

# FROM BAVARO TO PANAMA

## Mandates, progress and achievements



IICA



Report presented by the Director General to the  
Second Ministerial Meeting on Agriculture and Rural  
Life in the Americas  
Panama, November 11-12, 2003



Report on IICA's activities to support compliance with the  
Ministerial Declaration of Bavaro for the Improvement of  
Agriculture and Rural Life in the Americas

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## MISSION OF THE INSTITUTE

*To support the Member States in their pursuit of progress and prosperity in the hemisphere through the modernization of the rural sector, the promotion of food security, and the development of an agricultural sector that is competitive, technologically prepared, environmentally managed, and socially equitable for the peoples of the Americas.*

2002-2006 Medium Term Plan

## Foreword

On the occasion of the Second Ministerial Meeting on Agriculture and Rural Life, and the Twelfth Regular Meeting of the Inter-American Board of Agriculture (IABA), the Inter-American Institute for Cooperation on Agriculture (IICA) would like to acknowledge, with respect, admiration and gratitude, the government and people of Panama, especially President Mireya Moscoso, for hosting these two important events. The support provided by Panama is a clear indication of the importance it attaches to agriculture, rural development, the ministerial dialogues and the Institute itself, as an instrument for cooperation within the Inter-American System.

The Ministerial Meetings on Agriculture and Rural Life in the Americas are the principal hemispheric forum for analysis and decision making in support of efforts to promote the sustainable development of agriculture and the improvement of rural life; they provide an opportunity for the leaders of agriculture to build common understanding on topics of strategic importance. The process leading up to the first Ministerial Meeting began at the Third Summit of the Americas (Quebec, Canada, April 2001), when the Heads of State and Government called on their ministers of agriculture

to promote, at their next meeting, joint actions among all the stakeholders of the agricultural sector for the purpose of improving agriculture and rural life.

In compliance with that mandate, in June 2001, the ministers of agriculture initiated, with IICA support, a broad participatory process of consultation and open dialogue with all the actors of the agricultural sector, to formulate the strategic guidelines of a shared agenda for the improvement of the community of agriculture and rural life.

The culmination of this process was the First Ministerial Meeting on Agriculture and Rural Life held within the context of the Summit of the Americas process. At that meeting, held in Bavaro, Dominican Republic in November 2001, the ministers of agriculture adopted the "Declaration of Bavaro for the Improvement of Agriculture and Rural Life in the Americas." In it, they urged IICA and other partner institutions in the Summit of the Americas process, as well as those comprising the Interagency Group for Rural Development in Latin America and the Caribbean, to focus technical and financial cooperation on supporting agriculture and rural life.

The mandates issued at the Third Summit of the Americas, and those contained in the Declaration of Bavaro, provided the foundation for preparing the Institute's 2002-2006 Medium Term Plan, which defines its strategic direction for that period and sets the course for repositioning IICA to meet the challenges agriculture will face in the 21st century.

This report summarizes the principal activities undertaken by the Institute to contribute to the improvement of agriculture and rural life in its Member States and to support the key considerations and intentions set out by the ministers in the Bavaro Declaration. The activities have been organized according to their contribution to fulfilling the ministerial mandates, and are grouped as follows:

- Facilitating integration and hemispheric cooperation
- Improving competitiveness and global trade
- Promoting sustainable rural development and rural prosperity
- Fostering agricultural health, food quality and food safety
- Reducing the knowledge divide and developing human capital
- Promoting the establishment of strategic partnerships

It concludes with a section on the modernization of the Institute and a vision of the future.



## Executive Summary

With the Third Summit of the Americas (April 2001), a new period began in the history of agriculture and rural life in the Americas. It was at this Summit that the Heads of State and Government recognized the importance of agriculture and rural life for the first time since the Summit of the Americas was initiated in 1994.

The Presidents of the hemisphere pledged to foster the sustainable improvement of agriculture and rural life, and instructed the ministers of agriculture to launch a hemispheric process, in their ministerial meetings and with IICA support, to improve agriculture and rural life. They and all the stakeholders in agriculture were called on to consider, deliberate on and define medium- and long-term strategies in support of agriculture and rural life in the hemisphere.

Seven months after the Third Summit of the Americas, the ministers of agriculture met at the First Ministerial Meeting on

Agriculture and Rural Life within the Summit of the Americas Process to address this presidential mandate. The meeting took place in Bavaro, Dominican Republic in November 2001. At this first meeting, the ministers adopted the "Ministerial Declaration of Bavaro for the Improvement of Agriculture and Rural Life in the Americas."

As a partner institution of the Summit of the Americas process and pursuant to paragraph 20 of the Ministerial Declaration of Bavaro, IICA undertook, in early 2002, to bring the Institute's efforts into line with the new mandates.

*"From Bavaro to Panama: Mandates, progress and achievements"* summarizes the actions taken by the Institute in the two years following the First Ministerial Meeting to align its work with contents of the Ministerial Declaration of Bavaro. These efforts can be summarized in terms of the following four priority lines of action:

A. Providing technical cooperation to the Member States to help implement the mandates issued at the Summit and at the ministerial meeting, and their national development objectives

IICA supports its 34 member countries in their efforts to fulfill the Presidential mandates and ministerial agreements on agriculture and rural life by means of "National Technical Cooperation Agendas." These agendas, which began to be implemented in mid-2002, were drawn up in consultation with public and private sector authorities in the countries, in support of national development objectives. They define how IICA's cooperation actions will address the subjects of sustainable rural development, agricultural trade, agribusiness development, technology and innovation, agricultural health and food safety, information, communication and education, primarily.

In this report, the Institute's cooperation actions have been grouped according to their contribution to realizing the ministerial mandates to: i) facilitate integration and hemispheric

cooperation; ii) improve competitiveness and global trade; iii) promote sustainable rural development and rural prosperity; iv) foster agricultural health, food quality and food safety; v) reducing the knowledge divide and develop human capital; and vi) promote the establishment of strategic partnerships.

This year, IICA has begun the process to evaluate its efforts and render accounts to national authorities on the progress made in executing the National Agendas, through country reports entitled "*The Contribution of IICA to Agriculture and the Development of Rural Communities.*" In this way, IICA is offering a new kind of accountability, in accordance with the presidents' call for openness and transparency.

B. Supporting the ministerial process on agriculture and rural life in the Americas

In this area, IICA supports the countries in developing the ministerial meetings on agriculture and rural life. As Secretariat of these meetings, IICA proposed that the ministers of agriculture appoint ministerial delegates to lead efforts to



prepare the products of the ministerial meetings. This done, the ministerial delegates conducted national consultations and dialogue in each of their countries, exchanged proposals with other delegates and, together, worked to arrive at hemispheric consensus prior to the ministerial meeting.

Preparatory to the Second Ministerial Meeting (November 11-12, 2003), IICA provided the ministerial delegates with technical inputs for preparing the AGRO 2003-2015 Plan of Action and helped organize their second meeting, which was held on September 16-17 in San Jose, Costa Rica.

IICA organized a hemispheric dialogue with the leaders of agriculture of the hemisphere in support of the efforts of the ministerial delegates. The results of the event are described in the document *"Reflections on the future of agriculture and cooperation: On the road to 2015."*

In addition, as a partner institution of the Summits of the America process, IICA participates in the meetings of the Summit Implementation Review Group (SIRG), which is the

forum of national Summits coordinators, who represent the foreign affairs ministers of the Americas. There, it reports on the progress of the ministerial process for agriculture and rural life and promotes consolidation of same within the broader Summits process.

### C. Promoting the "working together" approach with institutional partners

Consequent with the spirit of the Summits process, IICA continues to work to strengthen ties and improve coordination and complementarity of actions with other partner institutions of this process and other organizations working at the hemispheric and regional levels.

At the national level, IICA fosters working relations between the national Summits coordinators for external relations, the ministerial delegates for agriculture and the IICA Representatives in the countries, in order to increase the flow of information to the SIRG on the countries' progress to

comply with the mandates associated with agriculture and rural life. At the hemispheric level, IICA promotes the "working together" approach to support execution of national cooperation agendas. It also fosters the involvement of other partner institutions in generating inputs for the products of the ministerial meetings.

In the case of the Second Ministerial Meeting on Agriculture and Rural Life, IICA worked with ECLAC, IFPRI, CATIE and PAHO to produce a report on the current situation of and outlook for agriculture and rural life in the Americas, in support of the AGRO 2003-2015 Plan of Action. IICA also worked closely with FAO, IDB and the World Bank.

#### D. Adjustment of the institutional structure

As part of efforts to align the Institute's action with the Summit mandates, the structure of the Institute was adjusted to address the new objectives. Four of the changes are particularly important. These are the creation and operation of:

- the Technical Cooperation Secretariat, to coordinate the process to generate, implement and monitor compliance with the National and Regional Technical Cooperation Agendas;
- the Directorate for Summits Follow-up under the Office of the Director General, to coordinate the technical support needed for preparing for and holding the ministerial meetings, monitoring their agreements, and linking same with the follow-up mechanisms of the Summit of the Americas process led by the Summit Executive Secretariat at the OAS General Secretariat;
- the Directorate of Strategic Partnerships in Washington, to facilitate the coordination of actions and the development of the "working together" approach; and
- the Directorate of Performance Management and Evaluation, to oversee institutional performance, with a focus on the achievement of results.



# 1. FACILITATING INTEGRATION AND HEMISPHERIC COOPERATION

"With the Americas on the verge of establishing the Free Trade Area of the Americas (FTAA) and the new mandate given to the Institute in the recently concluded Third Summit of the Americas and the OAS General Assembly, IICA's importance as an institution for hemispheric integration of the agricultural sector takes on new significance."

*Chelston W. D. Brathwaite, Director General  
Inaugural address, January 15, 2002*

## Mandate

To create and strengthen institutional opportunities for dialogue among all levels of government, business and agricultural organizations, and civil society, with a view to reaching agreement on strategies and commitments related to the management of agriculture and rural development, within a framework of transparency and accountability.

## Progress and Achievements

During the last two years, IICA strengthened its position as Technical Secretariat of the Ministerial Meetings on Agriculture and Rural Life held within the framework of the Summit of the Americas process. It also serves as the technical secretariat of the Regional Forum on Agricultural Research and Technology Development (FORAGRO), among other entities. The Institute has promoted hemispheric dialogue through various events, including the Thirteenth Inter-American Meeting, at the Ministerial Level, on Health and Agriculture, organized and held with PAHO; a forum on agriculture and cooperation in the framework of the international development objectives for 2015; and the forums on agricultural and rural education held in the Southern, Central and Caribbean Regions.

In addition, IICA has created or participated in hemispheric networks, systems and other cooperative mechanisms. Standing out among these efforts was the progress achieved, within the framework of the Agricultural Information and Documentation System for the Americas (SIDALC), in developing an inter-American network of agricultural documentation centers and libraries; establishing, with the World Bank, the Global Distance Learning Network for Agricultural Development in the Americas (GDLNA); fostering horizontal cooperation among countries through the Hemispheric Training System for Agricultural Development (SIHCA); and participating in the Inter-American Water Resources Network, the Inter-American Committee on Natural Disaster Reduction (IACNDR), and the Interagency Group for Rural Development in Latin America and the Caribbean, among others.

## Andean Region

### In the Andean Region, IICA:

- ▶ Promoted the discussion and analysis of trade integration between the Andean Community of Nations (CAN) and the Southern Common Market (MERCOSUR) and the Free Trade Area of the Americas (FTAA), with Ecuador's Export and Import Committee (COMEXI), the Exporters' Association (ADEX) of Peru, the Venezuelan Association of Exporters (AVE) and the Colombia International Corporation (CCI).
- ▶ Held international workshops within the framework of PROCITROPICOS to discuss the agribusiness of coffee, integrated crop-farming and grazing systems, prioritization of agricultural research, and technological and trade integration.
- ▶ Signed an agreement with the CAN for carrying out joint cooperation actions.
- ▶ Signed the fourth agreement with PROCIANDINO, extending its effective life to 2006.
- ▶ Coordinated the management of 12 regional projects partially funded by FONTAGRO.

- ▶ Formulated a technological cooperation and integration program for developing the Colombian-Venezuelan border area (Tachira river watershed).

## Caribbean Region

### In the Caribbean Region, IICA:

- ▶ Helped consolidate the Alliance for Sustainable Development of Agriculture and the Rural Milieu in the Wider Caribbean, which gained recognition within the framework of CARICOM/CARIFORUM.
- ▶ Provided support for the actions of the Forum of Ministers of Agriculture, the Caribbean Agribusiness Association (CABA), the Caribbean Council for Higher Education in Agriculture (CACHE), the Caribbean Network of Rural Women Producers (CNRWP), and the Caribbean Agricultural Science and Technology System (PROCICARIBE).
- ▶ Provided support for launching the Caribbean Forum for Youth in Agriculture.
- ▶ Supported efforts resulting in approval of a plan of action for the operation of the Caribbean Agricultural Research and Development Institute (CARDI) at the CARICOM Heads of Government Conference.

