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INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



IICA



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**REPORT OF ACCOMPLISHMENTS OF THE DIRECTOR GENERAL
SUMMARY**

Carlos E. Aquino González

San Jose Costa Rica, January 1998



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



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Foreword

The Document “Summary of the Director General’s Report of Accomplishments” provides information on important aspects of the institutional transformation process implemented during the period 1994-1998, and on the results and accomplishments of the technical cooperation carried out.

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Mission

To encourage, promote and support the efforts of the Member States and the organizations of civil society, aimed at achieving the sustainable development of agriculture and rural well-being.



Vision

To become a Hemispheric Network that provides services to complement the sustainable agricultural development efforts of its Member States, using the latest information technologies, communications and training.

To carry out its mission, IICA will encourage and facilitate horizontal cooperation among institutions, countries and regions; and contribute to the dissemination of experiences and technology, as well as to the articulation and integration of efforts between the public and private sectors of the countries.

INTEGRATED VISION OF THE TRANSFORMATION OF IICA

**“...for a renewed institution that is flexible,
decentralized and effective, adjusted to the new
needs of the Member States...”**

Why transform IICA?

Political changes in the social and economic environment

International markets Opening-Integration

- Changes in demand
- Emergence of Asia



New national policies with leading role of private sector



changes in agriculture

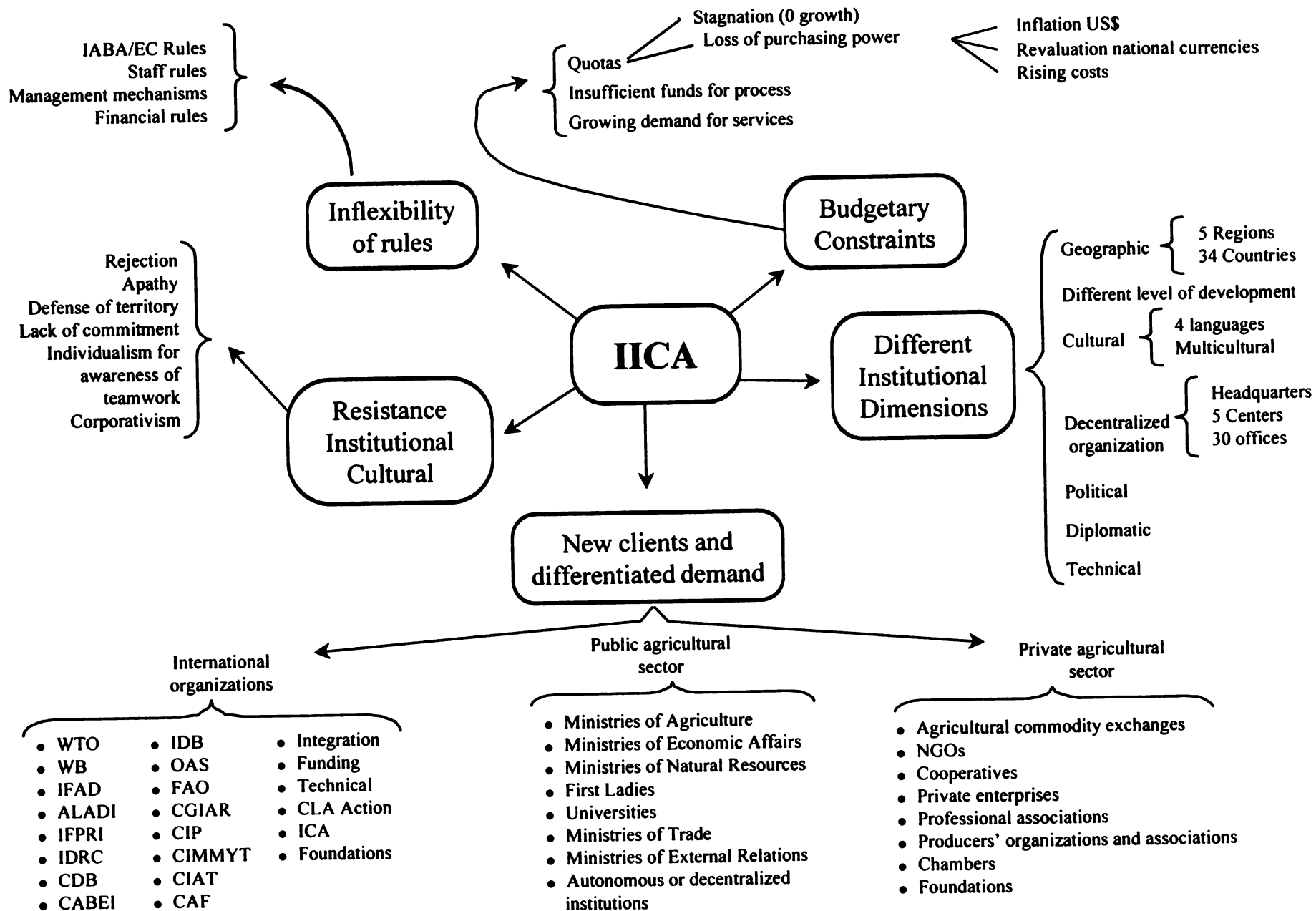
Changes in demand for IICA's services

and the rural milieu

GLOBAL CHANGES DICTATE DEMAND FOR COOPERATION FROM THE COUNTRIES



Dificultades y restricciones de la transformación





Conceptual underpinnings of the transformation

- Nuevo New style and forms of cooperation
- Hemispheric mandates
- Differentiated regional strategies
- Partnerships
- Greater involvement of countries in management
- New institutional culture

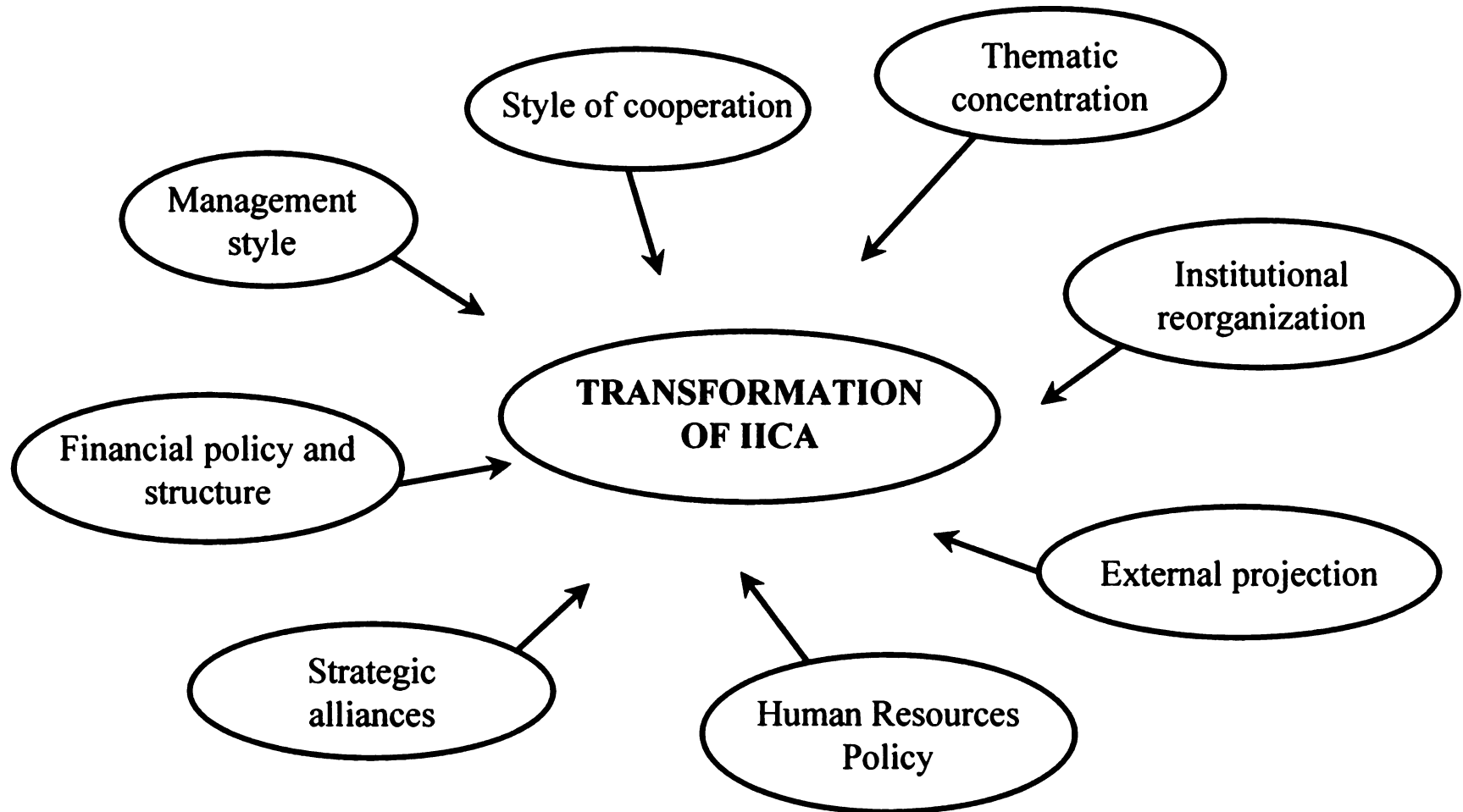
- Systemic approach to the role of agriculture in development
- Economic opening
- Modernization of agriculture - Competitiveness
- Sustainable development
- Equity/rural poverty alleviation
- Integration



INCREASE THE RELEVANCE AND EFFECTIVENESS OF INSTITUTIONAL PRODUCTS IN LINE WITH THE HEMISPHERIC MANDATE



Components of the transformation





Management Style

**Participatory
management**

**Constant
learning
constante**

**Participation of
the Countries in
management**

**Inter-American
dimension**

Transparency

Style of Cooperation

**Differentiated regional
strategies**

**National, regional
and hemispheric
dimensions**

**Focused on
hemispheric
mandate**

**Horizontal
cooperation
among countries**

**Alliances with
national and
international
institutions**



Evolution and concentration of technical cooperation

1985	10	Programs
1987 / 93	5	Programs
1994 / 97	4	Areas of Concentration
1998 / 99	4	Areas of Concentration

FOR 1998 / 99, IT IS PLANNED THAT THE WORK OF THE AREAS OF CONCENTRATION WILL FOCUS ON A LIMITED NUMBER OF STRATEGIC ISSUES

1
2
3
4
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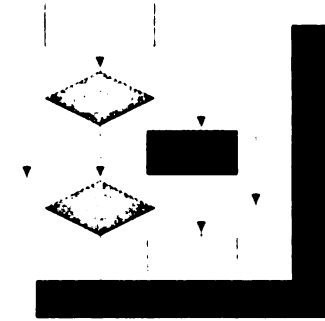
Strategic topics and priorities for institutional action 1998 - 1999

- ▶ Continuous analysis of the situation of and outlook for agriculture
- ▶ International trade and integration of the Americas
- ▶ Education and training for the modernization of agriculture
- ▶ Agricultural health in support of trade
- ▶ Technological Innovation
- ▶ Institutional framework of agriculture and rural areas
- ▶ Comprehensive modernization of rural areas





Institutional reorganization



- ▶ **Adjustment and restructuring of Headquarters (Three Management Units: Technical Management Unit, Management Unit for the Coordination of Regional Operations and the Management Unit for Resources and Corporate Services)**
- ▶ **Establishment of 5 Regional Centers: Northern, Andean, Central, Caribbean and Southern**
- ▶ **Decentralization of resources and decision making**
- ▶ **Role of Technical Cooperation Agencies**
- ▶ **Consultative Councils**
- ▶ **Establishment of Technological Platform to improve communications and for the execution of technical and administrative processes**
- ▶ **Amendments to the Rules of Procedure of the General Directorate and the Executive Committee, in order to optimize management**
- ▶ **Creation of the category of IICA Associate Status for Permanent Observers, Non-Member Countries and International Organizations**



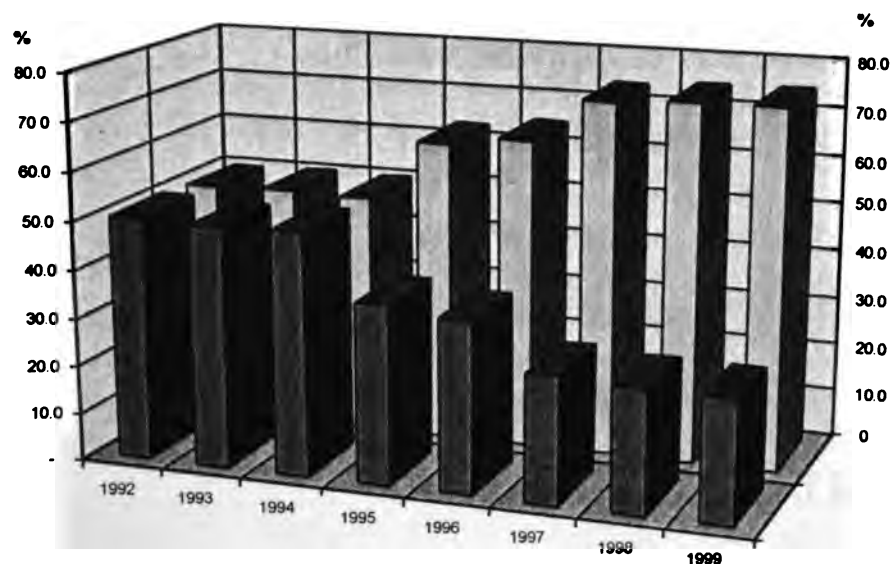
Financial policy and structure

- ▶ Growth in external funds
- ▶ New policy on Indirect Administrative and Technical Costs, CATIs
- ▶ Creation of the Net Institutional Rate, NIR
- ▶ Creation of the Patrimonial Fund approved
- ▶ AgriFuture Foundation
- ▶ Associate countries and organizations
- ▶ Co-financing





Policy of decentralization of resources Quotas and Miscellaneous Income



Programmed for 1998-1999

Headquarters
 Regional Centers

Incremento Increase in resources allocated to technical cooperation Quotas and Miscellaneous Income, by chapter 1992 - 1999

(in millions of US\$)

PERIOD	DIRECT TECHNICAL COOPERATION SERVICES		MANAGEMENT COSTS		GENERAL COSTS AND PROVISIONS		TOTAL
	US\$	%	US\$	%	US\$	%	US\$
1992	20.7	78.7	5.0	19.1	0.6	2.2	26.3
1993	21.1	81.3	3.9	15.2	0.9	3.5	25.9
1994	23.1	81.3	4.6	16.4	0.7	2.3	28.4
1995	22.3	83.8	3.3	12.4	1.0	3.8	26.6
1996	24.8	86.4	3.2	11.2	0.7	2.4	28.7
1997	26.2	86.9	2.6	8.7	1.3	4.4	30.2
1998	26.5	88.4	2.4	8.0	1.1	3.5	30.1
1999	26.3	87.6	2.3	7.8	1.4	4.6	30.0

1997: Estimated 1998 / 1999: Programmed



Human Resources Policy

- ▶ **Development of new institutional culture**
- ▶ **Training of personnel**
- ▶ **Teamwork**
- ▶ **Decentralization**
- ▶ **Rationalization of the personnel roster**
- ▶ **Amendments to the Staff Rules and to the System for the Determination of Remuneration**



