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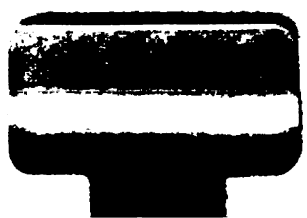
# ANNUAL REPORT

PREPARED FOR THE ORGANIZATION OF AMERICAN STATES

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



22



1994

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## Contents

<b>Chapter I. A New Style of Technical Cooperation</b> .....	<b>5</b>
Institutional Objectives and General Strategy .....	5
Areas of Concentration and Specialized Services .....	6
Style and Instruments of Technical Cooperation .....	6
IICA and Strategic Alliances .....	7
<b>Chapter II. IICA's Multinational Action</b> .....	<b>8</b>
Directorate of Socioeconomic Policy, Trade and Investment (Area of Concentration I) .....	8
Directorate of Science and Technology, Natural Resources and Agricultural Production (Area of Concentration II) .....	10
Directorate of Agricultural Health (Area of Concentration III) .....	13
Directorate of Sustainable Rural Development (Area of Concentration IV) .....	14
Center for Programs and Investment Projects (CEPPI) .....	16
Directorate of Training, Education and Communications (Specialized Service I) .....	17
Directorate of Information, Documentation and Informatics (Specialized Service II) .....	18
<b>Chapter III. IICA in the Countries</b> .....	<b>20</b>
Central Region .....	20
Caribbean Region .....	24
Andean Region .....	28
Southern Region .....	30
Northern Region .....	32
<b>Chapter IV. Cooperation with International Agencies     and Donor Countries</b> .....	<b>35</b>
Cooperation with Canada and the United States of America .....	35
Cooperation with Agencies of the Inter-American System .....	35
Cooperation with Regional and Subregional Agencies .....	36
Cooperation with Agencies of the United Nations System and other International Agencies .....	36

Cooperation with Governments and Institutions of Permanent Observers and Donor Countries .....	36
<b>Chapter V. Institutional Structure .....</b>	<b>37</b>
Fourteenth Regular Meeting of the Executive Committee .....	37
Institutional Organization .....	37
Headquarters .....	37
Directorates of the Regional Centers for Technical Cooperation .....	39
Technical Cooperation Agencies .....	39
Organizational Chart .....	40
Human Resources .....	41
Financial Resources .....	47
<b>Acronyms .....</b>	<b>50</b>

## **CHAPTER I**

### **A New Style of Technical Cooperation**

#### **Institutional Objectives and General Strategy**

In order to fulfill the Institute's mission of supporting agricultural and rural development in Latin America and the Caribbean, the Institute's action was brought into line with the major challenges that today's world presents to IICA's Member States. During the first nine months of 1994, IICA's staff was involved in a participatory process to review the Institute's accomplishments and to formulate proposals for its future orientation, through eight task forces set up by IICA's new Committee for Analysis, Reform and Institutional Development (COARDI). In addition, numerous meetings were held with representatives from international technical and financial agencies and private organizations, and with the ministers of agriculture and representatives of the member countries, to receive their inputs on adapting IICA's technical cooperation to the needs of its Member States.

One result of this institutional analysis was the formulation of IICA's 1994-1998 Medium Term Plan (MTP), approved by the Fourteenth Regular Meeting of the Executive Committee and which will serve as a guide for IICA's actions over the next four-year period. According to the MTP, the general objective of the Institute is: **To support the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas.** In order to attain this objective, three types of transformation must occur: transformation of production, transformation of trade, and institutional transformation. The first two will increase the competitiveness and sustainability of Latin American and Caribbean agriculture, while the third will contribute to redefining the "public function" of the public and private sectors.

The general strategy followed to improve the effectiveness of the Institute's action is through participatory technical cooperation, differentiated by region, that targets relevant public and private sector institutions in its Member States. In pursuit of this effectiveness, IICA will be more resource-efficient and more effective in achieving results. Participatory technical cooperation means that IICA will establish interdisciplinary teams within the Institute and interinstitutional teams with the pertinent public and private organizations, as the basic mechanism for executing technical cooperation activities. Differentiation by region means designing and implementing strategies that reflect the specific characteristics of each region; targeting relevant institutions involves strengthening key institutions of the public and private sectors.

## **Areas of Concentration and Specialized Services**

The Institute's technical cooperation actions are grouped under a few topics of strategic importance which involve different degrees of specialization and are interrelated. They are divided into two categories: Areas of Concentration and Specialized Services. While the Areas of Concentration address topics that are considered to be of priority for sustainable agricultural development in the Americas, the Specialized Services provide support to and enhance the actions of the Areas of Concentration.

The Directorate of Socioeconomic Policy, Trade and Investment (Area of Concentration I) helps upgrade technical and institutional capabilities in the public and private sectors for developing socioeconomic policy proposals and mechanisms for domestic and international trade that enhance the competitiveness of agri-food systems, ensure sound environmental management, and foster an equitable distribution of the benefits of trade liberalization and regional integration.

Through the Directorate of Science and Technology, Natural Resources and Agricultural Production (Area of Concentration II), IICA supports public and private institutions in the generation, adaptation and transfer of technologies that facilitate the development of agricultural and agroindustrial systems that provide for a rational and competitive management of the natural resource base.

The Directorate of Agricultural Health (Area of Concentration III) supports public and private institutions in their efforts to design animal health and plant protection strategies for controlling pests and diseases, prevent the introduction of exotic diseases, and foster agricultural trade, greater agricultural outputs and environmental sustainability.

Through the Directorate of Sustainable Rural Development (Area of Concentration IV), the Institute supports the design of national strategies, policies, programs and projects for farmers' organizations, as well as farmers' involvement in the processes to transform production, trade and institutions. It also fosters linkages between primary production and agroindustry, and a greater recognition of the role of rural women and youth as key players in development.

The Directorate of Training, Education and Communications (Specialized Service I) is responsible for professional and technical education and training that will equip human resources to promote sustainable agricultural and rural development in the countries of Latin America and the Caribbean.

The Directorate of Information, Documentation and Informatics (Specialized Service II) provides the Member States with important and up-to-date statistical and bibliographic information on agriculture in the Americas, and facilitates the member countries' access to information systems that improve the efficiency of the flow of information among the countries.

## **Style and Instruments of Technical Cooperation**

In order to facilitate and articulate technical and financial resources in support of sustainable agricultural and rural development, IICA's style of technical cooperation is based on four basic principles:



**Participation:** A comprehensive participatory management style has been implemented at the Institute that links all staff members within IICA, and with the representatives of the public and private sectors, for the design and execution of activities. As a result, every staff member has many opportunities to contribute to the success of the Institute's activities.

**Decentralization:** The aim of decentralization is to gradually transfer financial and human resources to the Member States with a view to enhancing their capacity to provide services and make decisions. Decentralization takes shape with the establishment of five Regional Centers. Each consists of a group of IICA's offices in the countries (hereafter known as Technical Cooperation Agencies) that follow a differentiated action strategy for the region.

**Flexibility:** The Institute adapts its actions to the demands of its Member States and to internal and external changes that affect the agricultural sectors of the Americas.

**Concentration:** IICA's technical cooperation will be concentrated or focused as follows: by theme, by geographic area, and with relevant institutions. Thematic concentration involves grouping several specific topics under the Areas of Concentration and Specialized Services. Geographic concentration means formulating and executing region-specific strategies and concentrating technical resources in the regions. Institutional concentration refers to establishing strategic alliances with key public and private sector institutions.

This style of technical cooperation is implemented through discussion fora, direct technical support, training, research and studies, dissemination of information, the establishment of cooperative networks, technical scientific, financial and administrative brokerage, and administrative support and cooperation services.

## **IICA and Strategic Alliances**

In order to upgrade its technical capabilities, promote horizontal cooperation among its member countries, and effectively join its efforts with national development efforts, in 1994 IICA strengthened and established cooperation relations with international funding agencies, organizations of the inter-American system and the United Nations system, universities and international training and research centers, national institutions of excellence and private sector organizations.<sup>1</sup>

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<sup>1</sup> See Chapter IV for further information.

## CHAPTER II

### IICA's Multinational Action

The Directorates of IICA's Areas of Concentration, together with the Directorates of the Specialized Services and the Center for Programs and Investment Projects (CEPPI), which was incorporated into the Directorate of Planning, Programming, Projects and Technical Audit (DIPRAT) at the end of last year, promote inter-American agricultural cooperation through the execution of various hemispheric and multinational projects.

#### **Directorate of Socioeconomic Policy, Trade and Investment (Area of Concentration I)<sup>2</sup>**

In the area of socioeconomic policy, actions focused on designing methodologies and supporting IICA's Technical Cooperation Agencies in the member countries by cooperating in upgrading the technical and institutional capabilities of the countries for generating and disseminating information, adopting policies and reforming institutions, and promoting a modern and sustainable agriculture. In the area of trade and investment, technical cooperation was provided to institutions that participate in and monitor agricultural trade and that develop and implement foreign agricultural trade policy. Concerning market modernization, the Area provided support in setting up several agricultural commodity exchanges.

#### **Hemispheric Projects**

*Analysis and Consultation on Agricultural Policies.* This project conducted research on the current situation in and the outlook for various agri-food chains in the countries of Central America. Two workshops (Costa Rica and Guatemala) and several national working meetings were held to identify policies and actions for transforming production within these chains. Also, training continued in the use and management of SIAPA.

*Economic Policy Instruments for Agricultural Modernization.* Efforts continued to develop new instruments for upgrading the analysis of market performance and economic policies affecting the agricultural sector, and direct technical support was provided to officials from the public and private sectors in Bolivia, Colombia, El Salvador, and Trinidad and Tobago. Training was provided to IICA staff in two multinational workshops.

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<sup>2</sup> This Area encompasses the actions carried out by Program I (Agricultural Policy Analysis and Planning) and Program IV (Trade and Integration) until the approval of the 1994-1998 Medium Term Plan.

*Agricultural Development and Competitiveness in Central America.* This project is executed with the cooperation of CIRAD. It analyzed the dairy and African palm subsectors in Costa Rica, and the rice subsector in all the Central American countries. The proceedings of a seminar on the challenges of agricultural competitiveness in Central American and two documents on rice were published. The project continued to work in close coordination with the project "Analysis and Consultation on Agricultural Policies."

*The Situation and Evolution of Inter-American Agriculture.* This project's most important activity was the preparation of the 1992-1993 Report on the Situation and Evolution of Inter-American Agriculture. In addition, the instructions for preparing the following report were reviewed and improved.

*Supporting Institutional Reform in Agriculture within the Framework of Public Sector-Private Sector Relations.* This project is a reformulation of the project "Analysis of the Impact of Macroeconomic Policies and Structural Adjustment on Agriculture." Its objective is to support the countries in implementing institutional reform. A consultation meeting was held with leaders of the private agri-food sector of Latin America and the Caribbean, and several documents were published.

*Trade Liberalization and Promotion of Foreign Agricultural Trade.* Technical cooperation was provided in response to requests from the countries to address subregional integration and training, liberalization, trade opening and investment. An international consultation meeting was held to discuss the implications of GATT for the agricultural agenda of the Americas; the Institute participated in the AgAmericas conference; methodologies were designed for analyzing and comparing agreements and determining the potential of trade blocs; and, in collaboration with CIDA and the consulting firm Deloitte & Touche, a manual for negotiating joint ventures in agroindustry was written.

*Development of Domestic Markets and New Mechanisms for Marketing Agricultural Commodities.* Through this project, IICA provided technical cooperation to public and private institutions in developing domestic markets, and supported the implementation of agricultural commodity exchanges in Bolivia, Colombia, Costa Rica, El Salvador, Guatemala, Mexico, Nicaragua, Peru, the Dominican Republic and Venezuela. The Institute participated, along with the IBRD, the Buenos Aires Grain Board, the Chicago Board of Trade and FAO, in the technical secretariat of the Second Latin American Meeting of Commodity Exchanges. With support from FAO and IBRD, the Pan American Association of Agricultural Commodity Exchanges was founded.

## **Multinational Projects**

*Technical Attachment to the General Cooperation Agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), within the Framework of the Central American Integration System (SICA).* This project focused on providing technical support to the agroforestry and rural development process in Central America, within the framework of regional economic integration. Attention was directed to the application of technical norms to regional trade and the formulation of policies and projects for transforming production.

*Engendering Agricultural Competitiveness in CARICOM.* Research was conducted to identify agricultural commodities that could be competitive on international markets. Technical studies were also conducted, one in the countries of the OECS and the other in Barbados. The first addressed competitiveness; the second, the impact of adopting protectionist policies. The project collaborated with ADCU in coordinating a workshop on competitiveness and marketing.

*Supporting Trade and Integration in the Andean Area.* This project contributed to strengthening the technical capabilities of national and subregional agricultural institutions, within the framework of the agreements of the Uruguay Round of GATT. It provided technical inputs for government and public and private sector decision-making for defining, negotiating and executing trade and integration policies, and developing agricultural exports.

*Supporting Trade and Integration in the Central Area.* The project analyzed and followed up on international trade policies and negotiations. Technical documents on international agricultural trade were distributed and information on policies, trade negotiations and agreements was provided to authorities of public and private agricultural sector institutions in the area.