- ▶ Facilitated exchanges among agri-business operators and technicians to study beekeeping, handicraft production, collection of germ plasm, and gender issues, among the Caribbean countries and between them and other nations of the hemisphere.

## Central Region

### In the Central Region, IICA:

- ▶ Organized, through the Executive Secretariat of PROMECAFE, a meeting of ministers of agriculture and representatives of coffee institutions from signatory countries of the Special Declaration of Bavaro on the Coffee Crisis. At the May 2003 meeting, seven points of that Declaration were analyzed and a joint plan of action was approved on related topics, including: strengthening the International Coffee Organization (ICO); renewed membership of the United States, Canada and other countries in the ICO; quality standards, promotion of coffee consumption; tariffs and others.
- ▶ Promoted dialogue, in El Salvador between the Association of Indigo Producers, the Association of Plant Nurseries and the Federation of Fruit Producers.
- ▶ Contributed, in Guatemala, to preparing the Reactivation Plan of the National Agricultural Development Council (CONADEA), a forum recognized under the socioeconomic and agrarian affairs agreement of the Peace Accords as the main organ for social participation in decision making for agricultural and rural development in the country.
- ▶ Provided support to Honduras' Secretariat of Agriculture and Livestock (SAG) for establishing the Honduran Agricultural Board (MAH) as a mechanism for building consensus on agricultural policy, among the public and private sectors and community leaders.
- ▶ Helped create the PROVIA Foundation (agricultural private sector), in Nicaragua.
- ▶ Served as Technical Secretariat for three ministerial forums operating in the Central Region: a) the Regional Council for Agricultural Cooperation (CORECA); b) the Central American Agricultural Council (CAC); and c) the Commission of Ministers of Agriculture of the CA-5 Group. This included covering the cost of human resources, direct technical assistance for addressing and fulfilling the ministerial agreements, administration of financial resources, organization of ministerial meetings, and provision of physical and technological infrastructure.



- ▶ Contributed to efforts resulting in the approval, by the Board of Directors of the Central American System for Agricultural Technology (SICTA), of a plan to reactivate this system; in addition, a future agreement between SICTA-IICA-CATIE was analyzed.
- ▶ Facilitated cooperation from its member countries for Central America in the areas of training, technology transfer, agricultural information, agricultural health and food safety, and sustainable rural development in border regions, among other subjects.
- ▶ Supported efforts to institutionalize a forum of the ministers of agriculture of the CA-5 countries and private-sector regional organizations, led by the Central American Federation of Agricultural and Agroindustrial Chambers (FECAGRO).
- ▶ Facilitated the participation of delegates of the countries in the negotiations of the Free Trade Agreement between Central America and the United States.
- ▶ Provided support for formulating a Central American agricultural policy, implementing the CAC's Regional Agenda, and including agricultural and rural development in the Puebla-Panama Plan.

## Northern Region

### **In the Northern Region, IICA:**

- ▶ Consolidated the Northern Regional Council (NRC), which includes delegates from the three member countries, and which approved a regional program of action to be implemented.
- ▶ Promoted an intense dialogue among professionals and high-level scientists from 10 institutions of the three countries. They participated in identifying common problems and regional opportunities and in executing specific plans of action for extension and agricultural technology, agricultural health and food safety, and dialogue for rural development.
- ▶ Supported efforts to create four working groups within the framework of the Cooperative Agricultural Research and Technology Transfer Program for the Northern Region (PROCINORTE): a) the PROCINORTE umbrella group, b) the initiative for agricultural information and libraries, c) genetic resources and d) tropical and subtropical fruits.

## Southern Region

### In the Southern Region, IICA:

- ▶ Advised and facilitated, for the ministers of agriculture of the greater MERCOSUR, the organization and formal establishment of the Southern Agricultural Council (CAS), a regional coordination mechanism designed to orient policies, programs, projects, and investments for the agricultural sector in the region. IICA agreed to serve as Technical-Administrative Secretariat of the Council.
- ▶ Contributed to facilitating integration and regional cooperation by supporting the execution of the agendas of the Cooperative Program for Agrifood and Agroindustrial Technology Development in the Southern Cone (PROCISUR), the Southern Area Plant Protection Committee (COSAVE), the Informal Group of Agricultural Negotiators of the Southern Region, the Network of Agricultural Policy Institutions, the Standing Veterinary Council, the Forums of Deans of Agronomy and Deans of Veterinary Medicine.
- ▶ Within the framework of PROCISUR, organized three platforms for regional technology integration (quality/traceability in the beef chain; critical technologies and environmental management; and functional genomics in plants, animals and microorganisms), on the basis of which PROCISUR has formed consortia involving 30 regional and international organizations.
- ▶ Helped strengthen COSAVE as the regional forum for analyzing plant health problems and developing joint activities to strengthen regional agricultural production and trade.
- ▶ Cooperated in transferring to the Central American countries Chile's experiences with negotiating trade agreements with the European Union and the United States, and with establishing public-private sector boards for discussing State policy on agriculture and rural life.
- ▶ Provided assistance for Argentina to support regional actions in the area of agricultural health and for Uruguay to cooperate with Paraguay in the areas of project formulation, technology innovation, agricultural competitiveness, and meat production.
- ▶ Developed actions with the Institute for the Integration of Latin America and the Caribbean (INTAL), for training regional staff members in trade negotiations and the standards of the World Trade Organization (WTO).
- ▶ Collaborated in joint research efforts with the General Secretariat of the Latin American Integration Association (ALADI)



## 2. IMPROVING COMPETITIVENESS AND GLOBAL TRADE

"With respect to trade policy and integration strategy, IICA must continue to provide technical and policy support for the agricultural sector in the formation of the FTAA (Free Trade Area of the Americas). IICA must also serve as a dynamic forum for critical strategic thinking in the sector, and for the establishment of common positions and agendas, for forging alliances in regional and hemispheric integration and for the development of common standards, especially in areas such as food safety and sanitary and phytosanitary measures."

*Chelston W. D. Brathwaite, Director General  
Acceptance speech, November 26, 2001*

# Mandates

Move forward to achieve the objectives of agricultural trade liberalization, the elimination of subsidies and unfair commercial practices within the multilateral trade negotiations of the World Trade Organization (WTO) and in other hemispheric and subregional forums, and to support the creation of free trade areas and integration agreements in the Americas.

Promote processes aimed at the transformation and modernization of agriculture for the purpose of increasing production, productivity and profitability and improving competitiveness in global markets, with special emphasis on the creation and revitalization of small- and medium-scale production units and the integration of agrifood chains.

Redouble efforts focusing on the use of environmentally friendly agricultural practices, and to provide economic incentives for such efforts through mechanisms that do not distort trade.

Strengthen and expand services in support of agrifood production and trade, with special emphasis on rural financing, agricultural health, and technology innovation and transfer, through the adoption and implementation of policies, strategies and action programs that will contribute to guaranteeing investments aimed at agricultural and agroindustrial production.

## Progress and Achievements

IICA has been supporting its Member States through cooperation actions to foster trade integration, the successful participation of agriculture and the rural sector in domestic and international markets, and the application of new technologies and business principles to increase trade competitiveness. Outstanding among activities to monitor WTO and FTAA negotiations was the collaboration provided for holding the fifteenth meeting of the Informal Group of Agricultural Negotiators of the Americas (GINA), as well as the workshop-seminar on the current status of WTO agricultural negotiations and the positions of the

United States and Europe; participation in the meeting of experts on the subject of the liberalization and integration of agriculture (what is expected of the FTAA and the WTO), organized by the IDB. To support the countries' participation in external markets, IICA designed the Inter-American Program for the Promotion of Trade, Agribusinesses and Food Safety, which was endorsed at the Twenty-third Regular Meeting of IICA's Executive Committee. Finally, based on a methodology developed by IICA, a study was conducted on the real contribution of agriculture to economic development.

## Andean Region

### In the Andean Region, IICA:

- ▶ Supported forums, seminars and other events held in the five countries of the region on agricultural trade negotiations within the framework of the FTAA and the WTO, their implications for agriculture and related subjects.
- ▶ Provided assistance to negotiating groups and the countries' trade negotiations committees for visualizing the possibility of having a diversified supply of export products, mainly for future FTAA and MERCOSUR negotiations.
- ▶ Supported efforts to create linkages and foster dialogue among the ministries of agriculture and the ministries of production and trade; the latter in charge of international trade negotiations.
- ▶ Helped establish a joint working group within the framework of the new agreement signed with the General Secretariat of the Andean Community of Nations (CAN), with a view to developing trade in border areas.
- ▶ Provided support for the establishment of trade relations between the agricultural commodity exchanges of the region, especially those of Colombia and Ecuador.
- ▶ Continued to provide support for the harmonization of national standards on staple grains and of legislation for granting preferential treatment to agricultural products in intraregional trade negotiations.
- ▶ Supported the Bolivian Productivity and Competitiveness System to promote market opening in Europe and Chile for agricultural products.
- ▶ Collaborated in opening up international markets for organic quinoa and other items produced by Bolivian small-scale rural entrepreneurs, who also received assistance for participating in the Expomundo Rural Fair 2002 (Santiago, Chile).
- ▶ Cooperated in drawing up the general regulations for the Bolivian Commodity Exchange.
- ▶ Conducted analyses in Bolivia of the camelid fiber chain and the dehydrated llama meat chain.
- ▶ Collaborated in establishing the Competitiveness Observatory in Colombia, a mechanism that makes it possible to determine objectively the country's capacity to compete in a given area.
- ▶ Cooperated with the Rural Agroindustry Network (REDAR) of Ecuador, which functions as a liaison with the agroindustrial sector.

- ▶ Received support from COSUDE to strengthen the IICA/MCCH Consortium, with a view to creating marketing groups for cheeses and vegetables in Ecuador.
  - ▶ Promoted the product-specific agribusiness approach for coffee and cocoa, with the Amazonian Institute for Regional Ecodevelopment, in Ecuador.
  - ▶ In coordination with PROCINDINO, made progress to include the INIA of Peru in the Andean Observatory of Agrarian Technology Innovation project.
  - ▶ Collaborated in analyzing the direct expenses of Peruvian agricultural financing programs and in establishing the Society of Reciprocal Guarantees for Agriculture.
  - ▶ Worked with the Small and Medium Enterprise Program in Peru to implement a project to support cheese producers in Bambamarca.
  - ▶ Conducted studies of the fruit, fresh vegetable and cocoa agro-production chains in Peru.
- negotiations of multinational/ international scope (WTO and African, Caribbean, Pacific/European Union (ACP/EU); hemispheric scope (FTAA); and bilateral scope (CARICOM/Dominican Republic forums).
  - ▶ Organized seminars and workshops on the implications of international trade negotiations for agriculture and related subjects in Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Vincent and the Grenadines, Saint Lucia and Trinidad and Tobago, among other countries.
  - ▶ Carried out joint activities with ECLAC to analyze intraregional trade issues; of special note was an event held to analyze agricultural trade between Central America and the Caribbean.
  - ▶ Contributed to strengthening the capacities of staff of the ministries of agriculture and the Bureaux of Standards in the Eastern Caribbean countries, through training on the application of standards for fresh produce, inspection, post-harvest management and other subjects.
  - ▶ Participated in developing a strategy to promote increased competitiveness and trade of banana, coconuts, pawpaw, pork, tomato and dairy products, among others, at the regional, subregional and national levels.

## Caribbean Region

### In the Caribbean Region, IICA:

- ▶ Provided support to national authorities and to the Caribbean Regional Negotiating Machinery in preparing for
- ▶ In collaboration with the Eastern Caribbean Institute of Banking, developed an instrument for analyzing risk



management in agribusiness, which will facilitate financing for the sector and modernization.

