agronomy) and transfer (extension) structures have been strengthened, particularly in Grenada, St. Vincent and the Grenadines and St. Lucia, speeding up the transfer of technologies to farmers. In St. Lucia, progress was made in biotechnology development; two professionals were trained in plant tissue culture techniques, and tissue culture facilities, equipment and supplies were improved.

More effective structuring of the extension service in St. Lucia was achieved.

A short-term action was executed to support the livestock component of the Agricultural Diversification Program underway in St. Kitts and Nevis. An IICA livestock specialist collaborated with FAO consultants and government livestock officers to prepare plans for the development of the subsector and provided detailed plans for enhancing the development of all government livestock farms.

Considerable progress has been achieved in horizontal cooperation. French institutions (IRAT/CIRAD, IRFA/CIRAD, INRA, FAC) have been integrated into the vegetable and food crops networks, thereby facilitating the flow of technical information and project financing to the English-speaking countries.

Garden vegetable production for local consumption increased in 1992, and IICA helped to strengthen the OECS vegetable network.





IICA published the results of a workshop on tropical fruits, mango among them, and 148 people from the OECS were trained in fruit production, post-harvest handling and marketing.

Informational linkages have been established with AVRDC in Taiwan, and with regional organizations such as CARDI and UWI, especially through their Agricultural Research and Extension Project.

At the hemispheric level, Caribbean member countries exchanged views on banana technology and marketing. Two professionals from Dominica familiarized themselves with new technologies during in-service training in Costa Rica (on christophene and hot pepper production

systems) and two others from St. Lucia, in the Dominican Republic (on tissue culture). USDA/CBI Fellowships, brokered by IICA, were granted to four for professionals from the CARICOM states, allowing them to initiate post-graduate training at the Master of Science level at the University of Puerto Rico, Mayaguez. IICA's actions also contributed to the financial strengthening of the ECS Vegetable Network, which is coordinated by the Ministry of Agriculture of Grenada, and of the Food Crop Network, coordinated by St. Lucia, and funded by FAC and ADCU.

The six countries making up the ECS have agroecological conditions that give them a comparative advantage in the production of a wide variety of tropical fruits. Building upon this advantage, IICA continued to execute its multinational project Supporting the Development of Tropical Fruit Crops in the Caribbean. Six of the 13 countries benefiting from this project are members of the OECS, and the impact in 1992 was varied and substantial: a) A regional Inter-institutional committee (CARDI/UWI/IICA) was formed to coordinate the activities of the fruit sub-sector; b) close linkages were established with French institutions (IRFA/CIRAD, INRA and others), which supplied technical assistance to a number of organizations and countries in the ECS; c) working relations were established and/or strengthened with the U.S. Peace Corps, universities in the region and the PADF, in the execution of fruit-related activities; and d) technical support was provided to the ADCU in the implementation of fruit-related activities at the OECS and national levels.

Within the ECS, 148 professionals—growers and fruit processors—received training in diverse aspects of the production, harvesting, post-harvest processing and

marketing of fruits. Six technical missions provided support to research and development activities and helped resolve specific fruit problems at the country level. Four project proposals were prepared and channeled to potential funding agencies. Germ plasm material of ten different fruits was selected and introduced to five ECS countries. Inventories of germ plasm sources were initiated in St. Lucia, Grenada, and Antigua and Barbuda.

In Grenada, IICA expanded its activities to support the development of non-traditional export crops, in particular, golden apple, pawpaw and passion fruit. Technical support was provided to the Ministry of Agriculture, particularly in developing and implementing strategies to expand current banana acreages and yields. The IICA Office in Dominica, in close collaboration with the Ministry, organized a workshop on avocado production and marketing.

Under Program III, IICA continued its efforts to correct the problems which characterized rural organizations: Poor farmer participation; many small groups with scarce resources; part-time, poorly trained managers; and low levels of investment. As follow-up to the workshop on rural development strategies in the Caribbean, held in Dominica, a steering committee of persons from the public and private sectors was formed. This group, led by CNIRD/IICA, and with resources provided by an IICA short-term action, formulated a Regional Rural Development Strategy which was endorsed by the Ministers of Agriculture of CARICOM at the 15th Meeting of SCMA, and by CNIRD members at the Third Biennial Assembly on Integrated Rural Development. Following this success, the steering committee prepared a plan of operation to execute the RRDS. A

number of task forces were formed to implement specific actions, including the development of a Caribbean human resource data base, case studies of project successes and failures, and project design.

In the search for sustainable rural development projects, considerable assistance was given in 1992 to the organization of beekeeping. Contacts with other support groups led to the joint execution of a Regional Training Workshop for Beekeepers. Coming out of this workshop was the formation of the Caribbean Apicultural Development Association, a regional newsletter for beekeepers, a proposal for a regional two-year project to support beekeeping activities in the region, a draft honeybee pest and disease control act for the ECS, and more effective transfer of beekeeping technology. In St. Lucia, IICA continued to support the Roots Farm honey project, and three beekeepers were trained in queen rearing. An IICA proposal to strengthen the Nevis Beekeepers was funded by CIDA.

In an attempt to disseminate information and exchange experiences, a project to institutionalize the regional newspaper *Focus on Rural Development* was prepared and funding was obtained for four years from the Canadian Cooperative Association. Documentation on farmers' organizations in seven islands (including Barbados) was completed in 1992 and updated summary profiles were prepared on some 120 rural organizations.

Continued progress was made toward the design of national strategies to strengthen farmers' organizations in the respective countries. In St. Lucia, technical support was given for developing a national marketing

strategy which integrates farmers' organizations into the planning and operational process. In St. Vincent and the Grenadines, a National Steering Committee was formed and a plan of action was formulated for strengthening production and marketing activities through farmers' organizations. In St. Kitts and Nevis, guidelines for rural organizations are being developed.

Under Program IV, IICA initiated actions on trade and integration. Priority attention was given to competitiveness in the OECS, and an agreement was signed with the OECS/ADCU to generate decision-making information related to specific crops with market opportunities. The information collected includes data on real market opportunities, policy implications, production and marketing constraints, costs of production and others.

At the level of CARICOM, collaborative activities were initiated on the impact of exchange rates on agricultural production and trade; on a case study of the impact of sectoral taxes on the banana industry in St. Lucia; and on comparative analyses of incentives for the agricultural sector in the OECS.

IICA's Program V: Agricultural Health, with the help of farmers, has identified major problems in specific crops and common methods of control, including indigenous practices.

For the past several years, successful efforts have been made to assist IICA member countries in their efforts to control the use of pesticides and create awareness, of the dangers of pesticide mismanagement among

farmers and the general public, through training

Quarantine services in the countries are weak and are not equipped for the increasing demand for control of agricultural trade and movement of germ plasm between countries. The project on plant pest management and quarantine assisted in upgrading the quarantine system through training, development of legislation and design of emergency response actions for the control of pests and diseases.

In Dominica, IICA assisted the Ministry of Agriculture with the organization and hosting of the Seventh Meeting of the Technical Advisory Committee of Plant Protection Directors of the Caribbean, which sought and achieved harmonization of activities and collaboration on issues of common interest. A two-day workshop was conducted by IICA in Nevis, to better train farmers and extension officers in the safe use of pesticides.

Thanks to modifications of a data base for the management of quarantine information, the program for collection and organization of information by quarantine services began to work satisfactorily in the ECS.

IICA Projects in the Eastern Caribbean States

National Projects

- Support for Agricultural Technology Development, Transfer and Utilization in the Caribbean (Phase II)
- Strengthening of Rural Organizations in the Caribbean
- Strengthening the Agricultural Health Capabilities in the Eastern Caribbean States – ECS

Short-Term Actions

- Livestock Development in St. Kitts and Nevis and Dominica
- Supporting Institutional Strengthening of Agricultural Extension in St. Lucia

Multinational and Hemispheric Projects

- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Regional Project Unit in the Caribbean
- Supporting the Development of Tropical Fruit Crops in the Caribbean
- Support for Integration and Regional Initiatives for Economic Complementarity in the Caribbean

Short-Term Actions

- Support to the Design of Rural Development Strategies in the Caribbean

Suriname

The uncertain political climate in Suriname during 1992 was a result of three conditions—democratic government, internal peace and economic restructuring—imposed by the Netherlands for the resumption of financial aid to the country. For two of the conditions, compliance has been achieved. The restructuring of the economy is still incomplete, but is the key to development in the country. The economy was stagnant in 1992, with chronic distortions in economic incentives and an untenable dual exchange rate, as well as complex restrictions governing the import and export trade.

The agricultural sector was a victim of the general economic distortions. With the excep-

tion of banana, which barely maintained its production, the agricultural sector contracted and production diminished, and agricultural infrastructure deteriorated. On the positive side, there are promising possibilities for increasing exports of fruits and fruit products, and plans to increase fruit-planted areas by 200%.

During 1992, the IICA Office emphasized technology generation and transfer. The national project to support the development of livestock production systems in Suriname continued its work with medium- and small-scale farmers to increase milk production in the face of mounting economic difficulties. Regular field visits were made to participating farmers to find solutions to the problems the farmers face.

The IICA Office in Suriname benefited from the presence of national professionals from the Ministry of Agriculture assigned to work on IICA projects. By offering this challenge to young professionals, IICA sought to infuse the Ministry with fresh ideas and approaches that will be shared with other national colleagues. Support was given to the Anton de Kom University of Suriname through in-service training of students in livestock activities to fulfill degree requirements. A survey of the characteristics of the fruit sector was done so as to prepare a national fruit production project to revitalize the sector.

Activities to strengthen agricultural health capabilities were also provided. A request for a feasibility study to upgrade the slaughterhouse facilities to meet international standards for meat processing for export was made to IICA and executed as a short-term action; plans and alternatives were provided.

Support was also given to the project on eradication of the carambola fruit fly.

In response to a specific request for collaboration from the Ministry, a private company was aided in deliberations and decision-making concerning the future of palm oil production in Suriname; an study identifying possible alternatives to oil-palm production was carried out.

IICA Projects in Suriname

National Projects

- Supporting the Development of Livestock Production Systems in Suriname

Short-Term Actions

- Support to Suriname in the Development of Fruit and Vegetable Production
- Crop/Livestock Enterprise Alternatives to Replace the Oil Palm in Suriname
- Suriname Slaughter and Meat Plant Feasibility Study
- Preparation of the Project "Strengthening of the Veterinary Services in Suriname"

Multinational and Hemispheric Projects

- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Regional Project Unit in the Caribbean
- Cooperative Research and Technology Transfer Program for the South American Tropics (PROCTROPICOS)
- Survey and Monitoring of Agricultural Diseases and Pests to Increase Production Efficiency in the Caribbean (Phase II)

Trinidad and Tobago

A mood of readjustment, following the change of government at the end of 1991, continued throughout 1992. The ministry responsible for agriculture (previously the Ministry of Food Production and Marine Exploitation) was renamed the Ministry of Agriculture, Land and Marine Resources (MALMR). An Agricultural Policy Task Force was appointed by the Cabinet, with Joan S. Wallace, IICA Representative, as member. At the Minister's request, a consultant from IICA was hired to formulate a strategic plan for agriculture in Trinidad and Tobago.

At the start of the year, the Government painted an unfavorable economic picture, with a TT\$3 billion external debt scheduled for repayment in 1992. Rumors of devaluation increased capital flight. However, development spending was highlighted with a 40% increase for 1992 over 1991. The economy showed a general decline over the first semester, but agricultural production in some major commodities, like sugar and rice, showed increases for the first half of the year.

The government's efforts to expand and diversify the agricultural sector continued to receive the full support of the technical assistance programs of the Institute. Under Program I, a short-term action to deal with a request from the Ministry of Agriculture for assistance to improve the planning and management process was completed, through an assessment of informational needs. From this, a technical assistance project proposal was prepared to assist the MALMR with respect to strategic planning.

Program II continued to expand its assistance through the Fruit Crop Project, and such crops have been identified as a national priority. During the year, the Program had a four-pronged approach: inter-institutional coordination, institutional strengthening, improvement of germ plasm, and dissemination of fruit crop information through the *Tropical Fruit Newsletter* and other relevant publications. Eight national institutions were involved in the implementation of common activities in the

sub-sector, and training in a range of activities and professional areas was conducted. Under Program III, a new project to enhance the participation of women in the rural development process came on line, and initiated a survey to determine both the capabilities of and the constraints facing rural women.

Program IV targeted the area of agribusiness. The Regional Agricultural Marketing and Investment Opportunities Seminar (RAMIOS), a joint venture with the



Participants in CARAPHIN, a network supported through IICA's Program V, conducted on-farm analyses as part of their training in veterinary economics.

Caribbean Food Corporation (CFC), was held. Participants included 350 persons from national, regional and international organizations and businesses. Another activity involved facilitating the development of joint ventures in the agroindustrial subsector. Toward this end, profiles for various companies have been prepared and matched with potential North American partners. A short-term action to provide support for the professional development of staff at the Agricultural Development Bank (ADB) was effected.

Program V's action continued to be directed through the Animal and Plant Health Information Project aimed at reducing the impact of pests and diseases on agricultural trade and production. Training seminars and other related actions were the main focus of the project. A short-term action was submitted so CEPPI could carry out an agricultural assessment.

IICA Projects in Trinidad and Tobago

Short-Term Actions

- Assessment of Information Needs at the Ministry of Agriculture (MoA) for Improved Program Planning and Management
- Support to the Preparation of the Rural Development Project
- Technical Cooperation Agreement between the Agricultural Development Bank (ADB) and IICA, to Conduct a Technical Assistance and Training Program on Technical Appraisal of Projects in Agroindustry and Ornamental Tropical Horticulture
- Preparatory Actions for Organizing a Caribbean Regional Seminar on Export Marketing of Non-Traditional Agricultural Products
- Preparation of a Strategic Plan for Agricultural Development in Trinidad and Tobago

Multinational and Hemispheric Projects

- Facilitating Latin American/Caribbean Linkages for Agricultural Development
- Regional Project Unit in the Caribbean
- Support for Integration and Regional Initiatives for Economic Complementarity in the Caribbean
- Survey and Monitoring of Agricultural Diseases and Pests to Increase Production Efficiency in the Caribbean (Phase II)

Short-Term Actions

- Support to the Design of Rural Development Strategies in the Caribbean

Haiti

Between 1991-1992, the GDP declined by 12% and inflation reached almost 40%, due to the impossibility of exporting to countries supporting the economic embargo and the difficulties of finding suppliers within that context.

Small farmers were affected by the shortage of and high prices for inputs and consumer goods, and watched their incomes and purchasing power drop. The production of charcoal (and consequently deforestation) increased in response to the need to replace imported fuels; massive migration to other countries increased.

There was no noticeable decline in the production of the leading export crops (coffee, cocoa and mangoes). Part of the harvest was absorbed by the domestic market, and the rest was purchased by countries not supporting the embargo. Most medium- and large-scale commercial agricultural enterprises reduced

their operations, but, with considerable ingenuity, are again finding suppliers and markets.

All IICA projects in Haiti were suspended. The number of personnel was reduced to the minimum required to start up the most important projects when circumstances change. Nonetheless, given the severe crisis facing small farmers and the expectation that shortages will worsen in the foreseeable future, the IICA Office in Haiti implemented short-term humanitarian actions in support of small farmers, making it possible for them to continue farming and to produce at least staple foodstuffs, in order to prevent a further decline in nutritional levels.

IICA's strategy in Haiti consisted of selecting technologies which do not depend on imported inputs, would reduce costs and would increase production of foodstuffs for the domestic market. The Institute also helped supply farmers with certain inputs produced locally. A survey of technologies commonly used in Haiti led to the identification of some not assessed prior to the crisis.

Techniques were identified for increasing production of the three principal crops (corn, beans and rice), including self-sufficient seed, fertilizer (compost) and insecticide production. Other types of assistance included facilitating tools and seeds on credit and the organization of communities and rural groups.

