

PN-ABE-526

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IICA - ROCAP
Technology Transfer Conference
(TTC)

Steering Committee Meeting
(SCM)

12-14 September 1988

PROCEEDINGS OF THE MEETING

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EXECUTIVE SUMMARY

The Inter American Institute for Cooperation in Agriculture (IICA) convened a high level panel of internationally recognized technology system experts in September 1988 to assist in planning a proposed regional technology transfer conference. The idea for such a conference had resulted from ROCAP-IICA discussions earlier in the year, stimulated by expressions of serious concern received from knowledgeable people throughout the region about the inadequacies of existing Central American technology transfer systems.

The three-day meeting, held at IICA headquarters 12-14 September, was opened by the IICA Deputy Director General, Harlan Davis, who questioned whether we have the right technology transfer models, and suggested that the debate should be reopened. He felt that the conference should analyze what has been done right and wrong in technology transfer, and then do some creative thinking on new models for the region.

Eduardo Trigo, IICA Program II Director, emphasized the urgency of a coherent effort in the region and urged the group to consider technology generation and transfer in the larger framework. He stated that the conference should identify concepts that make it possible to develop strategies with potential for the region.

David Kaimowitz, ISNAR, presented a conceptual framework for studying the relationship between agricultural research and technology transfer that would make it possible to address specificities at the conference. And Mario Contreras, FHIA Research Director (Honduras), argued the importance of sensitizing politicians to the importance of coordinating policies that foster agricultural development with the scientific-technological processes per se. The role of the private sector in technology transfer was brought up repeatedly, as were factors such as sustainability and equity.

The panel strongly supported the proposed conference and made a series of specific recommendations/suggestions for the organizers to consider:

- November 1989 was recommended as an appropriate date for the conference.
- The conference objective should be to reach a broad-based consensus concerning more effective organizational models (public and private) that will accelerate and sustain equitable productivity growth in Central American agriculture by

improving development of and increasing access to new technologies. This consensus should lead to innovative project proposals, new strategies and programs for the Region's agricultural technology system.

- "Mobilizing Agricultural Technology for Central American Challenges" was suggested for the overall conference theme.
- The following specific conference themes and subthemes were recommended:
 - I. Historical Background
 - A. Technological change
 - B. Delivery institutions
 - II. Technological imperatives
 - A. Client groups
 - B. Development objectives
 - III. Relevant Perspectives and Experience: Successes and Failures
 - A. Worldwide
 - B. Regional (Central America)
 - IV. Promising Strategies to Meet Technological Imperatives, by Client Group
- It was recommended that a series of background, keynote papers be commissioned--working titles, brief outlines, and possible authors were suggested for each.
- The panel recommended that the conference be limited to approximately 75 participants, and suggested criteria for their selection. A "special credentials" group was also recommended.
- A 5-day conference was recommended, with the following key features: opening address, 4 keynote speeches, 6 workgroups, extensive discussion, 1/2-day session each on worldwide and regional experience, 1-day field trip, special credentials group.
- Recommended special preparatory activities included small national working meetings and subregional caucuses in addition to the commissioned papers.

The panel, recognizing both the urgent need to reexamine and strengthen Central American agricultural technology systems and the exciting possibilities for doing so that have emerged from recent experience around the world, concluded that the time is right and the need great for a conference such as that proposed by IICA and ROCAP.

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IICA - ROCAP
Technology Transfer Conference (TTC)
Steering Committee meeting (SCM)

12-14 September 1988

PROCEEDINGS OF THE MEETING

In early 1988, ROCAP considered the possibility of organizing a regional technology transfer conference--an interest stimulated by expressions of serious concern about the inadequacies of technology transfer systems in Central America received from knowledgeable people throughout the Region. In followup, ROCAP contacted IICA to ascertain the latter's interest in such a conference, whose objectives would be to assess need for and potential benefits to be derived from a regional technology transfer project; and, if the outcome was favorable, to elicit recommendations concerning the areas on which such a conference should focus and how it should be structured.

The IICA response was positive, and ROCAP subsequently engaged the Academy for Educational Development (AED), through a buy-in to the AID-funded CTTA Project for which AED is prime contractor, to assist in organizing the conference. AED, in turn, entered into agreements with Dr. Howard E. Ray (former AED Vice President for Agricultural Programs, now retired), and the Pan American Development Foundation (PADF) to provide the requested services.