- ▶ Promoted economic diversification in the rural agricultural sector, through actions supporting the development of agro-tourism, organic agriculture and the production of medicinal herbs.
- ▶ Contributed to launching an association of agro-processors in Dominica, establishing national chapters of the Caribbean Agribusiness Association (CABA) in St. Vincent and the Grenadines, Antigua and Barbuda, and Saint Lucia, and restructuring the Saint Lucia Agriculturalists' Association.
- ▶ Conducted a study to determine the competitiveness of the poultry and hog industries in the Bahamas.
- ▶ Together with the Barbados Agricultural Development and Marketing Corporation, the Barbados Hotel and Tourism Association, the Ministry of Agriculture, and the Barbados Investment and Development Corporation, contributed to efforts to promote the consumption of domestic products and to establish commercial contacts for same.
- ▶ Provided assistance for establishing the Guyana chapter of the CABA.
- ▶ Participated with the Ministry of Agriculture, the Ministry of Fisheries, Crops and Livestock (MFCL), and other Guyanese partners and clients in formulating the preliminary draft of a national policy on organic agriculture.
- ▶ Provided support to the Jamaican chapter of the CABA, the Agribusiness Council, the Jamaica Exporters' Association, and other private sector organizations for improving the competitiveness of certain industries and for strengthening the participation of producers and agricultural processors in commercial processes.
- ▶ Helped promote the creation of the Jamaica Pig Farmers Association.
- ▶ Collaborated with the team of trade negotiators of the Dominican Republic to monitor that country's commitments under the WTO and the FTAA.
- ▶ Facilitated studies on the competitive possibilities of the principal crops of the Dominican Republic.
- ▶ Provided support for a revolving credit program aimed at financing individual commercial initiatives in Trinidad and Tobago.
- ▶ Promoted improved technologies for improving the competitiveness of herb, fruit, tuber and milk production in Trinidad and Tobago.
- ▶ Cooperated with the Southwest Development Agency (Trinidad and Tobago) in formulating an agribusiness plan

that includes establishment of fruit and vegetable production enterprises and small-animal breeding initiatives, development of improved natural forests, and construction of installations for aquatic sports in abandoned dams to strengthen possibilities for the tourism industry in the La Brea region.

- ▶ Completed a study to expand intra-regional trade for Saint Lucia banana.
- ▶ Facilitated the establishment of Inter-Agency Committees on Trade Issues, in St. Vincent and the Grenadines, St. Kitts and Nevis, and Grenada.

## Central Region

### In the Central Region, IICA:

- ▶ Provided technical support, through the CORECA–CAC Secretariat, for defining the negotiating positions of subsectors and preparing a proposal for a Central American agricultural policy.
- ▶ Cooperated in organizing and monitoring inter-sectoral meetings among the ministers of agriculture and the ministers responsible for the Central American economic integration, as well as the meetings of the ministers of agriculture of the CA-5 countries and those of regional private-sector organizations.
- ▶ Within the framework of the initiatives of the free trade agreement between Central America and the United States, held a global dialogue on the prospects, challenges, and possibilities of this treaty.
- ▶ Prepared a profile on the agrifood trade between the United States and the Central American countries.
- ▶ Supported efforts resulting in the approval of a project proposal to support agricultural trade in the Central Region through policies, international negotiations and the application of sanitary and food safety measures.
- ▶ Facilitated the participation of representatives of the Central Region countries in the meeting of the WTO Committee on Sanitary and Phytosanitary Measures (Geneva, November 2002).
- ▶ Provided assistance to the Costa Rica Chamber of Exporters in preparing proposals for the country's trade position in the CAFTA negotiations.
- ▶ Through the "Export to Canada Platform Program," provided assistance for diversifying and increasing the number of exporters and the value of Central American agrifood exports to that country, and for modernizing 68

small- and medium-scale enterprises. Four platforms were offered in Costa Rica, two in El Salvador, one in Honduras and one in Nicaragua. A similar program was established for increasing trade with the United States.

- ▶ Provided technical assistance to the public and private sectors for the analysis of the agrifood chains of sugar and coffee in Honduras; milk products in Guatemala; hydro-biological products in Costa Rica; and rice, fruit trees, roots and tubers, pineapple, banana, onion, potatoes, vegetables, sugar and pepper, among others, in Panama.
- ▶ Within the framework of a project on sustainable rural development in ecologically fragile areas of the Trifinio region, helped implement in Guatemala an associative marketing strategy for small producers.
- ▶ Participated in a technical group that is preparing a proposal for disseminating information on experiences with the payment of environmental services in Central America.
- ▶ Helped disseminate information on and strengthen the position of organic farming in the Central American region by producing relevant publications and providing technical assistance to formulate strategies for developing and strengthening the Belize Organic Producers Association (BOPA), the organic agriculture movement in Costa Rica, and various groups of organic farmers in Nicaragua.
- ▶ Formulated a plan for developing Costa Rican agroindustry and cooperated in launching, in the southern part of the country, the project "National Strategy for Organic Farming."
- ▶ Provided support to the Costa Rica commodity exchange for developing a course on agricultural marketing and cooperated in refocusing and planning the activities of the Guatemala Commodity Exchange.
- ▶ Through PRODAR, provided support to Costa Rica's Ministry of Agriculture and Livestock (MAG) and National Production Council (CNP) for implementing the project "Planning the system on appellations of origin for Costa Rican agrifood products."
- ▶ In Costa Rica and with PRODAR support, cooperated in conducting case studies on rural cheese production enterprises in Turrialba and on root and tuber packing plants in the northern zone.
- ▶ Provided support to the commodity exchange of El Salvador in designing a project to develop new services and instruments.
- ▶ Worked with the Agricultural Development Bank of El Salvador on the project "Development of Private Enterprises for Agricultural Marketing Services: An Alternative to Privatization of State Commercial Infrastructure."

- ▶ Provided support, along with various NGOs and governmental projects, to the effort to plant approximately 4500 manzanas of commercial fruit crop plantations in El Salvador.
- ▶ In coordination with the Ministry of Agriculture, Livestock and Food (MAGA) of Guatemala, provided training on the status of international trade negotiations and an agricultural board was established to monitor these negotiations.
- ▶ In Guatemala, prepared, with the participation of all the stakeholders of the dairy chain and the ministries of agriculture, economy and public health, a strategic plan that is being applied to improve the competitiveness of the country's dairy subsector.
- ▶ In order to identify agricultural, livestock, forestry and fisheries products that are of strategic importance to Guatemala because of their social and economic importance, conducted a study on the apparent performance of agriculture in the country.
- ▶ Coordinated and facilitated the participation of MAGA/Guatemala officials in analyzing the Competitiveness Observatory of Colombia, which includes market intelligence and is of high priority to MAGA.
- ▶ In Honduras, provided support to the national agricultural research and technology transfer system for formulating the National Agricultural Program for Competitive Agriculture in the Valleys and Highlands of Honduras.
- ▶ Supported the Secretariat of Agriculture and Livestock (SAG) of Honduras in developing the Dairy Product Export Project and preparing a technical proposal for the sugar chain.
- ▶ Facilitated dialogue to promote the use of climate insurance, particularly for rain, in Honduran agriculture.
- ▶ In alliance with the U.S. Agency for International Development (AID), technical, logistic and financial support was provided for holding investment forums in Nicaragua, attended by investors from Central America, the United States, Canada, Mexico, Spain and other countries.
- ▶ Together with the United Nations Food and Agriculture Organization (FAO), helped set up a technical group in Nicaragua to advise and make proposals to institutions responsible for trade and sectoral policy regarding the position to be adopted in trade negotiations.
- ▶ Cooperated with Nicaragua's Rural Development Institute in designing the National Program to Upgrade the Competitiveness of Bovine Livestock Production.
- ▶ Designed the strategy for agricultural and forestry development in Nicaragua, which proposes important policy measures and reforms in the areas of trade, credit and financing.

- ▶ Collaborated with the Ministry of Livestock Development (MIDA) and the Rural Panama Plan in the managerial and technical improvement of the advisory chain commissions and in the preparation of a project profile to boost agrifood chains.

## Northern Region

### **In the Northern Region, IICA:**

- ▶ Facilitated the establishment of trade and agribusiness ties between Canada and other countries of the Americas.
- ▶ Obtained funds through the Federal Assistance Program to enable representatives of all the countries of the Americas to participate in the meetings of the WTO Committee on Sanitary and Phytosanitary Measures (Geneva).
- ▶ In Mexico, collaborated with ASERCA's Unit for the Agrifood Sector and Support for International Trade Negotiations in monitoring and analyzing the performance of the different groups of negotiating countries that participate in the WTO.
- ▶ Provided support for the task force working on a unified strategy for promotion of agrifood exports (Mexico).
- ▶ Prepared the presentation "Challenges and opportunities for the agrifood sector in Mexico and the world".

- ▶ Signed a cooperation agreement with the trust fund of the State of Quintana Roo, Mexico, to support the definition of agri-production chains.
- ▶ Supported Mexico's National Agricultural Market in preparing a work plan for developing the commodity exchange.
- ▶ Provided support for holding the Sixth International Exhibition of Non-traditional agricultural products in Veracruz, Mexico 2002.
- ▶ Cooperated with the Marketing Firm Development Program of the Agricultural Sector and with the program on technical assistance for rural micro-financing (Mexico).

## Southern Region

### **In the Southern Region, the Institute:**

- ▶ Monitored the actions by the trade negotiators of the countries to sign and implement trade agreements.
- ▶ Promoted the development of agricultural commodity exchanges in all five countries of the region, with outstanding results being achieved in Argentina and Chile.

- ▶ Drew up a proposal for establishing export assistance and agribusiness promotion centers in Argentina.
- ▶ Helped monitor the performance of the Argentine agrifood sector, preparing a report on the current situation in the sector, conducting an analysis of the financial system for the agrifood sector and funding alternatives, and publishing a catalog of agrifood enterprises.
- ▶ Conducted studies to identify Argentine products and agrifood chains with export potential (avocados, Patagonian mutton, rabbit, fine fruits, table grapes, aromatic and medicinal products, organic products, frozen vegetables and aquiculture).
- ▶ Provided the Argentine civil society organization "De la nada" with technical assistance for securing small loans for groups in semi-rural areas.
- ▶ With support from PRODAR and PROMER, and within the framework of the Fifth Expo on Rural Life, helped INDAP of Chile hold the first Latin America Expo on Small-farm Enterprises.
- ▶ Supported the Agrarian Policies Office and other institutions of the Ministry of Agriculture of Chile in upgrading their capacity to promote foreign trade, and to monitor and disseminate information on international trade negotiations and on hemispheric integration.
- ▶ Supported the Undersecretariat of Agriculture of Chile in creating an agricultural commodity exchange.
- ▶ Helped organize a seminar in Chile on market access preferences that benefit the agricultural products of the LAIA.
- ▶ Supported the Chilean Association of Bonded Warehouses relative to storage and the negotiation of warehouse liens.
- ▶ Assisted the National Directorate for Project Coordination and Management (DINCAP) of Paraguay in strengthening its technical and administrative capabilities; as a result, it was able to comply with the prerequisites established by the IDB to launch the program Modernization of Small-farm Production and Diversification.
- ▶ Promoted preparation of the Subsectoral Agendas on Competitiveness, which seek to increase the competitiveness of agrifood chains in Paraguay.
- ▶ Supported the Ministry of Livestock, Agriculture and Fisheries (MGAP) in holding a series of forums for discussing topics of strategic importance to agriculture in Uruguay, and in conducting studies on market access and international negotiations.



### 3. PROMOTING SUSTAINABLE RURAL DEVELOPMENT AND RURAL PROSPERITY

"Our Institute must rededicate itself to helping to address the problems of rural poverty by promoting sustainable rural development and modernization of the rural sector. The cost of hunger and malnutrition must be of concern to all of us."

*Chelston W. D. Brathwaite, Director General  
Inaugural address, January 15, 2002*



# Mandates

To renew the national and international institutional frameworks in such a way that they contribute to the sustainable development of agriculture and the rural milieu, based on the objectives of greater competitiveness, equity, sustainable management of natural resources, and democratic governance.

To strengthen or develop institutional mechanisms intended to support organizations of the civil society and rural communities in the improvement of their capabilities and living conditions, because they are one of the pillars of democratic principles and social harmony.

To design and implement macroeconomic policies which eliminate the bias against agriculture, and foster the increased contribution of the agricultural sector to the improvement of the quality of rural life.

To ensure that agriculture generates economic growth with equity and provides alternatives to the production of illicit crops, prevents the degradation of natural resources and creates employment opportunities for vulnerable groups in accordance with the legislation of each country.

To adopt strategies, policies, and programs intended to reduce the growing incidence of rural poverty, which, aside from affecting the poor, contributes to the degradation of natural resources; fosters violence; encourages the production and marketing of illicit crops; creates insecurity with respect to land tenure; and weakens democratic governance.