## **Directorate of Science and Technology, Natural Resources and Agricultural Production (Area of Concentration II)<sup>3</sup>**

This Directorate co-sponsored the International Conference on Ecological Economics, during which papers were presented describing IICA's support to member countries in their efforts to pursue a style of development that protects the natural resource base. The Directorate also collaborated with the Earth Council in fostering a dialogue between government sectors and civil society, and provided support for incorporating sustainable agricultural development into national plans and projects addressing production and technological change. Cooperation agreements were signed with AVRDC, IDB, the Government of the Netherlands, GTZ, CIRAD, IFPRI, IPGRI and ISNAR for actions related to the topics covered by this Area of Concentration. In addition, work was also undertaken with FAO to identify joint areas of action, and with PAHO to address biodiversity. Support was provided to the countries in defining policies to make use of the new agrobiotechnologies, formulating and harmonizing norms and policies on biosafety, and establishing intellectual property rights for plant materials.

### **Hemispheric Projects**

*Modernization and Institution Building of Agricultural Technology Institutions.* Studies were conducted on national technology development systems and on the evolution and current situation of the NARIs. Several regional workshops were held, of which the most important was organized by Chile's Ministry of Agriculture and Livestock (MINAGRI) and National Agricultural Research Institute (INIA), during which that country's agricultural innovation system was analyzed. Four ORADIA bulletins were published and a common work agenda was established with ISNAR. The project provided support to the reorganization of El Salvador's Agricultural Technology Center (CENTA), and cooperated with PROCIANDINO in formulating the institutional development subprogram and setting up the SAPOA.

*Coordination of Networks and Promotion of Reciprocal Cooperation on Agricultural Research and Technology Transfer.* The project continued to work to establish REDCAHOR,

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<sup>3</sup> This Area covers the actions carried out by Program II (Technology Generation and Transfer) until the 1994-1998 Medium Term Plan was approved.

with support from AVRDC and CABI, and REMERFI, in conjunction with CATIE and IPGRI. It supported the establishment of the Caribbean Committee for the Management of Plant Genetic Resources, and a proposal was presented to private foundations for creating a cooperative network of private research foundations. The project continued to support PROMECAFE, and resources were obtained from the IDB for PROCITROPICOS, PROCIANDINO and PROCISUR.

***Policies for the Development of Agrobiotechnology in Latin America and the Caribbean.*** The project made an assessment of the impact of plant breeders' rights on agriculture and held a seminar to analyze the use of biodiversity in Latin America and the Caribbean. During another seminar, recommendations to establish common biosafety norms for the countries of the Andean Pact were approved. An agreement was signed with the GTZ for a seminar on biodiversity for Central America and the Dominican Republic; articles were published by the *Biotechnology and Development Monitor*; and the Latin American Directories of Biotechnology Industries of Brazil, the Andean region, the Central region and Uruguay were published and distributed.

***Promotion of Sustainable Agricultural Development.*** The principal activities of this project were: a) the consolidation of the Inter-American Group for the Sustainable Development of Agriculture and Natural Resources; b) the development of coordination mechanisms with centers such as CIAT, CIMMYT and IFPRI, among others; c) the formulation of proposals to modernize technology generation and transfer institutions; d) the formulation and evaluation of the natural resource components of investment projects; e) the preparation of studies on sectoral policies that have an impact on natural resource management; and f) the training of IICA staff on the topics of sustainability. Most of these actions were carried out in close coordination with the IICA/GTZ project on sustainable development.

***Latin American Research Network for Animal Production Systems (RISPAL).*** Some of the most important actions carried out during this last year of the project were: a) exchange of technical information among eleven countries of the region; b) publication of two books "The Social Sciences and Agricultural Research with a Systems Approach," and "Animal Production Systems Research: Methodological and Analytical Guidelines;" c) providing training to livestock researchers on the application of a systems approach (University of Zulia, Venezuela and National University, Colombia; and d) development of a simulation model, in collaboration with CATIE, to evaluate the impact of plant and animal production systems on natural resources.

***Information System on Animal Production for Latin America and the Caribbean (ISAPLAC).*** This project was completed in 1994. Bibliographies were prepared and disseminated; two CD-ROMS were produced (one with the University of Colima, Mexico and the other with BIREME); four bibliographic bulletins on production systems were published; and a directory of researchers and research institutions that work with agricultural production systems was prepared.

***Competitiveness of Agriculture and Agroindustry in Latin America and the Caribbean: Strategies and Policies.*** The objective of this project was to formulate a conceptual framework for analyzing and implementing strategies and policies to increase agricultural and agroindustrial competitiveness in the Americas. Documents on this topic were written and support was provided in analyzing competitiveness and in identifying strategies and policies to enhance competitiveness.

## Multinational Projects

*Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO).* The project worked with public and private, national and international agencies associated with technological innovation, on topics such as *in vitro* crop propagation, integrated pest management, soil conservation on hillsides and the use of phylogenetic resources. Progress was made in establishing reciprocal technical cooperation relations through research networks with CIAT, CIMMYT, CIP, CIRAD and IPGRI; and on the new ISNAR/FAO subprogram to upgrade research institutions.

*Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR).* Activities were carried out under the following subprograms: biotechnology, genetic resources, natural resources and agricultural sustainability, and institutional development. Meetings, seminars, workshops and other training activities were held, and more than 20 joint research projects were implemented. An *ad hoc* committee was set up to evaluate the Program and to formulate a proposal for reorganization that reflects the new political, economic and social situation in the Southern Cone countries.

*Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (PROMECAFE).* PROMECAFE continued to carry out activities related to the biological control of the coffee berry borer in El Salvador, Guatemala, Honduras and Mexico and a regional seminar attended by 40 technicians was held on the subject. Research projects on coffee diseases were designed in Guatemala, Honduras and Nicaragua. With support from CIRAD, the Program continued breeding activities to increase resistance to the principal diseases. Regarding the coffee information network (REDCAFE), bibliographies were updated, quarterly bulletins and the proceedings of several events were distributed, and a regional seminar on international coffee trade was held.

*Supporting the Development of Tropical Fruit Crops in the Caribbean. Phase II.* This project has evolved into a regional fruit crop network that brings together national, regional and hemispheric institutions from the public and private sectors, establishing associations in several countries. Regional workshops were conducted on pineapple production, and two regional studies were conducted on pineapple pests and diseases and pineapple processing. Germ plasm and exotic species were transferred among the French Antilles, Guyana and Trinidad and Tobago, especially citrus crops resistant to tristeza virus. Technical IICA/CIRAD missions visited eight countries, and the Tropical Fruits Newsletter was distributed.

*Cooperative Program for Research and Technology Transfer for the South American Tropics (PROCITROPICOS).* The Program conducted six international project formulation missions, four regional technical seminars, and one international course on the rehabilitation of degraded areas in tropical savannahs. It also gathered information for identifying and characterizing the principal production systems of the Altamira microregion in the State of Para, Brazil. The program also drew up two projects on environmental conservation and the sustainable management of forests, which were funded by the IDB; it also promoted new cooperation actions with CIAT, CIRAD, FAO and institutions in Bolivia, Brazil, Colombia and Venezuela.

*Supporting Technology Integration in the Agricultural Sectors of Central America.* The CORECA Council of Ministers approved a proposal for agricultural technology integration in the

region, and the program of activities for the first stage of the proposal, which will be coordinated by IICA, in collaboration with CATIE and PRIAG.

## **Directorate of Agricultural Health (Area of Concentration III)<sup>4</sup>**

The actions of this Area of Concentration included following up on activities in support of CORESA and COSAVE, updating the HandiSTATUS (Help with World ANimal DIsease STATUS for Trade) and CORRAL systems, and evaluating regional projects that concluded in December. Agreements were signed and alliances were established to carry out joint actions with international organizations (IPPC, OAS, OIE, and OIEA, among others), and with United States agencies, such as the Environmental Protection Agency (EPA), the Food and Drug Administration (FDA), and the Animal and Plant Health Protection and Inspection Service (APHIS). In November, a meeting was held at Headquarters for IICA's agricultural health specialists who head up national and regional projects, during which priority activities were identified.

### **Hemispheric Projects**

*Modernization of Quarantine Information Systems in order to Expand Agricultural Trade in Latin America and the Caribbean.* The project provided technical cooperation to Guatemala in compiling and analyzing plant and animal health regulations currently in effect, and worked with the OIE and the Secretariat of the IPPC to provide guidance with regard to international standards, guidelines and recommendations for agricultural trade. The preliminary version of the QUALIE-STATUS (QUArantine, Legislation, Import and Export of Agricultural Products) was developed and is being tested. It will be used to facilitate the compilation, analysis and harmonization of plant and animal health norms and requirements. IICA and FAO co-sponsored a working group to draft sanitary inspection norms, and continued to provide training on the use of the HandiSTATUS data base.

### **Multinational Projects**

*Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area.* Several activities were carried out in conjunction with CORESA to further regional animal health integration, and to facilitate the establishment of mechanisms to exchange live animals, products, animal by-products and derivatives among the countries of the area. Regional animal health problems were identified, and sanitary norms were drafted and approved to expedite livestock trade.

*Strengthening Plant and Animal Health Services to Facilitate Trade of Agricultural Products in the Central Area.* Through this project, IICA, GTZ and OIRSA installed an experimental data base on pesticides in El Salvador, Honduras and Nicaragua. Technical support was provided to the white fly control and eradication program in Central America; the project also collaborated in modernizing and reorganizing plant and animal health services in Honduras, Nicaragua and Panama. Regional consultations were held to identify constraints limiting compliance with the requirements of the GATT.

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<sup>4</sup> This Area covers the actions carried out by Program V (Agricultural Health) until the 1994-1998 Medium Term Plan was approved.

***Strengthening National Plant Protection Services to Facilitate the Trade of Agricultural Products in the Southern Area.*** The project drew up national and regional lists of quarantine pests, and defined phytosanitary requirements for the trade of agricultural products of priority to MERCOSUR. It also worked on harmonizing requirements for a regional registration system for phytosanitary products, and drafted a proposal for establishing regionwide standards on pest risk analysis, identifying pest-free areas and releasing biological control agents into the environment. It was agreed with CONASUR, COSAVE and MERCOSUR to prepare a proposal for a regional project that will be implemented in 1995.

***Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Trade in the Caribbean.*** The new on-line sanitary monitoring system, CORRAL, was introduced and was well received by the ministers of agriculture and institutions working with agricultural health. It was presented at several events in Africa, the United States of America and Trinidad and Tobago, and a training program was implemented for users. With support from CARAPHIN, IICA began developing a pesticide monitoring information system.

***Modernization of Agricultural Health Services in the Andean Area to Promote Trade Opening and Integration.*** The project aims to boost intra- and extraregional trade by strengthening animal and plant health services. The principal actions involved providing direct technical support to agricultural health services and training on information systems, and formulating proposals for joint pest prevention and control actions. Technical cooperation agreements on agricultural health were signed with five countries of the region, eight seminars were offered on the use of HandiSTATUS, and bilateral agreements were drafted.

## **Directorate of Sustainable Rural Development (Area of Concentration IV)<sup>5</sup>**

The principal goal of this Directorate is to upgrade the capabilities of the public and private institutions involved with agricultural and rural development to solve problems related to production, to improve opportunities for rural inhabitants for improving their skills, and to enable them to ensure the sustainable management of the natural resource base. Support was provided to 18 countries through 35 national projects to strengthen the capabilities of their institutional systems to design rural development strategies, policies, programs and projects. One of the new focuses of this Area of Concentration is to enhance the participation of rural youth in decision making. Along these lines, regional meetings were held in preparation for the 1995 Inter-American Consultation on Rural Youth.

### **Hemispheric Projects**

***Strengthening Public and Private Institutional Systems to Promote Modernization among Small Farmers.*** Research was concluded on the impact of technology and credit on the standard of living and use of natural resources in the YORO project area (Honduras), and in the Arenal-Tempisque Irrigation project area (Costa Rica). Documents on sustainable rural development and natural resource management were published in collaboration with the IICA/GTZ project. In addition, support was provided to Costa Rica's Ministry of Rural Development for designing its sustainable rural development strategy.

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<sup>5</sup> This Area covers the actions carried out by Program III (Organization and Management for Rural Development) until the 1994-1998 Medium Term Plan was approved.



***Institutionalization of the Gender Issue in Public and Private Agricultural Institutions of Latin America and the Caribbean.*** Through this project, IICA provided technical support for developing activities targeting rural women in Bolivia, Chile, Colombia, Costa Rica, Ecuador, Nicaragua and Uruguay. It held a meeting of experts to update information and systematize experiences; published documents on gender, women and development; and worked in closer coordination with agencies of the United Nations and inter-American systems to contribute to improving the position and situation of Latin American and Caribbean women.

***Participation of IICA in the Hemispheric Rural Agroindustrial Development Program (PRODAR).*** The principal achievements of this project include the establishment of rural agroindustry networks in Bolivia, Peru and Uruguay, and the creation of committees to support the establishment of networks in El Salvador, Nicaragua, Paraguay and Venezuela. The project continued to carry out activities related to training, research, documentation and horizontal cooperation. The first stage of the project to promote the development of rural agroindustry in the countries of Central America and the Dominican Republic was concluded. During this stage, 12 manuals were published, a video was prepared, five case studies were conducted and 125 technicians received training.

***Equity, Agriculture and Rural Development.*** This project focused on drafting IICA's conceptual framework on equity and its implications for agricultural and rural development. The document "Equidad y Agricultura" was written and guidelines were drawn up for analyzing proposals on equity, development and agriculture that were presented by international agencies. Support was provided to Venezuela in formulating methods for assessing the situation of the rural population, and to Honduras in designing a national rural development program. Research was concluded on markets and development in rural Latin America and Caribbean, and the lines of action of rural NGOs were redefined, within the new international economic context.