Subsequently, IICA and ROCAP decided to enlist the aid of a panel of high level specialists experienced in agricultural technology systems to serve as a steering committee in planning the conference. Dr. Eduardo Trigo, Director of IICA Program II (Technology Generation and Transfer), and his staff contacted prospective steering committee members to ascertain their interest in serving on the panel and their availability for a September meeting. Those who accepted received relevant background information prior to the meeting, and an information packet upon arrival in San Jose that included a brief statement of the meeting's terms of reference and tentative program.

A list of the meeting participants is attached as Appendix 1.

The panel, recognizing both the urgent need to reexamine and strengthen Central American agricultural technology systems and the exciting possibilities for doing so that have emerged from recent experience around the world, concluded that the time is right and the need great for a conference such as that proposed by IICA and ROCAP. Their recommendations and suggestions were relevant, sharply focused, well-articulated, and innovative; and will provide excellent guidance in planning and organizing the conference.

I. STEERING COMMITTEE MEETING (SCM) TERMS OF REFERENCE AND MODUS OPERANDI

The terms of reference, attached as Appendix 2, are summarized below.

A. SCM Purpose and Objectives

The basic purpose was to enlist the aid of a panel of high level technicians experienced in agricultural technology systems in planning, and thus helping to assure the success of, the technology transfer conference (TTC) planned for mid-1989. The specific objectives were to:

- define the principal conference themes, subthemes and contents (topics);
- identify potential presenters and participants;
- suggest an effective format;
- determine needed preparatory activities; and
- highlight other points important for effective conference organization.

B. Expected SCM Outputs

It was expected that the meeting would result in a series of specific, concrete recommendations and suggestions related to the conference (TTC), organized as follows:

- objectives
- theme and content
- participants
- presenters
- format
- preparatory activities
- other considerations

It was requested that recommendations/suggestions be prioritized insofar as feasible.

C. SCM Agenda

A copy of the tentative SCM program is attached as Appendix 3. In practice, this agenda was followed with the following major exceptions:

- the Monday plenary session was extended into the afternoon to permit reaching closure on revision of the proposed conference themes and subthemes;
- working group assignments were modified to conform to the revised themes;

- working group sessions continued through mid-afternoon on Tuesday; and
- the Wednesday plenary session was extended through the afternoon.

D. SCM Modus Operandi

The SCM was organized into three phases, with the following specific outputs expected from each:

Phase 1 (initial plenary session):

Reach agreement on major conference themes and subthemes.

Phase 2 (work group and Tuesday plenary session):

Develop recommendations, by assigned theme, organized into the categories indicated in Section I.B above. (SCM participants assigned to each work group are indicated in Appendix 4.)

Phase 3 (Wednesday plenary session):

Reach consensus on consolidated set of recommendations for organizing the TTC.

To facilitate discussion and reaching consensus during the final plenary session, the SCM agenda called for a small commission to consolidate recommendations of the two work groups into one set of tentative SCM recommendations. This proved to be difficult due to the wide divergence in reporting styles of the two work groups. Therefore, the commission developed an intermediate reporting format and prepared additional materials for presentation at the outset of the final session. Revised reporting formats and explanatory materials were placed on overhead projector transparencies and white boards to facilitate presentation and discussion.

Through this process, the panel functioned as a committee of the whole in reaching closure on a consolidated set of recommendations for organizing the TTC.

II. MINUTES OF SCM SESSIONS

As shown in the tentative agenda (Appendix 3), formal presentations were held to a minimum to provide maximum time for interaction and discussion. Meeting deliberations are summarized below.

A. Opening Plenary Session

Welcoming remarks, Harlan Davis, Deputy Director General, IICA

The issue of agricultural technology for the decade of the nineties needs to be reexamined in light of the following:

- Schultz's argument that relevant and meaningful technologies for the small farmer do not exist. Are the marginal benefits sufficient in relation to relevant costs when the risks are discounted? There is a need for production economics.
- It is moot whether we have the right models; the debate should be reopened.
- The linkage between agricultural research and technology transfer is weak in Latin America. We need to analyze cost-benefits of the different models. There have been a pot-pourri of models including: 1) the pre-World War II development (fomento) models designed to increase the supply of strategic commodities such as rubber, kenaf, coffee and sugar; 2) the U.S. extension model, which was recently evaluated by Rice and showed little impact at the farm level; 3) supervised credit through agrarian banks; 4) farming systems based on the premise that the missing link was understanding of the farmers' socioeconomic conditions (examples include ICTA in Guatemala and IDIAP in Panama); 5) the T&V system tried unsuccessfully in Costa Rica; 6) an adaptation of the U.S. Land Grant model implemented in Chiriqui Province of Panama; and 7) the private sector model using improved seed and applications of biotechnology.