## Progress and Achievements

As defined in IICA's 2002-2006 Medium Term Plan, one of the objectives of its actions is to support the efforts of the Member States and strengthen their institutional capabilities for reducing rural poverty, increasing rural prosperity and enhancing the capabilities of rural inhabitants, in order to accelerate their development through the sustainable use of natural resources. One of the Institute's most important activities in pursuit of this objective is the cooperation offered to several Member States in implementing the mandates of the Summit of Bolivia, aimed at enhancing their capabilities in the area of rural development, especially as regards the use of water for agricultural development. Progress was also made in developing a methodology for characterizing IICA's experiences with the sustainable management of rural territories, which will be used to support the design of policies and the development of institutional mechanisms that strengthen the management of local governments, micro-basins and communities. In addition, IICA helped design investment policies, strategies, and programs for sustainable rural development in Brazil, Colombia, Mexico, Costa Rica, Guatemala, Jamaica and Paraguay, and promoted institutional

modernization for sustainable rural development through the preparation of technical documents on the territorial approach, young people and indigenous peoples, natural resources and a knowledge management system.

Regarding its work with strategic partners, IICA participated actively in the Inter-Agency Group on Rural Development and established strategic partnerships with the Third World Centre for Water Management (TWCWM), the World Rural Forum, FEMUR, AMFAR and UNCEAR, with a view to developing joint technical cooperation projects, exchanging experiences, and developing in-service training programs on water issues, gender and social actors in rural development.

In the academic realm, IICA worked in collaboration with universities in Europe and North and South America, including the Javeriana University (Colombia), Austral University (Chile), Chapingo University (Mexico), University of Costa Rica, National University (Costa Rica), Purdue University (United States), and in Spain: the Universities of Valencia, Cordoba and Barcelona.

## Andean Region

### In the Andean Region, the Institute:

- ▶ Worked with the General Secretariat of the Andean Community of Nations (CAN) to draw up a plan for promoting rural development with a territorial approach in border areas.
- ▶ Supported projects to develop alternatives to the production of illicit crops, and provided cooperation in connection with agricultural and forestry enterprise development, capital stock for marketing, consolidation of the institutional framework for territorial development, strengthening rural microenterprises and gender equity.
- ▶ Signed an extension of the agreement on the Regional Fund on Appropriate Technologies for Sustainable Natural Resource Management (FOMRENA) with GTZ, making it possible to support the implementation of various rural development projects.
- ▶ Began work to formulate a regional project aimed at marketing agroindustrial products.
- ▶ Supported the Ministry of Agriculture and the Poverty Alleviation Commission in designing a national rural development policy, in Peru.
- ▶ Supported regional governments in several countries in preparing and implementing strategic agricultural and rural development plans.
- ▶ In Ecuador, Peru, and Bolivia, provided the ministries involved in rural development with support in establishing programs targeting indigenous populations.
- ▶ Cooperated, in Colombia, with the Women's Comprehensive Care Program, which succeeded in passing the Law on Rural Women; and helped conduct socioeconomic studies on indigenous reserves, clarification of land ownership and recovery of properties.
- ▶ The Saraguro-Yacuambi Sustainable Rural Development Project, financed by the International Fund for Agricultural Development (IFAD), came to a successful conclusion in Ecuador.
- ▶ Supported efforts to strengthen trade associations, with a view to increasing the competitiveness of Ecuador's agricultural sector, and activities to strengthen sectoral policies and strategies.
- ▶ Signed an agreement in Ecuador to design a program to support rural women, financed by the IDB.
- ▶ In Peru, executed a rural tourism project in Santa María de Huacho, and provided technical assistance to the bi-national

association of municipalities of Southern Ecuador and Northern Peru.

- ▶ Provided technical assistance to the governments of the States of Monagas, Bolivar and Zulia in Venezuela in connection with rural and border area development and other subjects.
- ▶ Supported the Women's Development Bank (BANMUJER) of Venezuela in designing a small-loan program for women farmers.

## Caribbean Region

### In the Caribbean Region, the Institute:

- ▶ Supported several cooperatives and rural groups belonging to the Caribbean Agribusiness Association (CABA) and the Caribbean Network of Rural Women Producers (CNRWP), in helping their members better understand the viability of their enterprises and improve their economic well-being.
- ▶ Promoted the recovery of deforested areas in the Dominican Republic and in the border area between that country and Haiti, and of lands depleted by bauxite extraction in Jamaica, to use them to raise goats and grow herbs and spices.
- ▶ Promoted the development of rural microenterprises to produce honey, peppers and tomatoes, providing support in project identification and formulation, the search for funding and institution building.
- ▶ Provided support in establishing National Agricultural Forum for Youth in Dominica, Grenada, Saint Kitts and Nevis, Saint Vincent and the Grenadines, and Saint Lucia.
- ▶ Promoted modernization of the rural sector in Bahamas together with the Bahamas Cooperatives League Limited (BCLL) and the Department of Cooperatives, and with support from FAVA/CA.
- ▶ Supported the Rural Women's Network (RWN) of Guyana and helped link it to the CNRWP, facilitating economic and cultural exchanges with similar groups in Barbados, Grenada, Saint Lucia and Dominica.
- ▶ Worked closely with the Rural Agricultural Development Agency (RADA) and the Planning Institute of Jamaica (PIOJ) to promote a holistic approach to sustainable rural development.
- ▶ Supported the development of a strategy and plan for rural development in Jamaica and Trinidad and Tobago.
- ▶ Helped set up the National Advisory Council on the Sustainable Development of Agriculture and the Rural

Milieu in Grenada and the national chapter of the Alliance for Sustainable Agriculture and Rural Life in Saint Lucia.

- ▶ Provided support for linking Dominican institutions that facilitate rural women's participation in production activities, and in preparing profiles for poverty alleviation projects.
- ▶ In the Dominican Republic, supported the Pedernales Integral Development Foundation, the Community Development Foundation, and NGOs in delivering milk to rural families and arranging for medical visits and reforestation activities.
- ▶ Contributed to strengthening the organizations of community groups and groups of rural women in Trinidad and Tobago and in Saint Lucia.
- ▶ Contributed to strengthening youth groups and youth support agencies in Grenada, Dominica, St. Kitts and Nevis and St. Vincent and the Grenadines.

## Central Region

### **In the Central Region, the Institute:**

- ▶ Established, through the IICA-Holland/Hillsides project, an institutional platform for promoting sustainable rural

development, an innovation platform for increasing productivity and natural resource conservation, and a methodological platform for systematizing and sharing strategies, methodologies and lessons learned.

- ▶ In partnership with the OAS, provided technical and administrative cooperation to the Executing Unit of the project Sustainable Development of Ecologically Fragile Areas in the Trifinio Area (PRODERT) in Guatemala, which is working to foster sustainable development in semi-arid areas of that region.
- ▶ Through the CORECA-CAC Secretariat, supported the ministries of agriculture of Central America and Mexico in incorporating agriculture and the rural sector as a component of the Puebla–Panama Plan (PPP). IICA participates in the Technical Sub-commission on Agricultural and Rural Development, created to support the preparation of agricultural and rural development projects.
- ▶ Provided technical support at the regional level for designing a comprehensive water management strategy.
- ▶ Together with the National Women's Institute of Costa Rica and agencies of the agricultural sector, conducted the study "Four hundred groups of income-generating women," which has been very effective in making the work of rural women more visible and identifying their most pressing needs.

- ▶ As a result of a IICA/IDB partnership, concluded and presented a document on micro-businesses, women and access to credit, which examines the credit situation of rural women in Costa Rica and Nicaragua.
- ▶ Through the Environmental Program of El Salvador (PAES), helped curb the deterioration of natural resources through the application of sustainable agricultural practices that improve the standard of living of the low-income rural population.
- ▶ Through the IICA/Holland Hillside Project, the Environmental Program of El Salvador (PAES), and the project Sustainable Development of Ecologically Fragile Areas in Trifinio Area (PRODERT), linked Salvadorian small farmers to local sustainable development processes.
- ▶ With the technical support of PRODAR, FAO and the FIAR and FOODLINKS funds, executed agroindustrial development projects for brown sugar and cheese in 17 Guatemalan communities, as well as a project for the development, validation and marketing of a quality seal for rural agroindustries that produce nutritionally improved foods.
- ▶ In coordination with the Nutrition Institute of Central America and Panama (INCAP) and the Guatemalan Agroindustry Development Network (REDAR), worked with the Guatemalan Ministry of Agriculture, Livestock and Food (MAGA) to formulate a proposal for creating a national agroindustry program.
- ▶ Worked with MAGA to prepare a proposal for a strategy to foster organic farming in Guatemala and implement a plan of action for including gender equity in its programs; IICA also cooperated with the Ministry of Environment and Natural Resources (MARN) in formulating a gender policy.
- ▶ Consolidated the Bilateral Institutional Committee for Rural Women (CIBMUR/MAGA) by restructuring its network, creating a credit committee and formulating a biannual operating plan.
- ▶ Supported preparation of the strategic medium-term plan of the Guatemala Indigenous Development Fund (FODIGUA) by facilitating the planning and training processes using knowledge management methodology.
- ▶ Cooperated with the Ministry of Culture and Sports (MICUDE) in drafting its multicultural policy for serving and involving youths.
- ▶ With technical support from PRODAR, FAO and the FIAR and FOODLINKS funds, executed projects in 17 Guatemalan communities to develop brown sugar and cheese agroindustries.

- ▶ Cooperated with the Ministry of Agriculture and Livestock (MAGA) of Guatemala in implementing a plan of action for incorporating gender equity into its programs.
- ▶ With the Advisory Council of the National Sustainable Rural Development Program (PRONADERS) of Honduras, helped gain approval for ten drip-irrigation projects under the Rural Economy Reactivation Program (RERURAL), financed by the IDB.
- ▶ Provided technical assistance to the Ministry of Agricultural Development of Panama in formulating the Program to Promote the Institutional Framework, Competitiveness, and Rural Poverty Alleviation.
- ▶ Provided support in designing and disseminating Nicaragua's Agricultural and Forestry Development Strategy, with the participation of leaders from the agricultural and forestry sectors of the country.
- ▶ Provided support in organizing the First National Forum on Agricultural and Forestry Production in Nicaragua, together with the Production Commission of the National Assembly, the Ministry of Agriculture and Forestry (MAGFOR) and the Ministry of Development, Industry and Trade.
- ▶ Provided assistance in formulating the Interagency Agenda for Rural Development in Panama, and in preparing the Strategy for Implementing the Rural Panama Plan: Strategic Vision 2010.

## Northern Region

### **In the Northern Region, the Institute:**

- ▶ Sponsored in Canada the Second National Rural Conference, the theme of which was "Molding a successful future for rural Canada ... together," which focused on upgrading community capabilities.
- ▶ Formulated the project "Zocalo in Mexico," an innovative mechanism for developing and analyzing national rural development policies. Within the framework of this project, and as part of the technical cooperation agenda established with the Mexican government, it was agreed to develop a master's degree program in a consortium with Mexican and foreign universities with the aim of training technicians and policy makers in the field of rural development with a territorial approach.
- ▶ Provided technical and logistic support to Mexico's Undersecretariat for Rural Development and the National Institute for the Development of Rural Sector Capabilities, for holding two international seminars to reassess priority groups in the rural milieu and the territorial approach to rural development.
- ▶ Signed an agreement promoting collaboration with the Mexican Rural Development Foundation.

- ▶ Provided support in strengthening the Mesoamerican Agribusiness Council.
- ▶ Supported Mexico's General Directorate for Regional Programs of the Undersecretariat for Rural Development in implementing the program Sustainable Development of Production in Marginal Rural Areas.

## Southern Region

### **In the Southern Region, the Institute:**

- ▶ Prepared the Plan of Action for Sustainable Rural Development with a Territorial Approach in the Southern Region.
- ▶ With the IFAD/MERCOSUR project, worked to analyze the impact of macro policies, especially on trade integration processes in Mercosur countries, on rural development policies and on poverty eradication.
- ▶ Collaborated with the Rural Microenterprise Support Program in Latin America and the Caribbean (PROMER) in promoting small-scale rural agroindustry.
- ▶ Together with the IDB and the World Bank, launched a project on desertification indicators in Brazil, Argentina, Bolivia, Chile, Ecuador and Peru, the objective of which is to implement national action plans to combat desertification and drought.
- ▶ Administered more than 40 projects addressing rural territorial development and irrigation in rural areas of Brazil.
- ▶ Provided support for strengthening Brazilian institutions vis-à-vis integrated and sustainable water management, institutional development for sustainable natural resource management, the development of mechanisms to strengthen agrifood systems in marginal areas, and the generation of employment and income.
- ▶ Cooperated with the Planning Secretariats of states in northeastern Brazil in executing two projects to combat rural poverty.
- ▶ Supported Chile's Agricultural Development Institute (INDAP) in upgrading the management skills and production and trade activities of rural women's groups and small businesses.
- ▶ Together with the IDB and various Paraguayan institutions, executed programs to promote rural development, creating an opportunity for dialogue between the public and private sectors regarding the implementation of mechanisms for outsourcing technical assistance to rural farmers.
- ▶ Promoted implementation of a territory-based rural development strategy in northeastern Uruguay.
- ▶ Cooperated with the Ministry of Livestock, Agriculture and Fisheries (MGAP) of Uruguay in strengthening its rural development programs.