## **Multinational Projects**

***Cooperative Rural Development Project for the Countries of the Southern Area (PROCODER).*** The principal activities carried out were six seminars on regional integration, foreign trade and small-scale agriculture; youth and rural development; market alternatives for small-scale agriculture and rural agroindustry; generation of information and evaluation of agricultural credit programs; agricultural policy analysis as concerns women food producers; management for small-scale farmers' enterprises; and research and technology transfer. Three books were published: *La Agroindustria Rural en los Proyectos de Desarrollo*; *De Agricultor Campesino a Pequeño Empresario con Crédito Agrícola: Experiencias y Procesos Futuros*; and *Desarrollo Rural con Equidad de Género*.

***Supporting Modernization for Small-scale Farmers.*** The aim of this project is to modernize the operations of small-scale farmers by enhancing their managerial and organizational management capabilities. Actions focused on negotiating a technical cooperation agreement with the countries of Central America, which culminated in a meeting at which both the agreement and project document were approved. Through this project, IICA provided technical support to Nicaragua's Ministry of Agriculture and Livestock (MAG) in designing a follow-up and evaluation system for the program on development areas.

***Agricultural Policy Analysis vis-a-vis Women Food Producers in the Andean Region, the Southern Cone and the Caribbean (IICA/IDB).*** The second phase of this research project was successfully concluded in 12 countries of South America and the Caribbean. Three regional workshops were held, during which it was recommended that women food producers participate

in the benefits, responsibilities and decisions of development. A data base was created with information on the conditions of women food producers in Barbados, Bolivia, Brazil, Colombia, Ecuador, Guyana, Jamaica, Paraguay, Peru, Suriname, Uruguay and Venezuela.

***Regional South American Camelidae Development Program.*** The objective of this project is to upgrade strategies to improve the living conditions of small-scale ranchers, artisans and merchants whose livelihood depends on domestic camelidae. Round table discussions were held to disseminate information in Argentina, Bolivia, Chile and Peru, and a regional seminar was held in La Paz. In addition, a regional course was given on the handling of camelidae meat and training provided for shearers.

***Training in the Management of Small-farm Cooperative Enterprises.*** A study was conducted to identify business management training needs for producers' organizations in Honduras. Based on this, nine training manuals were designed and five documents were drafted on the marketing of agricultural products and inputs, the operation of small-farm enterprises, production plans, funding for rural cooperatives and accounting records. Advisory services were also provided to Honduras' National Agrarian Institute (INA) for preparing the national training plan for reconverting rural enterprises.

## **Center for Programs and Investment Projects (CEPPI)<sup>6</sup>**

With regard to sectoral studies and programs, CEPPI prepared an agricultural sector assessment for Belize and Tobago, continued the study for Honduras, and analyzed a preliminary version of the Venezuela study. A manual was written with methodological guidelines for assessing and managing renewable natural resources. CEPPI also supported the IICA/CARIFORUM meeting, during which IICA's differentiated strategy for the Caribbean was reviewed; it also participated in analyzing the Institute's portfolio of projects.

Activities carried out in the Investment Projects area included: a) support in designing and preparing Costa Rica's sustainable rural development strategy; b) identification of technical cooperation needs of Chile's Agricultural Development Institute (INDAP) and Office for Agricultural Planning (ODEPA); c) support to Argentina's National Fruit Fly Control and Eradication Program; d) preparation of guidelines for upgrading agricultural health in Panama; e) support to the San Juan de la Maguana project in the Dominican Republic; f) submission of a bid to prepare the feasibility study for the Agricultural Research on Tropical Lowlands project in Bolivia; g) support in preparing the project profile and feasibility study for forest management and use and agricultural development of El Peten communities in Guatemala; and h) collaboration with Haiti's Emergency Economic Recovery Program.

As concerns training, CEPPI provided support to CATIE in a course on international projects, and to ICAP in preparing the project identification module for its master's degree program. A course was offered in El Salvador on financial analysis and farm investments. The FARMOD program and the FARMOD and COSTAB manuals were translated into Spanish.

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<sup>6</sup> In the new institutional structure approved in the 1994-1998 MTP, CEPPI joined the Directorate of Planning, Programming, Projects and Technical Audit (DIPRAT).

## **Directorate of Training, Education and Communications (Specialized Service I)<sup>7</sup>**

This Specialized Service works with formal and non-formal professional and technical education as a means of improving the skills of human resources in the agricultural sector and at IICA. It also advises the Areas of Concentration and the Technical Cooperation Agencies in matters related to communications.

### **Training and Education**

Six courses were given on educational methodologies for instructors in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. Workshops were held on training management in Honduras, Argentina and Mexico, as was a regional workshop on training strategies for agricultural modernization. Service I supported training programs in Ecuador, El Salvador, Guyana, Honduras, Nicaragua and Panama.

The following were some noteworthy contributions by this component to supporting other IICA units: support was provided to PRODAR and PROMECAFE for organizing meetings and workshops; three technical manuals on agroindustry and five manuals on rural agroindustry management were published; a workshop was held on sustainability in Ecuador in cooperation with the GTZ; and a course was offered on trade policies and negotiations in El Salvador. In addition, workshops, seminars and discussions were held at Headquarters on paradigms (revision and change), participatory management, sustainability, software packages, English language skills, strategic planning and upgrading the capabilities of the secretarial staff.

Through the project *Developing Human Resources in the Countries of the Americas and at IICA*, scholarships were granted to 108 people for participating in short courses, seminars and masters' degree programs on subjects such as tissue culture, irrigation systems, rural radio programs, the use of INTERNET, agroforestry systems and others.

### **Communications**

This component manages the Institute's Audiovisual Production Center and the IICA/CIDA Regional Program on Communications, Women and Sustainable Development. It provided direct support to Bolivia, Brazil, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Uruguay and MERCOSUR in preparing proposals for communications strategies, providing training in radio and television and audiovisual production, designing communications training strategies and evaluating communications plans.

Two of the most noteworthy radio programs produced by this component were *Biomanojos III*, which was produced in collaboration with RNTC and UNICEF; and *Por los Caminos de la Vida*, produced in collaboration with ACI. Twenty-one radio programs on gender and sustainable development were prepared during seminars given on radio production and 13 videos were produced on: the inauguration ceremony of the new Director General of the Institute, IICA's actions in agricultural marketing, free trade and the GATT agreements and agricultural commodity exchanges. Moreover, 39 training events were conducted in Central America, for a total of 353 participants.

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7 The Divisions of this Specialized Service belonged to DICCAI until the 1994-1998 Medium Term Plan was approved.

***IICA/SIDA Regional Program on Communications, Women and Sustainable Development.*** Under this project, 33 training events were conducted in Central America: five on communications, gender and sustainable development; 15 on audiovisual and radio production techniques; and 13 on the validation of materials. These events provided training to 240 participants from nongovernmental and governmental rural development agencies in Central America. Three issues of the bulletin "Comunicación, Mujer y Desarrollo Sostenible" were published, and project representatives participated in a workshop in Bolivia to update and exchange experiences, for gender specialists working on IICA projects.

## **Directorate of Information, Documentation and Informatics (Specialized Service II)<sup>8</sup>**

This Directorate provides the member countries with statistical and bibliographical information produced through activities carried out by the Areas of Concentration and other technical cooperation activities, with the purpose of further strengthening the transfer of know-how, abilities and skills in support of human development in Latin America and the Caribbean.

### **Documentary Information**

This component provided technical support to IICA's Areas of Concentration for developing specialized information systems. It also cooperated with IICA's Technical Cooperation Agencies in El Salvador and Nicaragua in assessing and designing an institutional information system for the Salvadoran Foundation for Coffee Research (PROCAFE) and for Nicaragua's National Agricultural Information and Documentation Center (CENIDA). At the request of FAO, it arranged for the translation into Spanish and the adaptation of the AGRIS/CARIS Indexing Manual, and a working group receiving funding from the W.K. Kellogg Foundation worked to establish information guidelines for IICA. Other activities include participation in the Inter-American Planning Workshop for Agricultural Information Transfer and Networking, held in Washington, D.C., and in the AGRIS technical consultation held in Rome. Library services were provided through the Orton and Venezuela Libraries. Moreover, the unit participated in national and international information networks: AGLINET and AGRIS, FAO, CICAD of the OAS, REDNIA of Costa Rica, among others. Courses were offered for librarians, documentalists and information users, and technical and economic support was provided to AIBDA.

### **Language Services**

This unit is responsible for translating IICA documents into the four official languages of the Institute (Spanish, French, English and Portuguese). In 1994 these translations covered a wide range of administrative, legal, technical and scientific documents. It also arranged for simultaneous interpretation services for multilingual meetings held at Headquarters and, at times, in the Member States, including the G-33 Meeting, Executive Committee, the Agribusiness of the Americas Conference (in Miami), and several meetings of the Government of Costa Rica, UNESCO and other organizations.

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<sup>8</sup> Before the 1994-1998 Medium Term Plan was approved, the Informatics component belonged to the Directorate of Finance. Also during that period, the Documentary Information, Language Services and Editorial Service units belonged to DICCAI.

## **Editorial Service**

This unit produced more than 75 publications in coordination with the Print Shop, including books, bulletins, information pamphlets, brochures and other printed materials. More than 7,000 books were sold to the public and some 30,000 documents were distributed. It provided technical assistance to all Headquarters units and to IICA's Technical Cooperation Agencies in Costa Rica, Honduras, the OECS and Uruguay in the editing of different texts (more than 20,000 pages), and in structuring and ensuring a consistent graphic line for publications. Editorial Service also published ten issues of the *Turrialba* journal (using INTERNET to facilitate communication with authors, revisors and IICA's Agencies in the countries); compiled, edited and designed IICA's 1993 Annual Report; edited the 1994-1998 MTP; and set up the temporary IICA and CATIE exhibit "Partners in Agricultural Development for the Americas." With regard to the establishment of strategic alliances, a co-publishing agreement was signed with ICRAF, existing agreements with the Earth Council, CIAT, CIP, IFAD and OET were strengthened, and negotiations began for an agreement with GTZ.

## **Informatics**

This component responded to 1,650 requests for basic support at Headquarters. Headquarters was linked to INTERNET, and e-mail communications were established with 14 Technical Cooperation Agencies in the Member States. With regard to training, eight seminar/workshops were given on INTERNET use (five at Headquarters and three in Barbados), for a total of 105 participants, and a seminar was offered on strategic planning and systems re-engineering. Inventories were made of all computer equipment and systems in operation at Headquarters and in the Technical Cooperation Agencies. In the area of communications, the unit provided direct support to the Technical Cooperation Agencies in Argentina and Chile, and initiated conversations with Argentina to develop a prototype for a managerial information system.

## CHAPTER III

### IICA in the Countries

The 1994-1998 Medium Term Plan (MTP) groups IICA's Member State into five regions: Central, Caribbean, Andean, Southern and Northern.

The Central Region includes Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. The Caribbean Region comprises Barbados, Dominican Republic, Guyana, Haiti, Jamaica, Suriname, Trinidad and Tobago and the countries of the Organization of Eastern Caribbean States (Antigua and Barbuda, Dominica, Grenada, St. Vincent and the Grenadines, St. Lucia, and St. Kitts and Nevis). The countries in the Andean Region are Bolivia, Colombia, Ecuador, Peru and Venezuela. The Southern Region consists of Argentina, Brazil, Chile, Paraguay and Uruguay, and the countries of the Northern Region are Canada, Mexico and the United States of America.

#### Central Region

The Institute helped consolidate the institutional system for Central American integration by providing support to the joint CORECA/CAC Coordination Secretariat. It helped draft the proposal for creating the Alliance for Sustainable Development, which was approved by the Presidents of Central America, and it worked to develop strategic alliances with institutions such as CABEL, CATIE, INCAP and SIECA.

IICA worked more intensely to provide training in the areas of multilateral trade negotiations and agricultural commodity exchanges. It also stepped up its support to the Council of Central American Ministers of Agriculture, and facilitated collaboration between Mexico and Central America in the area of trade. Another important contribution was the support provided to the ministries of agriculture for orienting the reform of agricultural institutions.

*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 of the Central American Council for Agriculture (CAC).* Since 1981, IICA has been providing technical support to the Coordination Secretariat shared by CORECA and CAC. Together with representatives of the ministries of agriculture, a proposal was drawn up for raising tariff levels for agricultural products considered to be sensitive in Central America. Also, a data base was designed for processing and analyzing information for the bi-monthly price information system on agricultural products and inputs in CORECA member countries. Support was also provided in creating and developing national agricultural commodity exchanges, characterizing production chains, drafting a proposal for the integration of agricultural technology in the region, and strengthening relations with public and private organization.

***Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama (PRIAG).*** This important initiative to integrate agricultural technology in the region is promoted by CORECA and receives technical and financial support from the EEC. IICA provides the PRIAG Regional Executive Directorate with logistic and administrative support for the execution of actions by Central American institutions. CORECA and IICA negotiated a two-year extension for the CORECA-EEC-IICA Agreement with representatives of the European Union. Through the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production, IICA supported PRIAG's Executive Secretariat in coordinating research on the transfer of staple grain technology and in strengthening links between research and agricultural extension systems.