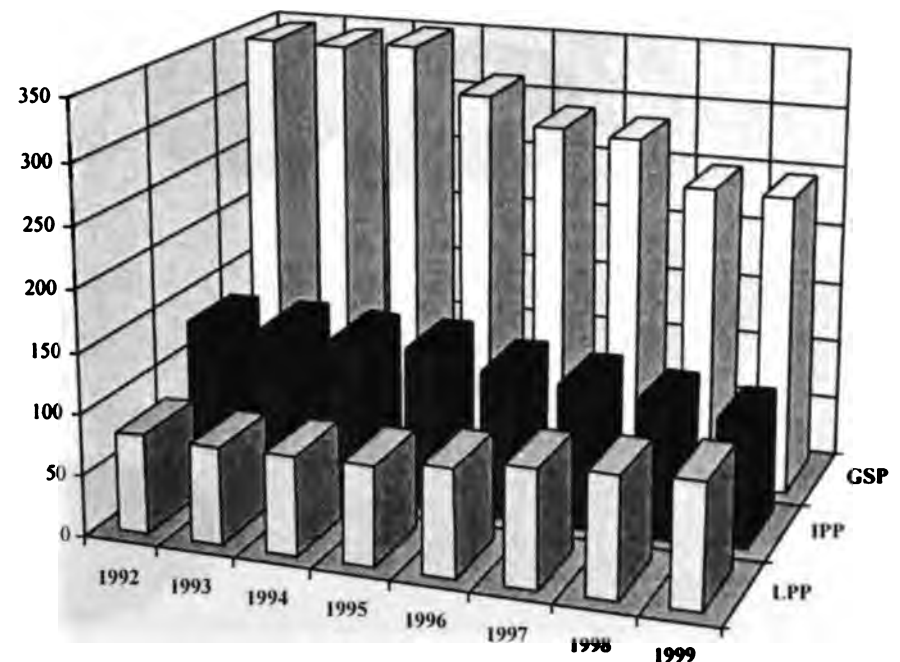
**Evolution of human resources
financed with the Regular Fund
(Quotas and Miscellaneous Income)
1992 - 1999**

YEAR	IPP	LPP	GSP	TOTAL
1992	134	82	346	562
1993	134	79	344	557
1994	132	80	349	561
1995	132	81	312	525
1996	121	87	289	497
1997	117	95	285	497
1998	110	98	249	457
1999	103	101	247	451

1999:

Does not include positions financed with External Resources
and CATIs

**Adjustment of the Personnel Roster to
the Actual Availability of Resources
Number of Positions**

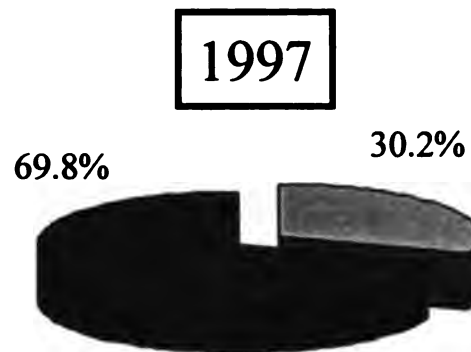
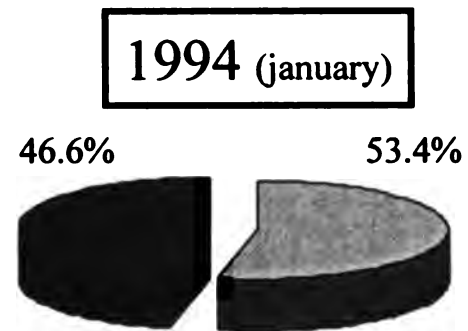
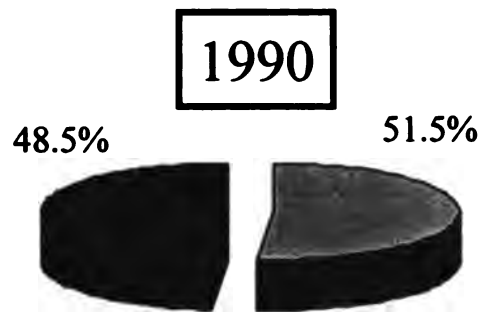


Note:

1998-1999 programmed

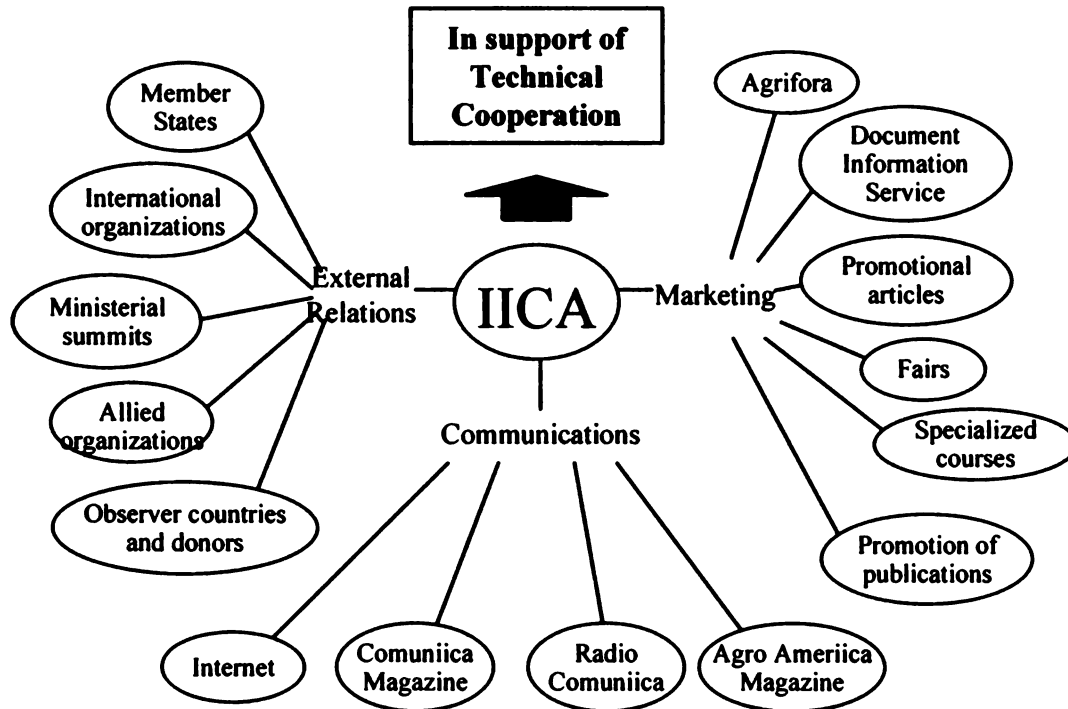


Decentralization of IPP personnel QUOTAS





Proyección Externa



Policy and activities for external projection:

- Closer relations with Member States
- Strengthening of relations with other international organizations
- Policy of rapprochement with Observer Countries and Donors
- Communications productions
- Marketing of Corporate Image (fairs, publications, agrifora)



Strategic Alliances



Strategic alliances strengthen IICA's technical and financial capabilities, in order to expand the cooperation provided to the Member States

- ✓ AECI
- ✓ IDB
- ✓ CIRAD
- ✓ IFAD
- ✓ SIHCA
- ✓ Texas A&M University
- ✓ FAO-IICA Joint Plan of Action
- ✓ SIDA
- ✓ GTZ
- ✓ The Netherlands



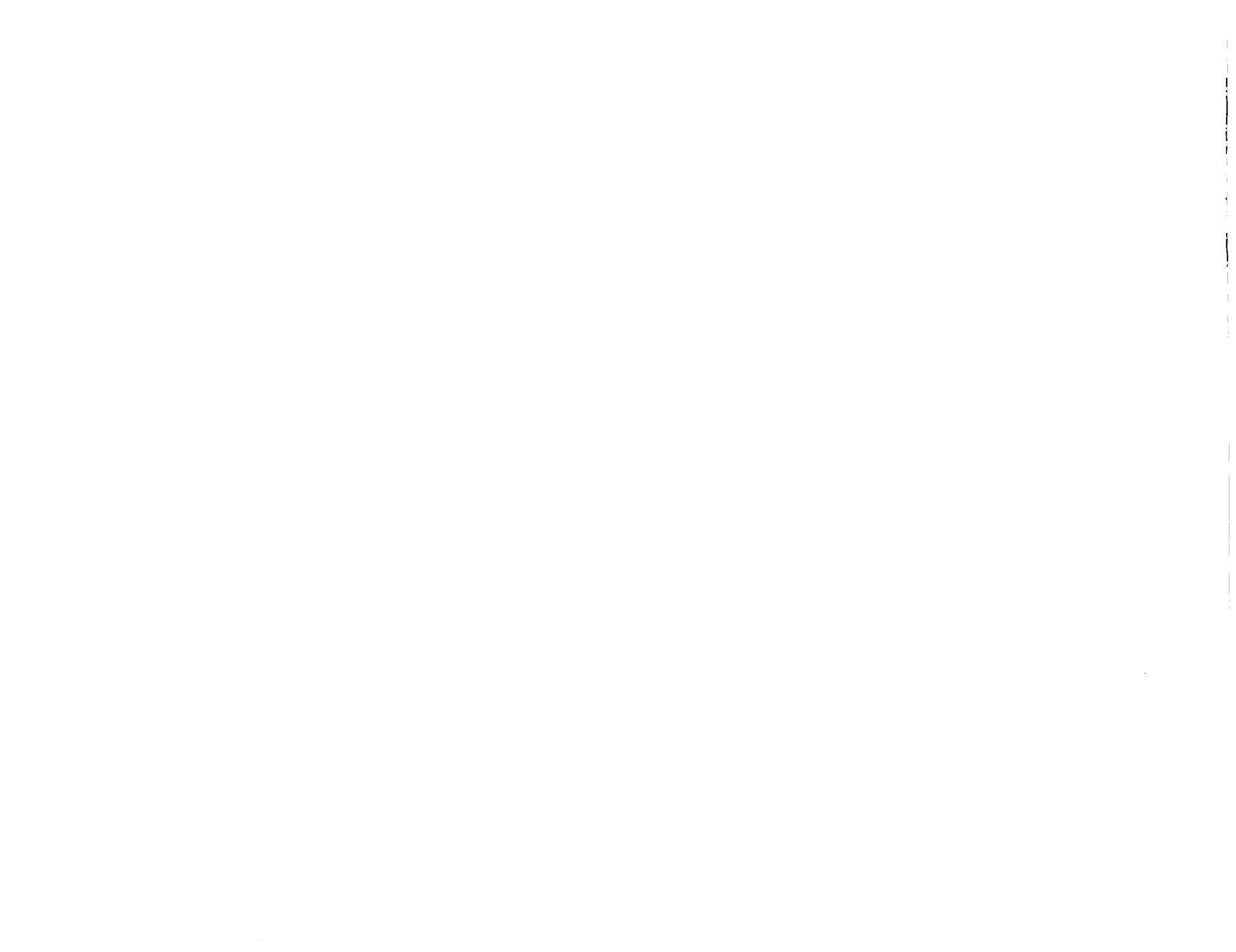
Effects of the Institutional Transformation of IICA

As a result of the transformation process, IICA:

- ▶ Has an institutional structure in place that is more appropriate for supporting the efforts of the Member States to develop agriculture

- ▶ Has developed capabilities and more effective and less costly mechanisms for:
 - Addressing strategic hemispheric issues
 - Providing cooperation to the private sector
 - Differentiating strategies, based on the needs of each region
 - Repositioning IICA in technical and political terms in areas such as:
 - /// Advanced agricultural education
 - /// Genetic resources
 - /// Trade
 - /// Agroindustry
 - Promoting strategic alliances that multiply the capacity for cooperation

- ▶ Has developed information systems keyed to the needs of the Member States



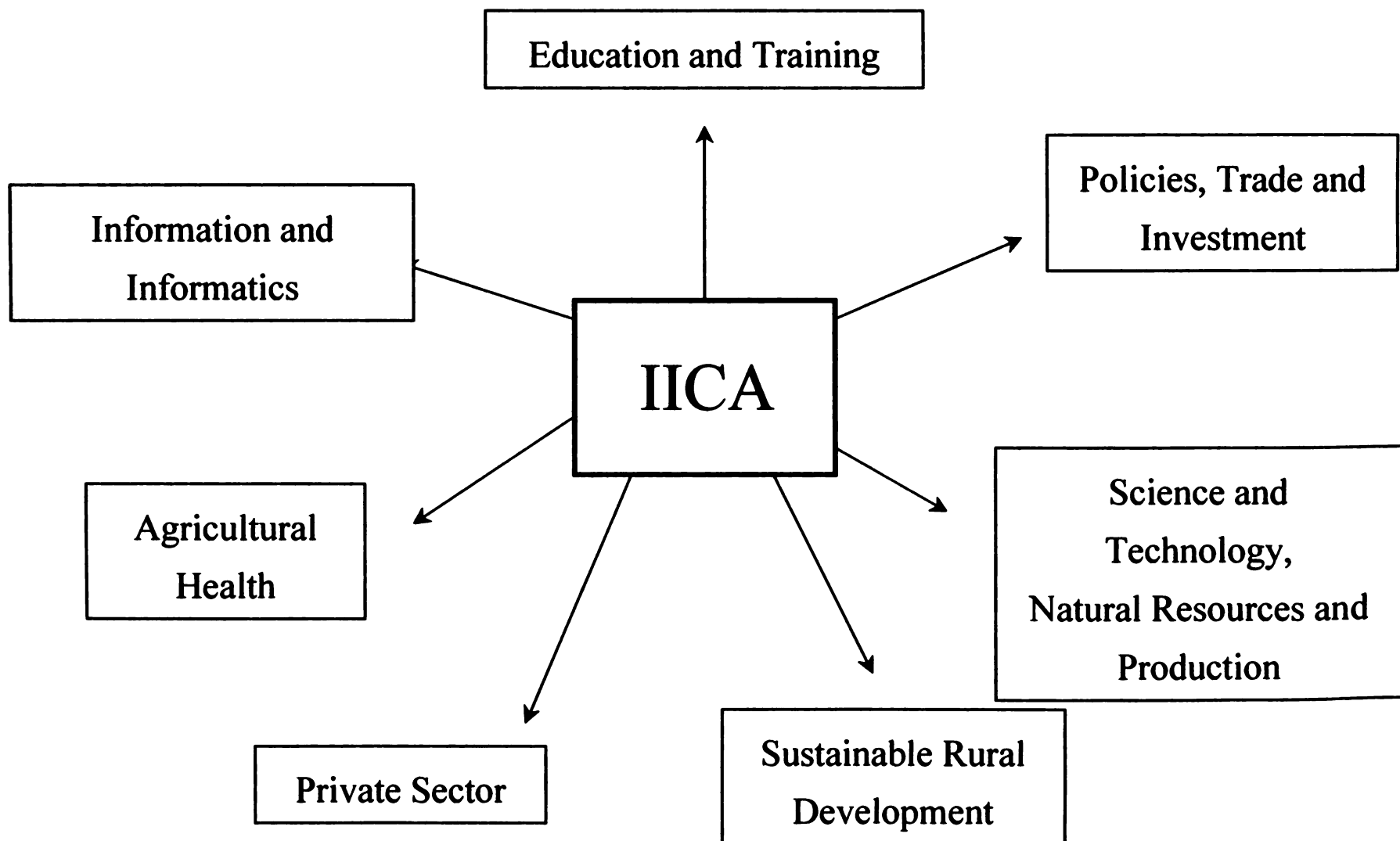
Effects of the Institutional Transformation of IICA

- ▶ Is in a position to make better use of resources and the institutional system
- ▶ The transformation of IICA and the training of its officials has generated capabilities in new areas of use in supporting the transformation and modernization of institutions in the countries
- ▶ The decentralization into Regional Centers makes it possible to:
 - Bring services closer to the users
 - Mobilize technical capabilities/create networks
 - Support cooperative programs in the agricultural sector
 - Establish regional alliances
 - Lend greater support to the integration processes
 - Innovate in the area of technical cooperation
 - Develop new approaches in technical topics that have been influential in the repositioning of agriculture (expanded agriculture, sustainable development, management of the systemic approach to the role of agriculture in development, etc.)