Drawing on experience gained from previous projects in Haiti, IICA selected 12 farmers to serve as rural technical assistants in 12 communities. Teaching materials were developed and a monthly technical training program was provided.

IICA Projects in Haiti

National Projects

- Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers

Short-Term Actions

- Development of the Village de la Montagne Community through Small Productive Projects and the Democratic Organization of the Community
- Humanitarian Food Production for Haitian Rural Families

Multinational and Hemispheric Projects

- Regional Project Unit in the Caribbean
- Survey and Monitoring of Agricultural Diseases and Pests to Increase Production Efficiency in the Caribbean (Phase II)

Andean Area

During 1992, considerable progress was made in the processes to open up the economies, to bring about macroeconomic adjustment and to reaffirm the role of the market in allocating resources. Andean integration was strengthened as a result of increased trade, the progress made in establishing a free trade zone (excluding Peru) and new bilateral agreements. Exports, excluding petroleum products and byproducts, grew by 31.5% during the first half of the year. The GDP grew by more than 3% in all the countries except Peru.

Adjustment in the agricultural sector ran into difficulties. In all the countries except Ecuador and Venezuela, the agricultural GDP leveled off or declined, agricultural exports increased only in Colombia, and in most of the countries food imports rose.

At the political level, the Cartagena Agreement was dealt a severe blow, but the realities of trade and interaction among the countries counteracted the setbacks to some degree. Nonetheless, the prevailing instability represented an obstacle to subregional technical cooperation, especially as concerns the development and signing of agreements and the undertaking of efforts with JUNTA.

Although the Andean Pact was subjected to complex problems, primarily as a result of political and economic conditions in its member countries, the growing interest in carrying out more flexible joint multinational and binational actions had an impact on IICA's activities. Colombia and Venezuela made progress in harmonizing animal and plant health norms, concrete steps were taken for establishing the G-3 (Mexico, Colombia and Venezuela) and agreement was reached for publishing a document containing statistical information on the Andean Area and a manual of plant quarantine norms and procedures for the Andean area, among others.

With JUNTA/IICA support, work continued on three projects: PROCIANDINO, Support for Integrated Fruit Fly Control in the Andean Area, and Andean Network of Animal Health Laboratories. Other initiatives promoted included the implementation of a network for subregional policy follow-up and analysis, with important progress reported in setting up SIAPA.

Finally, efforts continued to eradicate fruit flies in the border area between Peru and Chile, and to develop and consolidate various networks.

Bolivia

According to official estimates for 1992, the economy of Bolivia grew 3.8%, due in most part to the secondary sectors of the economy. During the same period, reactivation of the production sector moved forward very slowly. The agricultural sector did not experience growth due to adverse climate conditions: excessive rains with flooding in the plains, combined with drought and late rains in the highlands and valleys. This situation clearly demonstrates the vulnerability of the sector and the high risks involved in agricultural activities.

In support of government efforts in the agricultural sector, IICA carried out the following actions in Bolivia through Program I: a) institutionalization of the Economic Analysis Unit and the General Advisory Services for International Affairs of the Ministry of Campesino and Agricultural Affairs (MAC) and provision of physical and human resources to operate same; b) training of a team of public sector technical analysts and advisors, involving MACA, the Ministries



Representatives of the Government of Bolivia and of IICA celebrated the Institute's 50th Anniversary.



Many projects and other IICA activities in the Andean Area seek to guarantee the participation of all segments of society in rural development.

Actions under Program III included: a) consolidation of the Commission on Rural Women and Development (COMUCADE) as a forum for coordination and discussion among public and private institutions, NGOs and grassroots organizations; b) drafting of the chapter on rural women for the Ten-Year Plan of Action for Women and Children produced by the National Board for Solidarity and Social Action of the Office of the President of the Republic; c) inclusion of the topic of rural women's role in national environmental policies; and d) formulation and implementation of COMUCADE's work plan.

The work plan of the Commission on Rural Women and

Development (COMUCADE) was formulated and put into action

of Foreign Relations, Planning and Coordination, Finance, Exports and Competitiveness, and the National Statistics Institute; and c) installation of SIAPA to serve as support for the team of analysts and advisors of the aforementioned ministries.

Through Program II, the IICA Office in Bolivia contributed to strengthening the Bolivian Institute of Agricultural Technology (IBTA), completing a study on the Center for Agricultural Research on Fragile Highland Ecosystems, and conducting a study concerning the establishment of an Andean post-graduate agricultural studies system.



Monteagudo and the technical proposal for reorganizing, decentralizing and privatizing the program.

IICA Projects in Bolivia

National Projects

- Technical Assistance and Training for the Cotagaita-San Juan de Oro Agricultural Development Project (CORDEPO)
- Technical Assistance and Training for the Chuquisaca Agricultural Development Project (CORDECH)
- Economic Policies and International Negotiations (Integration and International Cooperation)

Short-term Actions

- Support in Strengthening and Modernizing Bolivia's Agricultural Research and Technology Transfer System
- Technical Assistance to the Commission on Rural Women and Rural Development in Bolivia
- Formulation of a Project to Provide Information on Market Opportunities for Small-scale Farmers in Rural Development Projects
- Formulation of a Technical Assistance Project for MACA to Enhance the Management of International Cooperation, Analytical Capabilities, Discussions on Agricultural Policies and Follow-up and Coordination of Integration Processes

Administrative Support Actions

- Administrative Support Services for the Chuquisaca Sur Agricultural Development Project
- Administrative Support Services for the Cotagaita-San Juan de Oro Agricultural Development Project
- Support to IFAD in the South American Camelid Development Program

Multinational and Hemispheric Projects

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO)
- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCESUR)
- Supporting Agricultural Trade and Integration in the Andean Subregional Group
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Support for Integrated Fruit Fly Control in the Andean Area
- Strengthening the Andean Network of Animal Health Laboratories

Short-term Actions

- Drafting a Proposal for Implementing the Andean Post-graduate Agricultural Studies System (SAPA)
- Formulation of a Proposal to Establish the International Agricultural Research Center for Fragile Andean Highland Ecosystems
- Supporting Development Alternatives to the Production of Illegal Psychotropic Substances in the Andean Subregion

Colombia

In 1992, the GDP grew by approximately 3% and inflation was 26%. The agricultural sector reflected slightly negative growth as a result of climate factors, a drop in international prices and economic opening policies that affected certain commodities, particularly cotton, corn, sorghum, rice and soybeans.

In support of government efforts in the agricultural sector, IICA, through Program I, provided training for professional personnel for the national network on follow-up, analysis and discussion on policies affecting performance of the agri-food sector. Program II, through an agreement with the Ministry of Agriculture and Livestock (MAG), carried out a pilot project in the national agricultural technology transfer system (SINTAP) to decentralize technical assistance activities, which were transferred to the municipalities. Program II also advised the Colombian Agricultural Institute (ICA) on human resource and strategic planning for the institutional reorganization under way there.

At the request of MAG, Program III set up a working group to serve as a support mechanism with regard to information and follow-up on the agricultural chapter of the G-3 (Colombia, Mexico and Venezuela), currently being reviewed by the ministers of agriculture of Mexico and Venezuela. The Office was also the headquarters of a subregional project on rural women, carried out under an agreement between the government of Colombia, the IDB and IICA. In addition, the National Agricultural Training Program (PNCA) was reformulated to bring it into line with the new context of economic opening and the guidelines for technical and administrative decentralization issued by the government.

Program IV supported the Integrated Rural Development Fund (DRI) in formulating policies and strategies for small-scale farmers. It also collaborated in creating the Association of Agricultural Entrepreneurs (SEA), an organization made up of small- and medium-scale farmers, designed to improve their participation in a more open economy.

IICA supported the creation of the

Association of Agricultural

Entrepreneurs (SEA)

Finally, the IICA Office also took on two innovative multidisciplinary and inter-program activities: a) a technical cooperation agreement with the Department of Huila, to collaborate in reorienting its strategic

agricultural development plan and in identifying opportunities for involvement by the Secretariat of Agriculture; and b) drafting of a proposal for organizing the International Colombian Corporation (CCI), the primary goal of which is to foster development in the food export sector in light of the requirements of international markets.

IICA Projects in Colombia

National Projects

- Technical Cooperation with the National Agricultural Training Program (PNCA)
- Technical Cooperation with MAG for Agricultural Planning
- Strengthening the Technical Capabilities of the DRI Fund to Manage the Integrated Rural Development Program at the National and Regional Levels
- Creation of a System to Identify, Formulate and Fund Agricultural Marketing Studies and Support for Regional Marketing Projects for Small-farm Economies in Colombia
- Technical Services for Libraries and Publications

Short-term Actions

- Mechanisms for Follow-up, Analysis, Reflection and Discussion of Policies that Affect the Development of Agriculture in Colombia, in the Context of International Relations
- Support to the Colombian Agricultural Institute (ICA) for Institutional Development
- Identification of a Technical Cooperation Project for Rural Development with the Ministry of Agriculture
- Seminar on Challenges for Agricultural Associations in the New Economic and Political Framework; Profile of Future Activities and Organization

Administrative Support Actions

- Administrative Support Services for the Sugar Cane Research Center (CENICAÑA)
- Supporting Technical-scientific Brokerage at the Colombian Agricultural Institute
- Administrative Services Agreement Between the Agricultural Fund and IICA
- Administrative Support for Creating and Managing the Training Fund for Fruit Growers
- Administrative Services to the Marketing and Production Subprograms of the Integrated Rural Development Program (DRI)
- Training for Senior Officials and Technical Personnel of ICA
- Administrative Support Services to HIMAT for Developing its Programs
- Administrative Support Agreement for Follow-up, Evaluation and Control of Figue National Fund Projects, Signed by the Ministry of Agriculture, the Agricultural Development Fund and IICA

Multinational and Hemispheric Projects

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Supporting Agricultural Trade and Integration in the Countries of the Andean Subregional Group
- Support for Integrated Fruit Fly Control in the Andean Area
- Strengthening the Andean Network of Animal Health Laboratories

Short-term Actions

- Supporting the Development of Livestock Circuits within the Framework of Colombia-Venezuela Integration
- Drafting a Proposal for Implementing the Andean Post-graduate Agricultural Studies System (SAPA)
- Formulation of a Proposal to Establish the International Agricultural Research Center for Fragile Andean Highland Ecosystems
- Support to the Governments of Colombia and Venezuela in Harmonizing Agricultural Health Permits for the Trade of Agricultural Products, By-products and Inputs
- Supporting Development Alternatives to the Production of Illegal Psychotropic Substances in the Andean Subregion
- IICA Support for the Economic Complementarity Agreement of the G-3 (Colombia, Venezuela and Mexico) in the Agricultural Sector

Ecuador

In 1992, the inflation rate was 60%, the GDP grew 3% and the agricultural GDP rose 3.5%. Agricultural exports increased 15%, with bananas being the strongest commodity. Output was up for African palm and flowers, but fell for coffee and cocoa. Agricultural exports, including shrimp, totaled US\$1.16 billion FOB.

Under Program I, IICA carried out the following activities in Ecuador: a) a base study to support a nationwide network for follow-up, analysis and discussion of economic policies and their impact on agriculture; b) installation of SIAPA in the IICA Office; c) a workshop on SIAPA for the Division of Analysis and Policies at the Ministry of Agriculture and Livestock (MAG),

as part of the project to reorient the agricultural sector; and d) a seminar on agri-food systems in the Andean Area, with support from AECI.

Program II provided technical and administrative support to MAG's Technology and Agriculture Program (PROTECA). It also collaborated in formulating a model for an agricultural technology transfer system, and cooperated with the National Agricultural Research Institute (INISP) in administering various technical projects.

*Support was provided to the
Government of Ecuador through
an agreement for technical
cooperation and administrative
support for the National Rural
Development Program*

Within the scope of Program III, support was provided to the Ministry of Social Welfare through the Undersecretary of Rural Development. An agreement was signed with the government for technical cooperation with the National Rural Development Program (PRONADER); the Office also collaborated with CEPPI in formulating the Rural Development Program for the Saraguro (Loja) Zone, which was submitted to IFAD by the Government of Ecuador. At the request of

the government, and in collaboration with COTESU, Phase II of the Penipe project was formulated. Finally, actions were taken to consolidate the Ecuadoran Network for Rural Agroindustrial Development (REDAR).

The principal actions of Program IV included: a) initiation of the national project to support the public and private agricultural sectors in foreign trade and integration activities and hiring of a national professional to coordinate the project; b) advisory services to MAG's Undersecretariat of Marketing for technical meetings of the Andean area on Producer Subsidy Equivalent (PSE) and bilateral meetings for the free trade zone between Ecuador and Colombia; c) coordination, at the request of MAG, of the second technical meeting of the Andean Area on PSE, held at the IICA Office in Quito; and d) signing of a letter of understanding with the project to promote non-traditional agricultural exports (PROEXANT).

Program V supported the MAG in formulating a project to modernize national agricultural health services, which the government will submit to the IDB, as well as a proposal for harmonizing sanitary policies in order to facilitate free trade agreements among the countries of the Andean Area.

At the subregional level, PROCIANDINO worked with INIAP, universities and the private sector to establish priorities for post-graduate training and to harmonize technological policies at the national and subregional levels. Lastly, and in cooperation with CIDIA, a study was conducted on the challenges agricultural modernization presents for training human resources of the sector.



IICA supported both the public and private sectors in activities dealing with external trade and integration; banana is a prime export crop.

IICA Projects in Ecuador

National Projects

- Technical Support in Designing and Consolidating MAG's National Technology Transfer System
- Technical Cooperation for the National Rural Development Program (PRONADER)
- Supporting the Public and Private Agricultural Sectors in Activities Related to Foreign Trade and Integration

Short-term Actions

- Short-term Technical Cooperation for Agricultural Policy Proposals

- Supporting the Under Secretariat of Rural Development (Ministry of Social Welfare) in Preparing the PENIPE Rural Development Project (Phase II)
- General Evaluation of Progress in Rural Development in Ecuador over the Past Four Years and Updating of the Document "Los cimientos de una nueva sociedad: Campesinos, cantones y desarrollo"
- Support to the Government of Ecuador in Relation to the Outbreak of Newcastle Disease in the Galapagos Islands

Administrative Support Actions

- Evaluation of Tropical Grasses (Phase II)
- Provision of Managers for the PROTECA's Central Executing Unit
- Supporting the Headquarters of the Undersecretariat of Rural Development (Ministry of Social Welfare)
- Administrative Support for the CIAT Tropical Grasses Project
- Supporting the Headquarters of the Undersecretariat of Rural Development and the Ministry of Social Welfare

Multinational and Hemispheric Projects

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS)
- Supporting Agricultural Trade and Integration in the Andean Subregional Group
- Support for Integrated Fruit Fly Control in the Andean Area
- Strengthening the Andean Network of Animal Health Laboratories

Short-term Actions

- Drafting a Proposal for Implementing the Andean Post-graduate Agricultural Studies System (SAPA)

- Formulation of a Proposal to Establish the International Agricultural Research Center for Fragile Andean Highland Ecosystems

Peru

In 1992, the GDP fell by 2.5%, with agriculture being one of the most seriously affected sectors, recording a 5.8% decline. Some of the most important factors explaining these developments in Peru's economy as a whole, and in the agricultural sector in particular, were the measures taken to adjust the current economic program, as they caused a significant downturn in output in almost all sectors of the economy. The crisis in the agricultural sector was exacerbated by the El Niño phenomenon.

Under Program I, IICA supported government actions to upgrade the technical and institutional capabilities of the Ministry of Agriculture (MAG) in analyzing and adopting decisions on policies and programs fostering agricultural reactivation. The project to support the definition and application of policies and programs to reactivate agriculture for rural development was reformulated through a short-term action involving the installation of SIAPA in the country. In addition, a seminar was held on funding for modern and sustainable agriculture in Peru, one of the central activities for celebrating IICA's fiftieth anniversary.