***Supporting Border Development Projects.*** Under the plan of action for border area development and integration in Central America, which was formulated by IICA, the OAS and SIECA, support was provided to strengthen the institutions associated with border development in Central America. Actions carried out through this project include: a) preparation of a strategy for sustainable integrated development in the Atlantic Guatemala-Honduras border area; b) support to the Trinational Commission of the Trifinio Plan and to the Binational Commission for Development in the Gulf of Honduras in executing projects and programs of their respective plans of action; c) preparation of feasibility studies on nine projects for the Trifinio Plan, and submission of same to the CABEL for funding; and d) support to the OAS in improving the technical cooperation agreement for the development of the Gulf of Fonseca.

***Strengthening the Activities of the Mexico-Guatemala Subcommittee on Agricultural and Forestry Affairs.*** Participating at the technical level on this subcommittee are the General Directorate for International Affairs (DGAI) of Mexico's Secretariat of Agriculture and Hydraulic Resources (SARH) and Guatemala's Agricultural and Food Sectoral Planning Unit (USPADA). IICA provided support to the technical secretariat of the subcommittee which was exercised by Guatemala, based on an agreement between the two countries. Benefiting directly from this action were the public agricultural sectors and the cooperative programs executed by the subcommittee. Support was provided for drafting the document "Preliminary diagnosis of Guatemala/Mexico border watershed basins: Watersheds of the Suchiate, Coatan, Cuilco, Selegua and Nenton rivers," which will serve as a basis for formulating a proposal for a Guatemala-Mexico border development plan.

## **Belize**

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, two workshops were held to train policy analysts, planners, extension agents and crop and livestock experts in the use of the SIAPA and AGSYS programs. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production enabled a representative of Belize to participate in the Third Regional Workshop on Tropical Fruits, held in Grenada. The Area of Concentration of Agricultural Health carried out actions in Belize under the project "Surveillance and Monitoring of Agricultural Diseases and Pests to Facilitate Trade and Production in the Caribbean (Phase II)."

The most important activity was the agricultural sector assessment conducted by CEPPI, which will be used to identify areas in which the Institute will concentrate its technical cooperation; it will also be of use to the government in formulating a strategic plan for agricultural development.

## **Costa Rica**

The Area of Concentration of Socioeconomic Policies, Trade and Investment promoted efforts to create a mechanism for formulating proposals to address the reconversion of production through the study of production (agri-food) chains, which culminated in the establishment of the National Advisory Commission on Agricultural Production Systems (CCNSA). In addition, the Agricultural Commodity Exchange (BOLPRO) was strengthened. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production focused on strengthening the National Agricultural Research and Technology Transfer Commission (CONITTA), and on developing a new agricultural extension system for the Ministry of Agriculture and Livestock (MAG). Also, agreement was reached with national authorities on the project to supporting agricultural technology integration in Central America.

Under the Area of Concentration of Agricultural Health, emergency fund resources were allocated to support the government's hog cholera control campaign. The Area of Concentration of Sustainable Rural Development provided support to the reconversion of production, helped prepare a new strategy for sustainable rural development in the country and assisted in the organization of the Ministry of Rural Development (MDR).

## **El Salvador**

The Area of Concentration of Socioeconomic Policies, Trade and Investment launched the project "Supporting Policy Analysis and Sectoral Investment" of the Ministry of Agriculture and Livestock (MAG); cooperated in preparing and executing the National Agricultural Forum; and provided support for establishing an agricultural commodity exchange in El Salvador. Through the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production, a proposal was made for formulating a regional plan for integrating agricultural technology. Within the framework of the Area of Concentration of Agricultural Health, requirements and procedures related to the registration and control of pesticides were harmonized, and technical support was provided to the white fly control and eradication program.

The Area of Concentration of Sustainable Rural Development provided training for 80 extension agents in 19 communities and designed a technology development plan for each community. In addition, the training and communications subcomponent of the project "Rehabilitation and Development of Areas Affected by the Armed Conflict in the Department of Chalatenango" entered into operation. Other important training actions carried out in El Salvador were: a) design of the National Agricultural Training Program (PROCAN); b) several training activities executed within the framework of the regional program "Communications, Women and Sustainable Development;" and c) a course on international trade policy and negotiations.

## **Guatemala**

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, the Institute provided support to the preparation of draft agricultural policies; assisted the Agricultural Sector Planning and Food Unit (USPADA) in installing its regional offices, programming actions called for in the agricultural agenda, training its personnel and managing its funds. It also collaborated in organizing the Office of Agricultural Statistics. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production continued to execute phase three of the project "Improving Dual-purpose Livestock Production Systems."



The Area of Concentration of Sustainable Rural Development provided training to public-sector technical personnel on how to plan production investments for the agricultural cooperatives along the banks of the Pasión and Usumacinta rivers in El Peten. Also, through CEPPI, the Institute assisted the National Commission for Repatriates, Refugees and Displaced Persons (CEAR), the National Fund for Peace (FONAPAZ) and the Ministry of Agriculture and Food (MAGA) in drawing up three investment proposals for settlements of displaced persons.

## **Honduras**

IICA, through the Area of Concentration of Socioeconomic Policies, Trade and Investment, supported the Secretariat of Natural Resources (SRN) in analyzing production in agri-food chains, developing information systems, designing and implementing technology generation and transfer policies, modernizing its operating structure, establishing the National Rural Development Program and the National Agricultural Health Program, and organizing the Directorate of Agricultural Science and Technology (DICTA). The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production provided support in developing mechanisms for organizing DICTA, in creating the National Science and Technology System, and in strengthening the National Council on Agricultural Science and Technology.

The Area of Concentration of Agricultural Health contributed to the formulation of a bill on phytosanitary regulations, recently approved by the Congress of the Republic, and to the institutionalization of the National Agricultural Health Service. The Area of Concentration of Sustainable Rural Development supported the National Agrarian Institute (INA) in preparing the National Plan for Small-farm Reconversion, and in formulating a training project for improving small-farm business capabilities. Lastly, with support from CEPPI and the Area of Concentration of Socioeconomic Policies, Trade and Investment, the IICA Agency prepared an agricultural sector study of the country.

## **Nicaragua**

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, IICA helped institutionalize the technical secretariat of the National Agricultural Council (CONAGRO) and a study was conducted on the competitiveness of the poultry subsector. In addition, the study on the competitiveness of the sugar cane subsector continued, the results of which will contribute to consolidating the establishment of federations of sugar cane producers and creating the National Sugar Policy Commission. Work began to develop the national agricultural data base; the Ministry of Agriculture and Livestock (MAG) received support in analyzing the role of the agricultural sector in the regional integration process, and IICA assisted the Agricultural Commodity Exchange (BAGSA) in structuring its by-laws and regulations.

The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production facilitated the participation of Nicaragua's most important technology generation and transfer entities in the technology research process under way in Central America.

## **Panama**

Under the Area of Concentration of Socioeconomic Policies, Trade and Investment, the IICA Agency monitored the studies of several agri-food chains. Support was provided for a seminar on norms and procedures for developing international technical cooperation in the agricultural sector; to the Panamanian Institute of Foreign Trade (IPCE) for designing processes to transform production and modernize agri-food systems; and to Ministry of Agricultural Development (MIDA) in drafting terms of reference for creating the Agricultural Trade Policy Unit (UPCA).

The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production reached agreement with sector authorities for drafting a proposal for integrating agricultural technology in the region and provided support for the Seventh World Brahman Congress.

In the Area of Concentration of Agricultural Health, IICA worked with MIDA and IDB officials to draw up a proposal for organizing Panama's agricultural health program. Lastly, the Area of Concentration of Sustainable Rural Development provided support to the Directorate of Agrarian Reform in revising Law 23, which governs small-farmer organizations. PRODAR contributed to consolidating the National Rural Agroindustry Network, and to training 50 technicians and producers in food technologies.

## **Caribbean Region**

At the United Nations Global Conference on the Sustainable Development of Small Island Developing States, held in Barbados, a program of action was adopted for improving the living conditions of the inhabitants of such islands. Also important was the signing of the convention establishing the Association of Caribbean States (ACS), which seeks to expand the economic space for trade and investment, and to identify and promote policies aimed at bringing about cultural, social, scientific and technological advancement in its member countries.

With the recent completion of the Uruguay Round of the GATT, the trend toward trade liberalization is expected to increase, which will make it more difficult for governments to finance public activities. There is also concern over the apparent reluctance of the United States of America to grant NAFTA parity to Caribbean goods, and over the refusal of the USA to grant preferential treatment to Caribbean bananas.

The Institute continued to collaborate with regional and international agencies involved in agricultural modernization and rural development in the Caribbean: ADCU, CBD, CARDI, CFCS, CNIRD, FAO, the Secretariats of CARICOM and the OECS, the University of Florida, the UWI and French cooperation agencies, among others.

*Facilitating Latin American/Caribbean Linkages for Agricultural Development.* Through this multinational project, IICA establishes institutional linkages and develops mechanisms for supporting joint efforts and the transfer of technology and information between Latin America and the Caribbean. At the Second Programming Meeting of the Technical Committee for Agricultural Technology Transfer between Latin America and the Caribbean (TECLAC), which took place in Mexico, participants drew up a 1994-1997 program of operations for: development of information systems; training; exchange of materials; transfer of technical expertise; technology research, development and transfer; and support to bilateral agreements. The project operated the Caribbean Committee for Management of Plant Genetic Resources, which promoted agricultural sustainability in regional institutions.

## **Barbados**

IICA, through the Area of Concentration of Socioeconomic Policies, Trade and Investment, continued to collaborate with the ADCU, the Central Bank of Barbados, CARICOM, the CDB and the UWI on initiatives to create a policy environment conducive to the region's export-led development strategy. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production undertook a study to identify the factors that contribute to high post-harvest losses in Barbados cherry, in association with the Government of France, the Ministry of Agriculture and Rural Development and the UWI.

Under the Area of Concentration of Agricultural Health, the Institute collaborated with the Ministry of Agriculture and Rural Development in preparing a project to eradicate caprine arthritis-encephalitis (CAE) virus in goats and to determine the incidence of sheep infected with this virus. Efforts in the Area of Concentration of Sustainable Rural Development focused on analyzing the impact of agricultural policies on the role and activities of rural women as producers and distributors of agricultural produce and processed foods, and on identifying project proposals for rural women food producers.

## **Dominican Republic**

The Technical Cooperation Agency focused on structural reform and institutional change in the agricultural sector, the creation and installation of an agricultural commodity exchange, and the implementation of a public/private agribusiness information service at the Dominican Agribusiness Board (JAD) and the Farmers' Association of San Juan de la Maguana. Letters of understanding on the structural reform in the agricultural sector were signed with the Secretariat of State for Agriculture (SEA), the Technical Secretariat of the Office of the President, the National Water Resources Institute (INDHRI), the National Price Stabilization Institute, the General Directorate of Forestry, and the Agricultural Bank of the Dominican Republic.

Within the framework of existing legal instruments, and with the support of various units at Headquarters and ECLAC specialists, the following events took place: a) Second Course on International Trade Negotiations and Treaties: Implications for the Agricultural Sector; b) Seminar/Workshop: INESPRES and the GATT; c) International Seminar on Rural Youth; and d) International Seminar on Rural Women, with the participation of IFAD and Venezuela's Foundation for Research Training Applied to Agrarian Reform (CIARA).

## **Guyana**

Under the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production, the project "Supporting the Development of Livestock Production Systems in Guyana" provided support to the St. Stanislaus Dairy Management Training Centre, and fostered the creation of the National Coordinating Committee for Cattle Development. In addition, an analysis was made of the situation and the need for improving fruit processing and handling for fruits with good marketing opportunities. Support was also provided in establishing the Guyanese Agro-processors Association (GAPA).

At the request of the Ministry of Agriculture, the Area of Concentration of Agricultural Health drew up a project entitled "Improving Agricultural Health Services in Guyana to Facilitate Trade." Also, IICA, CIRAD and the veterinary divisions of the ministries of agriculture of Guyana, Suriname and French Guyana formulated the project "Hemoparasitic Network for the Guyanas," which received funding from FIC. Under the Area of Concentration of Sustainable Rural Development, organizational and managerial skills were strengthened in nine indigenous Amerindian communities in Region 2, and support was provided to the Guyanese Organization of Indigenous Peoples (GOIP) in the planning and implementation of a community development project in Region 9.

## **Haiti**

IICA was an active participant in several studies, initiatives and assistance plans undertaken by various organizations (USAID, IDB, IBRD, EEC, FAO and others of the UN system). It also participated in a national food security assessment survey, which will be of great value in

assessing food security issues and in detailing rates of decapitalization and changes and trends in local agricultural production.

The country benefited from the project "Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers," executed through the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production. Under the Area of Concentration of Sustainable Rural Development, the project "Kredi Riral Fanm Ansam" (KREDIFANM) launched activities in July; the first six months of operation were devoted to discussions, analyses and training of participants (especially rural market women). The Zouti-Kanada subproject, which began in November with funding from CIDA, is addressing the alarming capital depletion which has occurred at the farm level by distributing sorely needed agricultural tools.

## **Jamaica**

The activities of the Technical Cooperation Agency in Jamaica sought to reinforce public sector efforts to operationalize its services, especially agricultural research, extension and rural development. It supported the country's efforts to modernize its agricultural sector by promoting diversification and sustainable domestic agriculture, especially on hillsides; and complemented the efforts of USAID and Ministry of Agriculture (MINAG) to reorganize and manage research and extension through workshops and direct technical assistance. It also contributed to improving the operational capabilities of the Rural Agricultural Development Authority (RADA).