PRIORITY TOPICS FOR
ACTION IN THE PERIOD
1994-1998

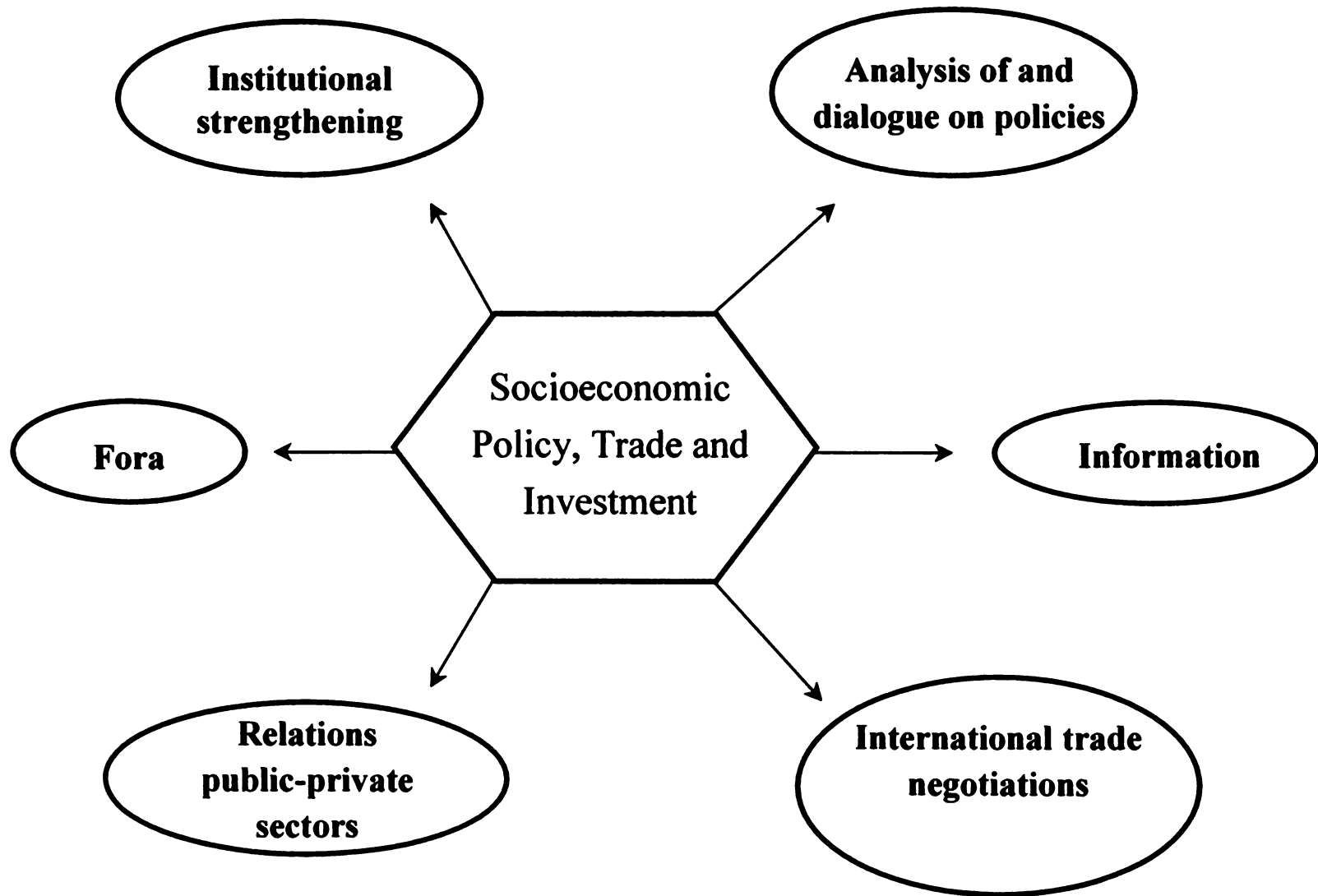
IICA's priorities and topics 1994-1998



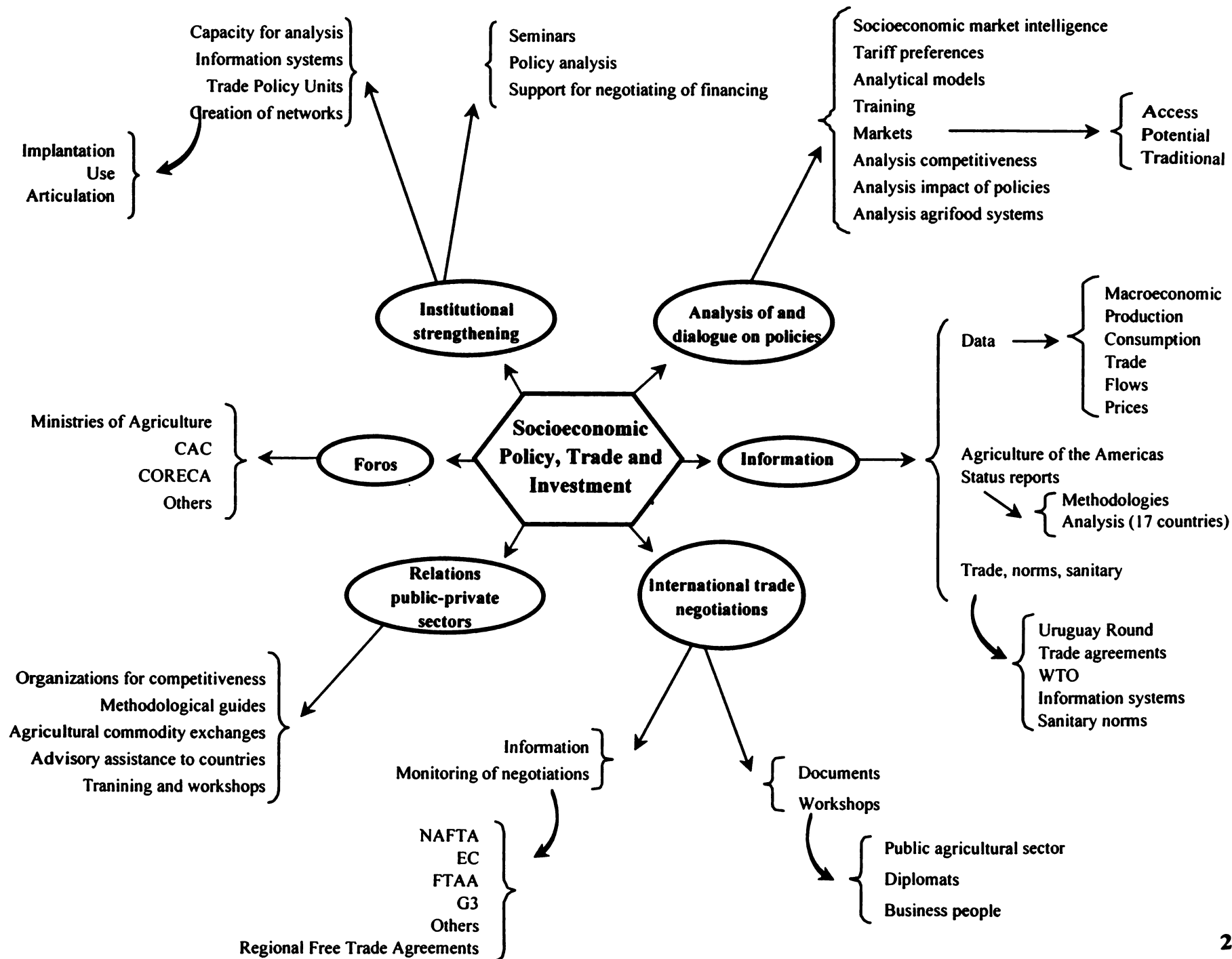


“... support for regional integration, and access to the liberalization of trade and globalization of the economy...”

MTP 1994-1998





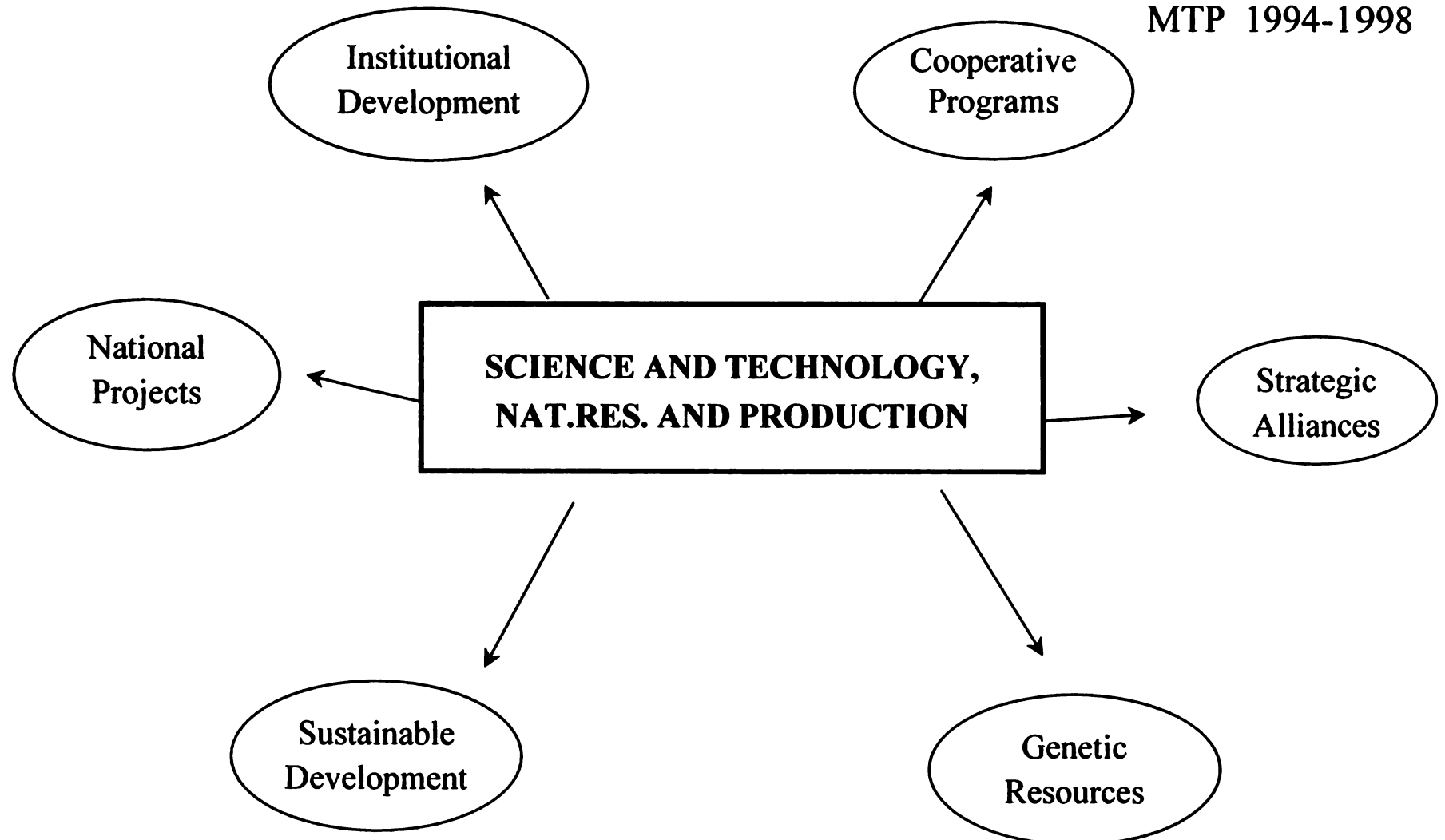


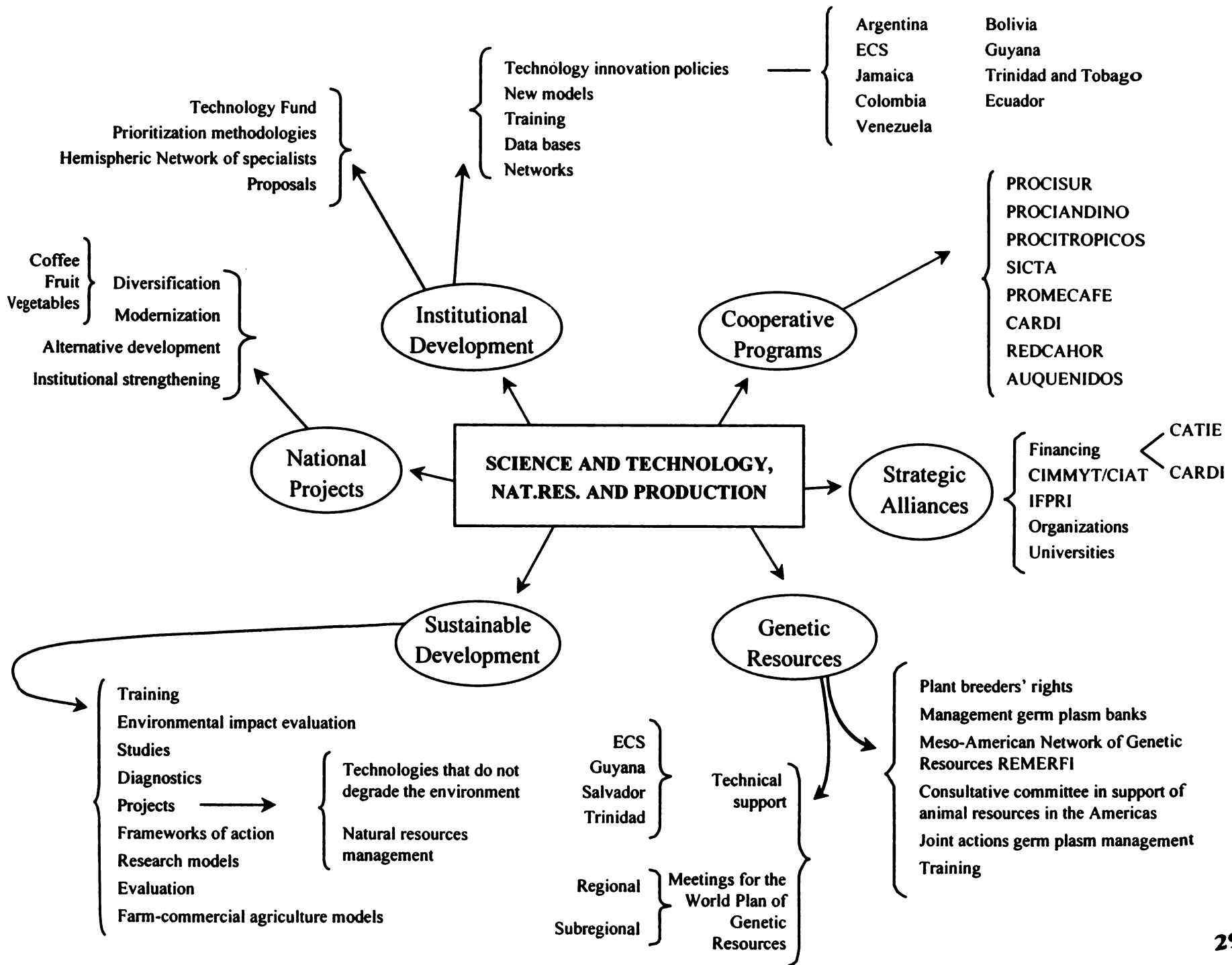
Socioeconomic Policy, Trade and Investment

- ▶ **Activities for research, analysis, discussion and consensus-building, to identify difficulties related to and possible solutions for improving the competitiveness of agri-food systems, based on the development and application of a participatory approach in 35 chains**
- ▶ **Development of Rural Information Centers to enhance the decision-making capabilities of farmers through the generation and exchange of information on market opportunities, prices, technology, etc.**
- ▶ **Mechanisms for CORECA, CAG, CARICOM, MERCOSUR to provide technical support to and monitor the regional agricultural integration process in Central America, in particular the Plan of Action for Central American Agriculture (PAC), as well as the Agricultural Commitment of Panama, and participation in the mechanisms for coordination of actions of the institutions and organs of the Central American Integration System (SICA)**
- ▶ **Establishment of systems for gathering, supplying and exchanging information with collaborating institutions in 9 countries, in order to monitor the performance of trade, identify market niches and make comparisons with trading partners and other competitors**
- ▶ **Private sector personnel in the Caribbean countries trained through joint advisory services with the FAS. Training provided by CORECA to officials of agricultural institutions of Central America, on the new instruments of foreign trade**
- ▶ **Promote the establishment of exchanges in the Central American countries; and Dominican Republic; under development in 3 South American countries and the creation of the Pan-American Association of Commodity Exchanges**

“... design policies to strengthen the technological innovation process and promote sustainable and competitive agricultural production systems that help distribute the benefits ... more equitably ...”