#### 4. FOSTERING AGRICULTURAL HEALTH, FOOD QUALITY AND FOOD SAFETY

"Non-trade issues such as food safety and agricultural health continue to be critically important for the process of globalization and trade liberalization. The coordination of policy initiatives in support of strategies to address these issues is vital for the Member States. IICA must, therefore, continue to support national and regional programmes which focus on the elimination of sanitary and phyto-sanitary barriers to the trade in agricultural products, and must seek to harmonize approaches to food safety and the control of plant and animal pests and diseases, which present barriers to trade and agricultural productivity."

*Chelston W. D. Brathwaite, Director General  
Acceptance speech, November 26, 2001*

# Mandates

To assign high priority to food security, food safety, and food quality in national policies.

To reduce the detrimental effects of natural phenomena and external factors through policies for prevention and mitigation of natural disasters and sanitary and phytosanitary emergencies, promoting support programs, special considerations related to investment, trade, technical assistance and other forms of support, especially to smaller economies.

## Progress and Achievements

IICA has made a major effort to assist the Member States in strengthening their capabilities in the areas of animal health, plant health and food safety, so they can compete successfully on national and international markets. The Institute prepared a model for modernizing agricultural health and food safety systems that will make it possible to measure the performance of agricultural health institutions and improve the sustainability of the systems. Support was provided for analyzing, clarifying and implementing the WTO Agreement on Sanitary and Phytosanitary Measures; of particular note was IICA's support which enabled 57 experts to attend meetings of the Committee on Sanitary and Phytosanitary

Measures in Geneva. Also, four modules of the first Executive Leadership Series in Food Safety were implemented, and a group was created with 30 people from the public and private sectors in 22 countries working on 16 research, extension and food safety education projects. Other noteworthy actions were the support provided for the meeting of Codex Committee for Latin America and the Caribbean at IICA Headquarters, assistance provided to strengthen the Plant Health Committee of the Southern Cone, and the signing of an agreement with the International Livestock Research Institute for implementing a project to improve beef productivity, quality, safety and trade.

## Andean Region

### **In the Andean Region, the Institute:**

- ▶ Supported the participation of Bolivia's National Agricultural Health and Food Safety Service (SENASAG) in events related to sanitary and phytosanitary measures, including equivalence and risk analysis, within the framework of the WTO.
- ▶ Collaborated with the USDA in helping the Colombian Agricultural Institute (ICA) to create the Center for Phytosanitary Excellence of Colombia, and to set up a technical team responsible for conducting risk analyses of pests in nontraditional export products.
- ▶ Consolidated the program for phytosanitary inspection of Ecuadorian banana and musaceae exports (SANIBANANO), and implemented the Banana Quality Inspection Information System (SIICABA) to systematize information on same.

- ▶ Within the framework of the Chile-Peru Binational Fruit Fly Eradication Program, significant progress was made in reducing the native populations of the pest on both sides of the border and in implementing a quarantine protection system in Tacna and Moquegua.
- ▶ Supported Venezuela's Autonomous Agricultural Health Service (SASA) in preparing of a manual on procedures and regulations for addressing tuberculosis, implementing a project to strengthen its laboratories, and evaluating the foot-and-mouth disease control and eradication program.
- ▶ Cooperated with the Venezuelan Federation of Hog Farmers (FEPORCINA) in executing the classical swine fever eradication program.

## Caribbean Region

### **In the Caribbean Region, the Institute:**

- ▶ Cooperated in managing, controlling and eradicating exotic and traditional pests, such as classical swine fever

- (the Dominican Republic and Haiti), salmonellosis in eggs (Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica and Trinidad and Tobago), the carambola fruit fly (French Guiana, Guyana and Suriname), the snail in Saint Lucia, West Indian Fruitfly in St. Kitts and Nevis and in St. Vincent and the Grenadines, and black sigatoka.
- ▶ Cooperated in promoting understanding of and compliance with the WTO Agreement of Sanitary and Phytosanitary Measures through workshops, seminars and other training activities.
  - ▶ Set up a multi-sectoral committee in the Bahamas to work on improving quality standards and begin developing a hazard analysis critical control points system for the poultry and pork industries.
  - ▶ Supported, in collaboration with Jamaica's National Food Safety Commission, implementation of quarantine systems to facilitate and promote better market access and more secure trade, and improve food safety.
  - ▶ Collaborated in organizing and holding, in Antigua and Barbuda, a conference on expanding that country's fresh fruit and vegetable markets, with a focus on quality standards, food safety and organic production.
  - ▶ Held a seminar to establish a national agricultural health and food safety organization within the framework of the project Strengthening Agricultural Quarantine Services in the Caribbean.
  - ▶ Helped review Suriname legislation on agricultural health and food safety.
  - ▶ Facilitated the establishment of National Food Safety Committees in St. Kitts and Nevis, Grenada, Saint Lucia, Dominica, St. Vincent and the Grenadines, and Antigua and Barbuda.
  - ▶ Contributed to the progress toward accreditation for selected diagnostic laboratory services at the Caribbean Environmental Health Institute, and diagnostic capability in the Multi-purpose Laboratory in St. Kitts and Nevis.

## Central Region

### **In the Central Region, the Institute:**

- ▶ Participated in a coordinating group charged with designing a work plan for the project Fruit Fly-Free Areas in Central America.
- ▶ Assessed infestation of *Dermatobia hominis* in Central America, quantified economic losses to the livestock sector, and recommended actions for controlling and preventing the pest.
- ▶ Supported reconstruction of phytosanitary surveillance infrastructure damaged by Hurricane Iris in Belize, and advised the government on measures for the control of classical swine fever.
- ▶ In conjunction with the Government of Canada and CARICOM, supported the Belize Agricultural Health Authority (BAHA) in strengthening its food quality control system.

- ▶ Supported, with the Pan American Health Organization (PAHO), the Intersectoral Food Safety Commission (CIIA) of Costa Rica in preparing a medium-term work plan.
- ▶ Provided technical assistance to Costa Rica's Ministry of Agriculture and Livestock in organizing and holding the First International Course on the Fruit Fly.
- ▶ Collaborated with Nicaragua's Ministry of Agriculture and Forestry in analyzing the impact of lethal yellowing of coconut, and formulating a project for preventing this disease.
- ▶ Supported Panama's Ministry of Agricultural Development in identifying needs for institutional modernization in the area of agricultural health and food safety.

## Northern Region

### **In the Northern Region, the Institute:**

- ▶ Held a meeting in Washington, D.C., with agricultural health and food safety experts, who identified topics of

common interest and began formulating a regional agenda for cooperation in AHFS.

- ▶ Supported Mexico's National Food Safety and Quality Service in executing a national campaign to eradicate fruit flies, which involved diagnostic studies, risk analyses and training events.
- ▶ Collaborated in obtaining certification for certain food and livestock production units in Mexico as a result of their compliance with good agricultural practices, and in establishing 10 state food safety and livestock protection and promotion commissions.

## Southern Region

### **In the Southern Region, the Institute:**

- ▶ Supported, through the Coordination Secretariat of COSAVE, efforts to upgrade institutional capabilities in the area of agricultural health.
- ▶ Contributed to creating the Standing Veterinary Council, a regional body responsible for analyzing and building consensus on animal health.
- ▶ Provided technical and administrative support to Argentina's National Agrifood Health and Quality Service for developing programs to eradicate the cotton boll weevil.
- ▶ Monitored the carambola fruit fly control program being implemented by Brazil and Suriname.
- ▶ Developed a quality control and traceability system for Chile's Undersecretariat of Agriculture.
- ▶ Participated in drafting legislation to create the National Plant and Seed Quality and Health Service, and to modernize the National Animal Quality and Health Service.
- ▶ Supported harmonization of Uruguayan plant health legislation with international regulations, and the updating of standards and procedures on pesticide control and use.





## 5. REDUCING THE KNOWLEDGE DIVIDE AND DEVELOPING HUMAN CAPITAL

"A communication strategy, which ensures greater awareness and knowledge of the work of the Institute will be developed. IICA must become a true network of hemispheric cooperation that facilitates the exchange of information, technology and experiences in a continuous manner among and between the countries."

*Chelston W. D. Brathwaite, Director General  
Acceptance speech, November 26, 2001*

# Mandate

To reduce the knowledge, information and technological gaps, both within and among countries of the Hemisphere, in order to obtain increased competitiveness and more equitable economic development.

To implement differentiated strategies and programs that enhance the possibilities for development in agriculture through increased investments in the development of human capital, particularly for vulnerable groups.

## Progress and Achievements

Using the latest information and communication technologies, IICA has been constructing a shared base of knowledge that will create new possibilities for the improvement of agriculture and rural life. One of the most important efforts in this regard is the Technical Information Management System (Infoagro.Net), which provides information on trade and agribusiness, technological innovation, agricultural health and food safety, and sustainable rural development, among other topics. Also noteworthy is the Agricultural Information and Documentation System for the Americas (SIDALC), through which the Institute has contributed to articulating, standardizing and strengthening over 20 national networks of agricultural and rural information units and constructed the Agri2000 Megabase, which provides access to more than 160 databases in Latin America and the Caribbean (LAC).

The Institute has also supported the efforts of the Member States to develop and strengthen human capital and talent, promoting the improvement of the knowledge, aptitudes and skills of the key players of the community of agriculture and rural life. Some of the most important actions carried out in this regard were: the signing of an agreement with the World Bank, under which the Institute assumed responsibility for the Global Development Learning Network for Agriculture (GDLNA) of the Americas; the consolidation of IICA's Distance Education and Training Center; the cooperation provided to numerous public and private centers of advanced agricultural studies, for improving the quality and relevance of their study plans and programs; and the implementation of a large number of training activities (courses, seminars, workshops, etc.) in all of the Institute's Member States and for all its strategic thematic areas.

## Andean Region

### In this region, the Institute:

- ▶ Held the Fourth Regional Andean Forum for Dialogue and the Integration of Agricultural and Rural Education. As many as 62 senior faculty administrators took part and 25 presentations were given.
- ▶ Facilitated information on the supply of agricultural training available in the region, through the Hemispheric Training System for Agricultural Development (SIHCA).
- ▶ Continued work to strengthen the Standing Forum for Dialogue and the Integration of Higher Agricultural Education in Bolivia.
- ▶ Updated the information and documentation center of the IICA Office in Colombia, linking it to the Agricultural Information and Documentation System for the Americas, the Agricultural Information and Documentation Network of Colombia, and the IICA System of Libraries and Documentation Centers.
- ▶ Made progress in designing methods for multipoint videoconferencing through the Distance Training Center in Colombia, and in formalizing an agreement with the National Open and Distance University to train distance learning instructors.
- ▶ Collaborated in providing professionals with training on sustainable agriculture, through support for postgraduate university programs in Ecuador, such as the master's degree program in sustainable tropical agriculture (University of Guayaquil).
- ▶ Created the Jacobo Zender Agricultural Documentation Center at the IICA Office in Peru, whose publications were systematized with the support of the library of La Molina National Agrarian University.
- ▶ Made progress in strengthening the information system for wider agriculture in the state of Zulia, Venezuela.
- ▶ In collaboration with FUNDACITE–Aragua and the SIAN, strengthened the documentary information system of Venezuela (a component of SIDALC).

## Caribbean Region

### In this region, the Institute:

- ▶ Developed and implemented the Regional Agribusiness Distance Learning Network, which has operating centers in Barbados, Grenada, Jamaica, St. Kitts and Nevis, Saint Lucia and Trinidad and Tobago; construction began for similar centers in Bahamas and Guyana.
- ▶ Held 14 distance training courses for 400 administrators, technical personnel, agro-entrepreneurs and farmers.

- ▶ Assisted the Caribbean Council of Higher Education in Agriculture (CACHE) with restructuring curricula, accreditation and exchanges of students and personnel.
- ▶ Developed a regional network of agricultural libraries under SIDALC.
- ▶ Published and disseminated educational materials, including manuals and bulletins (AgriView, Caraphin News, Tropical Fruit Newsletter and others).
- ▶ Helped the countries in the ECS improve food quality by means of training programs on good agricultural practices, traceability, food inspection and post-harvest management.
- ▶ Incorporated Guyana's agricultural information network into SIDALC and activated that country's Rural Development Resource Center.
- ▶ Held training events in Guyana on organic cocoa, peanut and cassava production; good agricultural practices; hazard analysis and critical control points in vegetable and food production; the management and use of imported agrochemicals; diagnosis of pests/diseases; the use of "new" agrochemicals; and the use of computer software.
- ▶ Gave courses, through IICA/Jamaica's Distance Agricultural Education and Training Center, on organic agriculture for entrepreneurs, agricultural administration, information and agricultural extension methods, and an introduction to e-commerce.
- ▶ Consolidated the Dominican Network of Documentation and Information Centers (RECDIA), which was included in SIDALC.
- ▶ Made progress in bringing attention to the issue of agricultural, forestry and rural education and training, through institutions affiliated to REDCA and CACHE.
- ▶ Completed building and equipping Suriname's Distance Learning Center, as an annex to the IICA Office.