## **Organization of Eastern Caribbean States (OECS)**

The Area of Concentration of Socioeconomic Policies, Trade and Investment and UWI conducted a study to assess the impact of agricultural policies on producers and consumers in selected OECS countries and, in collaboration with CEPPI's Regional Project Unit for the Caribbean, held a seminar in St. Kitts and Nevis on agricultural project preparation and evaluation.

Through the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production, assistance was provided to Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines in developing technology generation and transfer programs. An assessment of the agricultural technology development and transfer system was completed for Dominica and St. Vincent and the Grenadines. IICA cooperated with the Ministry of Agriculture of St. Kitts and Nevis in holding the 1994 Review and Programming Workshop of the OECS Network of Vegetable and Food Crops Development Projects. In addition, in collaboration with the Agricultural Technical Mission of Taiwan and CARDI, support was provided to the Ministry of Agriculture of St. Vincent and the Grenadines in assessing the agronomic and economic feasibility of producing table grapes locally. IICA supported the Ministry of Agriculture of Grenada in establishing a National Floriculture Industry Development Program, with technical assistance from ADCU, CIRAD and the Martinique Chamber of Agriculture.

The Area of Concentration of Agricultural Health and CIRAD conducted a survey in all OECS countries to determine the pest and disease status of pineapples. In collaboration with ADCU, it formulated a fruit fly control project. The Institute helped activate the Pesticides Control Board (PCB) in Antigua and Barbuda, and establish a PCB in St. Kitts and Nevis. It also collaborated in organizing the Fifth Meeting of OECS Pesticides Control Boards. IICA also continued to provide assistance to upgrade the countries' quarantine systems, and installed a new agricultural health surveillance data base (CORRAL) in the ministries of agriculture.

Through the Area of Concentration of Sustainable Rural Development, assistance was provided to the Sunshine Harvest Farmers Cooperative (SHFC) of St. Lucia and to the Productive Farmers Union (PFU) of Grenada in business evaluation and management and institution building. Workshops in program planning and financial management were held for farmer organizations in Grenada, St. Lucia, and St. Kitts and Nevis. In St. Kitts, a program was developed to provide guidance to new farmers' groups, and in Nevis, semi-active groups such as the Nevis Growers' Association and the Nevis Livestock Farmers' Association were stimulated.

## **Suriname**

Under the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production, efforts focused on transferring low-cost technology and basic management skills to farmers. Training was provided to dairy farmers in pasture production and management. Two projects were prepared for the Ministry of Agriculture: "Sustainable Livestock and Crop Systems using Legume Trees as a Source of Nitrogen and Protein," and "Sustainable Livestock and Crop Systems using Azolla as a Source of Protein." IICA also worked to inventory and expand the germ plasm base in Suriname, and to analyze and prepare the final report on vegetable production in that country.

The Area of Concentration of Agricultural Health submitted a request to the IDB for funding a feasibility study to upgrade agricultural health services. In April, IICA provided support to an IFAD technical mission that visited Suriname to draw up a project to eradicate the carambola fruit fly. Under the Area of Concentration of Sustainable Rural Development, and within the framework of the project "Analysis of Agricultural Policy vis-a-vis Women Food Producers in the Andean Region, the Southern Cone and the Caribbean," the results of national survey were presented at a seminar.

## **Trinidad and Tobago**

The Area of Concentration of Socioeconomic Policies, Trade and Investment continued to work through the hemispheric project "Upgrading Agricultural Policy Analysis and Planning Infrastructure," which was well received by the Ministry of Agriculture, Lands and Marine Resources (MALMR) and the Tobago House of Assembly (THA). Workshops and tutorial sessions were conducted on the use of SIAPA and AGSYS, and on budget preparation. An on-line system was developed and installed at MALMR and the THA to support their annual planning processes. Activities carried out under the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production included: strengthening interinstitutional relations with CARDI, CARIRI, CIRAD, CRITT, UWI and other organizations, two regional workshops, two regional meetings, eight national workshops and nine technical missions to facilitate better technology transfer. In addition, actions were taken to promote the transfer of germ plasm and to introduce exotic fruit from Asia.

The Area of Concentration of Agricultural Health completed the design of the on-line CORRAL surveillance program, which was distributed to the member country and presented during meetings of several international organizations, including IPPC, NAPPO and OIE. Through the Area of Concentration of Sustainable Rural Development, IICA provided training for five groups of rural women in food processing, agricultural practices and business administration and management. CEPPI conducted a study of the agricultural sector of Tobago, which was the first complete documented assessment made for that sector.

## **Andean Region**

A dynamic process of economic opening and integration occurred in this region, giving rise to the negotiation and signing of a number of international, multilateral and bilateral agreements. The agricultural GDP increased in all the countries of the region, with the exception of Venezuela. Nontraditional exports expanded substantially, but banana-producing countries were plagued by low international prices and marketing difficulties.

IICA supported institutional reforms in public and private agricultural organizations with a view to adapting their structures and objectives to current needs. It also contributed to the modernization of regional marketing systems with the development of innovative instruments, most notably agricultural commodity exchanges.

## **Bolivia**

The principal activities carried out within the framework of the Area of Concentration of Socioeconomic Policies, Trade and Investment include: a) support to the Agricultural Chamber of Eastern Bolivia in implementing a price and market information system; b) preparation of the 1993-1994 report on the situation of agriculture; c) first workshop on international agricultural trade negotiations; and d) support to the National Secretariat of Agriculture and Livestock in implementing an agricultural commodity exchange and in establishing a national price and market information network.

The Area of Concentration of Agricultural Health cooperated with the National Secretariat of Agriculture and Livestock in establishing the national plant protection and animal health system. The Area of Concentration of Sustainable Rural Development launched the regional program to support South American camelidae development, funded by IFAD and CIDA. It also collaborated in institutionalizing the gender perspective in the Secretariat for Rural Development and other entities of the public agricultural sector; supported the consolidation of the Commission on Rural Women and Development (COMUSADE); and cooperated in formulating a national training program on gender issues.

## **Colombia**

The Area of Concentration of Socioeconomic Policies, Trade and Investment provided training for professionals for the National Network for Follow-up, Analysis and Discussion of Agri-food Policies; provided technical assistance to the Ministry of Agriculture and Livestock (MAG) and the National Planning Department (DNP) in executing the Agricultural Modernization and Diversification Program; supported the Colombian Farmers' Society (SAC) in connection with information and international agricultural trade policy analysis; and worked with MAG in conducting a study on the competitiveness of the agricultural sector.

The Area of Concentration of Sustainable Rural Development supported the Integrated Rural Development Fund (DRI) in the formulation of policies and strategies for planning rural development programs and projects, decentralization and modernization of rural organizations. It also continued to implement the project on the control, coordination, follow-up and evaluation of national policies for rural women.

## **Ecuador**

Under the Area of Concentration of Socioeconomic Policies, Trade and Investment, IICA conducted a seminar-workshop on the use of SIAPA for specialists from the Andean region; it also coordinated a workshop to analyze the agricultural agreements of the Uruguay Round of GATT and tariffication exercises, among other actions. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production supported the Technology and Agriculture Program (PROTECA) of the Ministry of Agriculture and Livestock (MAG) in implementing a new technology generation and transfer system.

The Area of Concentration of Agricultural Health supported the MAG in modernizing its agricultural health services and in defining the functions of plant protection and animal health divisions and departments. Within the framework of the Area of Concentration of Sustainable Rural Development, IICA provided support to the Undersecretariat of Rural Development of the Ministry of Social Welfare (MBS) in executing the National Rural Development Program (PRONADER). It cooperated in implementing the rural development project for the Upper Cañar river basin, the PENIPE rural development project (Phase II), and the lower Guayas river basin project.

## **Peru**

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, IICA supported the Agricultural Planning Office of the Ministry of Agriculture in formulating its new medium-term plan and in setting up a data bank for the agricultural sector. It also supported that Office in setting up its informatics network, and conducted a seminar-workshop on investment projects for senior management and officials of the Ministry of Agriculture. Technical consultations were held for drafting a bill to establish an agricultural commodity exchange, and a national workshop was held with JUNTA and SELA on international agricultural trade negotiations.

The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production supported the organization of an international seminar on phytosanitary management of fruit and vegetable exports, a course on *in vitro* propagation and purification of plant materials to propagate fruit crops, among other actions. The Area of Concentration of Agricultural Health provided support to the general plan agreed upon by the ministries of agriculture of Peru and Chile to control the Mediterranean fruit fly in border areas. Under the Area of Concentration of Sustainable Rural Development, an analysis was made of the impact of the project "Development of Technology Transfer in Rural Communities in the Mountains of Peru;" courses were given on small-scale farm projects and on business management; and a document was drafted on the importance of taking rural women into account as agents of development. Support was also provided to IFAD in preparing a water and soil management project in the Peruvian highlands.

## **Venezuela**

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, IICA supported the General Sectoral Directorate of the Ministry of Agriculture and Livestock (MAC) in conducting a study of the competitiveness of several priority products; it cooperated in modernizing agricultural trade associations, promoted the establishment of Venezuela's agricultural commodity exchange of Venezuela, and conducted a training workshop on trade liberalization and integration for agricultural negotiators.

The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production participated in the design and implementation of the National Agricultural Extension Service, and cooperated with the National Agricultural Research Fund (FONAIAP). The Area of Concentration of Agricultural Health collaborated with MAC's Autonomous Agricultural Health Service (SASA) by preparing specific modules for a training course on animal health and the evaluation of animal health and plant protection laboratories. Under the Area of Concentration of Sustainable Rural Development, IICA supported the Presidential Commission to evaluate and monitor agrarian reform, and helped organize a national seminar on the strengthening of small-farmer organizations.

## **Southern Region**

In the Southern Region, IICA's technical cooperation was carried out through hemispheric, multinational and national projects on socioeconomic policies, trade, research and technology transfer, agricultural health and sustainable rural development. New technical and administrative support agreements were signed, especially in Argentina and Brazil.

IICA provided support to MERCOSUR's subgroups prior to its entry into effect in January 1995. It supported the CONASUR Secretariat and its special committees, and collaborated in organizing the World Congress of Agricultural Engineers which was held in Santiago, Chile.

## **Argentina**

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, the Institute prepared reports on the competitiveness and outlook of Argentinian agroindustrial exports; worked with the National Institute of Agricultural Technology (INTA) to draft a report on the technological profile of agricultural production; and formulated and negotiated with the Secretariat of Agriculture, Livestock and Fisheries (SAGyP) a technical and administrative support project for trade negotiations. Together with the Grain Board of Buenos Aires, it conducted a seminar on the regulatory structure required for operating agricultural commodity exchanges, and the second hemispheric meeting on agricultural commodity exchanges.

The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production supported the National Institute for Statistics and Census (INDEC) in organizing the national agricultural survey; offered four courses on wheat production under the CIMMYT-IDB-INTA agreement; and established an operating agreement with the ArgenINTA Foundation, among other actions. The Area of Concentration of Agricultural Health formulated a plan of action to support the National Animal Health Service (SENASA) in implementing a systematized information model for Argentina's veterinary diagnostic laboratories, with a view to strengthening international emergency and quarantine services and epidemiological surveillance systems. The Area of Concentration of Sustainable Rural Development collaborated with INTA, SAGyP and the ministries of agriculture of Corrientes, Formosa and Misiones in negotiating and defining participatory and comprehensive rural development policies.

## **Brazil**

The Area of Concentration of Socioeconomic Policies, Trade and Investment provided support to efforts to strengthen the National Secretariat for Agricultural Policy (SNPA) and advised the Ministry of Agriculture, Supply and Agrarian Reform (MAARA) regarding the development and implementation of its agricultural information systems. Through the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production, the Institute provided



the Brazilian Institute of Agricultural Research (EMBRAPA) with state-of-the-art information for generating and transferring high-yield, profitable and sustainable technology. Through the Area of Concentration of Agricultural Health, the COSAVE technical secretariat was established and the National Council on the Prevention and Control of Soybean Nematodes was set up. The Area also provided support to the reorganization and strengthening of national plant protection and animal health systems.

The Area of Concentration of Sustainable Rural Development helped obtain the approval of technical rural development units in the states of Bahia, Ceará, Maranhão, Pernambuco, Piauí and Rio Grande do Norte. It also cooperated with the San Francisco Valley Development Corporation (CODEVASF) in improving its geographic information system; and assisted the Superintendency of Development for the Northeast (SUDENE) in formulating proposals for sustainable rural development policies, programs and projects. The Area also collaborated with the National Institute for Settlements and Agrarian Reform (INCRA) in modernizing its administration, in its human resource training activities and in formulating and executing development projects in settlement areas. It also supported the Banco Nordeste do Brasil (BNB) in developing financial monitoring systems for agricultural and rural development.

## Chile

At the request of the Ministry of Agriculture and Livestock (MINAGRI), the Area of Concentration of Socioeconomic Policies, Trade and Investment formulated a global framework for modernizing the sector, and guidelines were drawn up for improving institutional relations between the public and private sectors. A diagnostic study on agriculture was conducted in ten communities of Region VIII, initial steps were taken to prepare a study on the possible impact of NAFTA, and support was provided for organizing the First Meeting of Chilean Agroindustrial Entrepreneurs. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production cooperated with the National Agricultural Research Institute (INIA) in defining and implementing an institutional strategy and in analyzing the national agricultural innovation system. It also provided support to the Office for Agricultural Planning (ODEPA) for identifying soil conservation practices, and to the Agricultural Research Fund (FIA) for preparing a project profile on livestock development.