Through Program II, PROCIANDINO provided support for the programs of the National Agricultural and Agroindustrial Research Institute (INIAA). In collaboration with the Executive Secretariat, IICA promoted

the Andean post-graduate agricultural studies system among national institutions. In addition, a short-term action was undertaken to modernize the administrative apparatus of INIAA and to systematize its basic functions. Support was also provided to the Executive Secretariat of PROCITROPICOS for the first meeting of the Technical Advisory Committee.

Under Program III, a training program was organized for managers and administrators, the shareholders assembly, the Board of Directors of rural savings and loan associations. For its part, Program IV collaborated with national officials from the public and private sectors in generating reports, methodologies and analyses to be used in defining policies and orienting agricultural trade and integration processes.

IICA cooperated with the

General Livestock Directorate

in formulating a national

agricultural health project

The actions of Program V focused on compliance with the general work plan agreed upon by the ministers of agriculture of Peru and Chile to combat the Mediterranean fruit fly in Tacna, Moquegua, Arica and Azapa. In animal health, IICA provided technical assistance to MAG's General Livestock Directorate in formulating a national agricultural health project, to be

funded by the IDB. The Office drafted a profile for a national program to prevent, control and eradicate fruit flies in the coastal valleys of Peru.

Finally, and in collaboration with the IICA Offices in Colombia and Bolivia, a regional technical cooperation project was drawn up for identifying and defining specific joint actions to be executed by the three countries for designing development policies that would provide alternatives to the production of illegal psychotropic substances.

IICA Projects in Peru

National Projects

- Supporting the Definition and Application of Policies and Programs for Agricultural Reactivation and Rural Development in Peru

Short-term Actions

- Reformulation of the Project "Supporting the Definition and Application of Policies and Programs for Agricultural Reactivation and Rural Development in Peru"
- Support to INIAA in Modernizing its Administration and Systematizing its Principal Functions
- Preparation of Training Programs on Rural Savings and Loan Associations
- Support in Defining International Trade Policies and Integration Mechanisms for Agricultural Negotiations

Multinational and Hemispheric Projects

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)

- Supporting Agricultural Trade and Integration in the Andean Subregional Group
- Support for Integrated Fruit Fly Control in the Andean Area
- Strengthening the Andean Network of Animal Health Laboratories

Short-term Actions

- Drafting a Proposal for Implementing the Andean Post-graduate Agricultural Studies System (SAPA)
- Formulation of a Proposal to Establish the International Agricultural Research Center on Fragile Andean Highland Ecosystems

In Peru, IICA assisted in drawing up a proposal to create an international agricultural research center for fragile high-Andes ecosystems.



- Supporting Execution of the Plan of Action Agreed upon by the Governments of Peru and Chile to Intensify Efforts to Control the Mediterranean Fruit Fly in Border Areas (Phase One)
- Supporting Execution of the Plan of Action Agreed upon by the Governments of Peru and Chile to Intensify Efforts to Control the Mediterranean Fruit Fly in Border Areas (Phase Two)
- Supporting Development Alternatives to the Production of Illegal Psychotropic Substances in the Andean Subregion

Venezuela

In 1992, the GDP grew by 8.5% and inflation was 30%, with the agricultural sector posting a 4.9% increase. Growth in the value of output of the livestock subsector was the strongest, at 12.2%. The crop subsector reflected a slight increase of 2.5%, due to a drop in the output of grains, legumes and short-cycle oilseeds and cereals.

During the year, the Ministry of Agriculture and Livestock (MAC) and its affiliated agencies underwent significant restructuring. MAG personnel will be cut back by 70%, that is from 30 992 employees in 1992 to 9 864 in 1993.

Under Program I, IICA's technical assistance included: a) supporting the Agricultural Credit Fund in the final phase of institutional modernization; b) providing advisory services to MAC's General Sectoral Planning Directorate for formulating and evaluating an investment program for transformation of the agricultural sector (PITSA); c) supporting reorganization of the Agricultural and Livestock Credit Institute (ICAP), together with MAC's Agricultural



In Venezuela, IICA's Program IV finished a study on the current situation and market climate for the export of fruits.

Sector Planning Office (OPSA); d) updating the data base of OPSA's Directorate of Agricultural Economics; and e) installing SIAPA at MAC and providing the necessary training.

Program II cooperated with the National Agricultural Research Fund (FONAIAP) in designing methodological proposals to rank research projects in order of importance and to establish mechanisms for planning and coordinating research and technology transfer. It also participated in committees set up by MAC to propose institutional and operating schemes for extension services and training, with special emphasis on campesinos and small-scale farmers.

Under Program III, IICA carried out the following activities: a) an analysis of the status of the project for small-scale farmers in the State of Sucre, developed under the MAC-IICA agreement, in cooperation with CAF and funded by IFAD; b) support for the reorganization of the National Agricultural Institute (IAN) and for providing training to its employees on economic opening, the small-farm economy, privatization of state services and its implications for rural development; c) participation in defining proposals to restructure the Center for Applied Research on Agrarian Reform (CIARA); and d) reaching agreement on activities for executing the project on agricultural policy analysis *vis-à-vis* women

food producers in the Andean area, with IDB/IICA funding.

IICA provided technical assistance

for the reorganization of the

Agriculture and Livestock

Credit Institute

Actions under Program IV included: a) completion of a study of livestock circuits in Colombia and Venezuela, in light of the integration process; b) organization, in collaboration with MAC, of an observation visit to Mexico by Venezuelan vegetable producers to exchange experiences on the production, processing and export of their products to United States markets; c) completion of a study on the current status of Venezuelan fruit exports; and d) analysis of the outlook for Venezuelan trade in agricultural products with the other countries of the G-3 (Colombia and Mexico), Ecuador and Chile.

Program V focused its actions on formulating lines of action for the Autonomous Agricultural Health Service (SASA) and coordination mechanisms at the state level. Other activities included analyzing agricultural health legislation in Venezuela, formulating a draft bill on animal health, and participating in meetings with Colombia for harmonizing phytosanitary legislation and norms.

IICA Projects in Venezuela

National Projects

- IICA/FCA Cooperation with the National Agricultural Credit System to Stimulate Sectoral Development
- Institutional Strengthening of MAC and Support for Pre-investment
- Supporting the Modernization of the Agricultural Institutional System as a Means of Boosting Sectoral Competitiveness
- Technical Cooperation for the Executing Unit of the Project to Support Small Farmers in the State of Sucre
- Technical Cooperation Agreement on Agricultural Health between the Government of Venezuela and IICA

Short-term Actions

- Analysis of the Agricultural Sector in Venezuela

Administrative Support Actions

- Administrative Support for Executing the UCV/IDRC/IICA Donor Agreement
- Administrative Support to the Ministry of Agriculture and Livestock for Preinvestments

Multinational and Hemispheric Projects

- Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCTROPICOS)
- Supporting Agricultural Trade and Integration in the Andean Subregional Group
- Support for Integrated Fruit Fly Control in the Andean Area

- Strengthening the Andean Network of Animal Health Laboratories

Short-term Actions

- Supporting the Development of Livestock Circuits within the Framework of Colombia-Venezuela Integration
- Drafting a Proposal for Implementing the Andean Post-graduate Agricultural Studies System (SAPA)
- Formulation of a Proposal to Establish the International Agricultural Research Center for Fragile Andean Highland Ecosystems
- Support to the Governments of Colombia and Venezuela in Harmonizing Agricultural Health Permits for the Trade of Agricultural Products, By-products and Inputs
- IICA Support for the Economic Complementarity Agreement of the G-3 (Colombia, Venezuela and Mexico) in the Agricultural Sector

Southern Area

In 1992, progress was made among the Southern Area countries in terms of agricultural cooperation, through their participation in CONASUR. Also, the signatory countries of the Treaty of Asuncion (Argentina, Brazil, Paraguay and Uruguay) fulfilled the requirements set in the timetable for establishing MERCOSUR.

In the Southern Area, IICA's technical cooperation at the subregional level was carried out through the following projects and programs: Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area, Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of

the Southern Area, Supporting Agricultural Trade and Integration in the Countries of the Southern Area, PROCODER and PROCISUR.

The actions were carried out within the framework of the PLANLAC and aimed to support CONASUR and MERCOSUR.

Advisory Council for Agricultural Cooperation in the Countries of the Southern Area (CONASUR). The Council of Ministers of CONASUR met twice in 1991; their Fourth Meeting was held in Asuncion from May 26-29, and the Fifth Meeting took place in Buenos Aires from December 1-4.

Important decisions were taken in support of subregional integration, including an agreement on zoosanitary requirements for the exchange of animals, embryos, semen and fertilized eggs in the countries of the Southern Area. Agreements were also reached on the trade of veterinary products and on studies related to minimum risk in animal health. The harmonization of technical norms for dairy and meat products was approved, and a guide on foreign agricultural trade and the trade of ecological products was promoted. A cooperative program for natural resource conservation and sustainable agriculture was approved, as was an agreement on biosafety. Support was provided for PROCODER and for rural agroindustry.

CONASUR received support from various specialized technical committees such as CORESA, COSAVE, PROCISUR, PROCODER and the Classification Committee, each of which has an Executive Secretariat managed by the IICA subregional project responsible for the particular topic.

Finally, IICA serves as the CONASUR Secretariat for Coordination; in 1992, it was exercised by the IICA Representative in Brazil.

Argentina

The economy of Argentina grew during 1992, but during the last quarter it confronted serious problems that could cloud its future, unless financial conditions are improved, unfair competition is eliminated, and the costs that reduce the efficiency and competitiveness of local industries are drastically reduced.

Through Program I, IICA participated in processing information for incorporation into the CONASUR data base and in defining a new structure for SIAPA. It also installed SIAPA in the Ministry of Foreign Relations and provided training for personnel who will be managing it.

Through Program II, IICA provided administrative support to the information and documentation system of the National Institute of Agricultural Technology (INTA), to the institutional evaluation programs of INTA's National Directorate, and to the National Institute for Statistics and Census (INDEC) in connection with the national agricultural census. A second course was held on wheat production in Latin America, under the CIMMYT/IDB/INTA agreement, and a workshop on the harmonization of biosafety in the Southern Cone and the supervision of transgenic plants. Finally, IICA collaborated with INTA in publishing regional research plans, institutional documents and four issues of the *Campo y Tecnologia* journal.

Program III cooperated with INTA in formulating, analyzing and evaluating policies, programs and projects of its *Minifundio* Unit. Worthy of special mention was the establishment of the Rural Agroindustry Network (REDAR Argentina), which links nine public and private institutions. A case study was conducted in the Cushamen Settlement (Chubut Province), in collaboration with the GTZ, concerning the impact of desertification in Patagonia on the natural resource base. Program III also provided support to the Secretariat of Agriculture, Livestock and Fisheries (SAGyP), PROCODER of CONASUR, INTA and the ministries of Corrientes, Misiones and Formosa. Finally, a letter of understanding was signed with the Esquel Group of Argentina for conducting a survey of rural agroindustries throughout the country.

IICA's Office in Argentina

supported the elaboration

of a project to improve

competitiveness in agricultural

production

Within the framework of Program IV, technical cooperation began in support of the program to promote agricultural exports in the Province of Cordoba. In addition, a project to strengthen the Federation of Wool Producers Cooperatives (FECOLAN) was presented to the *Sociedad Rural Argentina*, as was a training program on administration and

agricultural production for farmers using state-of-the-art technology. Also, a project was formulated on trade and integration, with support from the EEC, and a regional project supporting agricultural trade and integration in the countries of the Southern Area was carried out in Argentina through October 15, after which project headquarters was moved to Uruguay.

Under Program V, actions focused on supporting CORESA in organizing and conducting five technical meetings (the fourth, fifth, sixth and seventh meetings of CORESA and the first regional meeting on livestock sanitary/production information systems-SISPP), as well as a regionwide course on exotic diseases. The Program also worked to promote regional integration in animal health in line with the interests of the ministries of the CONASUR countries; strengthened international emergency and quarantine systems and supported the National Animal Health Service (SENASA) in strengthening its operating and functional infrastructure.

IICA Projects in Argentina

National Projects

- Training for Technical Personnel and Institutional Support for the Credit and Technical Support Program for Small Farmers in Northeastern Argentina
- Strengthening Rural Development Institutions in the Formulation and Implementation of Rural Development Policies, Programs and Projects
- Support for the Organization and Management of Forestry Services
- Preparation of a Study on the Competitiveness of Agricultural Production in Argentina
- Technical Cooperation for the Program on Agricultural Exports in the Province of Cordoba

- Technical Cooperation to Strengthen the Subprogram of the National Animal Health Service (SENASA)

Short-term Actions

- Supporting the Ministry of Foreign Affairs of Argentina *vis-à-vis* Protectionist Policies and the Resulting Environmental Deterioration

Administrative Support Actions

- Analysis and Reorganization of Tobacco-growing Areas in Argentina
- Incorporating a Component on Women into the Credit and Technical Support Program in Northeastern Argentina
- Follow-up and Evaluation Unit of the Comprehensive Agricultural Credit Program (II)

- Letter of Understanding No. 11: Cooperation to Consolidate the Activities of the INTA Information and Documentation System (SIDINTA)

- Letter of Understanding No. 12: Cooperation for the Development of Institutional Evaluation Programs and Support to INTA's National Directorate in Developing Substantive Activities

- Letter of Understanding No. 14: Cooperation with INTA in Initiating and Executing a Course on Wheat Production in Latin America

- Letter of Understanding No. 15: Cooperation and Support in Implementing Activities Related to the Processing, Analysis and Dissemination of Information Obtained from the 1988 National Agricultural Census, and Development of Stage Two of the Integrated Agricultural Information System, as Established in the INTA-INDEC Agreements

- Letter of Understanding No. 17: Cooperation in Strengthening Dissemination and Communications Activities at INTA

- Letter of Understanding No. 18: For the Publication of the Institutional Journal *Campo y Tecnología* (INTA)

- Support for Preparatory Activities Related to the Implementation of the Project to Modernize Agricultural Services (Fisheries Component)

- Preparatory Activities for the Evaluation of Fisheries Resources for the Execution of the Project to Modernize Agricultural Services (Fisheries Component)

- Providing Administrative Services to PROMSA (Fisheries Development Component)

- Study on the Formulation of a Methodology for the Preparation of Agricultural Estimates (INDEC)

Extensive plantations of basic grains, especially wheat, characterize several Southern Area countries.



- Support to Improve the Operating Capacity of the Mar del Plata Port
- Administrative Support to the SAGyP-IFAD Project Coordination Unit
- Administrative Support for Organizing and Equipping IASCAV
- Administrative Services to PROMSA (Information System Component)
- Administrative Services to PROMSA (Institutional Coordination Component)
- Administrative Services to PROMSA (Follow-up and Evaluation Component)
- Administrative Services to PROMSA (Plant Protection Component)
- Upgrading and Reorganizing Facilities for Executing PROMSA (Cabinet/SAGyP/IICA)
- Supporting the Decentralization of Forestry Activities at SAGyP
- Cooperation with NGOs in the Provinces for Forestry and Agroindustrial Projects
- Administrative Support to the National Cotton Boll Weevil (*Anthonomus grandis* B.) Prevention Program
- Administrative Support in Declaring Nematode-free Zones (*Globodera rostochensis*)

Multinational and Hemispheric Projects

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area

- Supporting Agricultural Trade and Integration in the Countries of the Southern Area

Short-term Actions

- Supporting the First Regional Meeting of Rural Youth of the Southern Area
- Supporting CONASUR's Operations and Actions for Coordination

Brazil

In 1992, Brazil witnessed serious problems, including economic paralysis and severe recession. Inflation rose and the production sector and trade remained sluggish. There was a 6.9% increase in the output of crops and a 7.6% rise in the output of livestock and livestock by-products. Crops produced high yields in 1992, despite only a 3% increase in the area under cultivation.

Under Program I and in collaboration with the National Secretariat for Agricultural Policy (SNPA), a strategic agenda was drawn up for the agricultural sector. The document analyzes the evolution of the sector over the past few years and includes policy options for reactivating the sector. IICA also supported the Ministry of Agriculture and Agrarian Reform (MARA) in identifying strategic investment projects for agriculture and provided training on the use of SIAPA to technical personnel of SNPA, the Institute for Applied Research (IPEA) and the Department of Supplies and Prices.