MTP 1994-1998



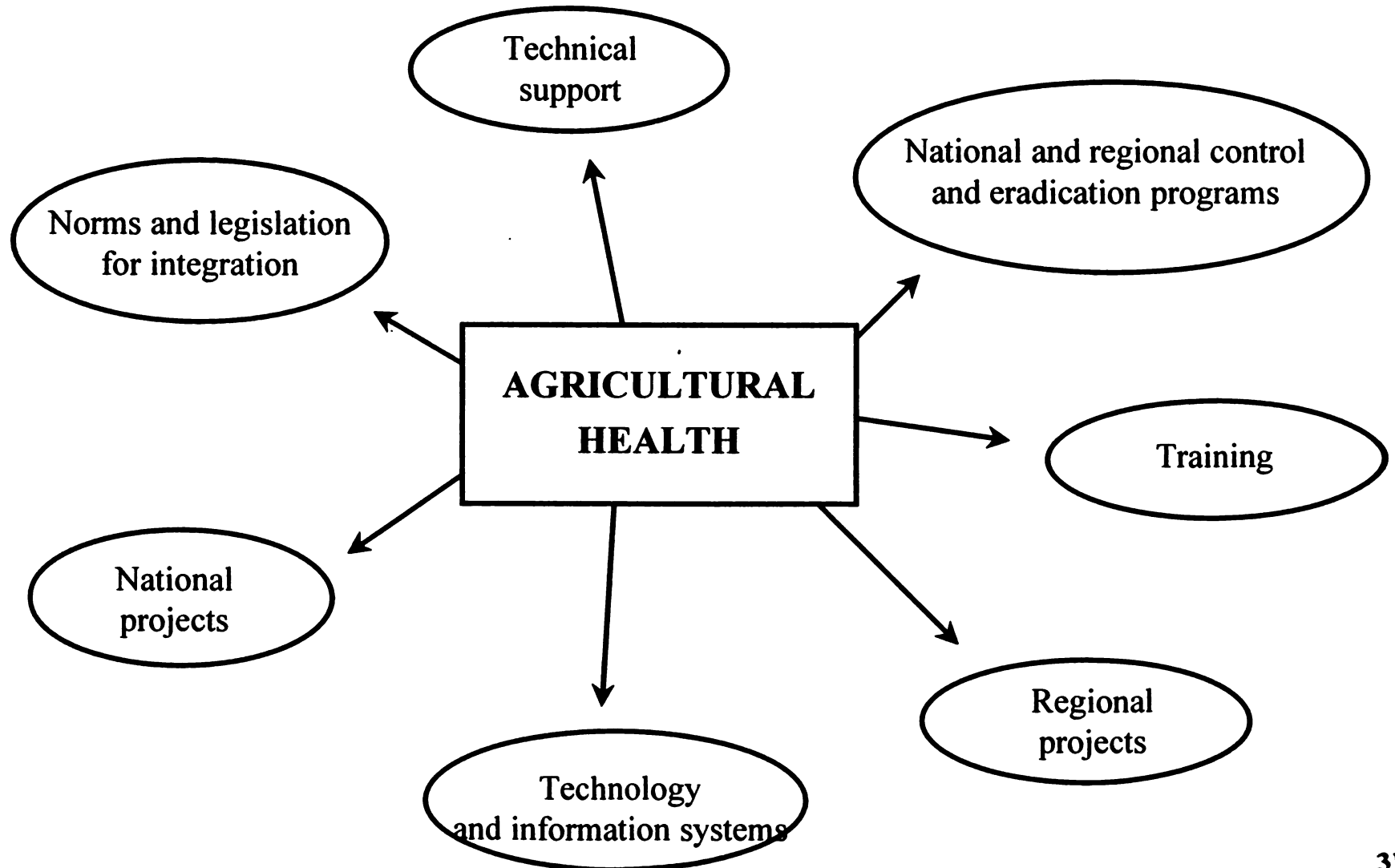


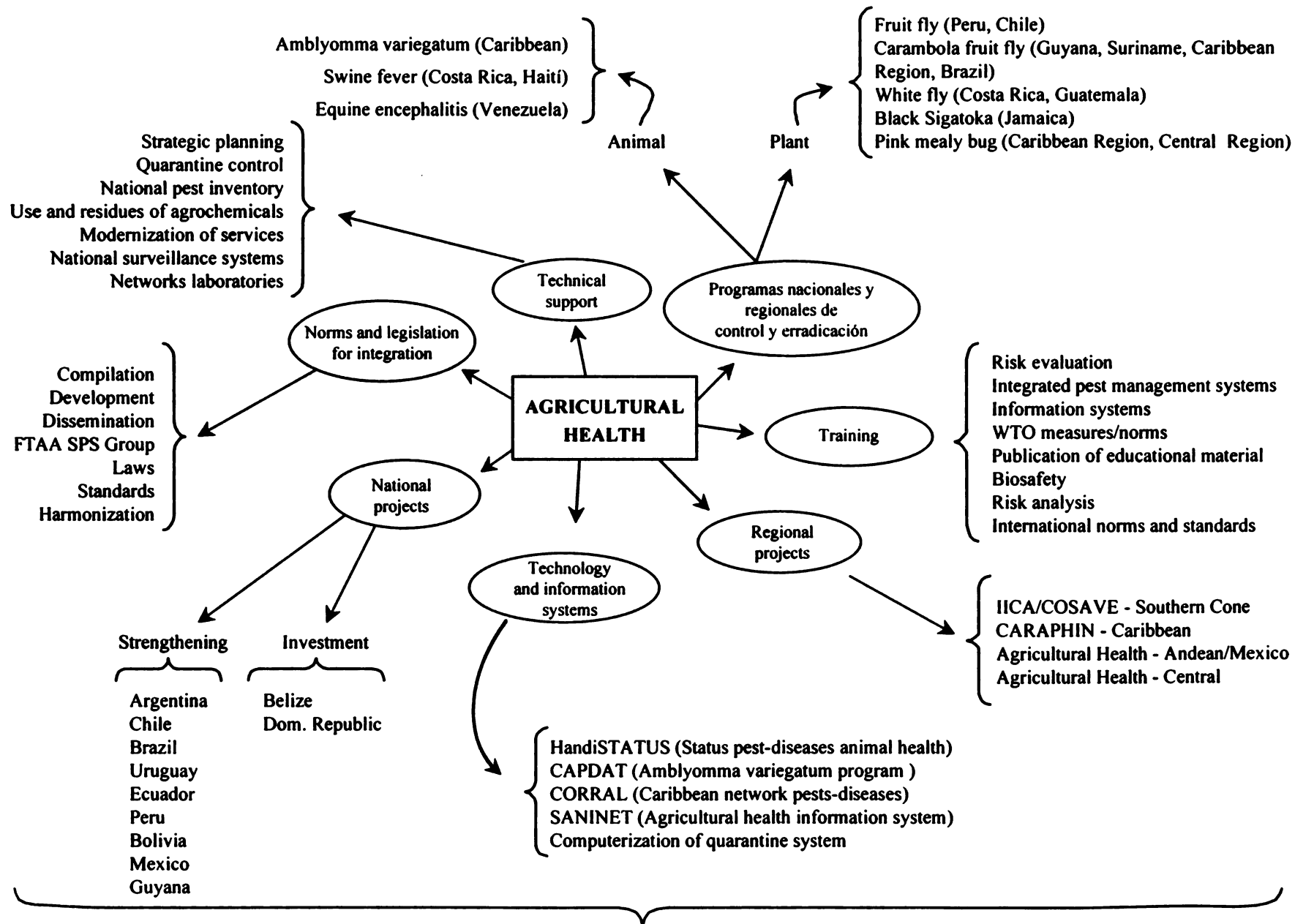
Science and Technology, Natural Resources and Agricultural Production

- ▶ **Contribution to creation of 3 subregional mechanisms for cooperation in agricultural technology :**
 - SICTA (Central America)
 - PROCICARIBE
 - REDCAHOR (Central America)
- ▶ **Articulation at the regional level and progress in the hemispheric articulation of the Cooperative Programs**
 - PROCISUR
 - PROCIANDINO
 - PROCITROPICOS
 - SICTA
 - PROMECAFE
 - PROCICARIBE
- ▶ **Institutional strengthening of research; in Central America and the Caribbean**
- ▶ **IICA-IDB cooperation in setting up the Regional Fund for Agricultural Technology**
- ▶ **Institutional articulation for conservation and sustainable use of genetic resources**
- ▶ **Strengthening of capabilities for evaluating agricultural research in LAC**
- ▶ **Development of methodology and software (“Dream”, “DreamSur”, “Evaltec”); 90 specialists trained)**

“... modernization of agricultural health services to foster trade opening and integration processes...”

MTP 1994-1998





- Computerized systems for commercial exchange
- Harmonized norms
- Regional protection standards

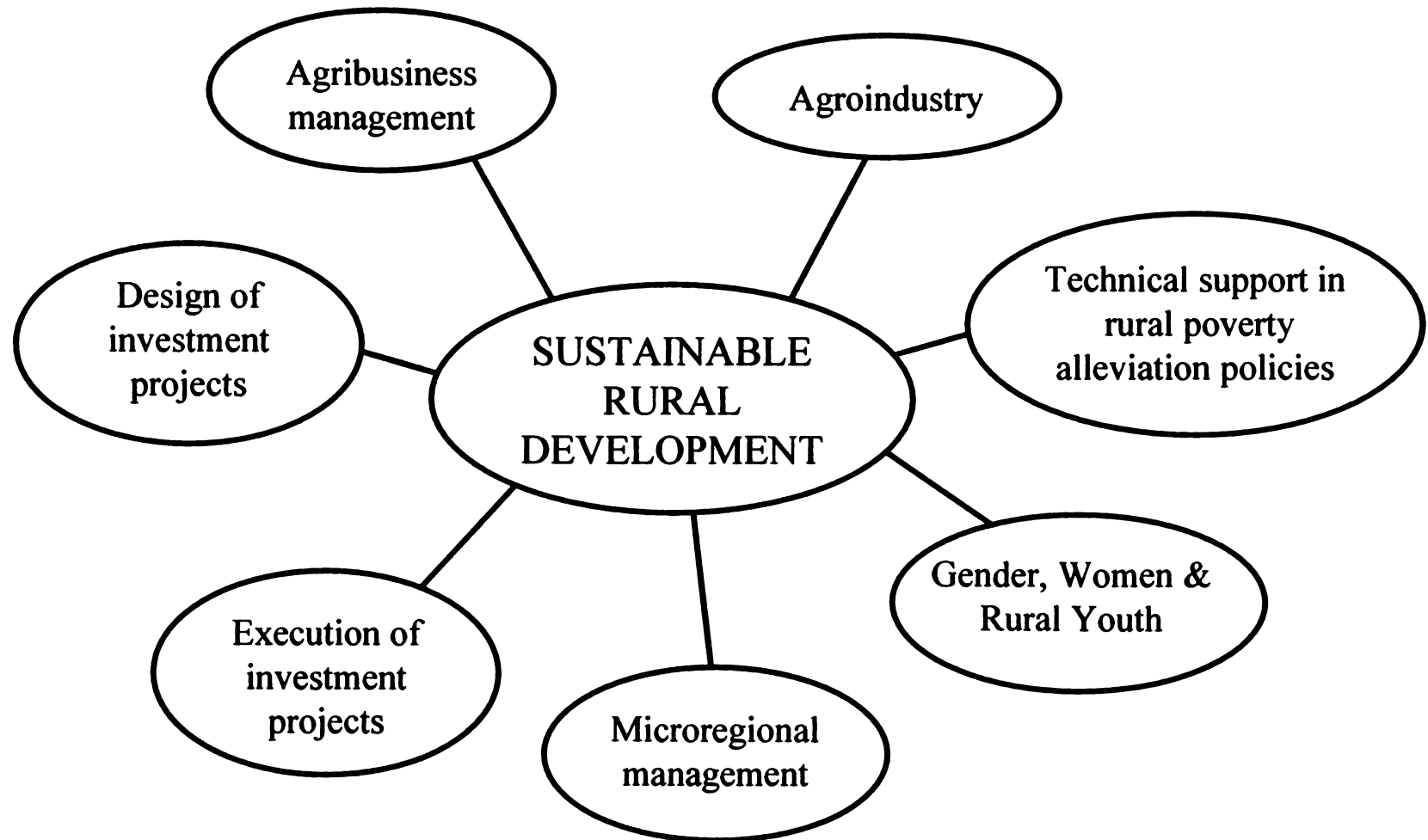
- National institutions strengthened
- Effective control/eradication programs
- Personnel trained