The Area of Concentration of Agricultural Health provided support to the third annual work plan agreed to by the governments of Chile and Peru for controlling the Mediterranean fruit fly in the Arica, Azapa, Tacna and Moquegua valleys. It also contributed to efforts to control foot-and-mouth disease and *Sirex noctilio*. The Area of Concentration of Sustainable Rural Development collaborated with the Agricultural Development Institute (INDAP) in designing and implementing the strategic management process; implementing a market information system for small-farmer beneficiaries of INDAP in Regions Metropolitana, V, VI, and VIII; and executing programs targeting rural women.

## Paraguay

Through the Area of Concentration of Socioeconomic Policies, Trade and Investment, IICA cooperated with the Directorate of Agricultural Marketing and Economy (DCEA) of the Ministry of Agriculture and Livestock (MAG) in the project to strengthen the foreign trade and agroindustrial development subsystem. IICA also provided assistance to DCEA and the Directorate of Planning and Policy in developing institutional mechanisms for designing agricultural export policies. The Area of Concentration of Agricultural Health provided support for training offered to producers on integrated pest control in cotton, and for executing a training program on laboratory methods to be used for detecting residues in animal products.

The Area of Concentration of Sustainable Rural Development carried out activities funded by UNIFEM and IFAD. Under the first agreement, implemented in the Department of Caazapa, the gender perspective was strengthened at the municipal and department levels with the implementation of eight production projects headed by women. Under the second agreement, implemented in the departments of Caaguazu, San Pedro and Concepcion, technical experts and rural leaders received training in participatory methods for organizing, evaluating and preparing production projects.

## Uruguay

The Area of Concentration of Socioeconomic Policies, Trade and Investment provided support to the Ministry of Livestock, Agriculture and Fisheries (MGAP) in organizing workshops to analyze the principal obstacles to change in the production structure, with a view to improving competitiveness. In addition, it collaborated with the four national producers' associations: Rural Association, National Rural Development Commission, Federated Agricultural Cooperatives, and Rural Federation. The Area of Concentration of Science and Technology, Natural Resources and Agricultural Production supported MGAP's alternative technology validation program and collaborated in evaluating the PROBIDES project (current status and outlook). Under the Area of Concentration of Agricultural Health, efforts continued to control citrus canker, upgrade MGAP's agricultural health services, and cooperate with COSAVE.

The Area of Concentration of Sustainable Rural Development contributed to the government's efforts to reconvert the *granjero* subsector with a view to enabling it to compete on external markets and progress was made to set up the Southern Cone Rural Youth Network (REJUR). A national workshop and a regional seminar produced a draft strategy for developing actions at the national and regional levels for setting up a horizontal cooperation network for rural women's organizations in Uruguay, Paraguay and Brazil. Moreover, support was provided for institutionalizing this topic at MGAP and other national institutions. Through the Specialized Service of Training, Education and Communications, IICA supported the University of Labor (UTU) in executing the project "Academic Modernization and Strengthening at the Swiss Colony Dairy School."

## Northern Region

The 1994-1998 Medium Term Plan establishes this as a new geographical area in the grouping of IICA's Member States. Given the nature and level of development of its countries, in addition to providing technical assistance, IICA's Technical Cooperation Agencies in this region will facilitate links with the headquarters and branch offices of international technical and financial agencies. They will also monitor NAFTA developments; the application of the GATT accords and other integration and trade liberalization processes; identify market opportunities; and promote the exchange of human resources, information and training opportunities to the benefit of IICA's Member States.

## Canada

IICA's Technical Cooperation Agency in Canada facilitated the participation of representatives from Canada's public and private sectors in several meetings to discuss the Institute's 1994-1998 Medium Term Plan. In December, the Director General of IICA made an official visit to the country, during which he met with senior officials of the public, private and government sectors.

In collaboration with Agriculture-Canada, IICA identified areas of mutual interest with a view to formulating a work proposal for the near future. To this end, IICA's Deputy Director General visited Canada in May to further advance this endeavor. Agriculture-Canada supported Area of Concentration III's actions in Argentina, Brazil and Chile and participated in two meetings organized by IICA, one at Headquarters and the other in Argentina, during which participants analyzed the implications of GATT for the LAC agricultural sector.

SDID agreed to provide financial support to the project "Business Management Training for Small-Farmer Cooperatives." IDRC provided funding for several IICA projects, including ISAPLAC, PRODAR, and the project to promote sustainable agricultural development. The OUI continued to support implementation of SAPOA.

CIDA provided funds for developing HandiSTATUS; supported the compiling, processing and publication of information on biotechnological industries in Central America, Brazil, the Andean Area and Uruguay; and provided funding for the projects "Trade Liberalization and Promotion of Foreign Agricultural Trade" and "Modernizing Quarantine Information Systems to Expand Agricultural Trade in LAC," among others.

Among other events, the Institute participated in a conference on trade liberalization in the hemisphere and in another on trade opportunities for Canada and Latin America and the Caribbean, organized by the University of New Brunswick and the Canada-Latin American and Caribbean Foundation. It was also represented at a conference on new international strategies for university action, organized by Canada's Association of Universities and Colleges.

## **Mexico**

IICA's Technical Cooperation Agency negotiated an extension of interinstitutional technical and administrative support agreements with the Secretariat for Agriculture and Hydraulic Resources (SARH) and the National Institute for Agricultural and Forestry Research (INIFAP). The Area of Concentration of Socioeconomic Policies, Trade and Investment collaborated in organizing a technical meeting to establish an agricultural commodity exchange in Mexico, and the Area of Concentration of Science and Technology, Natural Resources and Agricultural Production supported INIFAP in implementing the institutional development and research components of the project on agricultural and forestry research and extension (PIEX).

Through the Area of Concentration of Agricultural Health, IICA provided administrative and technical assistance for upgrading the National Animal Health Center (CENASA) and the National Animal Parasitology Center (CENAPA). It also helped strengthen the technical and operating capabilities of the General Directorate for Plant Protection (DGSV) at SARH's Undersecretariat of Agriculture, and execute the national fruit fly eradication program. The Area of Concentration of Sustainable Rural Development collaborated with the General Directorate of Agricultural and Forestry Studies (DGESAF) in executing the technology transfer component of the PIEX project, and in upgrading the technical capabilities of field personnel in PIEX's rural development districts with the design, organization and execution of training activities.

## **United States of America**

The Director General of the Institute met with representatives of the United States Mission to the OAS and of the Bureau of International Organizations of the State Department, and with the coordinator of the Summit of the Americas. He also maintained contact with representatives of the House and Senate Committees on Foreign Affairs and Appropriations.

IICA cooperated with C/LAA in organizing the Hemispheric Conference on Agribusiness in the Americas, held in Miami in December, and signed a memorandum of understanding to create AgAmericas, the agribusiness trade affiliate of C/LAA. Several studies were undertaken to organize and develop a working plan for implementing the IICA Foundation for Latin American and Caribbean Agricultural Development in 1995.

The Animal and Plant Health Protection and Inspection Service (APHIS) of the United States Department of Agriculture (USDA) provided support in establishing a training program for plant quarantine officers in Ecuador. In November, two APHIS officials participated in a meeting of Area of Concentration III specialists, the purpose of which was to develop the strategic guidelines for that Area and to provide training in risk analysis. IICA and the USDA signed a cooperation agreement to fund the first phase of the program to eradicate *Amblyomma variegatum* in the Caribbean. The USDA also provided funds for developing HandiSTATUS, and supported the organization of the seminar-workshop "Harmonization of Bio-safety in the Americas: Building Institutional Capabilities," held in Colombia in June. It also helped finance a seminar on new regulations and pesticide tolerance levels in agricultural exports held in St. Lucia in May.

USAID continued to provide funding for the project "Technology Transfer for Coffee-based Cropping Systems for Haitian Small Farmers," IICA's principal action in that country; it also provided support for establishing the agricultural commodity exchange of Nicaragua. IICA received a grant from the W.K. Kellogg Foundation to formulate a strategy for working with rural youth in the Americas and, among other activities, four regional meetings were held to assess the situation of rural youth in the Southern Cone, the Caribbean region, Mexico and Central America, and the Andean Region. IICA also maintained cooperative relations with the Food and Drug Administration (FDA), the Environmental Protection Agency (EPA), the North American Chemical Association (NACA) and IFPRI.

## **CHAPTER IV**

### **Cooperation with International Agencies and Donor Countries**

As in the past, in 1994 IICA established and strengthened cooperative ties with donor countries and cooperation agencies with a view to securing external resources for enhancing the Institute's technical and financial capabilities for responding to requests for assistance from its Member States in support of agricultural and rural development.

#### **Cooperation with Canada and the United States of America**

One of the basic functions of IICA's Technical Cooperation Agencies in these two Member States is to facilitate Headquarters' relations, through the Directorate of External Relations (DIREX), with representatives of national organizations and international technical and financial cooperation organizations headquartered in those countries.

In 1994, the cooperation provided by public and private organizations in Canada and the United States of America, and by international organizations located there, was truly invaluable. In Canada, IICA's relations with CIDA, Agriculture-Canada, the association of Canadian universities and colleges, IDRC, CCA, OUI and SDID, among others, were particularly noteworthy. In the United States, important cooperative relations were maintained with the Environmental Protection Agency (EPA), the Food and Drug Administration (FDA), USAID, C/LAA, United States Department of Agriculture, the W.K. Kellogg Foundation, IFPRI, the North American Chemical Association (NACA) and others.<sup>9</sup>

#### **Cooperation with Agencies of the Inter-American System**

In 1994, IICA's relations with the IDB, OAS and PAHO continued to be fruitful. Some of the most important activities carried out with the IDB included: a) a meeting in October between the President of the IDB and the Director General of IICA for identifying priority areas of joint action and the procedure to be followed for implementing joint actions in 1995; b) special contacts for providing support to the agricultural sectors of Belize and Haiti; and c) financial support from the IDB for CEPPi's Project Preparation Unit, and for several IICA projects such as PROCIANDINO and PROCITROPICOS.

The Institute participated in several meetings sponsored or organized by the OAS, including the twentieth and twenty-first special sessions of the OAS General Assembly, the twenty-fourth

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<sup>9</sup> For more detailed information, please refer to the section on the Northern Region in Chapter III.

regular session of the OAS General Assembly, the regular and special meetings of the OAS Permanent Council, meetings of CEPCIECC, CIES and CIECC, and inter-agency meetings to coordinate humanitarian aid to Haiti. Representatives of IICA also attended several seminars on development and environment sponsored by the OAS Department of Regional Development and Environment. IICA's Technical Cooperation Agency in Washington, D.C. worked with this Department in the border development project for Central American countries.

IICA's Director General met with his PAHO counterpart to identify new areas of cooperation. In addition, IICA participated in the 113<sup>rd</sup> Meeting of PAHO's Executive Committee, the twenty-fourth Pan American Health Conference, and the forty-sixth meeting of WHO's Regional Committee for the Americas.

## **Cooperation with Regional and Subregional Agencies**

The Institute established and strengthened cooperation relations with the CDB, CATIE, CAC, CCAD, CCCA, CARDI, CARICOM, CONASUR, CORECA, JUNTA, OECS and SELA.

## **Cooperation with Agencies of the United Nations System and other International Agencies**

IICA maintained cooperation relations with the following agencies of the United Nations system: IBRD, ECLAC, FAO, IFAD, UNDP, UNEP, UNCTAD, UNICEF and UNIFEM. It also received cooperation from the Earth Council, the OPEC Fund for International Development, ISNAR and IUCN.

## **Cooperation with Governments and Institutions of Permanent Observers and Donor Countries**

The Regional Section of Belgian Cooperation provided financial support to the project to train instructors for the rural agri-food industry. Spain, through the AECl, provided funding to publish three documents prepared by Area of Concentration I and to draw up several project profiles to be implemented in the multinational watersheds of the Lempa and Motagua Rivers in Central America. France provided support to several IICA projects through its Ministry of Foreign Affairs and CIRAD. The government of the Kingdom of the Netherlands continued cooperating with the Institute, through its Ministry of Cooperation for Development, DGIS and RNTC; the University of Amsterdam also worked in collaboration with IICA.

Two meetings were held to follow up on the agreement signed by IICA and the Ministry of Agriculture and Fisheries of the Republic of Korea. The Federal Republic of Germany, through the GTZ and the Ministry of Economic Cooperation (BMZ), provided support to actions related to agriculture, natural resources and sustainable development. Sweden and IICA worked together, through SIDA, on the regional program on communications, women and sustainable development. In addition, through SAREC, Sweden contributed funding to the project to analyze the impact of macroeconomic and structural adjustment policies on agriculture.

## **CHAPTER V**

### **Institutional Structure**

IICA, the specialized agency for agriculture of the inter-American system, was created in October 1942 by the Council of Directors of the Pan American Union. Its objective is to support the efforts of the Member States in promoting agricultural development and rural well-being.

The three governing bodies of the Institute are the Inter-American Board of Agriculture (IABA), the Executive Committee (EC) and the General Directorate, which is composed of the units at Headquarters and IICA's Technical Cooperation Agencies in the member countries.

#### **Fourteenth Regular Meeting of the Executive Committee**

The Fourteenth Regular Meeting of the Executive Committee, presided over by Dr. Russell Garcia, Minister of Agriculture of Belize, was held at IICA Headquarters from September 12-14. During the meeting, administrative and financial issues were addressed; the 1993 Annual Report was reviewed and the 1994-1998 Medium Term Plan (MTP) was approved.