Under Program II, IICA provided support to the national agricultural research system through the Brazilian Institute of Agricultural Research (EMBRAPA). Efforts focused on the cooperation and training actions undertaken to modernize that entity. IICA also studied

the use of a coordination mechanism to orient and streamline technical cooperation provided in new areas of interest currently under negotiation as a result of the evaluation of EMBRAPA.

Technical cooperation offered through Program III focused on the following: a) rural development programs and projects, particularly in the northeastern part of the country, through the Superintendency of Development in the Northeast (SUDENE) and state entities; b) development of irrigation projects in the northeast, in conjunction with the San Francisco Valley Development Agency (CODEVASF), the National Irrigation Secretariat (SENIR) and the National Drought Control Department (DNOCS); c) consolidation of agrarian reform settlements in the northeastern, northern and north-central regions, with the National Institute for Settlement and Agrarian Reform (INCRA); marketing and agroindustrial development, especially in cooperation with National Department for Rural Development and Cooperatives (DENACOOOP), through the program to support fruit production and exports (FRUPEX); and e) promotion of greater participation by women in development projects, principally in the northeast.

The principal actions of Program IV were to support MARA in promoting greater integration in the southern area of the country. This was done through a seminar on integration as a means of boosting competitiveness, held in collaboration with MARA and the *Correio Braziliense*.

In 1992, the IICA Office in Brazil served as the Secretariat for Coordination of the Advisory Board of CONASUR. As such, it

provided advisory services related to trade liberalization for seeds and agricultural products, harmonization of sanitary norms, agreements to lower tariffs, and harmonization of technical norms. The Office also tracked the efforts of other institutional mechanisms working to promote agricultural integration among Southern Cone countries, especially through COSAVE, CORESA, the Classification Committee, PROCISUR and PROCITROPICOS.

The IICA Office In Brazil

played an important role

as the Secretariat for

Coordination of CONASUR

Program IV supported MERCOSUR's Eighth Working Subgroup (Agricultural Policy) through the assistance provided to SNPA/MARA. It also provided ongoing advisory services to MARA in connections with international relations, through the Directorate of Technical Cooperation of the MARA 1 Project.

The principal actions carried out by Program V were: a) supporting the National Secretariat for Agricultural Protection, through the National Department of Animal Production and Protection (DNPDA) and the National Department of Plant Production and Protection (DNPDV); b) preparing animal health training modules and supporting the mechanization of services in the project on

institutional strengthening of animal health services in Brazil; c) formulating the letter-consultation to COFIEX to secure external funding for a project to modernize and strengthen the plant protection system; and d) supporting integration in animal health and plant protection, through COSAVE and CORESA.

In August, as part of the activities to celebrate the fiftieth anniversary of IICA, a seminar was held in Brasilia on integration as a means of boosting competitiveness, the objectives of which were to analyze new factors affecting competitiveness, formulate policies and strategies on the topic and examine possible areas for complementary action among the countries. The seminar received support by MARA, EMBRAPA, DENACOOB, the Bank of Northeastern Brazil (BNB), the Brazilian Association of Zebu Ranchers (ABCZ) and the *Correio Braziliense*.

IICA Projects in Brazil

National Projects

- Technical Cooperation with the Ministry of Agriculture and Agrarian Reform (MARA) in the Development of Mechanisms for Handling International Affairs
- Technical Cooperation with EMBRAPA (PROCENSUL II and IBRD III)
- Implementing the Project in Support of Institutional Development at EMBRAPA for Technology Generation and Transfer
- Supporting SUDENE in Formulating and Executing Rural Development Plans, Programs and Projects in Northeastern Brazil
- Supporting the Bank of Northeastern Brazil in Planning and Executing Credit Activities for Rural Development

- Technical Cooperation for Implementing the Northeast I Irrigation Project
- Technical Cooperation with the San Francisco Valley Development Corporation (CODEVASF) for Developing Irrigated Agriculture
- Supporting the National Secretariat of Agrarian Reform (SNARA) in Formulating and Implementing Rural Development Programs and Projects and Promoting Cooperatives in Reformed and Settled Areas
- Supporting the National Settlement and Agrarian Reform Institute (INCRA) in Modernizing its Administrative and Training Activities, Upgrading its Human Resources, and Formulating and Implementing Development Projects in Settlements and Related Activities
- Supporting the National Department of Drought Control in Implementing a Program for Irrigation Districts
- Technical Support to Develop a Program to Support Small Farmers in Northeastern Brazil
- Technical Cooperation with the Program to Support the Production and Export of Fresh Fruits (FRUPEX)
- Studies for the Analyses Used in the Formulation of Sectoral Policies
- Preparation of a Management Plan for Environmental Protection in the Sierra de Lajeado
- Restructuring and Strengthening the Plant Protection System in Brazil
- Institutional Strengthening of Animal Health Services

Short-term Actions

- Formulation of a Training Program for Official and Non-official Rural Leaders, in the Context of MERCOSUR
- Supporting Institutional Development at EMBRAPA for Technology Generation and Transfer
- Supporting the Secretariat of Agriculture of the States of São Paulo and Parana in Identifying Technical

Cooperation Projects for Irrigated Areas and Settlements

- Development of Natural Resources in the San Patricio Area

Administrative Support Actions

- Supporting CODEVASF in Implementing Specific Projects
- Supporting NCSU/EMBRAPA Cooperation Activities
- Basic and Technical-agricultural Education Evaluation Systems
- CIAT/Cassava
- CIAT/Pastures



Multinational and Hemispheric Projects

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area

Short-term Actions

- Supporting the First Regional Meeting of Rural Youth of the Southern Area
- Supporting the Coordination and Operation of CONASUR
- Support to the Project on Soybean Nematodes, Prepared by the Ministry of Agriculture and Agrarian Reform of Brazil

Chile

During 1992, the Chilean economy continued to grow vigorously, inflation fell, there was a fiscal surplus, investments picked

In collaboration with national agencies, IICA helped develop and supported irrigation projects in several member countries, including Brazil.

up and external accounts were strong. The GDP increased 7.5%, inflation stood at 13% and there was a 4% growth in employment and real wages. The agricultural GDP increased by only 1%, with traditional annual crops shrinking by 14% as compared to 1988. The main factors accounting for this downturn in agricultural activity were: a) the steady fall in the exchange rate; b) low prices for most agricultural commodities; and c) higher production costs.

In 1992, IICA increased its support for government actions. Program I collaborated in setting goals, indicators and the means for measuring the success of actions carried out by the Ministry of Agriculture (MINAGRI) through the development of a follow-up and evaluation system. IICA also executed a program to modernize and upgrade the agricultural sector, and drew up a document analyzing and presenting proposals on the organization of the Farming and Livestock Service (SAG).

Under Program II, IICA continued to serve as the Technical Secretariat of the agreement with the National Agricultural Research Institute (INIA) and the Agricultural Development Institute (INDAP), which involved support actions for developing methodologies for the planning, follow-up and evaluation of activities. It also conducted training courses for professional personnel involved in the technology transfer system.

Some of the actions taken under Program III were to: a) support INDAP's evaluation committee for the technology transfer program and to collaborate with the Department of Agricultural Development; b) launch a project in support of production activities for small-scale women farmers;

c) prepare a document on agroindustry and marketing policies; d) supervise formulation of 12 agroindustry projects for small-farmer organizations; e) help identify training needs of small-farmer organizations on topics related to agroindustry, marketing and the management of micro-enterprises; and f) initiate a training program consisting of four courses on the management of rural micro-enterprises, for 80 young small-scale farmers selected by INDAP.

IICA's Office In Chile

helped execute the project

Supporting Production

Activities of Rural Women

Within the framework of Program IV, support was provided for coordinating the work of the various national entities participating in CONASUR, principally those related to the activities of the Classification Committee, COSAVE and CORESA. Support was also provided to ODEPA for activities related to studies on competitiveness, with special emphasis on methods and information.

IICA Projects in Chile

National Projects

- Strengthening Rural Agroindustry in Chile
- Supporting Production Activities of Rural Women
- Supporting Institutional Development in the Public Agricultural Sector

In the context of the project strengthening Rural Agroindustry in Chile, IICA identified training needs in the areas of marketing and management for small industries.

- Technological Development within the Framework of Rural Development Policies

Short-term Actions

- Supporting the INIA-INDAP National Commission
- Methodology for Formulating Agricultural Development Plans in the Area (PDAA)

Administrative Support Actions

- Supporting the Small-farmer Services Project (INDAP/INIA/MBN)
- Organization and Follow-up of a Rural Development Program (INDAP)
- Administration of Resources for the Maintenance of the Central Agrometeorological Information Center of Region VI
- Resource Management to Support Small Farmers and their Organizations
- Resource Management for Preparing a Study on Rural Agroindustry in Three Communities of Region IX
- Resource Management to Support Small Farmers and their Legally Registered Organizations
- Resource Management to Support the Definition of Characteristics of Regions VII, IX and X
- Resource Management for Upgrading the Technology Transfer Program
- Training Course on Business Management for Small Farmers
- Support to the International Network for Research Methods on Production Systems (RIMISP)



Multinational and Hemispheric Projects

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area

Short-term Actions

- Supporting Execution of the Plan of Action Agreed upon by the Governments of Peru and Chile to Intensify Efforts to Control the Mediterranean Fruit Fly in Border Areas (Phase One)

- Supporting Execution of the Plan of Action Agreed upon by the Governments of Peru and Chile to Intensify Efforts to Control the Mediterranean Fruit Fly in Border Areas (Phase Two)
- Supporting the First Regional Meeting of Rural Youth of the Southern Area
- Supporting the Coordination of Actions and Operation of CONASUR

Paraguay

The rate of economic growth fell for the second consecutive year, due mainly to the performance of the agricultural sector, which was affected by climatic conditions and the deterioration of prices on the international market, particularly for cotton. Paraguay continued primarily to export agricultural products having no value added, a problem because international prices continued to be very low and sales were limited by protectionism and instability. Although overall GDP grew by 1.5%, there was no significant growth of the agricultural GDP.

IICA continued to support the subject areas and priorities established by the government in response to the socioeconomic situation of the country. Within that context, national projects focused on rural development, especially as concerns the organization of small farmers and for recognizing the role of rural women in the economy.

The Institute supported the Ministry of Agriculture and Livestock and the Ministry of Industry and Trade in strengthening meth-

odological and institutional mechanisms for fostering agroindustrial development and agricultural exports. In connection with technology generation and transfer, IICA supported PROCISUR's exchange activities, provided advisory services on national research systems and, through PROCODER, expanded cooperation for rural development.

Institutional mechanisms

for promoting agricultural exports were strengthened

In the area of agricultural health, the Institute supported the strengthening of sanitary surveillance systems and norms. It also collaborated in executing a program designed to control the cotton boll weevil.

Finally, IICA provided emergency support for organizing small farmers in the southern part of Paraguay in dealing with the ravages of severe floods.

IICA Projects in Paraguay

National Projects

- Support for Strengthening Rural Development Institutions
- Strengthening the Marketing, Foreign Trade and Agroindustrial Development Subsystem of the DCEA/MAG

Short-term Actions

- Supporting MAG in Organizing and Implementing the Cotton Boll Weevil Control Campaign
- IICA's 50th Anniversary

Multinational and Hemispheric Projects

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area

Short-term Actions

- Supporting the First Regional Meeting of Rural Youth of the Southern Area
- Supporting the Coordination Actions and Operation of CONASUR

Uruguay

The structural adjustment program currently under way in Uruguay brought inflation down to 59%. The overall GDP grew by approximately 3.6% and the agricultural GDP by around 2.3%.

The Institute, through Program I, carried out the following actions in support of government efforts: a) an assessment of the agricultural sector in view of subregional integration, in collaboration with the Ministry of Agriculture, Livestock and Fisheries (MAG) and with technical support from CEPPI; b) a study on agricultural inputs and capital goods; c) SIAPA was installed and training was provided on use of same for professionals from MGAP's Office of Programming Policies; d) progress was made in designing a methodology for evaluating the competitive potential of dairy and rice agroindustrial chains in the country; and e) IICA joined in a project funded by IDRC to conduct agroindustrial studies.

*IICA participated in assessing
the outlook for the agricultural
sector within the framework
of subregional integration*

IICA's Program II focused on strengthening the national technology generation and transfer system of the National Institute of Agricultural Technology (INTA). Within the framework of the IDB/INTA project to strengthen technology generation and transfer, the following actions were taken, among others: a) executing a research program to evaluate the performance of traditional agricultural equipment for soil tillage, conservation of forage, planting methods

and harvesting efficiency; b) developing a technology transfer program that effectively articulates the research units of public and private organizations providing technical assistance to producers; c) identifying areas for post-graduate training for technical personnel; and e) establishing research programs of socioeconomical importance, with potential short-term impact.

The principal actions of Program III focused on strengthening the National *Granja* Board (JUNAGRA), the governing agency that promotes *granja* activities, with a view to enhancing the management capabilities of the institution and technology transfer mechanisms at the primary, post-harvest and processing levels. In order to benefit producers and their organizations, the Institute continued to work on: a) upgrading management skills, an important topic in efforts to transform this sector; and b) identifying promising market niches for Uruguayan commodities. IICA also collaborated with the MGAP, municipal governments and small-farmer organizations in their efforts to decentralize operations, in order to strengthen rural development to the benefit of low-income farmers.

Program V, since 1987, has been executing a technical cooperation project to strengthen MGAP's Agricultural Protection Service, so as to boost agricultural exports from Uruguay. Within this project, actions focused on: a) adopting modern technology to control economically important agricultural diseases and pests; b) upgrading the technical capabilities of employees of the Directorate of Agricultural Protection Services (DSPA); c) modernizing plant protection

systems; and d) updating the legal framework of phytosanitary regulations.

IICA Projects in Uruguay

National Projects

- Operating Agreement between MGAP and IICA to Provide Technical Cooperation Services to the Agricultural Technology Generation and Transfer Project (Technical Attachment)
- Institutional Strengthening of the *Granja* Sector
- Strengthening MGAP's Agricultural Health Service to Promote Agricultural Exports in Uruguay

Short-term Actions

- Supporting the Modernization of Strategic Aspects of the MGAP
- Supporting the Flores Municipality in Preparing a Project to Contribute to Agroindustrial Development among Small Producers of the Department
- Supporting MGAP in Designing and Operating a Technology Transfer Mechanism for the *Granja* Subsector

Administrative Support Actions

- Supporting Improved Management at the National *Granja* Board (JUNAGRA)
- Supporting MGAP in Improving Management of the Minister's Cabinet Staff
- Modernization of the Ministry of Livestock, Agriculture and Fisheries
- Supporting the Formulation and Follow-up of Policies to Promote Agroindustrial Development
- Survey of Diseases and Pests Affecting Brewer's Barley in Uruguay

- Supporting INIA in Designing and Operating a Technology Transfer Mechanism for the *Granja* Subsector

Multinational and Hemispheric Projects

- Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR)
- Cooperative Rural Development Program for the Countries of the Southern Area (PROCODER)
- Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Countries of the Southern Area

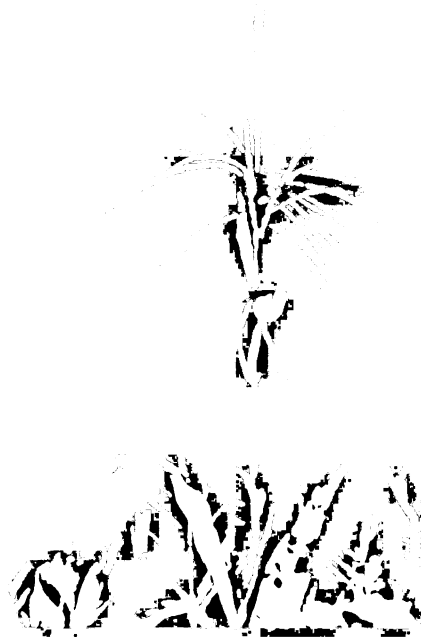
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area
- Supporting Agricultural Trade and Integration in the Countries of the Southern Area

Short-term Actions

- Supporting the First Regional Meeting of Rural Youth of the Southern Area
- Supporting the Coordination Actions and Operation of CONASUR
- Identification of a Rural Development Project in Uruguay



The importance of livestock production in the Southern Area is reflected in the number of IICA projects and short-term actions that focus on solidifying producer networks and improving animal health measures.