## Central Region

### **In this region, the Institute:**

- ▶ Promoted the program for improving the quality of education in agricultural education institutions, which is being implemented in five technical institutes in Costa Rica and five regional university campuses in Guatemala.
- ▶ Worked with the Central American Higher University Council (CSUCA), the Central American Association of Higher Agricultural Education (ACEAS) and the Central American Higher Education Evaluation and Accreditation System (SICEVAES) to formulate and validate a guide for the evaluation of academic programs in higher education for the agrifood and natural resources sector.
- ▶ Formulated and presented to the IDB and the OAS, as likely strategic partners, the project "Central American System for the

Accreditation of the Quality of Higher Education in Agronomy, Veterinary Medicine, Animal Husbandry and Natural Resources."

- ▶ Helped make the academic adjustments necessary for transforming the National School of Agriculture (ENA) into a university.
- ▶ Supported efforts to reengineer the International School of Agriculture and Livestock in Rivas, Nicaragua.
- ▶ With CATIE, coordinated the implementation of a workshop in Belize on certification and marketing procedures for organic products; extension workers and producers of livestock, cacao, citrus fruits and rice attended.
- ▶ Held over 500 events in El Salvador targeting producers' organizations, entrepreneurs and technical personnel, on agroindustrial processes, agribusiness management, marketing and accessing national and foreign markets.
- ▶ With Nicaragua's Ministry of Agriculture and Forestry, supported implementation of seminars, workshops and meetings on the contribution of remittances to Nicaragua's economy, tax reforms for fiscal sustainability, and the development and review of the institutional framework for agriculture.
- ▶ Conducted an assessment of the Costa Rican Agricultural Information System ([www.infoagro.go.cr](http://www.infoagro.go.cr)), based on which a cooperation project was formulated with the Executive Secretariat for Agriculture Sector Planning (SEPSA) to strengthen the system and adjust its operations in 2003.

- ▶ Maintained a training program with extension workers from the Ministry of Agriculture of Costa Rica on topics related to rural youth and the evaluation of outreach programs.
- ▶ In Guatemala, trained instructors for distance education courses on risk analysis, critical control points, and farm administration, as well as 35 executives and technicians of the Guatemalan Indigenous Development Fund, on the prospective strategic information management methodology; IICA also supported the coordination and operation of the National Forum for Agricultural Education.

## Northern Region

### **In this region, the Institute:**

- ▶ Continued to conduct the internship program to support Canadian and LAC specialists working in the field of information and communication technologies (ICTs) for agriculture.
- ▶ Supported implementation of 22 activities (courses, conferences and workshops) under the doctoral program in higher agricultural education of the University of Chapingo and the University of the State of Morelos, Mexico.
- ▶ Assisted Mexico's Department of Rural Development in preparing a proposed master's degree program on the management of sustainable development.

- ▶ Held training workshops with the Mexico-United States Foundation for Science.
- ▶ Supported six candidates for the Cochran Internships Program under an agreement with the U.S. Department of Agriculture.

## Southern Region

### In this region, the Institute:

- ▶ Promoted the Forums of Deans of Agronomy and Veterinary Medicine of the Wider MERCOSUR, which made progress with issues such as curriculum evaluation and course accreditation.
- ▶ Supported the creation of a regional postgraduate program on agrifood quality.
- ▶ Forged a strategic partnership with the Agribusiness Program of the School of Agronomy of the University of Buenos Aires, and formulated and presented a project to redesign the school's main library.
- ▶ Cooperated in the external evaluation of the University of Cuyo, Argentina, by providing a peer evaluator.
- ▶ Strengthened the Argentine national network of SIDALC, which brings together 20 agricultural information units and INTA's 43 experimental stations.
- ▶ Supported operation of Chile's national specialized agricultural information and documentation network, which includes 16 libraries and documentation centers.
- ▶ Published biweekly electronic bulletins with information on national agricultural and MERCOSUR markets, including forecasts, legislative developments and other news.
- ▶ In Paraguay, strengthened the Agricultural Education Directorate of the Ministry of Agriculture and Livestock; supported training for professors from public and private agricultural schools, and schools of agricultural and veterinary sciences; and, through the Center for Farmer Professionalization (created with private sector institutions), offered training on a variety of subjects to producers and technical personnel in the Itapua area.
- ▶ Cooperated in designing a strategy for training human resources for Uruguay's agricultural and rural sector.
- ▶ In Uruguay, set up a national forum on agricultural and rural education, involving the directors of the Ministry of Education and Culture, the Central Executive Council (CODICEN), the University of the Republic, the Ministry of Livestock, Agriculture and Fisheries, as well as representatives of private universities, agricultural trade associations, and public and private institutions of the agricultural sector.





## 6. PROMOTING THE ESTABLISHMENT OF STRATEGIC PARTNERSHIPS

"The Institute must, therefore, strengthen its strategic partnerships with the FAO, WTO, OECD countries, CGIAR and institutions in Europe, Asia and Africa that provide and produce technological services for agriculture, with a view to bringing these experiences and technologies to bear on the problems of agricultural development in the hemisphere."

*Chelston W. D. Brathwaite, Director General  
Inaugural address, January 15, 2002*

## Mandate

To call on the institutions associated with the Inter-American Summit process, the international financial institutions and the cooperating governments to coordinate their strategies and to support the actions aimed at improving agriculture and rural life. In addition, to call on the international cooperation organizations that make up the Interagency Group on Rural Development in Latin America and the Caribbean to harmonize their technical and financial cooperation efforts in support of this Declaration and future national and regional plans of action that are consistent with it.

## Progress and Achievements

The problems that trouble and curb agricultural and rural development in LAC are too broad in scope and complexity to be able to be successfully tackled by the individual efforts of any single development agency or international organization. This has led international organizations and agencies to pool their capabilities and know-how in order to make contributions and offer solutions that will have a real impact on the community of agriculture and rural life in the Americas. Mindful of this situation, for years IICA has developed mutually beneficial relationships for collaboration and cooperation with other agencies of the Inter-American and United Nations Systems, international financial institutions, state-run international cooperation agencies and national public and private entities. The synergies created have increased the relevance of actions undertaken and enhanced the effectiveness and expanded the coverage of services provided.

To strengthen existing relations and foster new ones that will promote rural prosperity, food security and the sustainable development of agriculture, in July 2002 IICA created the Directorate of Strategic Partnerships. This Directorate establishes cooperation agreements and relations that provide

support for IICA's management units and the Offices in the countries. This serves to generate inter-institutional synergies at the national, regional and hemispheric levels for increasing the capabilities of all our partners and clients in the Member States, in order to implement development efforts to achieve the Millennium Development Goals for 2015. As a result, the Directorate has undertaken a wide range of actions that have repositioned the Institute in the international development community.

A special element of the Directorate is IICA's Permanent Office in Europe, located in Madrid, Spain, whose principal function is to promote cooperation between Europe and Latin America and the Caribbean. Through this Office, a variety of cooperation agreements are being developed with different Spanish organizations, such as with the Spanish International Cooperation Agency (AECI), and new relations have been forged with the European Union, the French cooperation agency and British institutions.

The following is a summary of the main activities carried out by IICA with its strategic partners to promote the improvement of agriculture and rural life:

- **CATIE:** The Institute moved forward with the negotiations to establish closer and more coordinated ties with this research and education center. Joint actions were undertaken related to the management of soil, water and agroforestry resources, and courses were held on the administration of agricultural research. CATIE made important contributions in support of the Ministerial Meeting on Agriculture and Rural Life, within the framework of the "working together" approach.
- **CIRAD:** Of particular importance was IICA's support for cooperative research and training activities on coffee production, within the framework of PROMECAFE, and which also involve the European Union, USAID-ROCAP, the Joint Commodities Fund, and IDB/FONTAGRO. The alliance with CIRAD made it possible to generate new rust-resistant and higher-yield varieties of Arabica coffee and to introduce and establish biological control of the coffee berry borer.
- **ECLAC:** Several workshops were held to coordinate preparation of the joint document on the situation of and outlook for agriculture and rural life in the Americas. In addition, an agreement was signed for the implementation of joint initiatives on agricultural development and rural well-being, which will serve as the framework for specific actions by the parties.
- **FAO:** The two organizations share the Technical Secretariat of the Informal Group of Agricultural Negotiators (GINA), which maintains the system of information and follow-up to the trade negotiations. Cooperative efforts were also promoted between FAO's World Agricultural Information Centre (WAICENT) and IICA's Agricultural Information and Documentation System for the Americas (SIDALC). As a result of these efforts, SIDALC may serve as the Regional Center of the International Information System for the Agricultural Sciences and Technologies (AGRIS).
- **IACW:** The Institute took part in the 31st Assembly of Delegates of the IACW, presenting a report on the progress made to incorporate the issue of gender and rural women into development initiatives for agriculture and the rural milieu.
- **IDB:** IICA and the IDB have been active partners and members of the governing body of the Regional

Agricultural Technology Fund (FONTAGRO), through which a hemispheric initiative is being developed to promote improved management and use of agricultural research as a regional and global public good. Other initiatives involving a fund for the development of rural women and actions with the Interagency Group on Rural Development laid the groundwork for more substantive actions in 2003.

- **IFAD:** Implementation continued of the second phase of the joint initiative "Program to Support Rural Microenterprises in Latin America and the Caribbean" (PROMER).
- **IFPRI:** Workshops were held to coordinate preparation of the joint document on the situation of and outlook for agriculture and rural life in the Americas. IFPRI made important contributions on the subject of trade.
- **IPGRI:** The two organizations continued to promote the conservation and use of plant genetic resources through networks that link the activities of national programs and research institutes (REDARFIT, REMERFI, TROPIGEN,

CAPGERNet) with PROCISUR's Plant Genetic Resources Subprogram.

- **W. K. Kellogg Foundation:** The Foundation provided funds for implementing the Agricultural Information and Documentation System for the Americas (SIDALC), which brings together 24 national information networks and is making it possible to create Agri2000, a mega-database that affords access to more than 1.4 million entries.
- **OAS:** IICA has maintained a close working relationship with the Technical Secretariat of the Summits Process, to implement and follow up on the mandates linked to agriculture and rural life issued at the Third Summit of the Americas. Like the other partner institutions of the Summit process (IDB, ECLAC, PAHO, CABEL, CAF and CDB), IICA participates in the Summit Implementation Review Group (SIRG), which is responsible for preparing the Summit meetings and reviewing the progress made in achieving the objectives of the Plan of Action of the Third Summit.
- **OIRSA:** In collaboration with CAC-CORECA, IICA coordinated a program of joint work on regulations to govern the use of living modified organisms in agriculture.

- **PAHO:** Joint efforts were undertaken to improve public health with emphasis on food safety and the improvement of animal health and plant protection programs in the Member States. PAHO made important contributions in support of the Ministerial Meeting on Agriculture and Rural Life, within the framework of the "working together" approach.
- **World Bank:** IICA joined the Global Development Learning Network (GDLN), which receives technological and financial sponsorship from the World Bank. Progress was made to establish a joint distance learning network specializing in agriculture, coordinated and administered by IICA.

The Institute also participated with FAO, ECLAC, IFAD, the GTZ, the IDB, the World Bank and USAID to establish the Interagency Group on Rural Development in Latin America and the Caribbean, which promotes a rural development agenda and encourages improved interagency coordination of actions on this matter. It also links technical and financial cooperation; promotes training, technical assistance and investment strategies and programs;

develops investment instruments; and disseminates successful experiences.

## Andean Region

### In this region, the Institute:

- ▶ Signed a first agreement with the Andean Community of Nations (CAN) for joint work in border areas of Andean countries.
- ▶ Maintained its ties with the Latin American Association of Development Finance Institutions (ALIDE), for the purpose of strengthening financial institutions for agricultural and rural development.
- ▶ With the Andean Development Corporation (CAN), promoted studies of agricultural production chains, especially those involving textiles, garments and South American camelidae.
- ▶ Presented a project to combat desertification in the Andean Region to the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) for financing.