The Member States sitting on the 1994 Executive Committee were: Belize, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guyana, Haiti, Mexico, and St. Kitts and Nevis. Also present were representatives of thirteen Member States not sitting on the 1994 Committee (Argentina, Grenada, Guatemala, Honduras, Jamaica, Panama, Paraguay, Peru, Saint Vincent and the Grenadines, Trinidad and Tobago, the United States of America, Uruguay and Venezuela); of nine Permanent Observers (European Communities, Federal Republic of Germany, France, Israel, Kingdom of the Netherlands, Republic of Korea, Republic of Poland, the Russian Federation and Spain); and of nine regional and international organizations.

#### **Institutional Organization**

The executive body of IICA is the General Directorate. The Director General is the legal representative of the Institute and is responsible for carrying out the mandates of the Inter-American Board of Agriculture (IABA) and the Executive Committee.

#### **Headquarters**

IICA's Headquarters, located in San Jose, Costa Rica, is composed of the Office of the Director General, technical cooperation units and support units.

## *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, the Executive Technical Secretariat, the Office of Administrative and Financial Audit, the Office of the Legal Advisor and the Commission for Analysis, Reform and Institutional Development (COARDI). The Directorates of Areas of Concentration, the Specialized Services, support units and the Regional Centers answer directly to the Director General.

### *Technical Cooperation Units*

- **Directorates of Areas of Concentration**

The Directorates of Areas of Concentration address priority topics related to sustainable agricultural development in Latin America and the Caribbean. To this end, they develop methodologies and concepts needed to support and enhance the effectiveness of subsectoral public and private institutions in the countries. They formulate and execute hemispheric projects within their spheres of competence, and provide technical guidelines for multinational and national projects. The Directorates of Areas of Concentration are the following: Directorate of Socioeconomic Policy, Trade and Investment; Directorate of Science and Technology, Natural Resources and Agricultural Production; Directorate of Agricultural Health; and Directorate of Sustainable Rural Development.

- **Directorates of Specialized Services**

The Specialized Services address broad topics that serve to support or enhance the action of the Areas of Concentration and IICA's Technical Cooperation Agencies in response to requests of the Member States. Some of their functions are: to coordinate the Institute's efforts in areas of education and training; to compile, store and disseminate bibliographic and statistical information on agriculture; and to document and adapt successful experiences in the countries. The Directorates of Specialized Services are: Directorate of Training, Education and Communications; and Directorate of Information, Documentation and Informatics.

- **Directorate of Strategic Thinking**

The Directorate of Strategic Thinking develops the general conceptual framework for the Institute's technical cooperation activities to promote agricultural development. To this end, it works closely with the other units and develops strategic alliances with centers that concentrate on conceptual development.

### *Support Directorates*

- **Directorate of Planning, Programming, Projects and Technical Audit (DIPRAT)**

This Directorate provides support in the preparation and updating of guidelines for cooperation; orients the formulation and adjustment of technical cooperation projects; and develops methodologies, norms, instruments and procedures for planning, programming, monitoring and evaluation. As a part of DIPRAT, the Center for Programs and Investment Projects (CEPPI) cooperates in defining agricultural development strategies at the country and regional levels through sectoral and subsectoral studies to analyze the situation of the agricultural sector, identify its principal limitations and opportunities, and propose strategy guidelines for accelerating development.



- **Directorate of External Relations (DIREX)**

DIREX promotes the Institute's cooperative relations with international institutions and agencies and with the Institute's observers and donor countries; promotes and coordinates the negotiation of external agreements and contracts; serves as the Technical Secretariat of the Executive Committee and the Inter-American Board of Agriculture (IABA); organizes and coordinates the official meetings; and also handles protocol, public relations and actions to publicize the Institute's work.

- **Directorate of Human Resources**

This Directorate is responsible for administering IICA's personnel, including the recruitment and selection processes, training, remunerations, benefits and performance appraisal. It also advises the Director General in connection with the definition and application of policies and regulations, norms and procedures that contribute to the management and development of the Institute's human resources.

- **Directorate of Finance**

This Directorate monitors budget execution, the administration of financial resources, as well as the recording and analysis of expenditures. It also advises the Director General in connection with the definition and application of policies and regulations, norms and procedures that contribute to the successful management of IICA's financial resources.

- **Directorate of Administration**

This Directorate is in charge of purchasing the goods and materials needed at Headquarters, managing general services at Headquarters and overseeing purchases by the Regional Centers. It maintains control of all Institute assets and oversees compliance with administrative rules. It also advises the Director General in connection with the application of rules and procedures seeking to improve IICA's organization and administration.

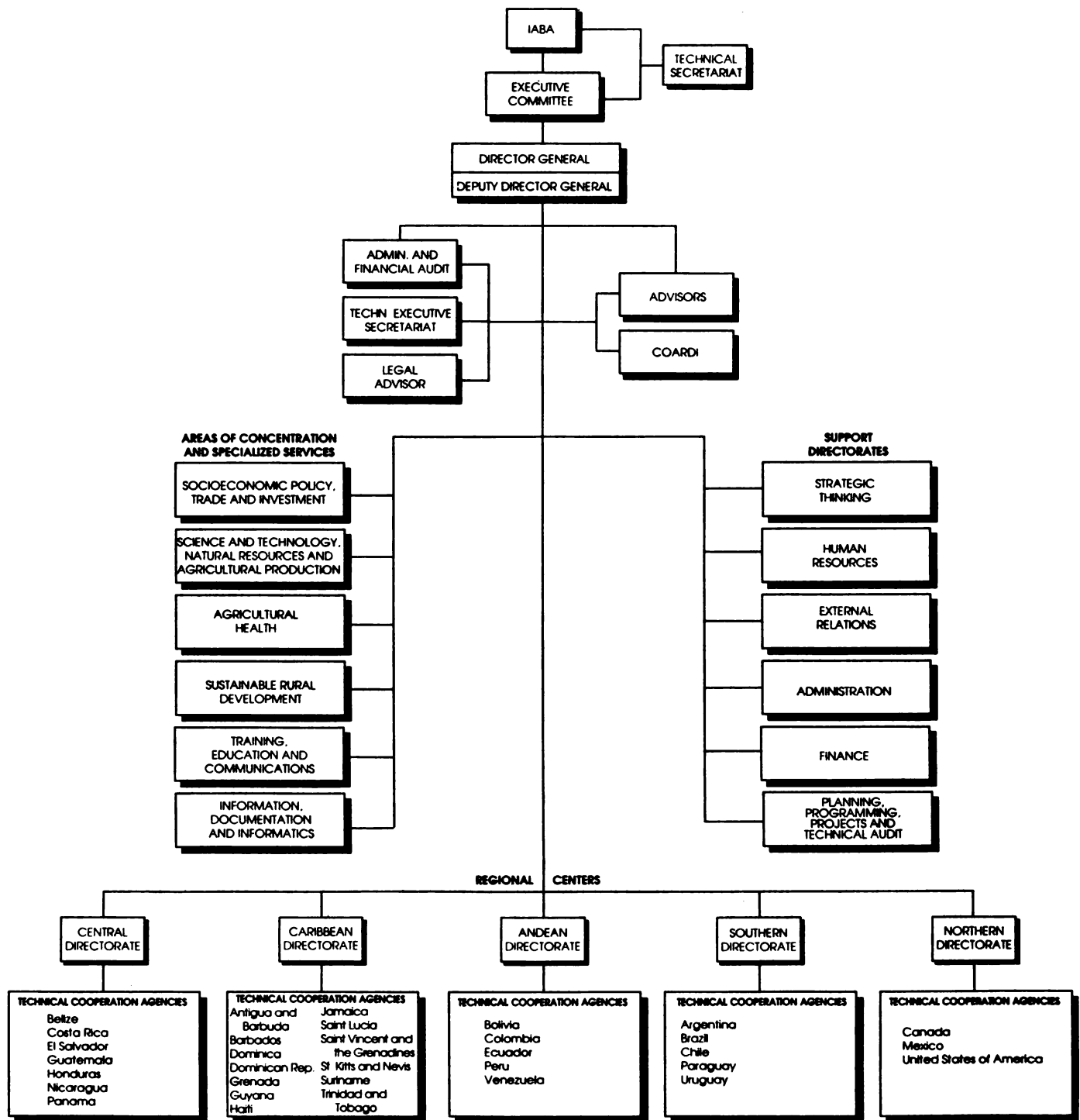
## **Directorates of the Regional Centers for Technical Cooperation**

IICA's Member States are grouped into five Regional Centers for Technical Cooperation: Central, Caribbean, Andean, Southern and Northern. The Directorates of the first four identify and analyze the cooperation needs of the respective Region, and subsequently design the Institute's differentiated cooperation strategy for that Region, which is implemented through technical cooperation projects. They also supervise the administrative and technical work of the corresponding Technical Cooperation Agencies and facilitate the coordination of actions between the corresponding Regional Center and Headquarters. The Directorate of the Northern Regional Center, composed of Canada, Mexico and United States of America, in addition to providing technical assistance, facilitates the ties IICA develops with the headquarters and branch offices of international technical and financial agencies.

## **Technical Cooperation Agencies**

The Technical Cooperation Agencies execute IICA's actions at the country level; they come under the direction of the Regional Centers. Their responsibilities include identifying and maintaining updated agri-socioeconomic information on the particular country and participating in the formulation and preparation of the multinational and national projects executed in their country. They manage the Institute's human and financial resources at the country level and serve as a technical forum for the discussion of current issues and problems linked to sustainable agricultural development and rural well-being in the country.

# ORGANIZATIONAL CHART OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



## Human Resources

The ongoing planning and development of human resources is a key aspect of management. For this reason, the Directorate of Human Resources maintains close ties with IICA's Programming Committee and its Coordination of Operations Committee with a view to linking human resource planning with the planning of other Institute resources. In 1994, special emphasis was placed on reviewing the performance appraisal systems for professional and general services personnel, which will be implemented in 1995.

Based on a report that revealed a low number of professional positions held by women, the Human Resources Committee established a task force to review pertinent Institute policy with a view to increasing the number of professional women at IICA. The task force identified publications and hiring processes that target specific audiences, through which candidates for technical positions will be sought.

Finally, the Directorate of Human Resources, with the assistance of insurance brokers and advisors, reviewed its group insurance plan in order to improve and expand its coverage. This program will be presented to the consideration of IICA's staff and its staff associations (APIICA and ASEIICA) before being implemented in 1995.

**Table 1. Distribution of IICA human resources by category and funding source, as of December 31, 1994.**

	Quotas	%	Extraquotas	%	Total	%
<b>Category</b>						
International Professional Personnel	116	85.29	20	14.71	136	14.65
Local Professional Personnel	80	46.78	91	53.22	171	18.43
General Services Personnel	347	55.88	274	44.12	621	66.92
<b>Total</b>	<b>543</b>	<b>58.50</b>	<b>385</b>	<b>41.50</b>	<b>928</b>	<b>100.00</b>

Source: Directorate of Human Resources.

Table 2. Distribution of IICA personnel by nationality, category and funding source as of December 31, 1994.

Nationality	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Antigua and Barbuda	0	0	1	0	1	0	2
Argentina	8	1	1	0	4	8	22
Barbados	1	0	0	0	9	0	10
Bolivia	3	0	1	21	8	5	38
Brazil	7	0	1	26	9	95	138
Canada	6	1	0	0	1	1	9
Chile	11	4	3	3	8	4	33
Colombia	16	1	4	2	7	16	46
Costa Rica	2	0	35	11	152	57	257
Dominica	1	0	1	0	1	0	3
Dominican Republic	5	1	2	0	4	2	14
Ecuador	2	1	2	7	9	49	70
El Salvador	1	0	0	3	10	2	16
Germany	0	1	0	0	0	0	1
Grenada	4	0	2	0	5	0	11
Guatemala	1	1	1	4	5	5	17
Guyana	2	0	4	0	14	0	20
Haiti	1	0	1	6	5	13	26
Honduras	3	2	1	0	8	2	16
Jamaica	1	0	1	0	6	0	8
Mexico	5	0	4	0	9	9	27
Nicaragua	2	0	1	4	6	1	14
Panama	1	0	1	1	5	1	9
Paraguay	1	0	1	0	6	0	8
Peru	8	5	2	0	12	0	27
Saint Lucia	0	0	1	0	5	0	6
Saint Vincent and the Grenadines	0	0	1	0	1	0	2

Table 2 (cont.)

Nationality	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Spain	1	0	0	0	0	0	1
St. Kitts and Nevis	0	0	0	0	1	0	1
Suriname	0	0	1	0	5	0	6
Trinidad and Tobago	2	0	2	0	7	0	11
United States of America	14	1	1	0	0	0	16
Uruguay	4	0	1	3	14	2	24
Venezuela	3	1	3	0	10	2	19
<b>Total</b>	<b>116</b>	<b>20</b>	<b>80</b>	<b>91</b>	<b>347</b>	<b>274</b>	<b>928</b>
<b>Percentage</b>	<b>12.50</b>	<b>2.17</b>	<b>8.62</b>	<b>9.81</b>	<b>37.38</b>	<b>29.52</b>	<b>100</b>

Source: Directorate of Human Resources.

Table 3. Geographic distribution of IICA personnel by category and funding source, as of December 31, 1994.