Chapter 4

Cooperation with
International
Agencies and
Donor Countries

Cooperation with International Agencies and Donor Countries

IICA has established and consolidated cooperation agreements with donor countries and international agencies interested in solving problems affecting the agricultural sector of LAC.

The Units at Headquarters, as well as the IICA Offices in the countries, worked steadily to secure external resources with which to finance cooperation programs and projects of benefit to the region. As a result, the Institute strengthened its working relationships with donor countries and other international cooperation and lending agencies that support agricultural development in LAC.

Through this process, IICA's international relations were strengthened and a wide range of cooperation actions worth some US\$33 million were carried out, complementing those executed with the quota resources of the Institute.

Cooperation with Canada and the United States of America

Canada. The Institute continued to encourage greater participation in its projects by Canadian government agencies, as well as other Canadian associations, foundations and universities involved in cooperation programs in support of rural and agricultural development in LAC.

Of particular importance were the actions carried out under the IICA/CIDA Project, in its fourth year of execution. Almost all the activities dealt with under the project (analysis and administration of sectoral policy, agricultural biotechnology, rural development organizations, opportunities for investment in agroindustry, and quarantine in agricultural health) were concluded. The experience gained over the life of the project will be presented in a special report highlighting the achievements of the project.

The IICA/CIDA project enabled IICA staff members associated with the project to participate in several international meetings, including: an inter-American congress on biotechnology, held in Montreal, which dealt with the current and future potential of biotechnology industries in Latin America and the Caribbean; a congress promoting trade opportunities between Canada and Central and

Panama, organized by the Canadian Council for the Americas and the diplomatic missions in Canada of participating countries; a seminar on policy and institutional reforms in the agri-food sector of Latin America and Canada; a meeting of the Partnership for Democracy and Development in Central America, held in Ottawa, and the Annual Meeting of the Canadian Association for Latin American and Caribbean Studies.

Also within the framework of this project, basic information was compiled in order to identify business opportunities between Canada and LAC in the area of biotechnology, especially in the treatment of agroindustrial waste. Joint ventures between Canadian firms and some of the countries of the region were also promoted.

Also worthy of special mention was the publication of the book "**Agriculture and Environment**," which was presented during the United Nations Conference on Environment and Development, held in Rio de Janeiro. A contest was held in Canada among university students to select the best papers on the outlook for and opportunities in agri-food relations between Canada and Latin America, and the editor-in-chief of an agricultural science journal was invited to visit Costa Rica.

Work continued with the IDRC in the areas of biotechnology, appropriate technology for small businesses, and the generation of agricultural technology. The IICA Office and the OUI continued efforts to set up a post-graduate studies in agriculture in the Andean Area. In conjunction with the Canadian Cooperative Association (CCA), support was provided to a project to develop cooperative businesses in Central America and the Caribbean, while joint efforts with the

SDID focused on a rural development project in Honduras. The IICA Office and the Ministry of Agriculture organized a seminar on the use of SIAPA.

The United States of America. IICA worked with representatives of United States government agencies, private sector organizations, universities and foundations to promote its activities and projects. Special emphasis was given to forging closer ties with the USDA, particularly the Office of the Deputy Secretary, the Assistant Secretary for Science and Education, the Economic Research Service, the Agricultural Marketing Service, the Office of International Cooperation and Development, the Animal and Plant Health Inspection Service, and the U.S. Forest Service.

The IICA Office participated with the U.S. State Department in several meetings of the Board for International Food and Agricultural Development and Economic Cooperation (BIFADEC). Close working relations were maintained with the U.S. Bureau for International Organizations, and with the Permanent Mission of the United States to the OAS.

Research staff from the House Appropriations Committee of the U.S. Congress received support in an evaluation of IICA's activities conducted in Washington, D.C. and San Jose, Costa Rica, as part of a program to review the activities of international agencies. The Senate and House Committees on Agriculture, as well as other key congressional committees were informed of IICA's activities. Also, representatives of IICA met with the staff of the House Committee on Agriculture to discuss agriculture and the Enterprise for the Americas Initiative.

During the year, IICA helped to obtain agricultural trade information through the Economic Research Service, the IDB and ECLAC. For the second consecutive year, the Inter-American Press Association invited IICA to speak on the outlook for agricultural development in Latin America during a special session of a course held in Washington, D.C.

At the request of Mexico, the countries of Central America, Panama and the Dominican Republic, IICA provided support for a seminar held in Guatemala City on the level of pesticide tolerance in agricultural products imported by the United States. The United States was represented by the Environmental Protection Agency (EPA), the Food and Drug Administration (FDA), the USDA and the National Agricultural Chemical Association. The inter-American system was represented by the Regional Program of Scientific and Technological Affairs of the OAS, and members of PAHO. Also in attendance were exporters, producers and governmental officials from participating countries.

Cooperation with Agencies of the Inter-American System

Interinstitutional Agreement. International Exposition, Seville, Spain (Expo-92). The inter-American system (represented by the OAS, IDB, PAHO and IICA) made a joint presentation of its activities at the Universal Fair (Expo-92) in Seville, Spain in the Pavilion of the Americas. The Day of the Americas was attended by the Secretary General of the OAS, the President of the IDB, the Director of PAHO and the Director General of IICA. Later, the pavilion was

visited by the Heads of State of Latin America and Spain, during their summit meeting in Madrid.

Inter-American Development Bank (IDB). Joint activities between IICA and the Bank continued to progress in 1992, opening the way for important collaboration in the future. IICA provided technical support in identifying agricultural investment projects and programs in six countries: in the Dominican Republic, the sustainable agricultural development project in San Juan de la Maguana was concluded; in El Salvador, the

feasibility study on the agricultural sector reform and investment program was completed; in Costa Rica, a fact-finding mission was conducted in support of the Arenal-Tempisque Master Plan and the irrigation program for small areas; in Ecuador, a fact-finding mission was conducted on the modernization of agricultural services and the rural development program; in Nicaragua, negotiations began for drawing up a subprogram to strengthen services at the Ministry of Agriculture and Livestock; and in Panama, the agricultural sector assessment was concluded.

Three new regional technical cooperation projects, funded by IDB and executed by IICA, began operations in 1992. Two involve studies to promote the advancement of women as food producers and marketers in Central America and other Latin American countries. The third calls for designing a mechanism to coordinate the prioritization and execution of agricultural research of importance at the subregional and regional levels, by specialized national agencies.

IICA sponsored three seminars at the IDB: the first focused on developing a strategy for developing agricultural research in LAC; the second analyzed guidelines, specific cases and means for inter-institutional coordination for promoting sustainable agricultural development projects; and in the third, IICA organized one of the sessions of the IDB/ECLAC Colloquium on the Enterprise for the Americas Initiative and trade opening agreements.

The Institute submitted to the IDB the first six proposals for regional and national technology exchange projects with European countries that have signed agreements with the IDB, under the CT/Funds Program. They are being processed for approval.

Organization of American States (OAS). Consultations continued with the OAS regarding cooperative efforts in the areas of science and technology, environment, trade, regional and rural development, and the role of women in development. The Institute participated in numerous inter-agency meetings called by the OAS to study different aspects of humanitarian aid to Haiti, and provided logistic support to the group of political observers that traveled to that country.



*In a joint effort, the agencies of the inter-American system prepared an exhibit for the pavillion **The Challenge of the Americas** at Expo-92 in Seville, Spain. Meeting there were (from left to right) the highest authorities of PAHO, Carlyle Guerra de Macedo; of the IDB, Enrique Iglesias; of the OAS, João Clement Baena Soares; and of IICA, Martin E. Piñeiro.*

IICA also worked with the Inter-American Drug Abuse Control Commission (CICAD) in preparing a proposal for a meeting to analyze crops that could provide an alternative to coca cultivation in the Andean countries. It also participated in the Twelfth Regular Meeting of that body, and in the Sixteenth Meeting of Delegates of the CIM, with a presentation on IICA programs dealing with women in development. IICA attended several regular, special and protocolar meetings of the Permanent Council of the OAS, and of CEP-CIECC, CEPCIES, CIES and CIECC.

IICA participated with the CIES in several seminars on development and environment, and continued its joint efforts with the Department of Regional Development and Environment in relation to the development of border areas (Trifinio) in Central America.

Pan American Health Organization (PAHO). IICA was represented at the 109th meeting of the PAHO Executive Committee, the Thirty-sixth Meeting of the PAHO Directive Council and the Forty-fourth Regional Council for the Americas of the WHO, held at PAHO Headquarters. PAHO participated in the seminar on levels of pesticide tolerance in agricultural products imported by the United States, which was held in Guatemala under the auspices of IICA and several United States organizations working in this field.

Cooperation with Regional and Subregional Agencies

Caribbean Agricultural Research and Development Institute (CARDI). During 1992, IICA continued to provide financial support to CARDI, aimed at

upgrading its research and development program. The Institute was active in organizing and executing an external review of CARDI, in accordance with the recommendations of the support group of donor countries. IICA also participated in the meetings of the CARDI Board of Directors, and in a workshop on strategic planning, which focused on strengthening institutional capabilities in order to meet the recommendations of the external review group. Cooperation activities included an analysis of the agricultural sector of St. Kitts and Nevis, and a regional workshop on tropical fruits, intended to support efforts to promote agricultural diversification in the Caribbean countries.

Caribbean Community (CARICOM). IICA participated in the meetings of the SCMA and its support groups in order to ensure that the Institute activities complement those being carried out by Caribbean agencies promoting agricultural development. CARICOM received technical support in organizing a regional workshop on sustainable agricultural development, and IICA participated in drafting a feasibility study on expanding the coverage of the Plant Quarantine Station in Jamaica to include the entire Caribbean.

Tropical Agriculture Research and Training Center (CATIE). Important operating agreements were reached in 1992 relative to the activities of the member countries; closer ties were forged with national institutions. CATIE continued collaborating with the PROCACAO and PROMECAFE networks, and new actions were undertaken through the CATIE/CIAT/IICA consortium on renewable resources management for sustainable agricultural development in the

American tropics. Through this initiative, important activities on sustainability were carried out in Central America and the Amazon Basin. In addition, and together with IBPGR, CATIE worked with institutions in the member countries to create and implement REMERFI.

Relations between IICA and CATIE emphasized strategic areas of work where CATIE has comparative advantages, especially as concerns natural resources and sustainability.

Caribbean Development Bank (CDB). In 1992, the Director General of IICA and the President of the CDB signed a cooperation agreement aimed at promoting and strengthening cooperation between the two institutions. Terms of reference were drawn up for a study on the agricultural sector of Grenada, and for a study aimed at developing a plan of action for improving the competitiveness of the banana industry in the Windward Islands.

Advisory Council for Agricultural Cooperation in the Countries of the Southern Area (CONASUR). As Secretariat for Coordination, IICA par-



ticipated in the Fourth and Fifth Meetings of the CONASUR Council of Ministers, held in Asuncion and Buenos Aires, respectively. These meetings produced important resolutions in support of subregional integration, including the Agreement on Zoosanitary Requirements for the Exchange of Animals, Embryos, Semen and Fertilized Eggs in the Southern Area. Agreements were reached on the trade of veterinary products and on studies related to minimum risk in animal health; a cooperative program for natural resource conservation and agricultural sustainability was approved, as was an agreement on biosafety. Finally, support was provided for the Cooperative Program for Rural Development in the Countries of the Southern Area (PROCODER), and for promoting rural agroindustry.

Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA). The most important activities of the year were: presentation of the Progress Report on Execution of the Recommendations of the Tenth ICMA and the Resolutions of the Sixth IABA in the CORECA countries; the Twelfth Regular Meeting of the Council; the analysis conducted, in conjunction with authorities from the Dominican Republic, on the possibility of involving that country more actively in the projects of the Council, in compliance with the agreement reached by the Council of Ministers during their Twelfth Meeting; analysis of a proposal for a program to change the production structure in Central America, submitted by the Secretariat of Agriculture and Water Resources (SARH) of Mexico; a Central American Seminar on agricultural negotiations in the context of the North American Free Trade Agreement (NAFTA); presenta-

tion to the CORECA Executive Committee of IICA's work schedule for the countries of the Central Area; implementation of the project to follow up on the First Agricultural Sector Meeting of the Central American Governments with Cooperating Governments and Institutions; and the support given to the CORECA Secretariat for complying with the agreements of the Twelfth Meeting of the Council.

Also, agreement was reached for implementing the IICA plan of activities to support the Secretariat in executing the PAC; the IICA Coordinating Subcommittee for Operations agreed to cooperate with CORECA in preparing the draft of the Declaration of the Presidential Summit that was held in Panama City, Panama, in December.

Development Fund for the La Plata Basin (FONPLATA). This agency, which brings together the countries sharing the River Plate Basin, extended a cooperation agreement with IICA until 1998. In a recent meeting at the IICA Office in Washington, D.C., representatives of both institutions agreed on guidelines for promoting specific cooperation actions in agricultural development programs in the countries of the subregion.

Board of the Cartagena Agreement (JUNTA). The following joint projects continued their work during 1992: PROCIAN-DINO; Support for Integrated Fruit Fly Control in the Andean Area; and Andean Network of Animal Health Laboratories. Other initiatives were also promoted, such as the implementation of the Subregional Policy Analysis and Follow-Up Network, with important progress made in installing SIAPA

and securing possible EEC funding for the purchase of computer equipment. Also, agreement was reached on updating and publishing the Manual on Plant Quarantine Norms and Procedures for the Andean Area. Finally, IICA supported the bilateral and regional trade and integration initiatives of the countries of the Area, as well as those pertaining to the G-3 (Mexico, Colombia and Venezuela).

Permanent Secretariat of the Latin American Economic System (SELA). Cooperation activities were carried out in connection with the Regional Conference on Industrialization, which involved participation in two technical meetings and the preparation of basic documents. The topic of agroindustrial development as part of a new policy on industrialization for the nineties was also presented; it discussed linking the agricultural sector more effectively to the rest of the economy. A seminar on the Single European Market and a new framework for agricultural trade policies was held under the auspices of the Permanent Secretariat of SELA and the Ministry of Agriculture, Fisheries and Food (MAPA) of Spain, in order to analyze its impact on LAC.

Working relations were strengthened with the Integrated Information and Support System for Foreign Trade (SIIACE), which operates under ALADI; the Latin American and Caribbean Foreign Trade Information and Support System (PLACIEX), which receives direct support from SELA through an action committee; and the Commercial Information System for Trade Negotiations (SINC). In addition, IICA holds and contributes to SELA's Information System on Cooperation and Integration Projects and Programs in Latin America and the Carib-

bean (PESICRE), and is involved in a joint effort coordinated by SELA to publish a weekly news bulletin on economic integration in LAC.

Cooperation with the Agencies of the United Nations System

United Nations Food and Agriculture Organization (FAO). IICA's Director General led the delegation participating in the FAO Regional Meeting for Latin America, held in Montevideo, where he presented a paper analyzing the outlook for international technical cooperation in support of agricultural development in the countries of LAC. Several meetings were also held with the FAO Representative in Washington, D.C., in order to arrange for joint activities to eradicate *Amblyomma variegatum* in the Caribbean countries, and IICA participated in the consultation meeting on this subject held in Rome, during which progress was reported on the formation of a group of donors to support this project.