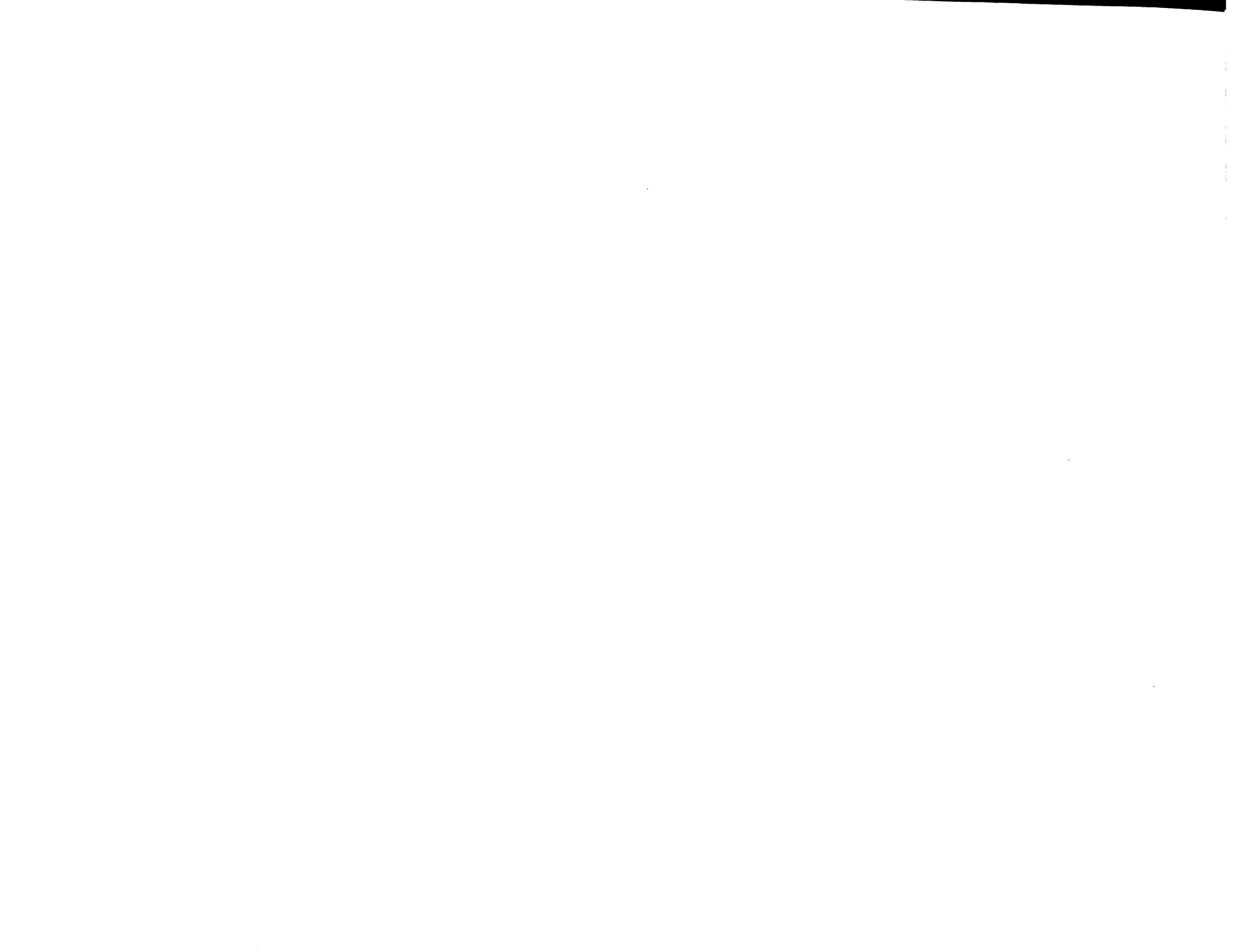
Agricultural Health

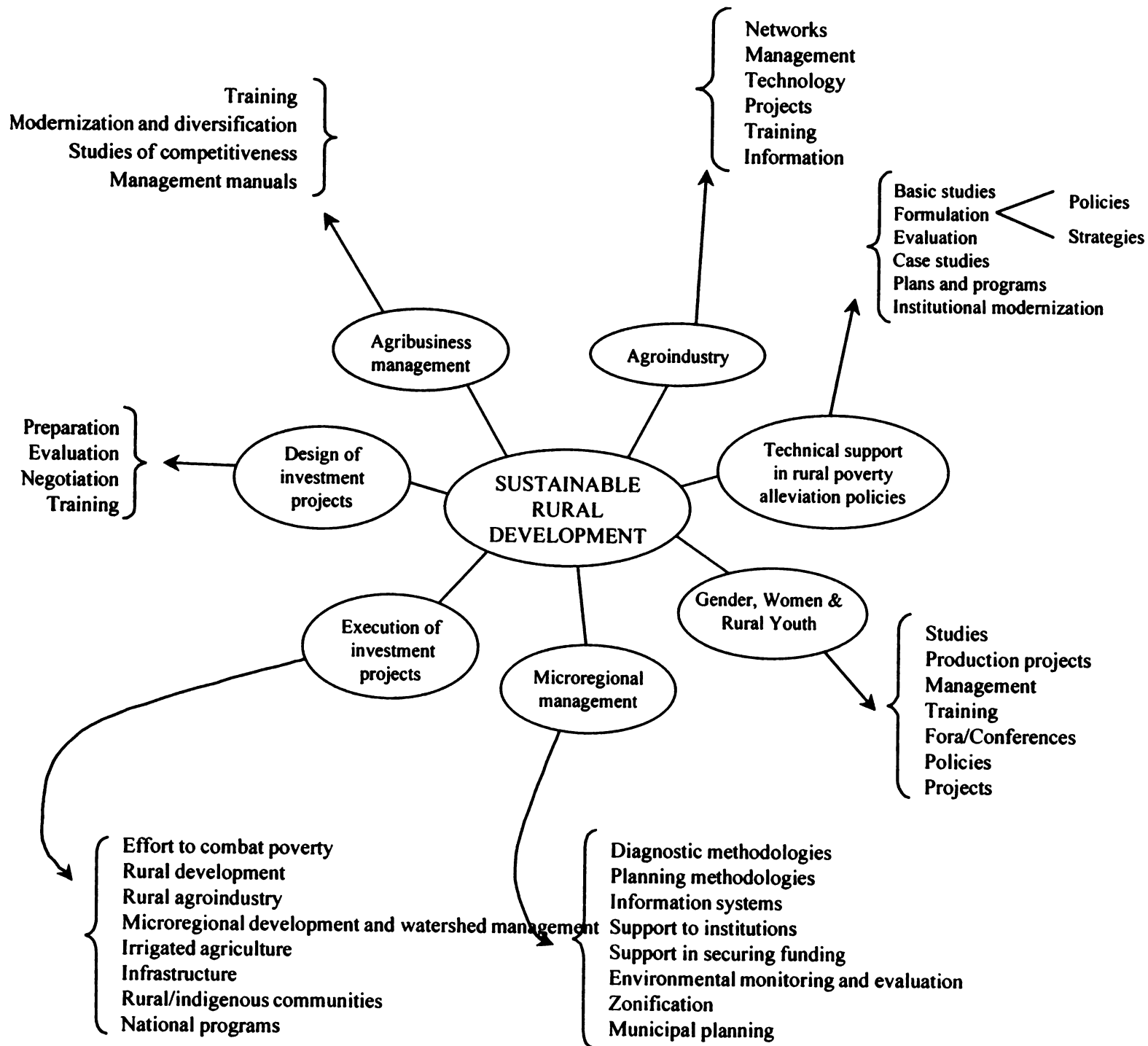
- ▶ IICA/IPPC-FAO agreements for three meetings (1994, 1995, 1997) to develop proposals for phytosanitary standards to regulate international trade in agricultural products
- ▶ Collaboration with the IPPC, OIE, OIRSA, APHIS-USDA,FAO, CARICOM, GTZ. Relations established with Codex Alimentarius, IFAD, AGRITEAM
- ▶ FTAA Working Group on Sanitary and Phytosanitary Measures
- ▶ Advice and training in epidemiology, risk analysis and risk reduction strategies for members of risk analysis teams.
- ▶ Eradication of fruits flies in the areas around the Peru-Chile border (IICA-FAO, Governments of Chile and Peru)
- ▶ Program for the Control and Eradication of *Amblyomma variegatum* (1995) and Program for the Control of the Carambola Fruit Fly in South America (1996) in the Caribbean region.(APHIS, CARICOM, FAO, IFAD)
- ▶ HandiSTATUS system to the OIE for the global information system on the prevalence, incidence and distribution of animal pests and diseases
- ▶ Mechanisms to support the Member States in health emergencies
- ▶ 16 plans of action for sanitary or phytosanitary emergencies involving exotic pests (Agricultural Health Emergency Fund)

“... creation of new jobs, higher incomes in rural areas and incorporation of indigenous, women’s and youth groups...”

MTP 1994-1998







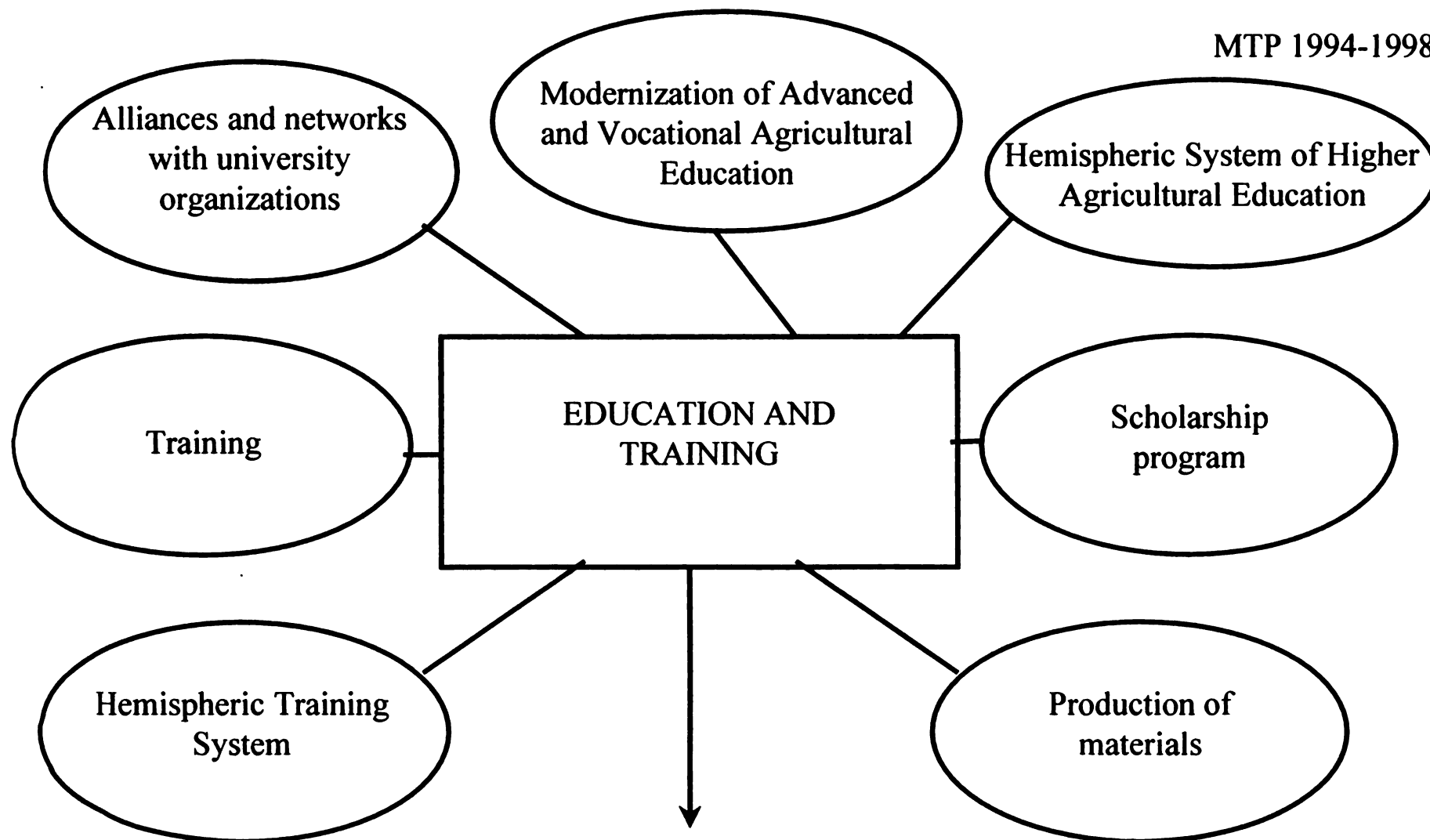
COUNTRIES
<ul style="list-style-type: none"> • Argentina • Barbados • Bolivia • Brazil • Chile • Costa Rica • Ecuador • El Salvador • Honduras • Guatemala • Nicaragua • Suriname • Panama • Paraguay • Peru • T. and Tobag • Venezuela
ALLIANCES
<ul style="list-style-type: none"> • GTZ • IDRC • CIRAD • IDB • IBRD • IFAD • OAS • FAO

Desarrollo Rural Sostenible

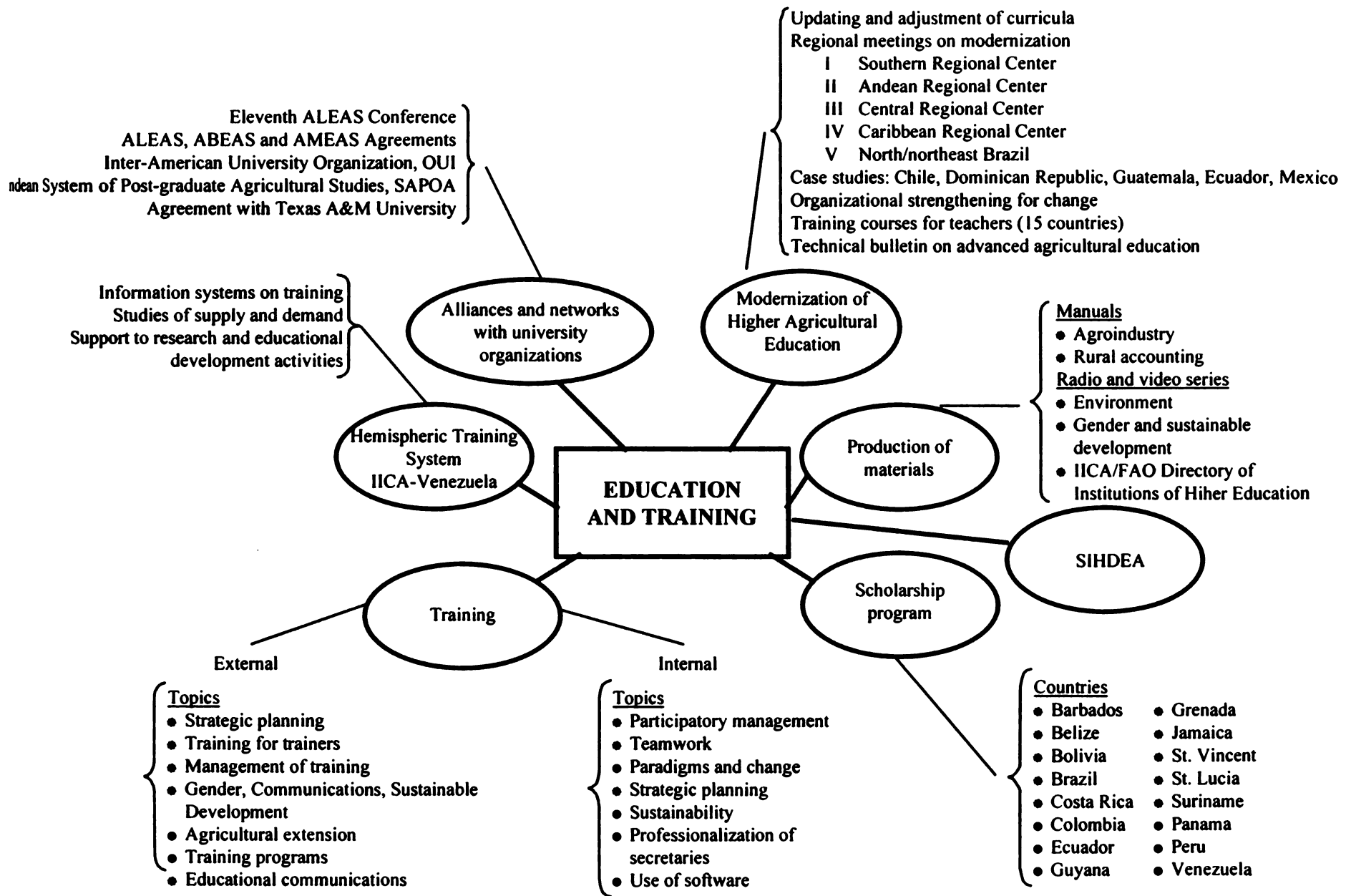
- ▶ 60 projects in 20 countries to strengthen agricultural and rural development policies and programs
- ▶ 1 hemispheric network, 3 regional networks and 15 national networks in support of rural agroindustry, and regional and national networks in support of agribusiness management
- ▶ Program to analyze agricultural policies vis-à-vis women food producers (IDB national diagnostics in 19 countries)
- ▶ The First Ladies received support in areas related to gender and rural women, and IICA participated in the hemispheric conferences.
- ▶ Inter-American Consultation on Rural Youths, with the participation of 90 organizations. Four regional meetings held on rural youths (Southern, Andean, Caribbean and Central Regions)
- ▶ Strategic alliances valued at US\$86 million for direct cooperation in rural development (IFAD, IBRD, FAO, OAS, IDRC, CIRAD, IACW)
- ▶ 3 regional cooperation networks in operation (Caribbean, PROCODER, Central America)
- ▶ Expansion of network for inter-agency coordination with agencies of the United Nations and the inter-American system
- ▶ Support for the execution of the investment project for rural development in 17 countries

“... to contribute to the development of the human resources of the public and private sectors by providing education and training...”