	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Headquarters	41	3	35	11	147	56	293
CATIE/Turrialba	0	0	3	0	1	0	4
Subtotal	41	3	38	11	148	56	297
<b>Region 1: Central</b>							
Costa Rica	2	0	1	0	4	1	8
El Salvador	3	0	0	2	10	2	17
Guatemala	5	0	1	4	5	5	20
Honduras	2	0	1	0	8	2	13
Nicaragua	4	0	1	4	6	1	16
Panama	2	0	1	1	5	1	10
Subtotal	18	0	5	11	38	12	84
<b>Region 2: Caribbean</b>							
Antigua and Barbuda	0	0	1	0	1	0	2
Barbados	6	0	0	0	9	0	15
Dominica	0	0	1	0	1	0	2
Dominican Rep.	2	0	2	0	4	2	10
Grenada	0	0	1	0	3	0	4
Guyana	2	0	4	0	14	0	20
Haiti	0	1	0	6	5	14	26
Jamaica	2	0	1	0	6	0	9

Table 3. (Cont.)

	International Professional		Local Professional		General Services		Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas	
Saint Lucia	3	0	1	0	7	0	11
Saint Vincent and the Grenadinas	0	0	1	0	1	0	2
St. Kitts and Nevis	0	0	1	0	1	0	2
Suriname	3	0	1	0	5	0	9
Trinidad and Tobago	2	0	2	0	7	0	11
Subtotal	20	1	16	6	64	16	123
<b>Region 3: Andean</b>							
Bolivia	1	0	1	21	7	5	35
Colombia	2	0	4	2	7	15	30
Ecuador	6	1	2	7	8	50	74
Peru	2	1	2	0	9	0	14
Venezuela	3	1	3	0	10	2	19
Subtotal	14	3	12	30	41	72	172
<b>Region 4: Southern</b>							
Argentina	2	0	1	0	6	8	17
Brazil	6	13	1	27	9	96	152
Chile	1	0	2	3	8	4	18
Paraguay	4	0	1	0	6	0	11
Uruguay	4	0	1	3	14	1	23
Subtotal	17	13	6	33	43	109	221

Table 3. (Cont.)

	International Professional		Local Professional		General Services		Total	Total
	Quotas	Extra-quotas	Quotas	Extra-quotas	Quotas	Extra-quotas		
<b>Region 5: Northern</b>								
Canada	1	0	0	0	1	0	2	2
Mexico	3	0	3	0	9	9	15	24
United States	2	0	0	0	3	0	5	5
Subtotal	6	0	3	0	13	9	22	31
Total	116	20	80	91	347	274	543	928
Percentage	12.50	2.17	8.62	9.81	37.38	29.52	58.50	100

Source: Directorate of Human Resources.



## Financial Resources

In 1994 the Directorate of Finance introduced improved techniques for imputing information to the Institute's financial data bases and for providing the Institute's Technical Cooperation Agencies with up-to-date accounting information. It also developed an improved computer software package for use by the Agencies.

Decentralization of certain aspects of the Institute's financial operations allowed more autonomy in the IICA Agencies in the countries. In addition, the use of Oracle DataBrowser, a new computer software tool, greatly improved the Directorate's capabilities to provide financial information on a timely basis. Utilization of modern electronic data processing technology and the expanded use of the Internet have improved the exchange of financial information with the Technical Cooperation Agencies.

The year 1994 was also successful from the standpoint of control of the Institute's cash flow and budgets. IICA's core budget operations are financed from receipts of regular funds (Member States's quota payments), the overhead charged for administering external resources, or CATIs, and miscellaneous income. In addition, IICA also administers significant amounts of trust funds which are provided by national and international agencies for specific activities in accordance with established objectives.

As can be seen from the financial data provided in Tables 1 and 2, quota receipts in 1994 were sufficient to allow the Institute to execute virtually its full 1994 quota budget as established by the Inter-American Board of Agriculture, and to provide a modest cash surplus with which to start 1995. In 1994 expenditures on donor-funded activities were more than double those on activities funded with regular resources.

**Table 1. Income by source of funding for the 1992-1994 period (in US\$)\*.**

	1992	1993	1994
Quotas	25 297 788	24 583 306	23 682 478
From earlier year	5 730 207	6 882 275	5 060 819
From the stipulated year	19 567 581	17 701 031	18 621 659
External Resources**	35 359 705	60 410 690	55 157 047
<b>Total</b>	<b>60 657 493</b>	<b>84 993 996</b>	<b>78 839 525</b>

\* 1994 figures are unaudited.

\*\* Includes Indirect Administrative and Technical Costs (CATIs).

Source: Directorate of Finance.

**Table 2. Execution of resources by source of funding for the 1992-1994 period (in US\$)\*.**

	1992	1993	1994
Quotas	25 108 464	25 574 049	26 633 025
External Resources <sup>a</sup>	32 421 286	47 498 515	59 623 257
Indirect Administrative and Technical Costs (CATIs) <sup>b</sup>	2 831 095	2 841 178	3 605 630
Direct Costs	29 590 191	44 657 337	56 017 627
<b>Total</b>	<b>57 529 750</b>	<b>73 072 564</b>	<b>86 256 282</b>

\* 1994 figures are unaudited.

<sup>a</sup> Externally funded projects are executed under the auspices of Direct Technical Cooperation Services.

<sup>b</sup> Refers to the collection of Indirect Administrative and Technical Costs (CATIs).

Source: Directorate of Finance.

Table 3 illustrates expenditures of quota resources by Chapter: Direct Technical Cooperation Services represent 82% of all quota resource expenditures, Management Costs, 14%, and General Costs and Provisions, 4%. Table 4 breaks down Direct Technical Cooperation Services by category of activity, highlighting the fact that the direct costs incurred by IICA's Areas of Concentration accounted for 33% of total quota expenditures.

**Table 3. Execution of quota resources by Chapter for the 1992-1994 period (in US\$)\*.**

	1992	1993	1994	%
Direct Technical Cooperation Services	20 204 799	20 490 061	21 893 801	82
Management Costs	4 033 424	3 894 936	3 746 679	14
General Costs and Provisions	870 241	1 189 052	992 545	4
<b>Total</b>	<b>25 108 464</b>	<b>25 574 049</b>	<b>26 633 025</b>	<b>100</b>

\* 1994 figures are unaudited.

Source: Directorate of Finance.

**Table 4. Execution of quota budget by category of activity for 1994 (in US\$)\*.**

Chapter/Units	Total expenditures Amount in US\$
<b>Chapter I: Direct Technical Cooperation Services</b>	<b>21 893 801</b>
Areas of Concentration	8 887 553
Area of Concentration I	2 860 325
Area of Concentration II	2 373 782
Area of Concentration III	1 528 141
Area of Concentration IV	2 125 305
Center for Programs and Investment Projects	703 340
Inter-Program Projects	2 264 046
IICA Agencies for Technical Cooperation in the Countries	7 029 019
Technical Support Services	998 469
Contribution to the Tropical Agriculture Research and Training Center (CATIE)	1 318 298
CARDI	271 527
Short-term Technical Cooperation and Pre-Investment Costs	421 549
<b>Chapter II: Management Costs</b>	<b>3 746 679</b>
<b>Chapter III: General Costs and Provisions</b>	<b>992 545</b>
<b>Total</b>	<b>26 633 025</b>

\* All figures are unaudited.

Source: Directorate of Finance.

## ACRONYMS

ACI	International Alliance for Cooperation
ADCU	Agricultural Diversification Coordinating Unit
AEC	Association of Caribbean States
AECI	Spanish International Cooperation Agency
AIBDA	Inter-American Association of Agricultural Librarians and Documentalists
AID	Agency for International Development (USAID)
APIICA	IICA Staff Association
ASEIICA	IICA Employees Association
AVRDC	Asian Vegetable Research and Development Centre
BIREME	Inter-American and Caribbean Center for Information on Health Sciences
C/LAA	Caribbean-Latin American Action
CABEI	Central American Bank for Economic Integration
CAC	Central American Council for Agriculture
CARAPHIN	Caribbean Animal and Plant Health Information Network
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CARIRI	Caribbean Industrial Research Institute
CATIE	Tropical Agriculture Research and Training Center
CATIs	Indirect Administrative and Technical Costs
CCAD	Caribbean Commission on Environment and Development
CCCA	Caribbean and Central American Confederation of Cooperatives
CDB	Caribbean Development Bank
CEPCIECC	Permanent Executive Committee of the Inter-American Council for Education, Science and Culture (OAS)
CEPPI	Center for Programs and Investment Projects (IICA)
CFCS	Caribbean Food Crop Society
CIAT	International Center for Tropical Agriculture
CIDA	Canadian International Development Agency
CIECC	Permanent Executive Committee for Education, Science and Culture (OAS)
CIES	Inter-American Economic and Social Council (OAS)
CIMMYT	International Maize and Wheat Improvement Center
CIP	International Potato Center
CIRAD	Center for International Cooperation in Agricultural Research for Development
CNIRD	Caribbean Network for Integrated Rural Development
COARDI	Commission for Analysis, Reform and Institutional Development (IICA)
CONASUR	Advisory Council for Agricultural Cooperation in the Countries of the Southern Area
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic
CORESA	Regional Animal Health Committee for the Southern Area
COSAVE	Plant Protection Committee for the Southern Area
DGIS	General Directorate of the Government of the Netherlands for International Cooperation
DICCAI	Directorate for Information, Communications, Training and Institutional Affairs (IICA)
DIPRAT	Directorate for Planning, Programming, Projects and Technical Audit (IICA)

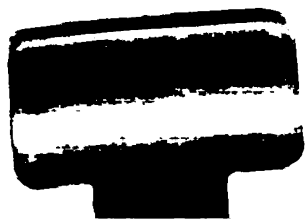
DIREX	Directorate of External Relations (IICA)
ECLAC	Economic Commission for Latin America and the Caribbean
EEC	European Economic Community
FAO	United Nations Food and Agriculture Organization
FIC	Interministerial Fund of France for the Caribbean
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
GTZ	German Agency for Technical Cooperation
IABA	Inter-American Board of Agriculture
IAEA	International Atomic Energy Agency
IBRD	International Bank for Reconstruction and Development (World Bank)
ICAP	Central American Institute for Public Administration
ICAPPA	Bibliographic Service on Research and Training in Agricultural Policy Analysis (IICA)
ICRAF	International Council for Research in Agro-Forestry
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Institute
IICA	Inter-American Institute for Cooperation on Agriculture
IMF	International Monetary Fund
INCAP	Nutrition Institute of Central America and Panama
INSAR	International Network for National Agricultural Integration
IPGRI	International Plant Genetics Resources Institute
IPPC	International Plant Protection Convention
ISAPLAC	Animal Production Information System for Latin America and the Caribbean (IICA)
ISNAR	International Service for National Agricultural Research
IUCN	World Conservation Union
JUNTA	Board of the Cartagena Agreement
LAC	Latin America and the Caribbean
MERCOSUR	Southern Common Market
MTP	Medium Term Plan
NAFTA	North America Free Trade Agreement
NAPPO	North American Plant Protection Organization
NARI	National Agricultural Research Institute
NGO	Nongovernmental organization
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OET	Organization for Tropical Studies
OIE	Office International des Epizooties
OIRSA	Regional International Organization for Agricultural Health
OPEC	Organization of Petroleum-exporting Countries
OUI	Inter-American Organization for Higher Education
PAHO	Pan American Health Organization
PRIAG	Regional Program to Upgrade Agricultural Research on Staple Grains in Central American and Panama
PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (IICA)

<b>PROCISUR</b>	<b>Cooperative Program for the Development of Agricultural Technology in the Southern Cone (IICA)</b>
<b>PROCITROPICOS</b>	<b>Cooperative Program on Research and Technology Transfer for the South American Tropics (IICA)</b>
<b>PROCODER</b>	<b>Cooperative Program for Rural Development in the Countries of the Southern Area (IICA)</b>
<b>PRODAR</b>	<b>Hemispheric Rural Agroindustrial Development Program</b>
<b>PROMECAFE</b>	<b>Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic (IICA)</b>
<b>REDCAHOR</b>	<b>Collaborative Vegetable Research and Development Network for Central America</b>
<b>REMERFI</b>	<b>Meso-American Network of Plant Genetic Resources</b>
<b>RISPAL</b>	<b>Latin American Research Network for Animal Production Systems (IICA)</b>
<b>RNTC</b>	<b>Radio Nederland Training Centre</b>
<b>SAPOA</b>	<b>Andean System for Post-graduate Agricultural Studies</b>
<b>SAREC</b>	<b>Swedish Agency for Research Cooperation with Developing Countries</b>
<b>SDID</b>	<b>Société de Développement International Desjardins</b>
<b>SELA</b>	<b>Latin American Economic System</b>
<b>SIAPA</b>	<b>Information System for Agricultural Policy Analysis (IICA)</b>
<b>SICA</b>	<b>Central American Integration System</b>
<b>SIDA</b>	<b>Swedish International Development Authority</b>
<b>SIECA</b>	<b>Permanent Secretariat of the General Treaty on Central American Economic Integration</b>
<b>UN</b>	<b>United Nations</b>
<b>UNCTAD</b>	<b>United Nations Conference on Trade and Development</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>UNEP</b>	<b>United Nations Environmental Program</b>
<b>UNESCO</b>	<b>United Nations Educational, Scientific and Cultural Organization</b>
<b>UNICEF</b>	<b>United Nations Children's Fund</b>
<b>UNIFEM</b>	<b>United Nations Development Fund for Women</b>
<b>UWI</b>	<b>University of the West Indies</b>
<b>WHO</b>	<b>World Health Organization</b>

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