International Bank for Reconstruction and Development (IBRD). Working relations with the World Bank have continued, primarily involving information exchanges and cooperative actions. IICA supported the execution of IBRD loans in certain countries, especially those connected to rural development; thus, the IICA Offices in the countries continued to provide World Bank missions with technical information. Also, the Institute was invited to participate in the special groups providing support to the countries of the Caribbean and Bolivia. With regard to the Caribbean, an IBRD report

designates IICA as qualified to coordinate the provision of advisory services to regional research, training and agricultural extension institutions. As part of a plan of activities between the two institutions, technical personnel from the Bank participated in seminars sponsored by IICA and the Institute continued to participate in the RUTA Project. An IICA agricultural economist/project specialist was seconded to work on the project, and close relations were maintained with IFAD and the IDB for work under way in El Salvador and Costa Rica.

International Fund for Agricultural Development (IFAD). Joint IICA/IFAD missions were conducted in Costa Rica, El Salvador, Guyana, Mexico and Uruguay to analyze the agricultural sector and rural poverty, identify and formulate investment projects and plan future actions. A project was prepared on camelids for the Andean Area, which, it is hoped, will support the development of related activities in the region. IFAD and the IICA Office in Bolivia published four books documenting successful experiences in the poorest areas of that country.

IICA also participated in the Summit on the Economic Advancement of Rural Women, held in Geneva; in the regional follow-up meeting held in Bogota; and in an IFAD seminar held in Pakistan to introduce a new IFAD book on rural poverty worldwide, which in addition to providing statistical data, presents a new strategy for comprehensive agricultural development. Also, preparations are under way for a Latin American Seminar on Communication and Rural Women, scheduled for early 1993.

International Labour Organization (ILO). Regional Representatives of the ILO and IICA officials met to establish a mechanism for facilitating ongoing coordination between the two institutions, so as to implement a variety of initiatives. The ILO's Subregional Advisor on Cooperatives, attached to its Office in Costa Rica, and the Director of IICA's Organization and Management for Rural Development Program, were designated to draw up and sign the agreements.

United Nations Conference on Environment and Development (UNCED)

IICA was an active participant in the UNCED, held in Rio de Janeiro in June. The IICA delegation was led by the Director General, who presented a paper on sustainable agricultural development. As a result of the Conference, IICA established contacts with international and regional agencies specializing in the topics of environment and development, especially the IDB, in order to initiate joint actions through projects to improve rural areas, manage renewable resources and promote sustainable agriculture.

Also, IICA signed an agreement with the recently created Earth Council, which is head-



quartered in Costa Rica. The agreement identifies common work areas of the two agencies for possible joint efforts in the areas of environment, natural resources and sustainable development. Since then, IICA has been providing the Council with logistic and operating support for its establishment in Costa Rica.

United Nations Development Programme (UNDP). During 1992, IICA worked closely with UNDP officials of the Directorate for Latin America, submitting to them a proposal for funding PROCITROPICOS, which is currently under study. A second proposal, also being studied, aims to channeled resources to the Program to Support the First Ladies of Central America, in connection with their participation in the Regional Commission on Social Affairs (CRAS). Further, a UNDP representative took part in an IICA-sponsored seminar on the challenges for international technical cooperation in the 1990s, held in San Jose, Costa Rica in June.

United Nations Development Fund for Women (UNIFEM). Under the terms of the cooperation agreement in effect, the Institute carried out a variety of cooperation activities in benefit of the member countries. These include direct technical advisory services to the governments of Colombia and Bolivia on the topic of women and agricultural policies; to Brazil, in the preparation of studies incorporating the gender dimension in rural development projects; and to Honduras, in connection with a workshop to provide training to technical personnel from the government and farmer organizations in issues related to gender. In Argentina, the systematization of experiences related to work with rural women in the Northeast of that

country was concluded, and in Chile, support was provided in addressing the issue of gender. In conjunction with IFAD, a document on rural women and elements for a communications strategy was written and presented to the meeting of the First Ladies of Latin America and the Caribbean, held in Cartagena. UNIFEM provided support for hiring a consultant who prepared the Regional Program on Women, Environment and Development for Central America, which was approved by the First Ladies of that sub-region.

World Conservation Union (IUCN). Under the terms of the agreement signed with the IUCN, IICA was invited to participate in the Fourth World Congress of National Parks and Protected Areas, held in Caracas. A profile was prepared for the SIDA/IICA/IUCN/ORCA Regional Program for Joint Action on Communications, Women and Sustainable Development, with a view to training technical personnel from governmental and nongovernmental organizations in Central America, Panama and the Andean Area to be instructors. A seminar on rural women in the context of gender issues and sustainable development was held at IICA Headquarters, as was another on gender and sustainable development, organized by ORCA/IUCN's Socioeconomic Program and IICA.

Cooperation with Governments and Institutions of Permanent Observers and Donors

European Economic Community (EEC). In 1992, the EEC approved a study to be conducted by the Institute for orienting conversion of production for small- and

medium-scale farmers in the Southern Cone countries affected by integration in that area. In addition, it continued providing support to PRIAG, a project carried out as a priority action of CORECA. IICA is responsible for administrative and logistic follow-up, and participates in the Scientific Council and Regional Committee linking research and extension.

Federal Republic of Germany. The agreement in effect with GTZ continued in 1992. As part of efforts to draw up a strategy for sustainable agricultural development, both conceptual and methodological contributions were made to the Institute's analysis of sustainability and natural resources. A second stage of the project is being prepared and studied with GTZ officials. The first proposals were made in January during a visit to IICA Headquarters by an official from the Latin American Department of Germany's Ministry of Economic Cooperation.

Finland. IICA and the Finnish Cooperative Development Center (FCC) signed a consultancy contract providing for an IICA expert to participate in the mid-term review of the Integrated Rural Development Program of Region V in Nicaragua. Also, the Technical Cooperation Agency of the Government of Finland was asked to provide support for projects in the member countries.

France. Cooperative relations were further strengthened with the Government of France, especially through the French Cooperation Delegation for Central America. Both the project to improve fruit harvesting in the Eastern Caribbean and the project to support rural agroindustrial development continued. The French Government provided

support for publishing **IICA News** in French, and an expert in agricultural policy joined Program I, increasing the possibilities for cooperation with member countries. Also, a French expert in rural agroindustry continued to coordinate the Hemispheric Rural Agroindustrial Development Program (PRODAR), which is operating in almost every country of Latin America.

IICA was visited by the Research Director of the National Agronomic Research Institute, an agricultural advisor to the National Assembly, and several CIRAD officials, including the Head of the Agricultural Policy Research Unit (URPA/CIRAD), the Head of the Coffee/Cocoa Genetics Department, the Scientific Director for Coffee/Cocoa, two researchers from CIRAD-SAR, and an official from the IPHYTROP Program in Montpellier.

In addition, the Government of France made the Director General of IICA, Martin E. Piñeiro, an officer of Order of Agricultural Merit (Croix de Mérite Agricole).

Japan. The government of Japan was asked to provide the services of a specialist in international cooperation with the Asian countries of the Pacific Rim and their cooperation agencies, and of five animal and plant health experts, with a view to strengthening the Institute's capability to help the member countries place their agricultural products on international markets.

Kingdom of the Netherlands. The Government of the Netherlands was asked to provide support for the following projects: a) Institutional Building for Sustainable Agricultural Production on the Hillside of Central America; and b) Communications and Sustainable Development in Central America:

Training for Instructors and Dissemination of Materials. The latter continues the collaboration under the Radio Nederland Training Centre (RNTC).

Republic of Korea. The IICA/Government of Korea cooperation agreement to study trade opportunities between that country and Central America continued in 1992. With support from IICA, a Korean mission visited Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Panama to meet with groups of farmers, exporters and officials from the ministries of agriculture, with a view to gathering information on possibilities for exports. IICA's Director of External Relations travelled to Korea, where he met with project authorities, participated in a seminar on the impact of trade promotion between Korea and Latin America, and planned activities for 1993.

Spain. Under the IICA/AECI/MAPA joint project, the Department of Statistics of the Technical School for Advanced Studies in Agricultural Engineering (ETSIA) prepared the following documents: a) Agricultural Statistics in Spain: Historical Perspective and Content; b) Conceptual and Methodological Approximations for Preparing Statistics on the Agri-food System; and c) Statistical Analysis of the Agri-food System of the Latin American and Caribbean Countries: A Preliminary Comparison with the SIAPA Data.

Three subregional training seminars on the generation of statistical information and indicators were conducted in Costa Rica, Ecuador and Uruguay for technical personnel from the Central, Andean and Southern Areas, respectively. As a result, mechanisms

were established for gathering information that the countries will use in studying the structure, size and evolution of their agri-food sectors. Also, the Director of IICA's Program I and the specialist in charge of the IICA project on agri-food systems and intersectoral linkages attended a seminar at MAPA Headquarters in Spain to evaluate the results of the agreement and to draw up a new proposal for technical cooperation.

The Spanish Ambassador to the OAS visited IICA Headquarters, as did the Director of Services of MAPA and an official from ETSIA, who spent two weeks studying the analytical and methodological aspects of SIAPA. Furthermore, the Undersecretary for Agriculture of Spain attended the events celebrating the fiftieth anniversary of the founding of IICA, on behalf of the Secretary for Agriculture and the Chairman of the Tenth ICMA. For their part, IICA's Director General and Director of External Relations made an official visit to authorities of the Secretariat of Agriculture of Spain in July.

In December, a seminar was held at IICA Headquarters on the Single European Market,



with emphasis on the new framework of the trade policy for agriculture. Attending were officials from the Secretariat of Agriculture of Spain, representatives from SELA, and from the governments of Costa Rica, Guatemala and Honduras.

With Spain's support, a document on Spain-IICA cooperation was published, describing the highlights of cooperative activities between IICA and that country on behalf of the member countries. In addition, a radio series was produced on Old World cultivars and other contributions that made their way the New World.

Sweden. As part of the IICA/SIDA Women and Communications Project, one international and two nation-wide workshops on mass communications techniques were held in Honduras, Nicaragua and El Salvador. Sixty-five representatives of govern-

mental and nongovernmental organizations received training through these events. With support from SIDA, the project on policy harmonization in Central America continued until mid-year; and conversations with SIDA's Regional Cooperation Program officers began for a third stage. Agreement was reached with SIDA's Division of Natural Resources concerning presentation of a project proposal on economic policy, agricultural trade, environment and poverty in Latin America.

The Director of IICA's Program I traveled to SAREC Headquarters to meet with the Research Officer for Social Sciences and the Humanities, who serves as liaison for the IICA-PROG.I/SAREC project on analysis and consultation for agricultural policies. They agreed to write a book documenting the results of the project and to hold a seminar in Sweden to discuss project achievements. Also, preparations began to extend the project to the poorest countries of Latin America.



Chapter 5

Institutional Structure

Institutional Structure

This Chapter briefly describes the origin, legal bases, structure and objectives of IICA, as well as aspects related to the administration of its human and financial resources.

Origin, Legal Bases, Structure and Objectives

IICA is the agency of the inter-American system specializing in agriculture. It was created in October 1942 by the Governing Board of the Pan American Union, in order to support the efforts of the Member States in promoting agricultural development and rural well-being.

The Institute is composed of three governing bodies: a) the Inter-American Board of Agriculture (IABA), b) the Executive Committee, and c) the General Directorate, which is the executive body composed of the units at Headquarters and IICA's Offices in the Member States.

Executive Committee

The Twelfth Regular Meeting of the Executive Committee, presided over by Mr. Max Witcher, Representative of the United States of America, was held at IICA Headquarters in June. In addition to studying administrative and financial matters, the Executive Committee reviewed and accepted the 1991 Annual Report and studied and approved amendments to the 1993-1994 Program Budget, which will enable the Institute to begin implementation of the mandates of the Sixth Regular Meeting of the IABA and the Tenth Inter-American Conference of Ministers of Agriculture (ICMA). Also, in commemoration of the fiftieth anniversary of the founding of the Institute, the Committee approved a resolution urging the Member States to disseminate the motto of the celebration: "Agriculture: Strength and Future of the Americas."

The Member States sitting on the 1992 Executive Committee were: Antigua and Barbuda, Argentina, Bolivia, El Salvador, Guatemala, Honduras, Paraguay, St. Lucia, St. Vincent and the Grenadines, United States, Uruguay and Venezuela. Representatives of six Member States not represented on this year's

Committee (Barbados, Canada, Costa Rica, Chile, Dominican Republic and Mexico), of four Permanent Observers (France, Italy, Republic of Korea and Spain) and of 17 observer organizations also attended the meeting.

Institutional Organization

The executive body of IICA is the General Directorate. The Director General, Dr. Martin E. Pifeiro (Argentina), is the legal representative of the Institute and is responsible for carrying out the mandates of the IABA.

Headquarters

IICA's Headquarters are in San Jose, Costa Rica.

Office of the Director General

The Office of the Director General includes the Office of the Deputy Director General, the Advisors to the Director General, and the Internal Audit. The Directorates of IICA's technical cooperation Programs and support units, described below, answer directly to the Director General.

Program Directorates

The principal technical units of the Institute are its five Program Directorates. Each is headed by a Director and has a support team at Headquarters, as well as

regional specialists in charge of the technical aspects of the projects being implemented in the different subregions.

IICA's Programs are the following: I: Agricultural Policy Analysis and Planning; II: Technology Generation and Transfer; III: Organization and Management for Rural Development; IV: Trade and Integration; and V: Agricultural Health. The responsibilities of the Program Directorates are to: a) generate new conceptual orientations and working



IICA Headquarters in Costa Rica.

methods for their respective areas of concentration, b) secure external resources to support specific projects, c) establish mechanisms for capitalizing on the experience of their particular Programs, d) provide technical cooperation, e) keep the technical skills of their specialists up to date, f) cooperate with the countries in identifying and analyzing problems, and g) promote institutional strengthening in support of agricultural development.

Center for Programs and Investment Projects (CEPPI)

CEPPI cooperates with the Member States in preparing agricultural sector assessments, profiles and programs, as well as investment projects designed to support agricultural modernization and reactivation in LAC. CEPPI is organized as follows: a Directorate, a Sectoral Studies Area, an Investment Projects Area, and a Project Design and Methodologies Training Division.

Inter-American Agricultural Documentation and Information Center (CIDIA)

CIDIA is responsible for training, information and communications activities at IICA. This includes editing, designing, printing, distributing and marketing Institute publications, as well as the preparation of radio, video and other audiovisual communications. CIDIA's work is executed through five specialized technical divisions: Training, Communications, Documentary Information, Editorial Service and Print Shop.

Directorate of External Relations (DIREX)

DIREX coordinates IICA's relations with international institutions and agencies, as well as with observer and donor countries. To this end, it fosters, supports and coordinates actions to secure external resources and promotes the image of the Institute, through its Official Relations and Protocol Unit, International Cooperation Division and Public Information Unit.

MANAGEMENT STRUCTURE 1992



HEADQUARTERS

Office of the Director General

Director General: Martin E. Piñeiro
Deputy Director General:
L. Harlan Davis; Reed Hertford*
Advisor for Special Affairs:
Rodolfo Martinez
Internal Auditor: Margarita Castillo

Directors of Support Units

External Relations: Jorge Werthein
Programming and Evaluation: Manuel Otero
Finances: Gordon Mair
Human Resources: James Schlotfeldt
Coordination of Institutional Affairs:
J. Andre Ouellette
Inter-American Agricultural Documentation
and Information Center: Jose Nagel

Program Directors

Program I— Agricultural Policy Analysis
and Planning: Carlos Pomareda
Program II— Technology Generation
and Transfer: Eduardo Trigo
Program III— Organization and Management
for Rural Development:
Manuel O. Chiriboga
Program IV— Trade and Integration:
Rodolfo Quiros

* As of December 1, 1992.