Davis felt the conference should analyze what has been done right and wrong, and then do some creative thinking on new models for the region.

Meeting objectives, strategy and expected outputs.

Presented by Eduardo Trigo, Director Program II, IICA

Before presenting the objectives of the SCM, Trigo emphasized the urgency of a coherent effort in the region as the national technology transfer system is in decadence and the countries are undergoing a financial crisis. There is a danger that the research capacity will disappear given their economic situation. IICA is concerned with this problem, Technology Transfer being one of its five areas of emphasis.

Trigo informed the SCM that the purpose was to design the conference; that there were no "preconcepts" even though five themes were identified in the initial document sent out to SC members. He urged that the group consider the larger framework of technology generation and transfer; i.e., macro-level socioeconomic

variables. The conference should identify concepts that make it possible to develop strategies with potential for the region.

In the ensuing discussion, R. Curtis (ROCAP) expressed concern that the traditional concept of moving information to the farmer would be a "hard sell" at AID; technology transfer has the connotation of just another extension approach. Curtis also expressed concern that we do not have a real understanding of what the problem is. There has been high economic growth in some countries; and the oral tradition behind some dramatic success stories (e.g., wheat and rice in Pakistan) shows that when the technology is profitable it is quickly "stolen" from the research station. There are two different "creatures": the public institutions are unable to develop generalized technology to large populations, while the private ones have mechanisms to transfer very specific commodity-based information. The importance of agrarian policies was also pointed out by various participants. The question of how to foster cooperation among institutions was also raised. What can be done about the poor who do not have alternatives?

It was felt that the full spectrum--i.e., from the large commercial producers of export crops to the poor marginal farmers--should also be addressed as they are all important in the region. There is also the urgency of developing technology transfer systems for people who are doing irreparable damage to the natural resource base. Case studies could look at different research-extension institutional models in Latin America to see which are successful and why. There was concern that the end user groups be represented; only in very few cases do they really participate.

The technology generation and transfer process is a continuous one, and as such it cannot be analyzed by parts. The example was made of the team of relay runners--which is the one who lets the baton fall? The process must be looked at as a whole. The feeling that we might be faced with an "impossible mission" was expressed and that the problem was really one of human resources.

Individual presentations

David Kaimowitz (ISNAR) presented a conceptual framework for studying the relationship between agricultural research and technology transfer that would make it possible to address specificities at the conference. The specific issues could focus on the technological challenges and institutional responses. There are very specific challenges: 1) traditional export crops such as coffee and bananas, which can maintain acceptable growth with a good deal of technical support; 2) traditional export crops such as cotton, sugar and beef, which are in crisis; 3) nontraditional export products with specific market requirements and no institutional support; 4) small and medium commercial farmers with more

intensive production to meet more diversified urban markets for vegetables and dairy products; 5) extensive enterprises in frontier areas where incomes are better but natural resource issues are complex; and 6) marginal farmers with little or no capital.

The region is characterized by a rich pluralism of institutional situations, which need to be studied in order to find technologies and mechanisms for the aforementioned challenges. What should the different actors and players do? Central America has a specific history which should be responded to; the conference could come up with a strategy for the region. A consensus could be developed by circulating papers and incorporating responses to specific answers for specific challenges.

Mario Contreras (Director of Research, FHIA, Honduras) presented a paper in which he argued the importance of sensitizing politicians to the importance of coordinating policies that foster agricultural development with the scientific-technological processes per se. There are three major concerns: energy reserves; physical-environmental sustainability of production; and food security in light of increased agricultural exports.

In the search for more effective technology generation and transfer models, there has been increasing interest in the private sector. Contreras proposes the need to analyze further the following elements: 1) public and private sector functions and linkages; 2) private sector investments and financial sustainability; and 3) international cooperation and technological development.

Within the knowledge acquired with respect to technology and transfer experiences, Contreras suggests that three components merit further attention: 1) user networks; 2) participation of the informal sector; and 3) agribusiness. Elements that affect the adoption of technology were also listed for considerations.