MTP 1994-1998



Formation of new professionals; Updating training for professional and technical personnel; Training of officials in the public and private sectors in strategic subject; Modernization of advanced and vocational agricultural education



Education and Training

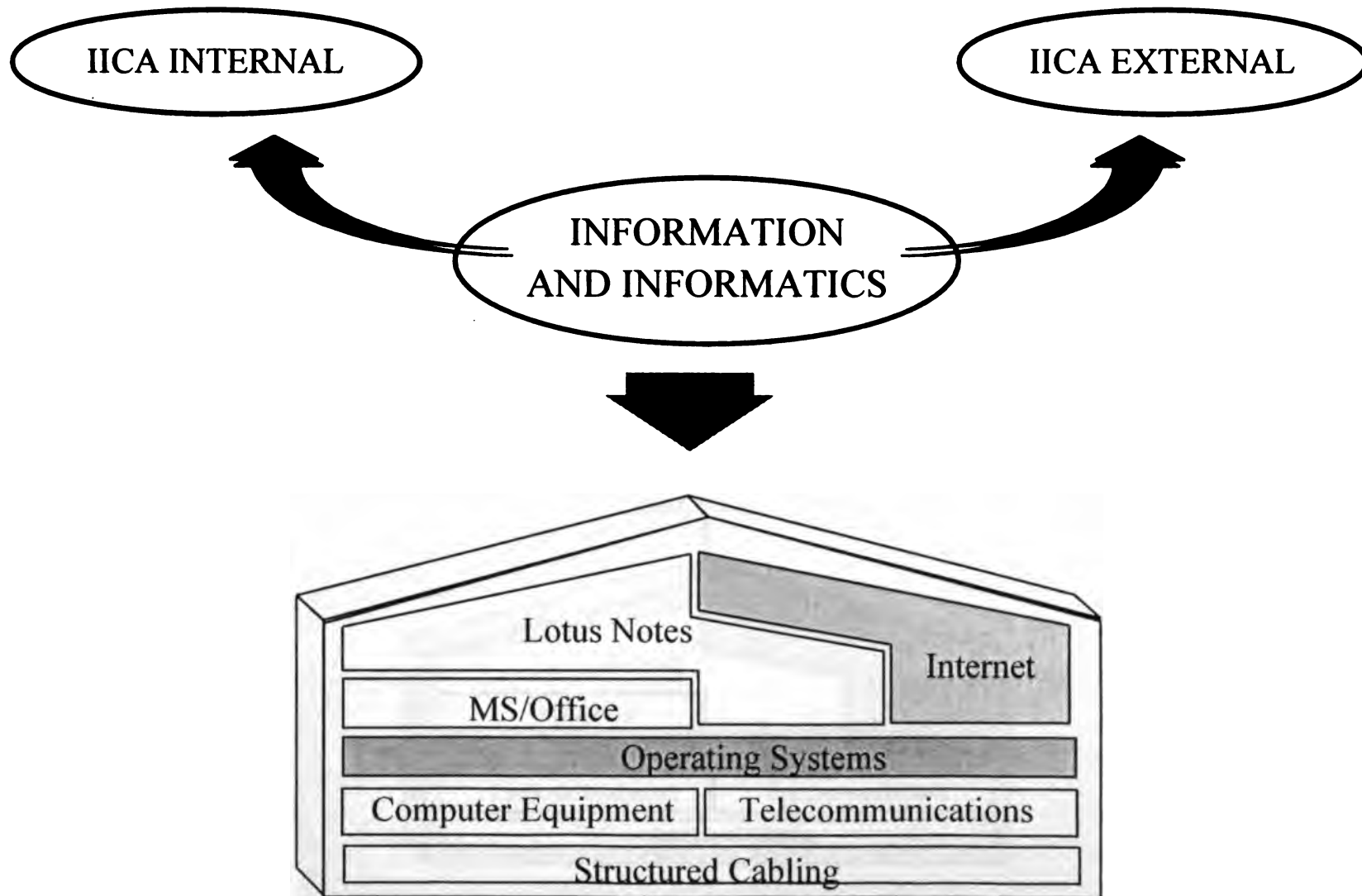
- ▶ IICA is again a leader in the field of advanced agricultural education in LAC
- ▶ Strengthening of the technical and management capabilities of the human resources of the public and private sectors through the scholarship program
- ▶ Strategic alliances with ALEAS, ABEAS, AMEAS
- ▶ Creation and start-up of the Hemispheric Agricultural Training System (SIHCA)
- ▶ Creation and start-up of the Hemispheric Agricultural Education System (SIHDEA)
- ▶ 187 deans of 102 universities in 28 countries made aware of the need to modernize their schools of agronomy
- ▶ 1937 professionals in the public and private sectors of the member countries of IICA trained in thematic areas, management and teaching, in 246 training activities

Education and Training

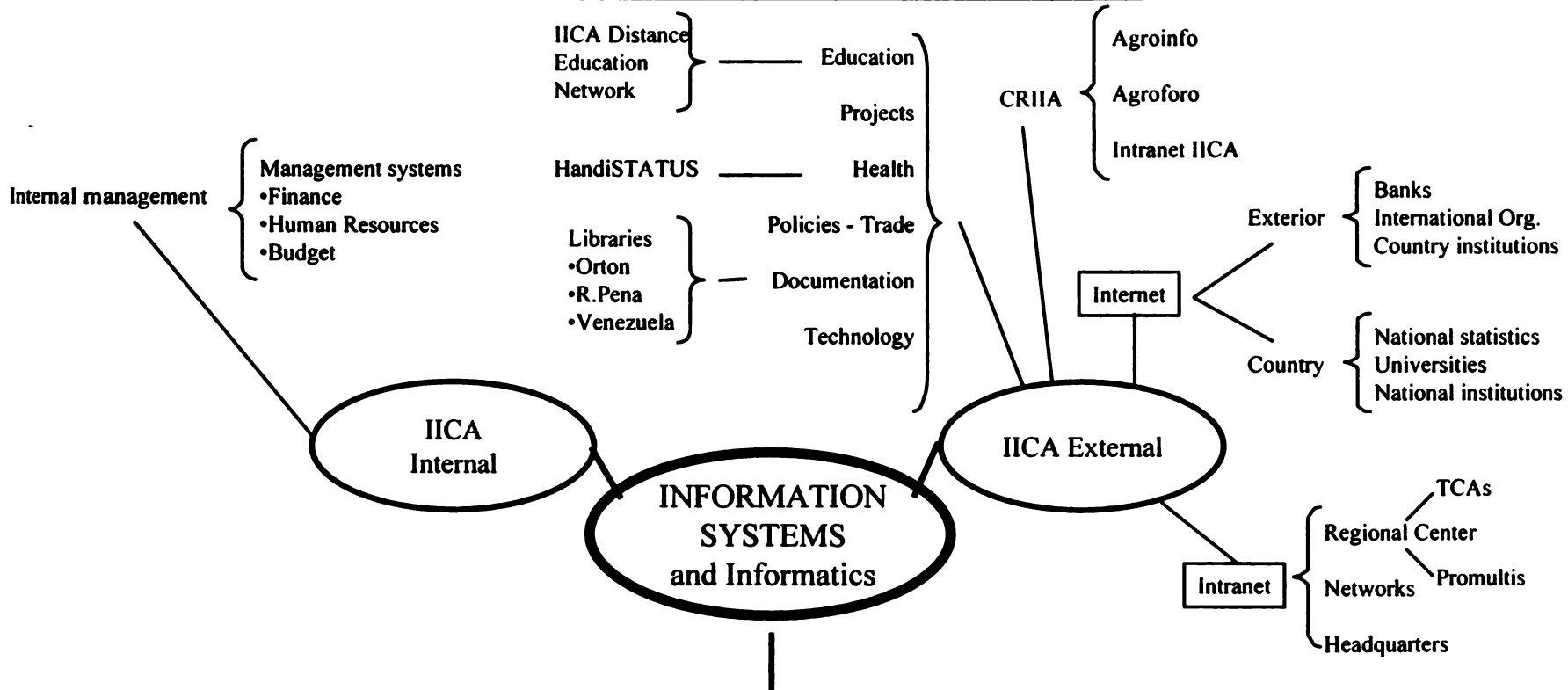
- ▶ 593 staff members at the Regional Centers, TCAs and Headquarters trained in participatory management, training for change, teamwork, paradigms and change, strategic planning (INCAE, Florida)
- ▶ Inter-university program on the modernization of advanced agricultural education in North/northeast Brazil, under development (14 States)
- ▶ Strategic alliances with Texas A&M University and the State University for Distance Education, of Costa Rica, to launch a distance education program for members of the agribusiness community
- ▶ Initiation of efforts to update the curricula and promote organizational development in 23 centers of advanced agricultural education
- ▶ Creation and implementation of the Hemispheric Systems for the Development of Advanced Agricultural Education (SIHDEA)
- ▶ Regional Council on Advanced Agricultural Education in the Caribbean (CACHE) created

“... to develop flexible and efficient communications and information systems capable of meeting the needs of a decentralized, inter-American institution...”

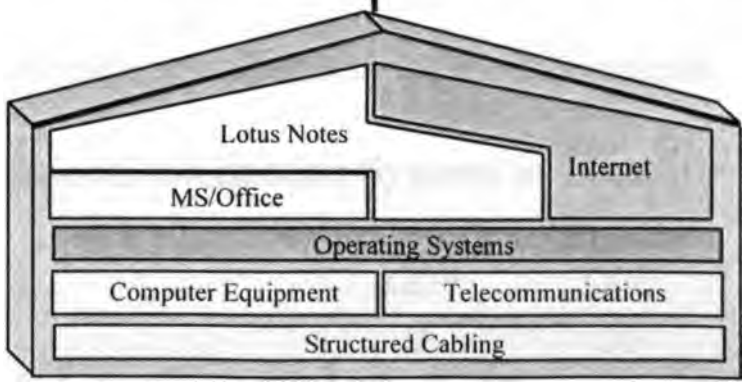
MTP 1994-1998



Information and Informatics



TECHNOLOGICAL PLATFORM OF THE INFORMATION SYSTEMS



Information and Informatics



- ▶ **Via Internet**
 - ◌ **Development of Information Systems**
 - /// Policies and Trade
 - /// Agricultural Health
 - /// Technology
 - /// Libraries

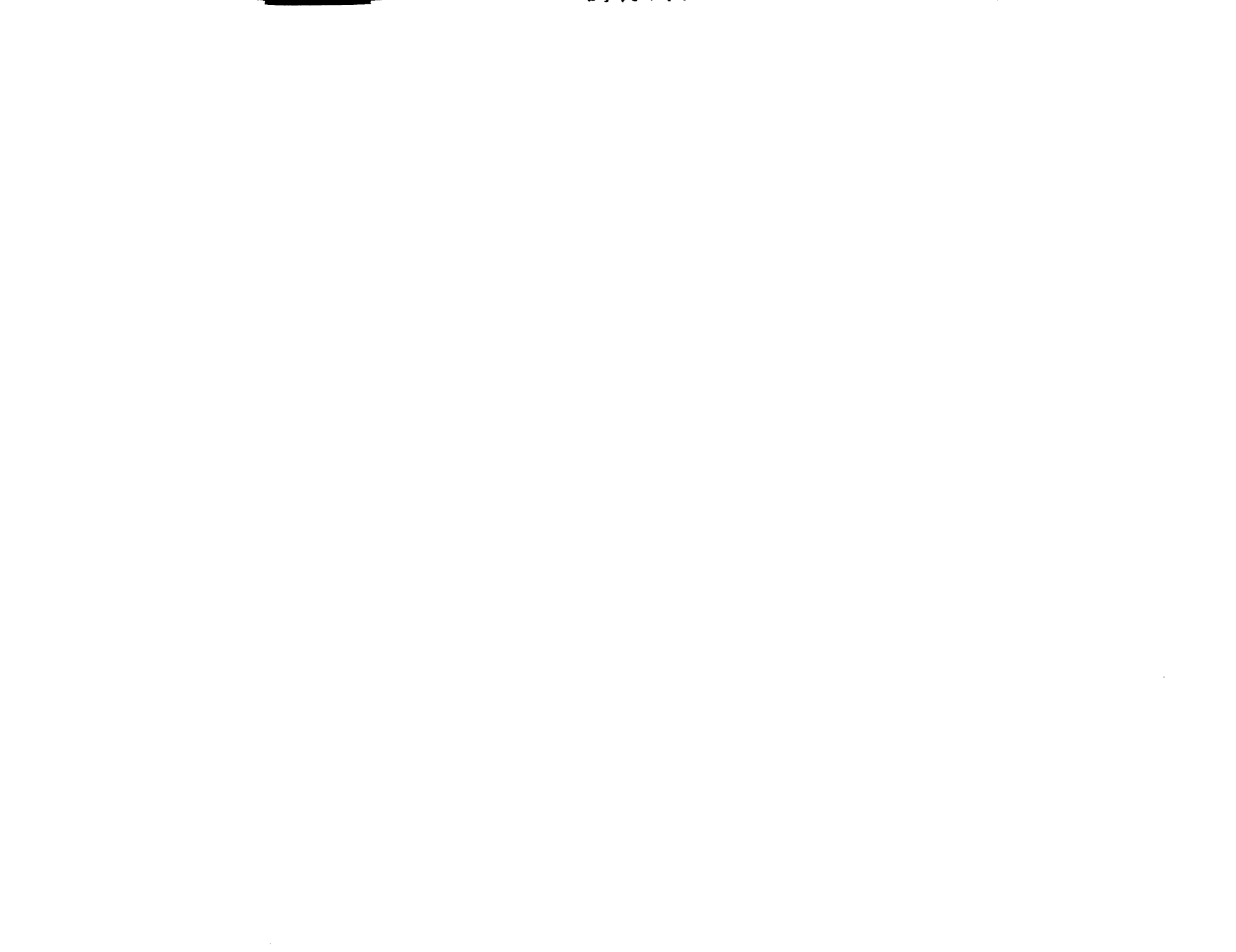
- ▶ **Via Intranet**
 - ◌ **Development of Management Systems**
 - /// IICA Communications System
 - /// Finance
 - /// Human Resources
 - /// Programming and Budget

- ▶ **Development of Technological Platform for the Information and Communications Systems**