Program V— Agricultural Health: Jerry Fowler
Center for Programs and Investment Projects:
Fernando Dall'Aqua

Directors of Area Operations

Assistant Deputy Director General for Operations:
Alfonso Cebreros
Director of Operations (Central Area):
Luis Arturo del Valle
Director of Operations (Caribbean Area):
Reginald Pierre
Director of Operations (Andean Area):
Dario Bustamante
Director of Operations (Southern Area):
Carlos E. Rucks

REPRESENTATIVES OF THE IICA OFFICES IN THE MEMBER COUNTRIES

Canada: Ernani Fiori
United States of America: David Black

CENTRAL AREA

Costa Rica: Hector Morales
(Coordinator of the Plan of Action)
Dominican Republic: Gilberto Paez
El Salvador: Mariano Olazabal
Guatemala: Virgilio Paredes

Honduras: Eduardo Salvado
Mexico: Juan Jose Salazar
Nicaragua: Alfonso Chirinos
Panama: Israel Tineo

CARIBBEAN AREA

Barbados: Reginald Pierre
OECS: Antigua and Barbuda/Dominica/Grenada/
St. Vincent and the Grenadines/St. Lucia/
St. Kitts and Nevis: Reginald Pierre, a.i.
Guyana: George Buckmire
Haiti: Jan Hurwitch
Jamaica: Armando Reyes
Suriname: Finn Damtoft
Trinidad and Tobago: Joan Wallace

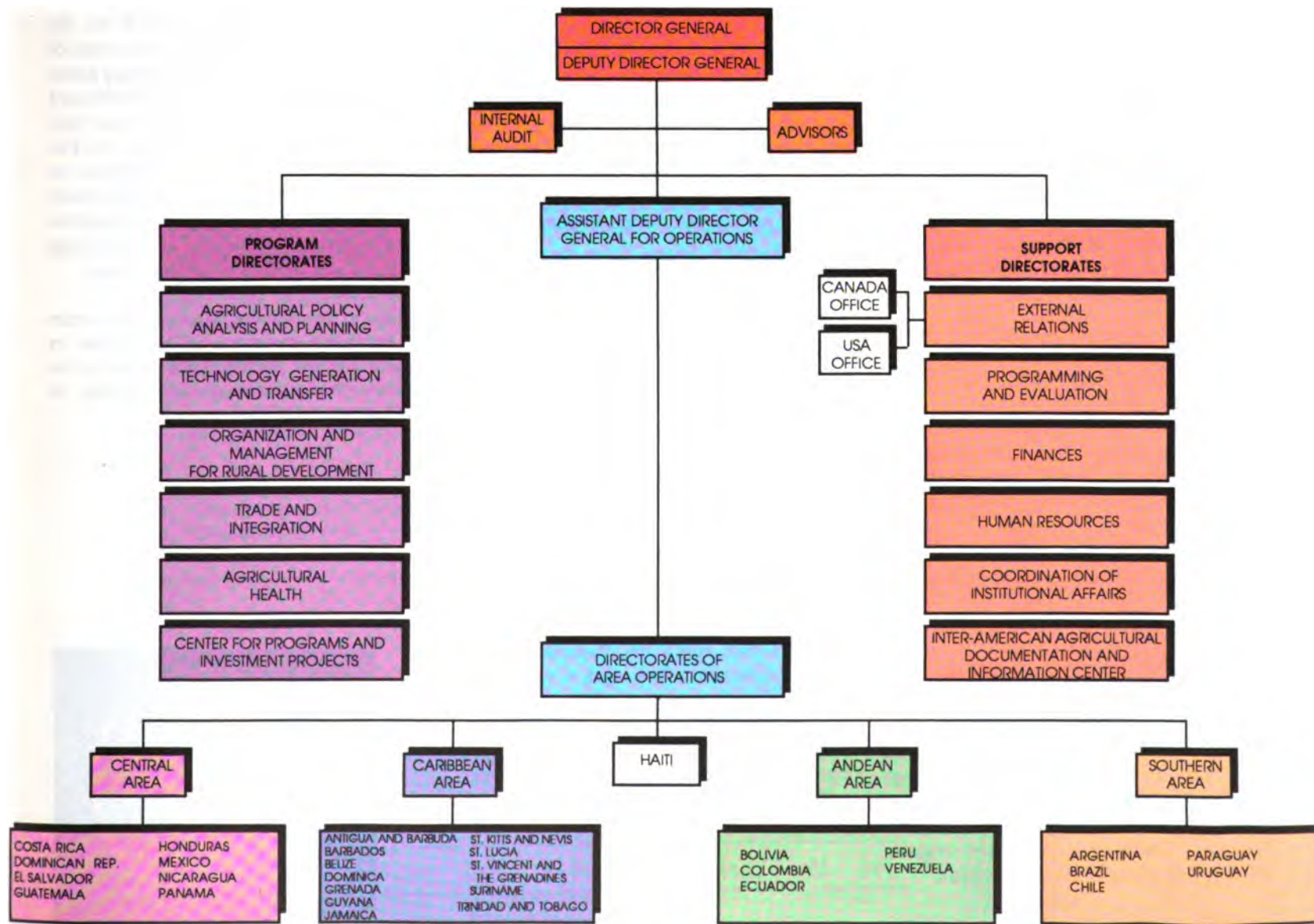
ANDEAN AREA

Bolivia: Benjamin Jara
Colombia: Edgardo Moscardi
Ecuador: Alex Barril
Peru: Martin Ramirez
Venezuela: Diego Londoño

SOUTHERN AREA

Argentina: Carlos Garramon
Brazil: Victor E. Machinea
Chile: Alfredo Alonso
Paraguay: Luiz Carlos Pannunzio
Uruguay: Arnaldo Veras

ORGANIZATIONAL CHART OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (1992)



Directorate of Programming and Evaluation (DIPROE)

DIPROE conducts and coordinates the programming and evaluation system for technical cooperation, with a view to defining strategies of action. It also identifies, prepares and approves new technical cooperation projects and initiatives and allocates the Institute's budgetary resources. DIPROE carries out its efforts through three divisions: a) Programming, b) Technical Cooperation Strategies and Projects, and c) Evaluation of Technical Cooperation.

Directorate of Finances

The Directorate of Finances controls the use of IICA's financial resources and operates the accounting system, through its Division of the Comptroller and Services Division.

Directorate of Human Resources

This Directorate is responsible for advising the Director General on matters related to personnel policy. It works to define and apply measures that will contribute to developing a homogeneous group of employees committed to the objectives and aims of the Institute. Furthermore, through its Benefits and Remunerations and Staff Management Divisions, it manages the staff benefits system, and provides ongoing training and avenues for advancement.

Directorate for the Coordination of Institutional Affairs (DICA)

DICA serves as the Technical Secretariat of the IABA. It keeps the Institute's official documents up to date and provides support in arranging for and managing meetings through its Official Documents and Meetings Unit. Its Language Services Unit is responsible for translation and interpretation services for the four official languages of the Institute.

Office of the Assistant Deputy Director General for Operations

This Office is responsible for directing and monitoring the activities IICA carries out through its Offices in the member countries, with the exception of Canada and the United States.

It is subdivided into the Directorates for Central, Caribbean, Andean and Southern Area Operations, which monitor the performance of the IICA Offices in the countries and apply the Supervision and Follow-Up System. They work to coordinate technical cooperation between the multinational and national projects, and promote horizontal cooperation among the countries as well as relations with regional and subregional technical and financial cooperation agencies.

In 1992, an official IICA flag was designed.

IICA Offices in the Countries

IICA's Offices in the countries are the institutional and administrative backbone of IICA's activities. Their most important duties are to: a) maintain relations with government authorities; b) provide administrative and logistic support to the activities of the five Programs; c) provide technical assistance to the countries in solving unanticipated, short-term problems; and d) upgrade capabilities for identifying, managing and executing programs and projects of national scope.

Due to the different role they play within the Institute's structure, IICA's Offices in Canada and the United States report to the Director General, through the Director of External Relations.



Human and Financial Resources

Human Resources

Human resources planning and development continue to be viewed as a critical aspect of management at the Institute, and the Directorate of Human Resources placed special emphasis on working with the Operations and Programming and Evaluation Directorates, as well as with other management units, to link resource planning to that of human resources. Thus, in 1992, in cooperation with the Coordinating Committee for Operations, new procedures were established for the hiring of consultants. With a view to upgrading international staff, greater efforts were made to broadly distribute

vacancy announcements for International Professional positions. Special priority was placed on working with those countries with a low representation of nationals in the International Professional category.

Following continued efforts to upgrade the salary and benefits of Local Personnel, an agreement was signed with the Hay Group, worldwide consultants in classification and salary administration. Under the agreement, the Hay Group has applied their classification system to all General Services positions and is now providing IICA monthly updates on salary data for all of the member countries through their automated system HAY 2000.

Finally, an orientation guide for IICA International Professional Personnel was published.

Table 1. Distribution of IICA human resources by category and funding source, as of December 31, 1992.

Category	Quotas	%	Extra-quotas	%	Total	%
International Professional Personnel	125	75.76	40	24.24	165	17.84
Local Professional Personnel	82	47.40	91	52.60	173	18.70
General Services Personnel	346	58.94	241	41.06	587	63.46
Total	553	59.78	372	40.22	925	100

Source: Directorate of Human Resources.

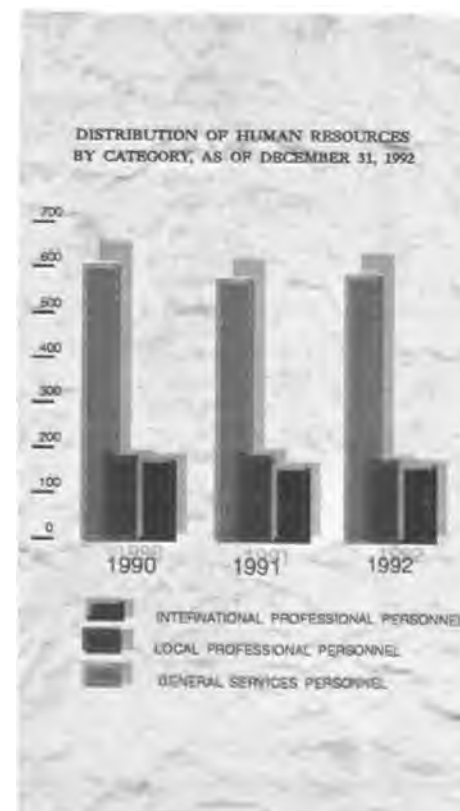


Table 2. Distribution of IICA personnel by nationality, category and funding source as of December 31, 1992.

Nationality	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Antigua and Barbuda	0	0	1	0	0	0	1
Argentina	10	3	1	0	5	11	30
Barbados	1	0	1	0	6	0	8
Bolivia	1	2	1	14	7	2	27
Brazil	10	0	1	32	9	81	133
Canada	6	0	0	0	1	2	9
Chile	11	5	3	3	9	2	33
Colombia	17	4	4	2	14	9	50
Costa Rica	3	0	37	9	127	85	261
Cuba	1	0	0	0	0	0	1
Dominica	0	0	1	0	1	0	2
Dominican Republic	3	2	2	0	7	0	14
Ecuador	2	2	2	18	5	49	78
El Salvador	1	0	1	1	12	1	16
Grenada	3	0	2	0	4	0	9
Guatemala	3	1	3	2	7	5	21
Guyana	2	0	4	0	7	1	14
Haiti	1	0	3	4	5	8	21
Honduras	3	2	2	0	8	2	17
Jamaica	1	0	0	1	7	1	10
Mexico	8	1	4	0	8	3	24
Nicaragua	2	0	0	0	7	0	9
Panama	2	0	1	0	4	2	9
Paraguay	1	0	1	1	6	1	10
Peru	11	9	3	0	11	0	34
Saint Lucia	0	0	1	0	6	0	7
St. Vincent and the Grenadines	0	0	1	0	1	0	2
Spain	1	0	0	0	0	0	1
Suriname	0	0	0	0	4	0	4
Trinidad and Tobago	2	0	2	0	6	0	10
United States	12	3	1	0	0	0	16
Uruguay	4	2	2	0	14	0	22
Venezuela	4	3	0	1	8	6	22
Total	126	39	85	88	316	271	925
Percentage	13.62	4.22	9.19	9.51	34.16	29.30	100

Source: Directorate of Human Resources.

Table 3. Geographic distribution of IICA personnel by category and funding source, as of December 31, 1992.

	International Professional		Local Professional		General Services		Total		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Headquarters	50	9	38	8	154	53	242	70	312
CATIE/Turrialba	0	0	3	0	0	0	3	0	3
United States	2	0	0	0	3	0	5	0	5
Canada	1	0	0	0	1	0	2	0	2
Haiti	2	2	2	4	5	10	9	16	25
Subtotal	55	11	43	12	163	63	261	86	347
Area 1 — Central									
Costa Rica	2	0	1	0	4	1	7	1	8
Dominican Republic	2	0	2	0	7	0	11	0	11
El Salvador	2	2	1	0	9	4	12	6	18
Guatemala	6	1	2	3	6	5	14	9	23
Honduras	4	0	2	0	7	3	13	3	16
Mexico	3	0	3	0	9	2	15	2	17
Nicaragua	4	0	0	0	8	0	12	0	12
Panama	2	0	1	0	4	2	7	2	9
Subtotal	25	3	12	3	54	17	91	23	114
Area 2 — Caribbean									
Antigua and Barbuda	0	0	1	0	1	0	2	0	2
Barbados	5	0	1	0	7	0	13	0	13
Dominica	0	0	1	0	1	0	2	0	2
Grenada	0	0	1	0	3	0	4	0	4
Guyana	2	0	4	0	8	0	14	0	14
Jamaica	3	0	0	1	6	1	9	2	11
Saint Lucia	2	0	1	0	7	0	10	0	10
St. Kitts and Nevis	0	0	1	0	1	0	2	0	2
St. Vincent and the Grenadines	0	0	1	0	1	0	2	0	2
Suriname	2	0	0	0	4	0	6	0	6
Trinidad and Tobago	1	1	2	0	6	0	9	1	10
Subtotal	15	1	13	1	45	1	73	3	76

Table 3. (Cont.)

	International Professional		Local Professional		General Services		Total		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Area 3 — Andean									
Bolivia	2	0	1	14	6	2	9	16	25
Colombia	2	0	4	2	14	9	20	11	31
Ecuador	6	1	2	18	5	49	13	68	81
Peru	3	0	2	0	9	0	14	0	14
Venezuela	2	0	0	1	7	6	9	7	16
Subtotal	15	1	9	35	41	66	65	102	167
Area 4 — Southern									
Argentina	2	0	1	0	5	13	8	13	21
Brazil	5	24	2	33	9	79	16	136	152
Chile	1	0	2	3	9	2	12	5	17
Paraguay	3	0	1	1	6	0	10	1	11
Uruguay	4	0	0	2	14	0	18	2	20
Subtotal	15	24	6	39	43	94	64	157	221
Total	125	40	83	90	346	241	554	371	925
Percentage	13.5	4.3	9.0	9.7	37.4	26.1	59.9	40.1	100

Source: Directorate of Human Resources.

Financial Resources

The year 1992 was a successful one from the standpoint of the financial administration of the Institute. As can be seen from the financial data provided in Tables 1 and 2, 1992 income from quota resources was sufficient to allow IICA to execute its full budget as established by the Inter-American Board of Agriculture, as well as providing the Institute with a modest cash surplus with which to start the 1993 fiscal year.

IICA's ongoing operations are financed by its regular funds, which consist of Member States' quota payments, the overhead charged for administering external resources, and miscellaneous income. In addition to these regular funds, IICA also administers significant amounts of trust funds, which are provided by national and international organizations and agencies for specific

activities in accordance with established objectives. For the last several years, expenditures on these donor-funded activities have increased much faster than have expenditures from regular fund resources. For example, 1992 donor-funded expenditures were 156% of what was expended in 1989, while expenditures from quota resources have only increased by 10% over the same period.