Conference objectives and themes

The discussion centered around a comparison of the three groups of themes (those proposed earlier in the SCM terms of reference, and those proposed by Kaimowitz and by Contreras). Some of the issues raised were as follows:

- Should the theme of sustainability be a concern that pervades all themes or should it be considered separately?
- How would it be best to address the specifics of Central America?
- Whose behavior are we trying to influence: the policymakers, donors, public and private implementing organizations and groups--key influential actors/individuals at all levels of the technology transfer process? This could be done by

holding a series of country-level meetings first in order to cover beneficiaries (producers, consumers, suppliers) as well. It was cautioned that in this process there is a need not only to go downstream but up- and side-stream as well. The process is part of change itself.

- The objective is to contribute perspectives more than content; and the conference could be a big event in the change process by providing a vision as to the strategies that are appropriate for taking the technology transfer process to some point. A consensus among the participants would make it easier for donors and private organizations to participate.

It was suggested that the conference should first address historical aspects, then theoretical concepts, then experiences worldwide and in the region with analysis. The mapping of the pluralistic nature of institutions and their responses to current technological challenges was perceived as critical.

As extensive discussion failed to resolve the "theme" issue, the plenary session recessed to permit a smaller group to draft an alternative set of themes. When the session reconvened, the following modified version of that draft was quickly adopted as a provisional set for consideration by the work groups:

- I. Historical Background
 - A. Technological change
 - B. Institutional change to the present (map)
- II. The Client Group
- III. The Technological Challenges
 - A. Growth
 - B. Sustainability
 - C. Exports (nontraditional/traditional)
 - D. Diversification (exports, urbanization)
 - E. Food security
 - F. Equity for the poorest
- IV. Relevant Theory and Experience Worldwide
 - A. State-of-the-art (theory)
 - B. Salient models
- V. Examining Success and Failure in Central America
 - A. Public vs. private
 - B. Export vs. domestic production
 - C. Regional vs. national vs. cross-national

VI. Promising Organizational Strategies to Meet Future Challenge

The plenary session then adjourned, and deliberations shifted to work in two smaller groups.

B. Work in Groups

Work group discussions focused on developing a series of specific recommendations that IICA and its collaborators could use in organizing the conference. Reports of the two groups are attached as Appendices 5 and 6.

C. Closing Plenary Session

The closing plenary session, chaired by E. Trigo, opened late Tuesday afternoon with presentations and initial discussion of the findings, conclusions and recommendations of the two work groups. The first agenda items upon continuation Wednesday morning were summary presentations by H. Ray and N. Ambros, aided by overhead projector transparencies and white board, of progress of the meeting to that point, and cost implications of activities under consideration. The remainder of the session was devoted to discussion of--and reaching closure on--the consolidated set of recommendations for organizing the Technology Transfer Conference presented in Section III below.

Although the Steering Committee Meeting was scheduled to adjourn at noon on Wednesday, 14 September, it continued in session until approximately 4:00 pm.

III. CONCLUSIONS AND RECOMMENDATIONS

Conclusions and recommendations of the SCM panel are summarized below.

A. TTC (Technology Transfer Conference) Date

Mid-July 1989 had earlier been chosen as a tentative target date for the TTC. Due to other IICA commitments, however, that date is no longer convenient, and Trigo suggested that it be shifted to either August or November 1989.

SCM recommendation: November 1989

B. TTC Objectives and Working Hypotheses

Tentative conference objectives, developed during early discussions prior to the SCM, are attached as the last page of Appendix 2. Although the panel saw no serious conflict between those objectives and the themes finally recommended, they were considered to be inadequate. Therefore, a restatement into one objective with four accompanying hypotheses to be tested was drafted by R. Hertford that, with minor modification, was accepted by the panel.

SCM recommendation:

Conference objective. To reach a broad-based consensus concerning more effective organizational models (public and private) that will accelerate and sustain equitable productivity growth in Central American agriculture by improving development of and increasing access to new technologies. This consensus should lead to innovative project proposals, new strategies and programs for the Region's agricultural technology system.

Working hypotheses to be tested.