- ▶ **Strengthening of National Information Systems in 5 countries**

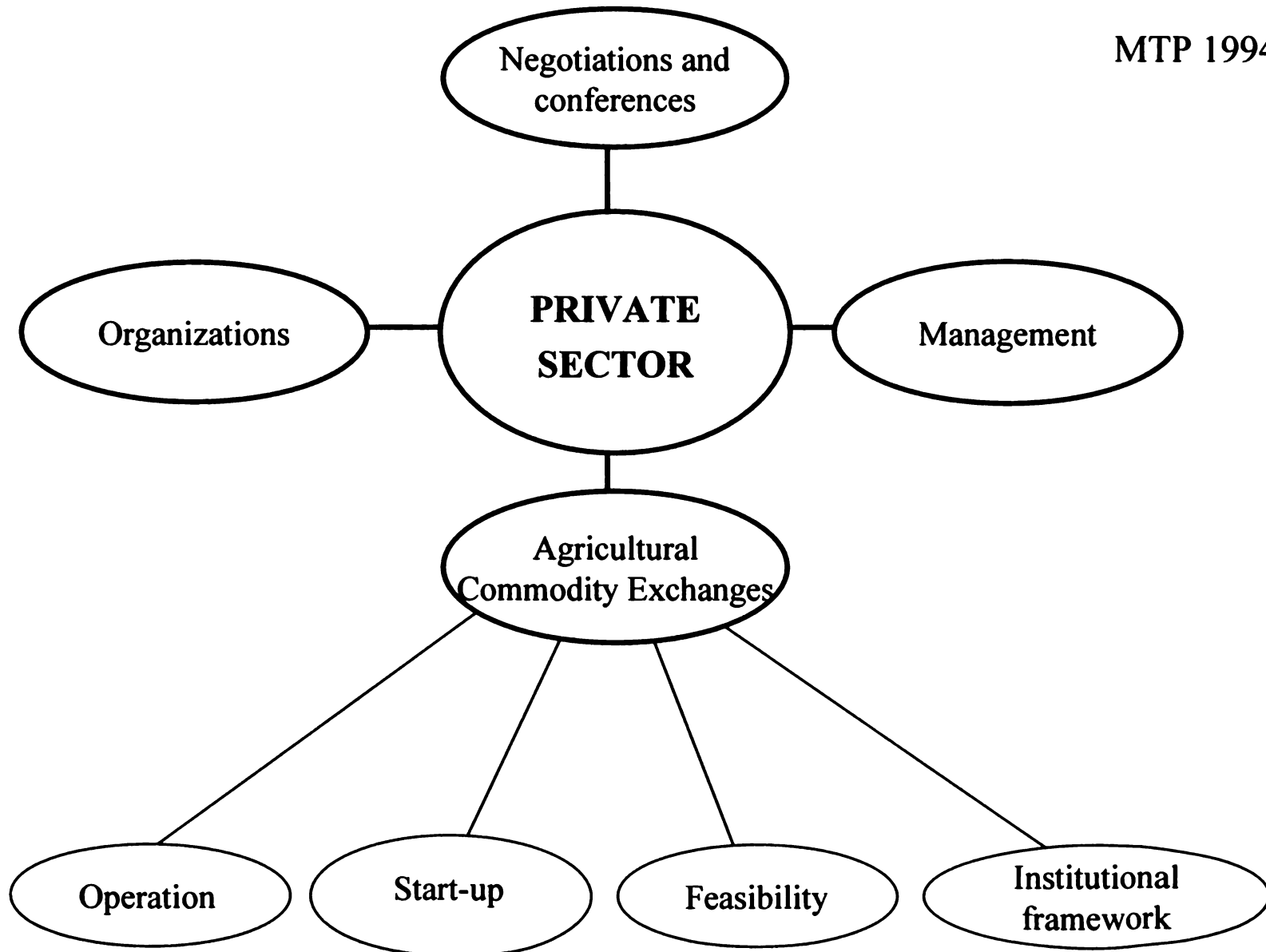
- ▶ **TCAs on Internet:**

<u>1994</u>	<u>1997</u>
2	31

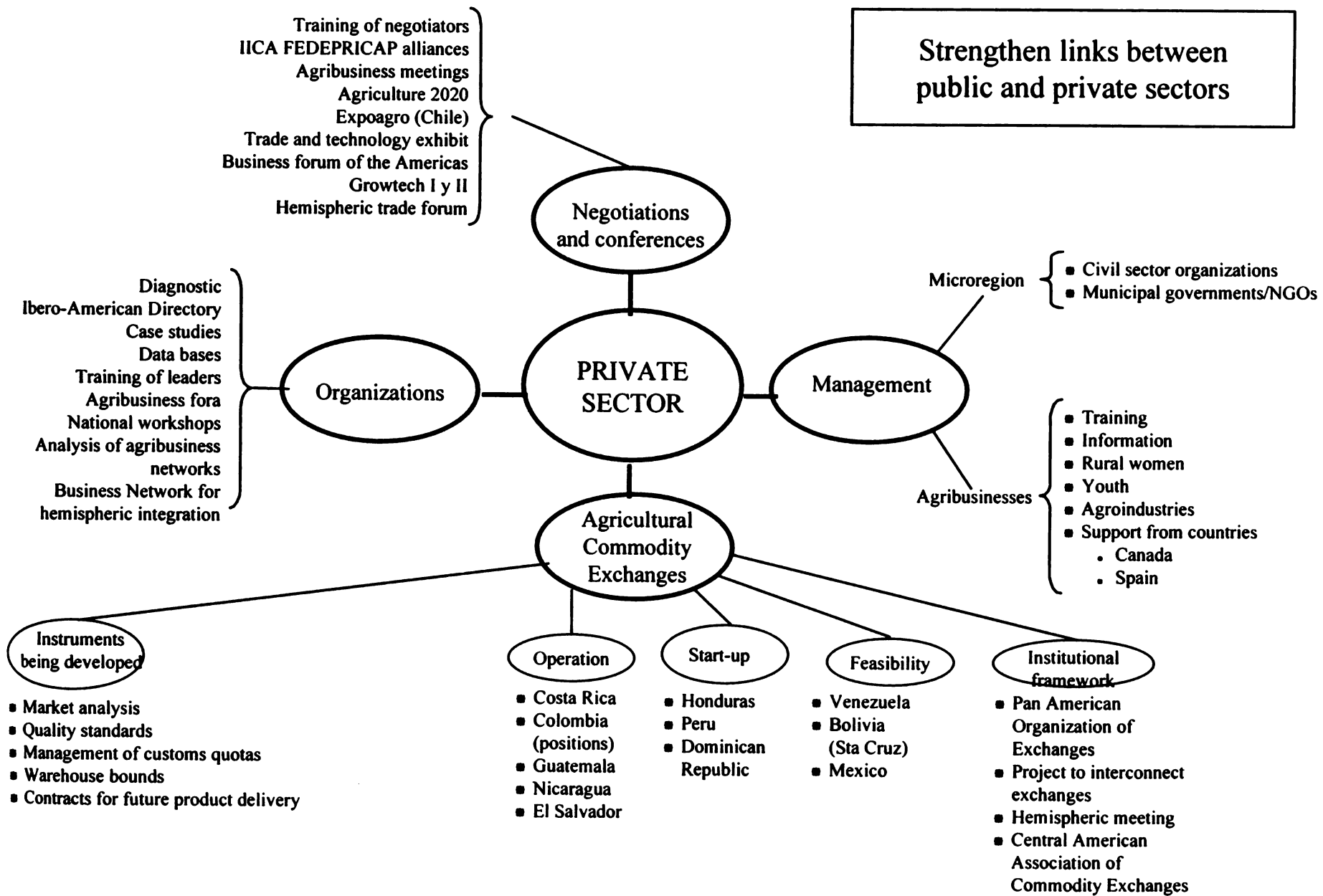


“... technical cooperation focused on relevant institutions of the public and private sectors in the countries...”

MTP 1994-1998



Strengthen links between public and private sectors



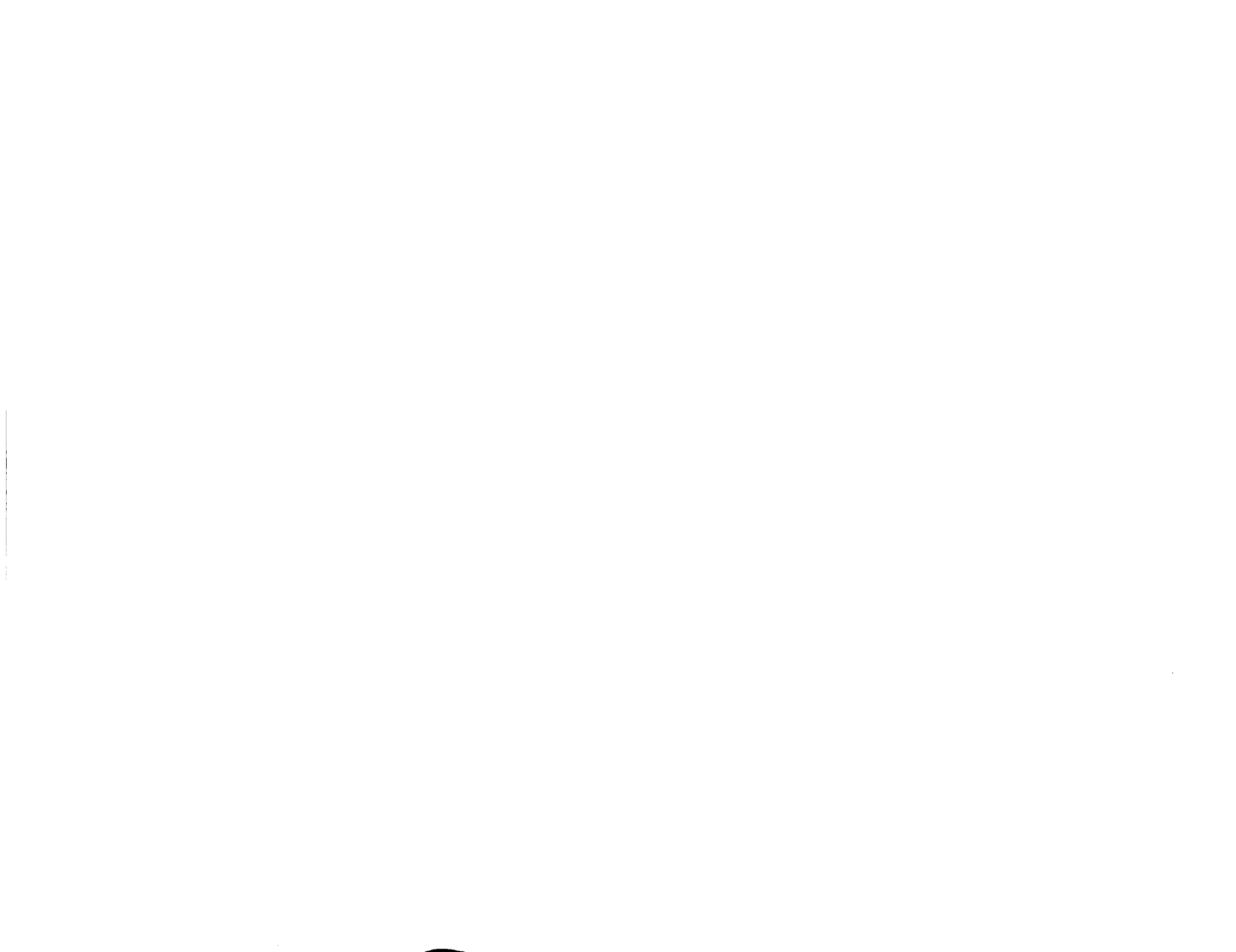
Private Sector

Towards the strengthening of public sector-private sector ties:

- ▶ Mechanisms to offer technical cooperation to the private sector
- ▶ Participation of operators of agribusinesses and trade associations in international events, shows and exhibitions promoted or co-sponsored by IICA
- ▶ Private trade systems (agricultural exchanges) modernized in 8 countries, and 3 being set up in other countries, with the aim of expanding the mechanism to an additional 20 Member States
- ▶ Significant progress in the building of inter-American networks
 - ◌ Agribusiness organizations
 - ◌ Agroindustrialists
 - ◌ Agricultural exchanges
 - ◌ Universities
- ▶ CIDAE:

Allocated (1996+1997)	US\$ 840,500
Attracted (1996+1997)	US\$1,139,100

ACTIONS BY REGIONAL CENTER AND COUNTRY



NORTHERN REGIONAL CENTER - HEADQUARTERS WASHINGTON (October 95)



CANADA

- Establishment of links between Canadian agribusinesses and LAC (products and services)
- Support for Canadian initiatives regarding agricultural information and communications technology in LAC
- Development of web site specializing in the agricultural sciences and trade (<http://www.iicacan.org>)
- Establishment of links between education, research and public service organizations in Canada and LAC: exchange program in the agricultural sciences
- Establishment of links between farmers' associations in Canada and LAC: exchange program for farmers
- Establishment of links between organizations involved in plant health in Canada and LAC, improving technical collaboration
- Linking of biotechnology research centers and industries in Canada and LAC
- Agreements with Canadian professional organizations, NGOs, and research and education institutions

ESTADOS UNIDOS

- Installation of the market information system at the Economic Research Service -USDA- and exchange of data on agricultural trade
- IICA/IDB agreement on Regional Fund for Agricultural Technology
- Participation of the First Lady in rural youth program
- Agreement with Texas A&M University, on distance training and education
- AgriFuture Foundation
- Agreement with USDA, Duquesne University, OAS, National Agricultural Library

MEXICO

- Installation of information and market intelligence system (Gen.Dir. Agricultural Policy)
- Support to the FTAA Working Group on Sanitary and Phytosanitary Measures
- Studies of agricultural production chains
- Strengthening of and administrative support to the Directorates of Animal Health and Plant Protection
- Strengthening of the Undersecretariat of Rural Development
- Institutional strengthening for change in the Universities of Chapingo, Antonio Narro, Post-graduate School and AMEAS
- Agreement for technical and scientific cooperation Mexico-LAC (Secretariat of Foreign Relations)

CENTRAL REGIONAL CENTER - HEADQUARTERS GUATEMALA (July 95)

GUATEMALA

- Reactivation of the "BANSÁ" National Agricultural Exchange
- Forestry action plan for Guatemala (PAF-G)
- Agricultural Health Law
- Plan for the modernization and promotion of irrigated agriculture and drainage (PLAMAR)
- Development of livestock raising

EL SALVADOR

- Establishment of the policy analysis office of the Ministry of Agriculture
- National Technology Generation and Transfer System
- Plan for the modernization of animal health services
- Sustainable agriculture on hillsides program
- Updating of the curriculum of the School of Agriculture of the University of El Salvador

NICARAGUA

- Creation and organization of the Agricultural Commodities Exchange (BAGSA)
- Follow-up and supervision of loans from the Central American Bank for Economic Integration (CABIE), harmonization of animal and plant health measures (FTAA-WTO)
- Development of agroforestry systems on small farms
- Curricular development for advanced schools of agriculture in Nicaragua

HONDURAS

- Creation of the Ministry of Agriculture's Trade Policy Unit
- Project for the modernization of agricultural technology services
- Support in the design and creation of the National Agricultural Health System (SENASA)
- Institutional development at local level in two areas of the country, for sustainable production on hillsides



PANAMA

- Preparation of the Strategic Action Plan for the Agricultural Sector
- Development of the market intelligence system, CNP
- Strengthening of MIDA's Trade Policy Unit and establishment of the Trade Information System
- Implementation of the Agricultural Sector Modernization Project (IDB - US\$48 million)
- Preparation of the Rural Poverty and Natural Resources Project

BELIZE

- Analysis of normal protection to the poultry industry for the Belize Poultry Association
- Project preparation
 - Development of sustainable production systems for Southern Belize
 - National Fruit Crop Program
- Preparation of the project: Modernization of Agricultural Health Services
- Start of the gender, communications and sustainable development project (IICA/SIDA-Unidas)

COSTA RICA

- Start-up of the Rural Information System for Agricultural Development (Northern Huetar and Brunca regions)
- Development of the market intelligence system, CNP
- Studies on chains (rice, beef, milk, onions, potatoes, hog raising, oil palm, heart of palm, and oranges)
- Strategic planning and development of the Ministry of Agriculture's Technological Information System
- Development and application of the windows of sustainability approach in the Acosta-Puriscal microregion (IICA-GTZ)

CARIBBEAN REGIONAL CENTER - HEADQUARTERS PORT OF SPAIN

ST. LUCIA

ANTIGUA & BARBUDA

- Agricultural sector analysis
- Promotion of greenhouse technologies for vegetables
- Promotion of integrated pest management
- Hurricane relief - support to the agriculture sector initiated
- Training for farmers and technicians in farm management promoted

- Introduction of the Work Programs Management System at the Ministry of Agriculture
- Promotion of modern technologies for vegetable production
- Improvement of pest management, by providing materials to assist in diagnosing the principal fruit-tree diseases
- Improvement of quarantine capacity, through training, legislation, information and the monitoring of pests and diseases
- Facilitation of the renewal of intraregional trade in agricultural products, through negotiations and direct technical assistance
- Training for producers' organizations, in areas related to financial management and the market, planning, programming and evaluation



ST. VINCENT & THE GRENADINES

- Preparation of a situation and outlook report on the agricultural sector of St. Vincent and the Grenadines
- Contribution to agricultural diversification by facilitating the establishment of semi-commercial grape plots on farmers' holdings
- Continuous evaluation of MoA's program for the monitoring and surveillance of fruit flies
- Formation of the Poultry Producers Association
- Support to IICA/ISA Agriculture Scholar at the Higher Agricultural Institute of the Dominican Republic

SURINAME

- Establishment of a strategic alliance among groups engaged in the production, processing and marketing of tropical fruits.
- Validation of techniques for the elimination of the male carambola fruit fly
- Promotion of appropriate technologies for small farmers
- Training for the rural community in agroforestry
- Food preparation and conservation, organization and management of small enterprises

CARIBBEAN REGIONAL CENTER - HEADQUARTERS PORT OF SPAIN

DOMINICAN REPUBLIC

- Preparation of the 1996-2000 Agricultural Agenda
- Technological development strategy for agricultural and forestry profitability and competitiveness
- Technical-operational strengthening of the animal and plant health protection system
- Multi-institutional "water culture" program
- Training in curricular development and strategic planning for different universities in the country

BARBADOS

- Important progress made in the control of caprine arthritic encephalitis
- Baseline study on economic activities, with emphasis on the processing of agricultural products
- Strengthening of the managerial capabilities of agricultural producers
- Strengthening of the local 4S club movement