## Caribbean Region

### In this region, the Institute:

- ▶ Held a large number of formal meetings with the Secretariat of the Caribbean Community (CARICOM) and its affiliates, such as the Council for Trade and Economic Development (COTED) and the Committee of Lead Agencies (CLA), to discuss important matters related to the improvement of agriculture and rural life in the region.
- ▶ Established relations that helped strengthen the Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Wider Caribbean and to position it within the framework of CARICOM/CARIFORUM.
- ▶ Analyzed, with the Secretariat of the Organisation of Eastern Caribbean States, the status of the agriculture sector in the Member States of the OECS.
- ▶ With UNESCO, strengthened the situation of youth in Grenada, Dominica, St. Kitts and Nevis, and St. Vincent and the Grenadines, to break the cycle of poverty.

- ▶ Concluded negotiations with the European Union for a project to strengthen agricultural quarantine services in the Caribbean region.
- ▶ With IFAD, the Royal Government of the Netherlands and USDA, implemented the project to control the fruit fly in the Caribbean.

## Central Region

### In this region, the Institute:

- ▶ Maintained excellent relations with the Central American Integration System (SICA), the Central American Economic Integration System (SIECA) and the Central American Bank for Economic Integration (CABEI).
- ▶ Coordinated, with the International Regional Organization for Animal Health (OIRSA), the implementation of several joint efforts in the area of animal health.



- ▶ Promoted training in project identification, preparation and implementation, agricultural production and sustainable natural resource management, land management and gender issues as part of the RUTA IV interagency cooperation program, and working with the United Nations Development Programme (UNDP), the World Bank, the ministries of agriculture (MoA) of Central America, the IDB, IFAD, FAO and the DFID.
- ▶ With the IDB, the MoAs and the private sector, helped create and implement commodity exchanges in Central America.
- ▶ Worked with the OAS on several joint projects, including the Project for Sustainable Rural Development in Ecologically Fragile Zones of the Trifinio Region (El Salvador, Guatemala, Honduras).
- ▶ With support from the Royal Embassy of the Netherlands, contributed to the implementation of the Hillside Project in El Salvador and Honduras, the aim of which was to ensure the livelihood of subsistence hillside farmers and their families and natural resource sustainability.
- ▶ Implemented technical assistance actions with the GTZ for drafting the legislative framework for organic agriculture (Belize), indigo cultivation (El Salvador) and cocoa production.
- ▶ With financial support from the U.S. Department of Agriculture (USDA), collaborated in studies of the agrifood chains of milk, corn and coffee in Honduras.
- ▶ With the U.S. Agency for International Development (USAID), implemented the Business Management Services Project (SEGEM) in El Salvador, aimed at raising the incomes of small producers.

## Northern Region

### **In this region, the Institute:**

- ▶ Has become a key partner in the Monterrey Bridge initiative, which emerged from the International Conference on Development Financing held by the UNDP in early 2002. The initiative aims to highlight the

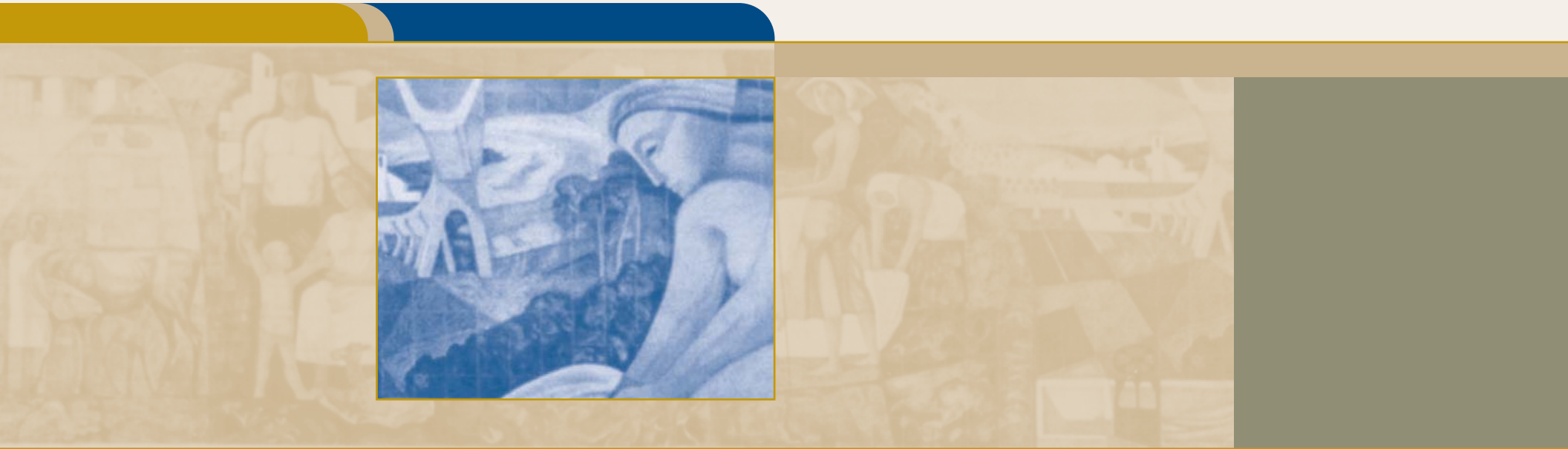
importance of agriculture and environmentally sustainable food production in international policy-making processes to reduce poverty.

- ▶ Implemented further efforts with the U.N. Food and Agriculture Organization (FAO), especially in the field of information and communication technologies, creating opportunities for more collaboration and joint activities in 2003.
- ▶ Signed a new agreement with the Pan American Health Organization for joint efforts to improve public health, with emphasis on food safety and efforts to develop better plant and animal health programs in the Member States.
- ▶ Established relations with the World Cocoa Foundation, under a program promoting the sustainable cultivation of fruit trees.
- ▶ Strengthened relations with the Grocery Manufacturers Association and other business associations.

## Southern Region

### **In this region, the Institute:**

- ▶ Provided follow-up to the letter of understanding between IICA and FAO.
- ▶ Develop with the Institute for the Integration of Latin America and the Caribbean (INTAL), a number of training actions for regional officials, on the subjects of trade negotiations and the standards of the World Trade Organization (WTO).
- ▶ Collaborated in conducting joint research with the General Secretariat of the Latin American Integration Association (ALADI).
- ▶ Held talks with the Pan American Foot-and-Mouth Disease Center (PANAFTOSA) on actions to strengthen national and regional programs to eradicate foot-and-mouth disease and promote preventive systems in disease-free countries.
- ▶ Laid the groundwork for joint efforts with the Technical Secretariat of the Southern Common Market (MERCOSUR).



# FURTHERING INSTITUTIONAL MODERNIZATION

"The IICA of the 21st Century must be:

- an agile, flexible and results-oriented institution;
- efficient and accountable;
- a hemispheric leader in its target thematic areas;
- service-oriented and managed in a business-like manner with less bureaucratic procedures; and
- a true network of hemispheric cooperation, where building national capacities, a new international image, national accountability, private sector participation and technical excellence are the agenda."

*Chelston W. D. Brathwaite, Director General  
Inaugural address, January 15, 2002*

# Progress and Achievements

IICA has made considerable progress in consolidating a number of initiatives designed to make the Institute a modern organization that responds to the needs of the Member States. The following are ten actions the administration carried out in order to modernize and increase the effectiveness of the Institute.

### 1. A reduction in bureaucracy

In 2002 and 2003, the administration eliminated the regional centers, reduced management positions at Headquarters from 36 to 24, reduced Headquarters costs by 10%, consolidated the units in a flatter, more efficient management framework, and allocated US\$1.2 million in savings from these actions to support technical cooperation activities in the Member States.

### 2. A new relationship with the Member States based on participation, accountability and transparency

IICA's work program in each Member State was redefined in a participatory process involving the ministries of agriculture and rural development, the private sector, academia and civil society and culminated with the preparation of National Technical Cooperation Agendas. National reports were prepared to report on the implementation of these agendas, and presented to national authorities in a national seminar; suggestions and inputs were received for refining and adjusting the national agendas. This approach of participation, transparency and accountability is the hallmark of this administration.

### 3. A new information and communication policy

A new information and communication policy was developed to facilitate dialogue with the community of agriculture and the Member States and to keep them informed of the Institute's activities and the results of its work. The repositioning documents, the 100 Days Report, the Director General's Report for 2002, IICA News and IICA Connection (an electronic bulletin) are products of this new policy.

### 4. A new human resources policy

The role and responsibilities of Institute management positions were redefined, including those of IICA's Representatives in the Member States. In accordance with Institute rules, international professional staff over the age of 65 concluded their services with IICA and a new personnel evaluation policy that aligns individual performance with institutional goals was implemented. An award program for excellence was established and a policy for enhancing language training is being implemented. An outstanding professional was recruited as Director of Human Resources Management, who is working with her team to review the Institute's human resources policies.

#### 5. Prudent financial management and results-based operations

A policy was implemented to ensure that the Institute's financial resources are properly managed. Actions taken in this regard include the following: a) a new unit was created for budget preparation and control; b) the Institute's internal audit function was strengthened with the appointment of a new internal auditor and a deputy auditor; c) the Institute's Deputy Director General, an outstanding banker, was assigned responsibility for finance and administration; d) new guidelines for budget preparation and financial accountability were distributed to all managers; and e) the Directorate for Performance Management and Evaluation was established to ensure that proposed actions are implemented in a cost-effective manner, with the aim of converting the Institute into a results-based institution.

#### 6. Appropriate follow-up to the mandates of the Summit of the Americas

A Directorate for Follow-Up of the Summit of the Americas Process was established to monitor the mandates of the Quebec Summit and the OAS General Assembly that apply to agriculture and rural life, and the Bavaro Declaration. This unit facilitates information exchange and joint efforts with development banks, agencies of the OAS system and other international organizations that are partner institutions of the Summits process, within the framework of the Joint Summit Working

Group. It also contributed greatly to organizing the Second Ministerial Meeting on Agriculture and Rural Life.

#### 7. Greater cooperation with the governing bodies

The administration reactivated the Special Advisory Commission on Management Issues (SACMI) and developed an online information system for promoting ongoing consultation with its members.

In 2002 and 2003, the Advisory Commission, which advises the Director General: a) facilitated the adoption of six resolutions pending approval from the Eleventh IABA; b) facilitated dialogue on the financial situation of IICA and approval of the Institute's Program Budget; c) revised and improved measures for collecting quota arrearages and restructuring the Institute's finances; d) validated and contributed to improving the quality and political viability of innovative projects on agricultural trade, agribusiness and food safety, and agricultural education; e) reviewed and improved the plan of action proposed for addressing the recommendations of the external assessment of IICA's Agricultural Health and Food Safety Program; f) contributed to improving the Director General's policies for strengthening IICA's relationship with the Member States through technical cooperation agendas and its relations with strategic partners; g) endorsed the proposal to upgrade IICA's management information system; and h) expressed support for

the Institute's new personnel management program. The SACMI's work facilitated the work of the Executive Committee and the IABA.

8. A new program on trade, agribusiness and food safety in the hemisphere

The administration promoted and obtained Executive Committee approval for a new program on trade, agribusiness and food safety in the hemisphere. This program seeks to strengthen trade capacities, upgrade negotiating skills, provide information and support for complying with World Trade Organization (WTO) mandates, and provide technical and related support to efforts to create the Free Trade Area of the Americas (FTAA). Regional trade and agribusiness specialists were appointed to support national programs in these thematic areas. An office is being established in Miami to support this new program; it has been tasked to provide appropriate linkage between developed and developing economies in trade-related matters.

9. Continued support to agricultural health and food safety, sustainable rural development, technology and innovation, information and communication, and education and training

The administration continued its support for these traditional areas of IICA action within the context of the

2002-2006 Medium Term Plan. New emphasis was given to each of the areas with the appointment of regional specialists to support national actions. Cognizant of the importance of new information and communication technologies, they are emphasized and included in new programs. In the area of education and training, new emphasis is being placed on distance learning and new communication tools are being developed. In agricultural health, an assessment was conducted with a view to strengthening this important area of work.

10. Strengthened strategic partnerships

From the outset, the administration considered the strengthening of strategic partnerships as a key mechanism of its efforts to promote sustainable agricultural development, food security and prosperity in the rural communities of the Americas. With this in mind, it created a Directorate for Strategic Partnerships in Washington D.C. A new agreement was signed with the Pan American Health Organization (PAHO) and with the United Nations Food and Agriculture Organization (FAO), and the Institute renewed its commitment to work with the Inter-Agency Group on Rural Development. It has also established working ties with other international, regional and national agencies throughout the hemisphere. The results of these relationships can be found in the IICA report *"Working Together."*





## FUTURE CHALLENGES AND OPPORTUNITIES

"I am here today because I still believe that one day mankind will achieve the triumphant goal of conquering rural poverty and will be able to proclaim a world of human dignity and social equity for all. I commit myself to contributing to that goal, through the work of our Institute."