Tables 3 and 4 provide additional financial information. Table 3 illustrates the distribution of the expenditure of quota resources by Chapter: Direct Technical Cooperation Services represented 80% of all quota resource expenditures; Management Costs, 16%; and General Costs and Provisions, 4%. Table 4 breaks down Direct Technical Cooperation Services by category of activity, highlighting the direct costs incurred by the five IICA Programs, where 35.7% of total quota resources are concentrated.

The efficiency of IICA's financial operations was enhanced in 1992 through the introduction of several administrative improvements in the Directorate of Finance. Savings were realized by replacing an out-of-date computing mainframe system with a modern minicomputer system and by rewriting and streamlining the Institute's financial software packages. The new system has made the Institute's financial operation more flexible and responsive to the needs of management.

The principles of increasing the percentage of externally funded activities, while at the same time maximizing operational efficiency through improved use of informatics, will continue to be priorities for the Directorate of Finance in 1993.

Table 1. Income by source of funding for the 1990-1992 period (in US\$).

	1990	1991	1992
Quotas	19 802 804	24 465 669	25 297 788
From earlier year	4 764 430	6 088 832	5 730 207
From the stipulated year	15 038 374	18 376 837	19 567 581
External Resources*	27 747 804	28 245 240	33 049 054
Total	47 550 608	52 710 909	58 346 842

* Includes Indirect Administrative and Technical Costs (CATIs).

Source: Directorate of Finance (without audit).



Table 2. Execution of resources by source of funding 1990-1992 (in US\$).

	1990	1991	1992
Quotas	21 152 806	23 582 593	24 639 134
External Resources	23 754 225	28 254 918	32 305 196
Indirect Administrative and Technical Costs (CATIs) ^a	1 810 327	2 409 975	2 812 376
Direct Costs ^b	21 943 898	25 844 943	29 492 820
Total	44 907 031	51 837 511	56 944 330

a Refers to the collection of Indirect Administrative and Technical Costs (CATIs).

b Includes expenditures budgeted in agreements and contracts based on exchange rate differentials and the return of balances.

Source: Directorate of Finance (without audit).

Table 3. Execution of quota resources, by Chapter, 1990-1992 (in US\$).

	1990	%	1991	%	1992	%
Direct Technical Cooperation Services	16 886 101	80	18 388 910	78	19 719 319	80
Management Costs	3 659 496	17	4 131 174	18	4 052 143	16
General Costs and Provisions	607 209	3	1 062 509	4	867 672	4
Total	21 152 806	100	23 582 593	100	24 639 134	100

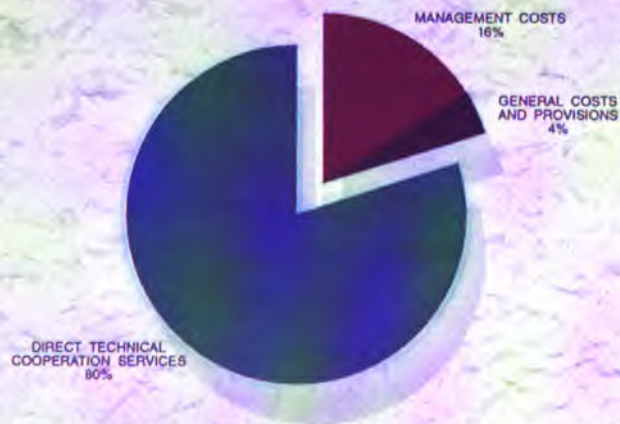
Source: Directorate of Finance (without audit).

Table 4. Execution of quota budget, by category of activity for 1992 (in US\$).

Chapter/Units	Total expenditures	Amount in US\$
Chapter I — Direct Technical Cooperation Services		19 719 319
Programs	8 789 378	
Program I	1 847 045	
Program II	2 566 222	
Program III	1 795 182	
Program IV	1 012 876	
Program V	1 568 053	
Center for Programs and Investment Projects	790 137	
Inter-Program Projects	1 226 451	
IICA Offices in the Countries	6 248 720	
Technical Support Services	676 443	
Contribution to the Tropical Agriculture Research and Training Center (CATIE)	1 161 155	
CARDI	300 000	
Short-term Technical Cooperation and Pre-Investment Costs	527 035	
Chapter II — Management Costs		4 052 143
Chapter III — General Costs and Provisions		867 672
Total		24 639 134

Source: Directorate of Finance (without audit).

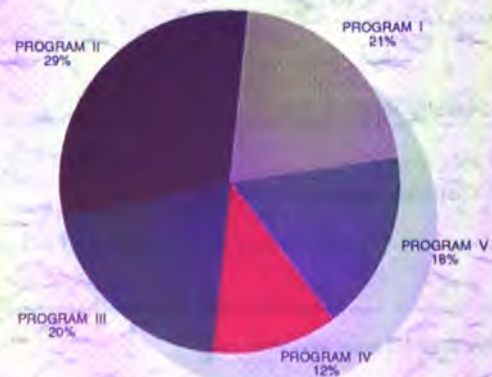
EXECUTION OF QUOTA
RESOURCES, BY CHAPTER



DETAIL OF THE EXECUTION OF QUOTA
RESOURCES ALLOCATED TO DIRECT
TECHNICAL COOPERATION SERVICES



DETAIL OF THE EXECUTION OF QUOTA
RESOURCES ALLOCATED TO THE PROGRAMS



GLOSSARY

ADB	Agricultural Development Bank	CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic
ADCU	Agricultural Diversification Coordinating Unit	CORESA	Regional Animal Health Committee for the Southern Area
AECI	Spanish International Cooperation Agency	COSAVE	Plant Protection Committee for the Southern Area
AIBDA	Inter-American Association of Agricultural Librarians and Documentalists	COSUDE	Swiss Cooperation Agency for Development
ALADI	Latin American Integration Association	COTESU	Swiss Technical Cooperation
ALIDE	Latin American Association of Development Finance Institutions	CPPC	Caribbean Plant Protection Commission
AVDRC	Asian Vegetable Development and Research Centre	DICAI	Directorate for the Coordination of Institutional Affairs (IICA)
BIFADEC	Board for International Food and Agricultural Development and Economic Cooperation	DIPROE	Directorate for Programming and Evaluation (IICA)
CABI	Commonwealth Agricultural Bureau International	DIREX	Directorate of External Relations (IICA)
CABEI	Central American Bank for Economic Integration	ECLAC	Economic Commission for Latin America and the Caribbean
CACM	Central American Common Market	EEC	European Economic Community
CAF	Andean Development Corporation	FAC	French Agricultural Cooperation
CARAPHIN	Caribbean Animal and Plant Health Information Network	FAO	United Nations Food and Agriculture Organization
CARDI	Caribbean Agricultural Research and Development Institute	FIC	French Inter-ministerial Fund for the Caribbean
CARICOM	Caribbean Community	FINNIDA	Finnish International Development Agency
CARIRI	Caribbean Industrial Research Institute	FONPLATA	Fund for the Development of the Plata Basin
CATIE	Tropical Agriculture Research and Training Center	GATT	General Agreement on Tariffs and Trade
CATIs	Indirect Administrative and Technical Costs	GTZ	German Agency for Technical Cooperation
CBI	Caribbean Basin Initiative	IABA	Inter-American Board of Agriculture
CDB	Caribbean Development Bank	IACW	Inter-American Commission of Women
CEPCIECC	Permanent Executive Committee of the Inter-American Council for Education, Science and Culture	IBPGR	International Board for Plant Genetic Resources
CEPCIES	Permanent Executive Committee of the Inter-American Economic and Social Council	IBRD	International Bank for Reconstruction and Development
CEPPI	Center for Programs and Investment Projects (IICA)	ICMA	Inter-American Conference of Ministers of Agriculture
CPC	Caribbean Food Corporation	ICRAF	International Council for Research in Agro-Forestry
CPCS	Caribbean Food Crop Society	IDB	Inter-American Development Bank
CFDC	Caribbean Farmers Development Company	IDRC	International Development Research Centre
CGIAR	Consultative Group on International Agricultural Research	IFAD	International Fund for Agricultural Development
CIAT	International Center for Tropical Agriculture	IICA	Inter-American Institute for Cooperation on Agriculture
CICAD	Inter-American Drug Abuse Control Commission	ILO	International Labour Organization
CIDA	Canadian International Development Agency	INRA	National Institute for Agronomic Research
CIDIA	Inter-American Agricultural Documentation and Information Center (IICA)	IRAT	Tropical Agronomic and Horticultural Research Institute
CIECC	Inter-American Council for Education, Science and Culture	IRCC	French Coffee and Cocoa Research Institute
CIES	Inter-American Economic and Social Council	IRFA	Fruit Research Institute
CIMMYT	International Maize and Wheat Improvement Center	ISAAA	International Service for the Acquisition of Agrobiotechnology Applications
CIP	International Potato Center	ISAPLAC	Information System on Animal Production for Latin America and the Caribbean
CIRAD	Center for International Cooperation in Agricultural Research for Development	ISNAR	International Service for National Agricultural Research
CNIRD	Caribbean Network for Integrated Rural Development	IUCN	International Union for Conservation of Nature and Natural Resources (World Conservation Union)
COINSA	Inter-American Commission on Animal Health	JUNTA	Board of the Cartagena Agreement
COMACA	Council of Ministers of Agriculture of the Central American Isthmus	LAC	Latin America and the Caribbean
CONASUR	Advisory Council for Agricultural Cooperation in the Countries of the Southern Area	MERCOSUR	Southern Common Market
		NAFTA	North American Free Trade Agreement
		NGO	Non-governmental organization
		OAS	Organization of American States
		OECS	Organization of Eastern Caribbean States

OIE	International Office of Epizootics	PROMECAFE	Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic
OIRSA	Regional International Organization for Agricultural Health	REDARFIT	Andean Phyto-genetic Resources Network
ORCA	Regional Office for Central America (IUCN)	REDCAFE	Bibliographic Information Service on Coffee
OTS	Organization of Tropical Studies	REMERFI	Meso-American Network of Plant Genetic Resources
OUI	Inter-American Organization for Higher Education	RERUMEN	Small Ruminants Network
PAC	Plan of Action for Agriculture in Central America	RIMISP	International Network for Research Methodologies on Production Systems
PADF	Pan American Development Foundation	RIP	Professional Exchange Network
PAHO	Pan American Health Organization	RISPAL	Latin American Research Network for Animal Production Systems
PARLACEN	Central American Parliament	RNTC	Radio Nederland Training Centre
PIP	Postharvest Institute for Perishables	RUTA	Regional Unit for Technical Assistance
PLACIEX	Latin American and Caribbean Foreign Trade Information and Support System	SAREC	Swedish Agency for Research Cooperation with Developing Countries
PLANLAC	Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean	SCMA	Standing Committee of Ministers Responsible for Agriculture
PRACA	Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic	SDID	Société de Développement International Desjardins
PRIAG	Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama	SELA	Latin American Economic System
PROCACAO	Regional Network for Cacao Technology Generation and Transfer	SIAPA	Information System for Agricultural Policy Analysis
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion	SIDA	Swedish International Development Authority
PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Cone	SIECA	Permanent Secretariat of the General Treaty on Central American Economic Integration
PROCITROPICOS	Cooperative Program on Research and Technology Transfer for the South American Tropics	TACPPDC	Technical Advisory Committee of Plant Protection Directors of the Caribbean
PROCODER	Cooperative Program for Rural Development in the Countries of the Southern Area	TROPIGEN	Plant Genetic Resources Network for the South American Tropics
PRODAR	Hemispheric Rural Agroindustrial Development Program	UNCED	United Nations Conference on Environment and Development
		UNCTAD	United Nations Conference on Trade and Development
		UNDP	United Nations Development Programme
		UNICEF	United Nations Children's Fund
		UNIFEM	United Nations Development Fund for Women

PHOTOGRAPHS

Michael J. Snarskis p.4.

Costa Rican Coalition for Development Initiatives (CINDE) pp. 5, 6 (above), 15 (left and above), 18, 23 (above), 29 (three photos), 31 (two photos), 43 (two photos), 47, 53 (below), 69, 72, 78, 79.

"Madre Tierra II", Phillipe Hunzinker Pennington, Guatemala. Honorable Mention, IICA/GTZ Photography Award 1991 p. 6 (below).

Olman Trigueros pp. 7 (above), 11 (below), 37, 98.

"La unión hace la fuerza", Raul Sandoval T., Bolivia. Selected Photo, 1989 IICA/RNTC Photography Award p. 7 (below).

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Ada Barandica, Colombia. Selected Photo, 1989 IICA/RNTC Photography Award p. 9.

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"Deshierbando", Baudilio Lorenzo C., Guatemala. Selected Photo, 1989 IICA/RNTC Photography Award p. 27.

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IICA Offices in the Member States

ANTIGUA AND BARBUDA

Mailing address: c/o OAS
P.O. Box 897, St. John's
Antigua and Barbuda

ARGENTINA

Mailing address:
Casilla de correos 2448
Buenos Aires, Argentina

BARBADOS

Mailing address: P.O. Box 705-C
Bridgetown, Barbados

BOLIVIA

Mailing address:
Cajón postal 9142
La Paz, Bolivia

BRAZIL

Mailing address:
Caixa postal 02995
71600 Brasília, D.F., Brasil

CANADA

Mailing address:
130 Albert Street, Suite 1002
Ottawa, Ontario, K1P 5G4
Canada

CHILE

Mailing address: Casilla 244,
Correo 34
Santiago, Chile

COLOMBIA

Mailing address:
Apartado aéreo 14592
Bogotá, Colombia

COSTA RICA — Headquarters

Mailing address: Apdo. 55-2200
Coronado, Costa Rica

DOMINICA

Mailing address:
c/o Division of Agriculture
Botanical Gardens,
Roseau, Commonwealth
of Dominica, W.I.

DOMINICAN REPUBLIC

Mailing address: Apartado 711
Santo Domingo, República Dominicana

ECUADOR

Mailing address: Apartado 201-A
Quito, Ecuador

EL SALVADOR

Mailing address:
Apartado (01) 78
San Salvador, El Salvador

GRENADA

Mailing address: P.O. Box 228
St. George's, Grenada, W.I.

GUATEMALA

Mailing address: Apartado 1815,
Código postal 01901
Guatemala, Guatemala

GUYANA

Mailing address: P.O. Box 10-1089
Georgetown, Guyana

HAITI

Mailing address: B.P. 2020
Port-au-Prince, Haiti

HONDURAS

Mailing address: Apartado 1410
Tegucigalpa, Honduras

JAMAICA

Mailing address: P.O. Box 349
Kingston 6, Jamaica, W.I.

MEXICO

Mailing address: Apartado 61-148
Código postal 06600
México, D.F., México

NICARAGUA

Mailing address: Apartado 4830
Managua, Nicaragua

PANAMA

Mailing address: Apdo.
Zona 4, Panamá, P.R.

PARAGUAY

Mailing address:
Casilla de Correos 287
Asunción, Paraguay

PERU

Mailing address:
Apartado 14-0185
Lima 14, Perú

ST. KITTS AND NEVIS

Mailing address:
P.O. Box 848
Basseterre
St. Kitts and Nevis

ST. LUCIA

Mailing address:
P.O. Box 1223
Castries, St. Lucia

ST. VINCENT AND THE GRENADINES

Mailing address: c/o OEA
P.O. Box 654, Kingstown
St. Vincent and the Grenadines

SURINAME

Mailing address:
P.O. Box 1895
Paramaribo, Suriname

TRINIDAD AND TOBAGO

Mailing address: P.O. Box 1318
Port of Spain, Trinidad and Tobago

UNITED STATES OF AMERICA

Mailing address:
1889 F. Street, N.W., Suite 840
Washington, D.C. 20006-4499
USA

URUGUAY

Mailing address:
Casilla de Correos 1217
Montevideo, Uruguay

VENEZUELA

Mailing address: Apartado 5345
Caracas, Venezuela



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE
Headquarters P. O. Box 55-2200 Coronado, Costa Rica / Tel.: 29-02-22/
Cable: IICASANJOSE/Telex: 2144 IICA CR / FAX (506) 29-47-41, 29-26-59 IICA COSTA RICA