TRINIDAD & TOBAGO

BAHAMAS

- TCA opened

- Design and installation of a computer model for annual programming at the MALMR and the THA Agricultural Division; also in Barbados, St. Lucia and St. Kitts
- Development of model to monitor the situation of rice and poultry
- Preparation of 4 documents on macro-economic policy, institutional reform, performance of the agricultural sector, and credit
- Evaluation of the local marmalade and jam market, and identification of the potential for development of processing facilities
- Securing of a donation of US\$10,000 to expand production of condiment production and processing, for a group of rural women

CARIBBEAN REGIONAL CENTER - HEADQUARTERS PORT OF SPAIN

ST. KITTS & NEVIS

GRENADA

- Implementation of the Agricultural Information System (AGSYS)
- Introduction of high-yielding and disease-tolerant vegetable and root crop varieties
- Execution of the project: Sustainable Development of Grenada's Hot Pepper Industry
- Technical and material support towards the successful management of an exotic pest, the pink mealy bug
- Institutional strengthening of women's agroprocessing cooperative (Greenheart Volunteer)
- Strengthening of the capabilities of ,and coordination between the ministries of finance and agriculture

- Identification of competitive products
- Sourcing of germplasm for fruit crop development
- Support for improvement of Plant Quarantine System and Agricultural Health
- Support to rural development and the transfer of technology among rural communities
- Distribution of information and documentation on tropical fruits and plant and animal health
- Support for hurricane victims



DOMINICA

- Support for hurricane victims
- Completion of a number of studies that will assist the Government in determining agricultural policy for the new millenium
- Provision of improved germplasm to the Ministry of Agriculture
- Introduction and promotion of ferro-cement water storage tank technology
- Development of business plans for farmers' groups (livestock), and NGOs (credit), enabling them to deepen their involvement in the agricultural diversification program
- Technical support to DEXIA, through the holding of workshops on the global trade context

CARIBBEAN REGIONAL CENTER - HEADQUARTERS PORT OF SPAIN

JAMAICA

- Assessment of the impact of trade liberalization on the agricultural sector, and assistance in the implementation of a Trade Monitoring Unit in Jamaica, through the ABC
- Support to the generation of interdisciplinary farming systems while protecting the environment
- Strengthening of the National Emergency Committee to deal with Black Sigatoka emergency actions
- Establishment of institutional linkages in the different countries, related to rural women's projects and activities (support to the Office of the First Lady)
- Support to MINAG/RADA and private agriculture in training events

HAITI

- Establishment of 22 wet and 1 dry coffee processing centers
- Distribution of 4.5 million plantlets of improved varieties of coffee; planting of 300,000 plantlets of plantain, and distribution of more than 100,000 fruit trees
- Adoption of 4 technological packages by the coffee growers

GUYANA

- Coordination of the agriculture working group set up to determine the institutional framework for the implementation of the national strategy
- Establishment of the Working Group on National Fruit
- Carambola fruit fly intrusion from Suriname stopped at border
- Formulation of microregional investment project for sustainable rural development
- Design and validation of methodology for research and participatory development
- Establishment of processing centers, two for coffee and one for cassava, and a center for training in regional dairy products

CENTRO REGIONAL ANDINO - SEDE LIMA (Noviembre 95)

COLOMBIA

- Market intelligence system
- Implementation of the program for the modernization and diversification of the agricultural sector
- Coordination and implementation of the National Technology Transfer System (PRONATTA)
- Small holdings census for the design of agricultural insurance
- Formation of the Campesino Organization and Training Fund (CAPACITAR)
- Introduction of the Policy on Rural Women into the National Rehabilitation Plan

PERÚ

- Installation of market intelligence and data exchange systems
- Setting up and implementation of the Commodity Exchange
- New investigation patterns in illicit crop areas
- Control of the fruit fly in Tacna
- National Fruit Fly Program (SENASA)
- Two projects, Sustainable Development and Environmental Protection
- Organizational strengthening for the modernization of 3 schools of agriculture
- Training in preparation and evaluation of investment projects for 250 public sector executives and specialists

ECUADOR

- Introduction of the agricultural sectoral program
- INIAP strategic development plan
- Plan for the modernization of the Agricultural Health Service
- Support to the implementation of 12 investment projects, National Rural Development Program (PRONADER)
- National meetings of schools of agriculture and veterinary medicine

VENEZUELA

- Promotion of agricultural commodity exchanges
- Evaluation of 24 regional animal health laboratories
- Restructuring of the National Agricultural Research Fund (FONAIAP)
- Establishment of the National Rural Agroindustry Network
- Hemispheric Training System for Agricultural Development (IICA-Venezuela))

BOLIVIA

- Establishment and training of an inter-ministry group for international agricultural trade negotiations
- Support to regional corporations in the implementation of rural development projects
- Feasibility studies for agricultural research in lowlands (IBTA/IBRD)
- Feasibility study of the Decentralized Agricultural Health System (SIDESA)
- Strengthening of executing units of rural development projects (IFAD)



SOUTHERN REGIONAL CENTER - HEADQUARTERS ASUNCION (October 95)

PARAGUAY

- Strengthening of the MAG's foreign trade information system
- Training of municipal officials in the assessment of environmental impact of agricultural and rural development projects
- Proposal for the management of 15 micro-watersheds and training: Upper Paraná Itapúa Project
- Reopening of the Chilean market to beef
- Support in credit plans and training under the Northeastern Region Program
- Institutionalization of the Council of Deans of agricultural schools



BRASIL

- Project on planning regional development in Brazil (Special Secretariat on Regional Policy)
- Strengthening of the Ministry of Water Resources/MMA for the integrated management of water resources, and the Water Resources Secretariat of Ceará State
- Project for the development of the new Brazilian health policy
- Preparation of and support to the implementation of programs for local and municipal development in Rio Grande do Norte, Paraíba and the Northern Region of Brazil
- Education project for sustainable development with Bahia State University
- Meetings on the modernization of higher agricultural education (North, Northeast)

CHILE

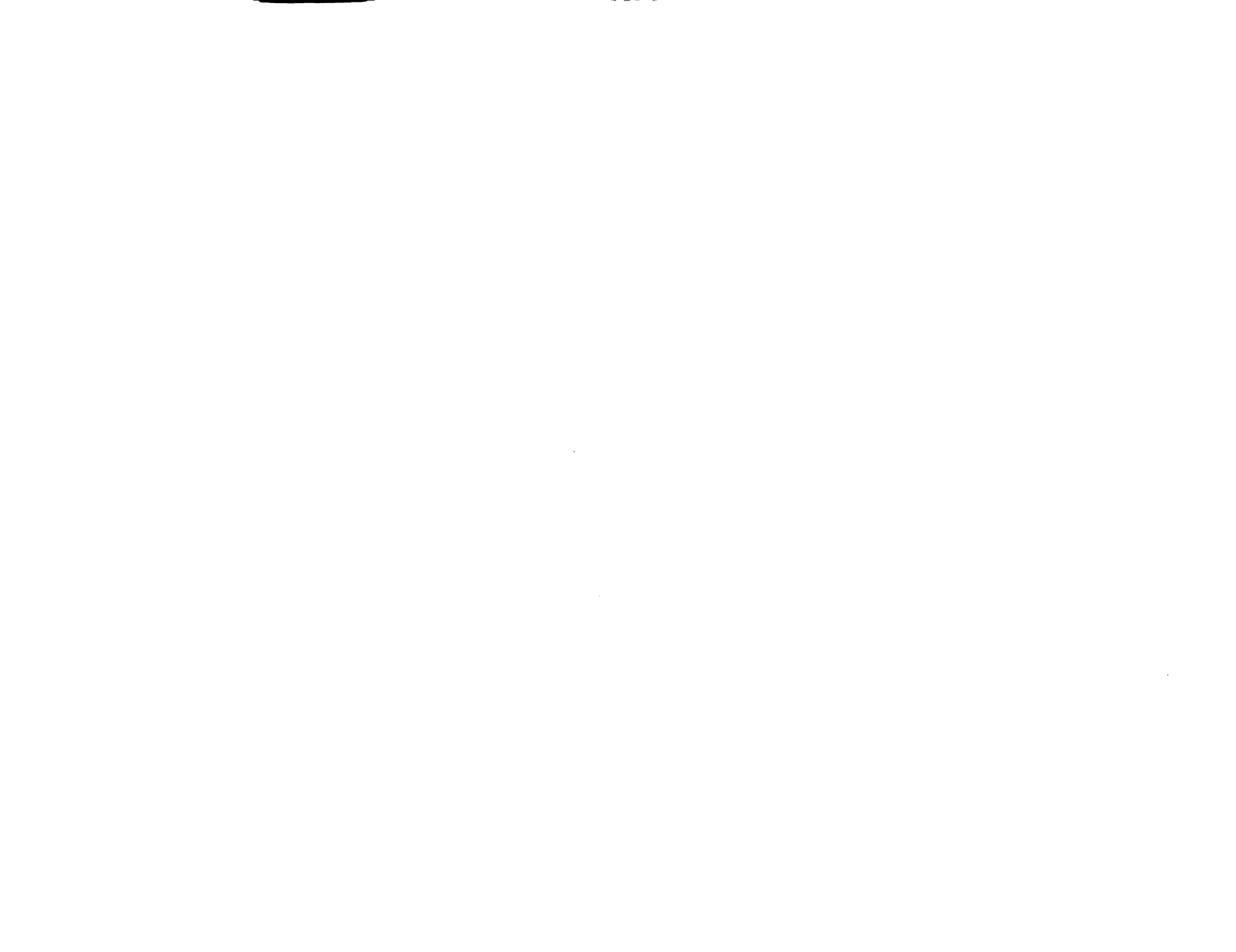
- Public Agricultural Sector Modernization Program (ODEPA, SAG, INIA) financed by the Government of Chile and the IDB
- Support to the National Technological Captures Program of FIA and the National Technological Innovation Council
- Eradication of the Mediterranean fruit fly along the Chile-Peru border, and support to the modernization of the Agricultural and Livestock Service (SAG)
- Institutional development of the INDAP and the processes for the modernization of its services, in support of household agriculture
- Support to the development of production activities for women small farmers (VIII Region)
- Bi-ministerial Committee on Agriculture and Education

ARGENTINA

- Diagnostics of the agri-food sector's strategies, policies and programs
- Studies on agri-food chains and training in policy analysis
- Organization of the agricultural information centers in Maipú-Mendoza, Luján de Cuyo, and Tunnyán (Mendoza)
- Studies on and cooperation for the tobacco area development plan
- Implementation of the Agricultural Social Program, the Rural Development Initiatives Program, and the IFAD/NEA and NOA Program
- Formulation of the rural women and rural communications projects
- Development of the SIGE Managerial Information System for IICA's TCAs
- Agricultural Deans Forum

URUGUAY

- Design and promotion of the Vegetable and Fruit Modernization and Development Program
- Support to the management and projects of the National Granja Board JUNAGRA
- Consolidation of the Epidemiological Surveillance System
- Management of the National Program of Support to Small Farmers
- Creation and strengthening of the Honorary Committee on Rural Women





THE FUTURE

The holistic institutional dimension of the twenty-first century keyed to the processes of the FTAA, sustainable development, and economic blocs

Challenges for IICA

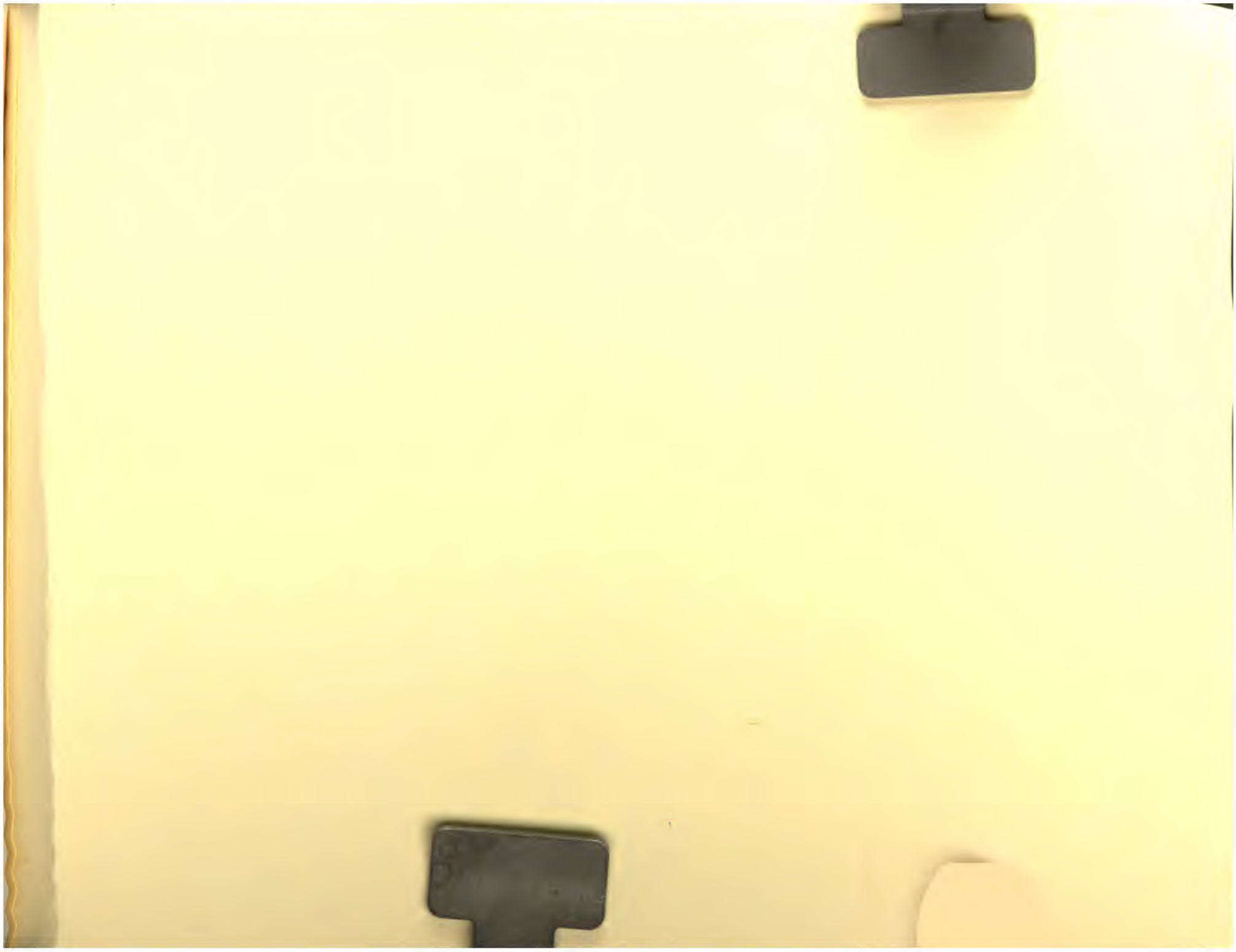
- The assumption, by the IABA, of a new role as the highest level political forum for agriculture in the hemisphere
- Consolidation of the transformation of the Institute, particularly by making adjustments to, and further developing, its Regional Centers
- Establishment of the Consultative Councils
- Center for public and private agribusiness management training (USA, Mexico, Costa Rica, Venezuela, Barbados)
- Creation of Patrimonial Fund
- Implementation of competitive policy to attract human resources (few-good-well paid)
- Inter-American distance training system
- Inter-American sustainable agriculture week
- AgroAmerica publications



UPDATE 1994-1998 MTP

Challenges for the Member States

- To articulate an inter-American alliance to promote the modernization of agriculture in the Americas
- To establish an inter-American institutional system of organizations that support agriculture
- To undertake the sectoral responsibility in the process of building the FTAA
- To support sustainable agricultural development
- To support public-private national sectoral systems
- To develop mechanisms for cooperation, and national actions to solve critical problems
- To establish partnerships for development
- Inter-American agribusiness network
- Inter-American animal and plant health network
- Regional network of research and technology transfer institutions (Canada, United States of America, Mexico)
- To articulate the Inter-American System of agricultural research institutions and networks



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