- 1) In spite of good progress, technical change in Central American agriculture should be accelerated and spread more evenly.
- 2) While a wide variety of technology delivery models are in place and resources devoted to them are large, potentially appropriate technologies lie waiting for application because of "downstream" shortcomings--insufficient attention to their delivery to some potential client groups.
- 3) Appropriate technologies are unavailable for some segments of Central American agriculture partly because existing delivery models evidence "upstream" deficiencies--poor transmission of client needs to technology generating institutions.
- 4) Because of "upstream" and "downstream" defects, as well as "sidestream" deficiencies (weak linkages between technology generation/transfer and agricultural policies and national supporting institutions), attention needs to be given to promising integrating and coordinating mechanisms for the agricultural technology system that will rationalize more effectively the plurality of current efforts and resources.

C. TTC Themes and Content

The set of themes adopted provisionally at the close of the first plenary session was further modified by Group A and, later, by

the commission assigned to consolidate Group A and Group B recommendations into SCM recommendations. The commission also refined a three-dimensional matrix developed by Group A, presented in Figures 1-4, to clarify the progression of relationships from one theme to another:

- Theme I is the base upon which technological imperatives to meet Central American challenges must be developed.
- Theme II, shown on the x and y axes, describes the technological challenges.
- Theme III, not shown in the matrix, provides the knowledge, information and experience needed to address the technological imperatives.
- Theme IV, shown on the z axis, is comprised of the strategies to be developed to meet the technological imperatives by client group, i.e., the conference objective. (This dimension has been revised from that originally presented to conform with the conference objective finally adopted.)

SCM recommendations:

1) Overall TTC theme/title

English: Mobilizing Agricultural Technology for Central American Challenges

Spanish: Estrategias tecnologicas para la reactivacion agropecuaria en Centro America