*Chelston W. D. Brathwaite, Director General  
Inaugural address, January 15, 2002*

The efforts described in this report reflect the new IICA; an IICA committed to a better future for the rural communities of the Americas.

We see that future in terms of the monumental challenge expressed in the Millennium Development Goals, mainly: to eradicate poverty and hunger, ensure environmental sustainability, and develop a global partnership for development.

IICA is committed to helping its Member States promote the sustainable development of agriculture and the rural milieu through concrete actions that contribute to alleviating rural poverty and improving food security for our peoples. In designing its cooperation services, the Institute's holistic concept of agriculture and rural life provides a broader perspective for developing strategic actions to bring about the improvements needed to achieve the Millennium Development Goals.

The holistic concept of agriculture and rural life encompasses rural territories, agricultural production-trade chains and the

national and international settings. Its approach to sustainable development considers the production-trade, ecological-environmental, sociocultural and human, and political-institutional dimensions.

As we enter the fourth year of the 21st century, the rural economies of our countries are challenged as never before to provide the basis for renewed economic growth, social stability, food security and prosperity in the rural communities.

As a unique institution providing cooperation on agriculture in the Americas, IICA is committed to assisting its Member States meet the new challenges and turn them into opportunities. IICA is therefore moving expeditiously at the national, regional and hemispheric levels to work with the community of agriculture, the ministries, the private and academic sectors, and other members of the civil society, to draw up development agendas that will enable the Institute to have a lasting impact on agriculture and rural life in the Americas.

Modernization of the agricultural sector and sustainable rural development are critically important for achieving the

Millennium Development Goals and for reducing the rural-urban migration that is making the cities of most countries of the Americas unmanageable.

Solving the problems faced by our countries is no simple task, and a more appropriate development model is needed to meet these challenges, a development model that fosters increased investment in rural areas to assure a more sustainable development of agriculture and greater prosperity in rural economies. This model should include an institutional framework that promotes cooperation and alignment between the State and civil society, within the framework of a more extensive and transparent market economy.

This, in turn, requires a new role for public, private and international organizations, and makes it necessary to adopt a new development model that addresses the new challenges and opportunities facing agriculture and rural life in the 21st Century, including:

- Better rural-urban balance through integral development of both urban and rural areas;
  - Greater investments in rural areas, essential for:
    - i. ensuring social and political stability,
    - ii. promoting the competitiveness of agriculture and rural economic activities, and
    - iii. creating rural agricultural and non-agricultural employment to provide acceptable livelihoods in rural areas.
  - Increased productivity and food supply to meet growing food needs and market requirements.
- It is also necessary that appropriate policies and strategies be adopted to:
- Increase investments in the rural sector to facilitate the profitable and sustainable use of natural resources.
  - Support investments in infrastructure and services that make both agriculture and non-agricultural activities in rural areas competitive, profitable and sustainable.

- Support investments for developing human capital in the rural sector (rural education) to improve the skills of the population and their standard of living.
- Invest in the development of rural enterprises and institutions that strengthen rural-urban linkages and the generation of value-added activities and higher incomes.

Accordingly, a new institutional framework is required to transform rural isolation into a network of global prosperity. The mechanism for implementing this is a hemispheric platform of cooperation that promotes dialogue, strengthens and extends alliances with strategic partners, and fosters an increased flow of investments to agriculture and the rural economy.

The aim of this hemispheric platform is to provide the stakeholders in agriculture with access to hemispheric and global knowledge that can be used to influence hemispheric and global decisions to respond to local and national needs.

The establishment of a hemispheric platform to link these different levels of action provides an opportunity to:

- link the community of agriculture and rural life with the global society of knowledge;
- develop new styles of cooperation among international organizations and countries; and
- mobilize national and international resources for investing in agriculture and rural communities.

Pursuant to the mandates received in Quebec and Bavaro, the Institute has been called upon to play a significant role in the development process of the Americas. In response, IICA is moving forward to become a modern development organization that is better equipped to face the challenges of the 21st century. Professional competence, dedication to service, flexibility, sensitivity and adjustment to the national, regional and hemispheric needs of our Member States make IICA a great institution whose one and only objective is to serve its Member States.

# Acronyms

<b>ALADI</b>	Latin American Integration Association	<b>BANMUJER</b>	Women's Development Bank (Venezuela)
<b>ACEAS</b>	Association of Agrifood Education Centers	<b>BCLL</b>	Bahamas Cooperatives League Limited
<b>ADEX</b>	Exporters' Association of Peru	<b>BOPA</b>	Belize Organic Producers Association
<b>AECI</b>	Spanish International Cooperation Agency	<b>CABA</b>	Caribbean Agribusiness Association
<b>AGRIS</b>	International Information System for the Agricultural Sciences and Technologies	<b>CABEI</b>	Central American Bank for Economic Integration
<b>AHA</b>	Agricultural Health Authority (Belize)	<b>CAC</b>	Central American Agricultural Council
<b>AHFS</b>	Agricultural health and food safety	<b>CACHE</b>	Caribbean Council for Higher Education in Agriculture
<b>AID</b>	Agency for International Development (United States)	<b>CAF</b>	Andean Development Corporation
<b>ALADI</b>	Latin American Integration Association	<b>CAN</b>	Andean Community of Nations
<b>ALIDE</b>	Latin American Association of Development Institutions	<b>CAPGERNet</b>	Caribbean Plant Genetic Resources Network (IPGRI)
<b>ASERCA</b>	Agricultural Marketing Support and Services (Mexico)	<b>CARDI</b>	Caribbean Agricultural Research and Development Institute
<b>AVE</b>	Venezuelan Association of Exporters	<b>CARICOM</b>	Caribbean Community

<b>CARIFORUM</b>	Caribbean Forum	<b>ENA</b>	National School of Agriculture
<b>CAS</b>	Southern Agricultural Council	<b>FAO</b>	United Nations Food and Agriculture Organization
<b>CATIE</b>	Tropical Agriculture Research and Higher Education Center	<b>FAVA/CA</b>	Florida Association of Voluntary Agencies for Caribbean Action (United States)
<b>CCI</b>	Colombia International Corporation	<b>FECAGRO</b>	Central American Federation of Agricultural and Agroindustrial Chambers
<b>CDB</b>	Caribbean Development Bank	<b>FEPORCINA</b>	Venezuelan Hog Farmers Association
<b>CGIAR</b>	Consultative Group on International Agricultural Research	<b>FOMRENA</b>	Regional Fund on Appropriate Technologies for Sustainable Natural Resource Management
<b>CIIA</b>	Intersectoral Food Safety Commission	<b>FONTAGRO</b>	Regional Fund for Agricultural Technology
<b>CIRAD</b>	Center for International Cooperation in Agricultural Research for Development	<b>FORAGRO</b>	Regional Forum on Agricultural Research and Technology Development
<b>CLA</b>	Committee of Lead Agencies	<b>FTAA</b>	Free Trade Area of the Americas
<b>CNRWP</b>	Caribbean Network of Rural Women Producers	<b>GDLN</b>	Global Development Learning Network
<b>COMEXI</b>	Export and Import Committee (Ecuador)	<b>GDLNA</b>	Global Distance Learning Network for Agricultural Development in the Americas
<b>CONADEA</b>	National Agricultural Development Council (Guatemala)	<b>GINA</b>	Informal Group of Agricultural Negotiators
<b>CORECA</b>	Regional Council for Agricultural Cooperation (Central America)	<b>GTZ</b>	Deutsche Gesellschaft für Technische Zusammenarbeit
<b>COSAVE</b>	Plant Protection Committee for the Southern Area	<b>IABA</b>	Inter-American Board of Agriculture (IICA)
<b>COTED</b>	Council for Trade and Economic Development	<b>IACNDR</b>	Inter-American Committee on Natural Disaster Reduction
<b>CSUCA</b>	Central American Higher University Council	<b>IACW</b>	Inter-American Commission of Women
<b>DFID</b>	Department for International Development	<b>ICA</b>	Colombian Agricultural Institute
<b>DINCAP</b>	National Directorate for Project Coordination and Management (Paraguay)	<b>ICO</b>	International Coffee Organization
<b>ECLAC</b>	Economic Commission for Latin American and the Caribbean		

<b>IFAD</b>	International Fund for Agricultural Development	<b>PAHO</b>	Pan American Health Organization
<b>INDAP</b>	Agricultural Development Institute (Chile)	<b>PANAFTOSA</b>	Pan American Foot-and-Mouth Disease Center
<b>INFOAGRO</b>	Agricultural Information System (Costa Rica)	<b>PIOJ</b>	Planning Institute of Jamaica
<b>INFOAGRO.NET</b>	Technical Information Management System	<b>PPP</b>	Puebla–Panama Plan
<b>INTAL</b>	Institute for the Integration of Latin America and the Caribbean	<b>PROCIANDINO</b>	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion
<b>IPGRI</b>	International Plant Genetic Resources Institute	<b>PROCICARIBE</b>	Caribbean Agricultural Science and Technology System
<b>IWRN</b>	Inter-American Water Resources Network	<b>PROCINORTE</b>	Cooperative Agricultural Research and Technology Transfer Program for the Northern Region
<b>MARN</b>	Ministry of Environment and Natural Resources (Guatemala)	<b>PROCISUR</b>	Cooperative Program for the Development of Agrifood and Agroindustrial Technology in the Southern Cone
<b>MAH</b>	Honduran Agricultural Board	<b>PROCITROPICOS</b>	Cooperative Program for Research and Technology Transfer in the South American Tropics
<b>MERCOSUR</b>	Southern Common Market	<b>PRODAR</b>	Rural Agroindustry Development Program for Latin America and the Caribbean
<b>MFCL</b>	Ministry of Agriculture, Fisheries, Crops and Livestock (Guyana)	<b>PRODERT</b>	Sustainable Rural Development Project in Ecologically Fragile Areas of the Trifinio Area
<b>MICUDE</b>	Ministry of Culture and Sports (Guatemala)	<b>PROMECAFE</b>	Cooperative Regional Program for Technology Development and Modernization of Coffee Cultivation
<b>MIDA</b>	Ministry of Livestock Development (Panama)	<b>PROMER</b>	Rural Microenterprise Support Program in Latin America and the Caribbean
<b>NCP</b>	National Production Council (Costa Rica)		
<b>NRC</b>	Northern Regional Council		
<b>OAS</b>	Organization of American States		
<b>OECD</b>	Organization for Economic Cooperation and Development		
<b>OIRSA</b>	International Regional Organization for Animal Health		
<b>PAESE</b>	Environmental Program (El Salvador)		



<b>PROMER</b>	Program to Support Rural Microenterprises in Latin America and the Caribbean	<b>SEGEM</b>	Business Management Services Project
<b>PRONADERS</b>	Advisory Council of the National Sustainable Rural Development Program (Honduras)	<b>SENASAG</b>	National Agricultural Health and Food Safety Service (Bolivia)
<b>RADA</b>	Rural Agricultural Development Agency	<b>SICA</b>	Central American Integration System
<b>RECDIA</b>	Dominican Network of Information and Documentation Centers	<b>SICEVAES</b>	Central American Higher Education Evaluation and Accreditation System
<b>REDAR</b>	Agroindustrial Development Network (Guatemala)	<b>SICTA</b>	Central American System for Agricultural Technology Integration
	Rural Agroindustry Network (Ecuador)	<b>SIDALC</b>	Agricultural Information and Documentation System of the Americas
<b>REDARFIT</b>	Andean Plant Genetic Resources Network (IPGRI)	<b>SIECA</b>	Central American Economic Integration System
<b>REMERFI</b>	Mesoamerican Network for Plant Genetic Resources (IPGRI)	<b>SIHCA</b>	Hemispheric Training System for Agricultural Development
<b>RERURAL</b>	Rural Economy Reactivation Program (Honduras)	<b>SIICABA</b>	Information System on Quality Inspection for Bananas
<b>RWN</b>	Rural Women's Network (Guyana)	<b>TROPIGEN</b>	Amazonian Network on Plant Genetic Resources (IPGRI)
<b>SAG</b>	Secretariat of Agriculture and Livestock	<b>UNDP</b>	United Nations Development Programme
<b>SANIBANANO</b>	Phytosanitary Inspection Program for Banana and Musaceae Exports (Ecuador)	<b>USAID</b>	United States Agency for International Development
<b>SASA</b>	Autonomous Agricultural Health Service (Venezuela)	<b>USDA</b>	United States Department of Agriculture
		<b>WAICENT</b>	World Agricultural Information Centre (FAO)
		<b>WTO</b>	World Trade Organization