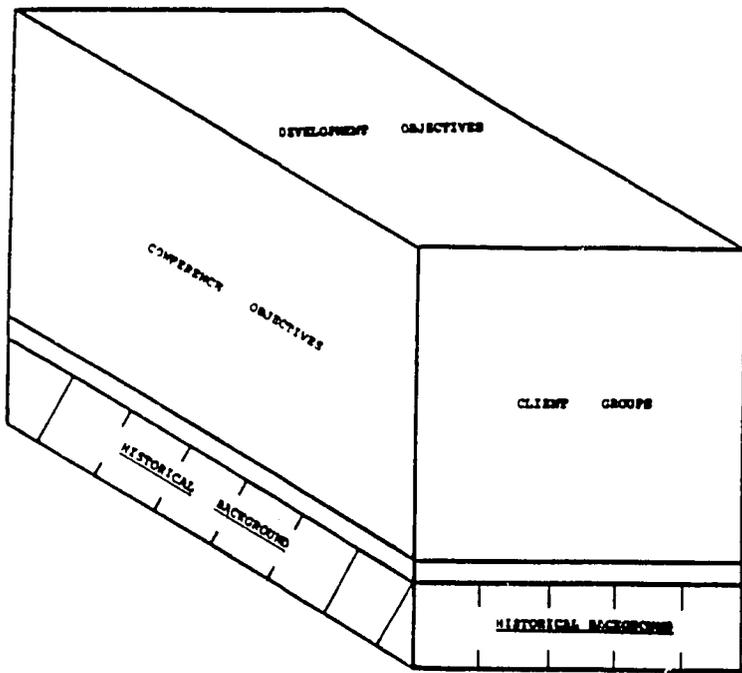


Figure 1
Historical Background
-- THE BASE --

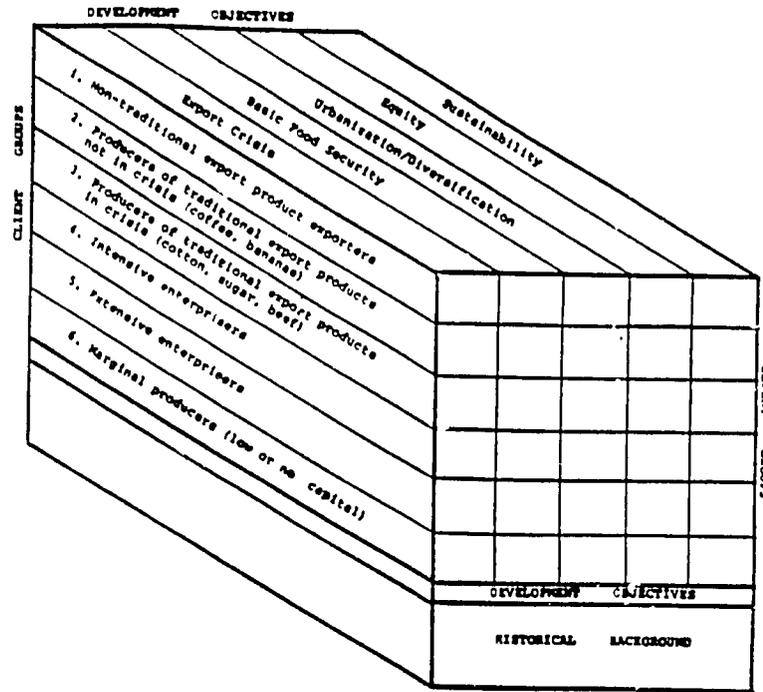


Figure 2
Technological Imperatives

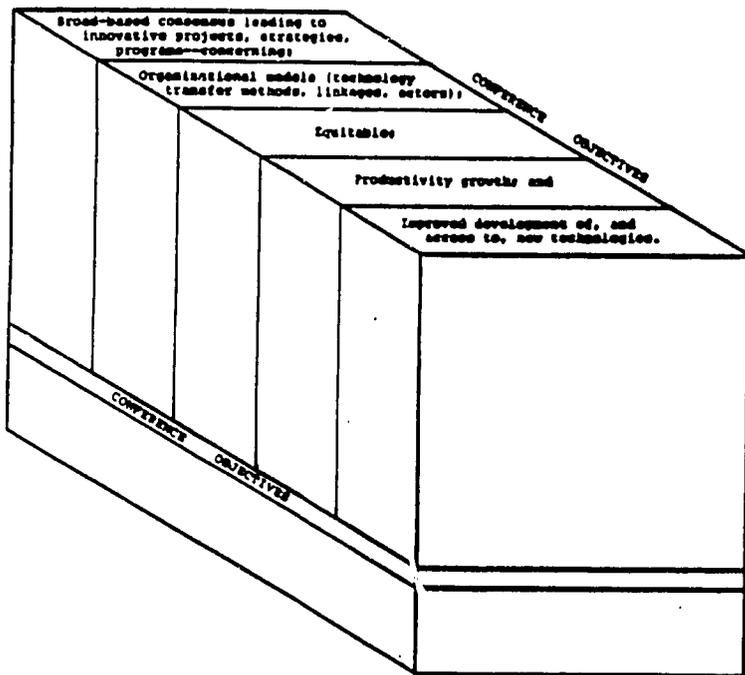


Figure 3
Objectives

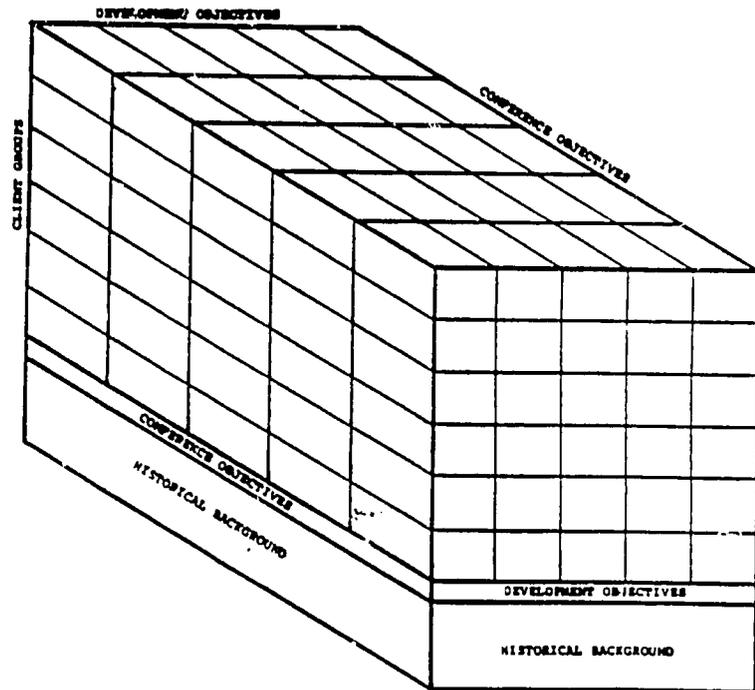


Figure 4
Theme Matrix

2) Specific TTC themes and sub-themes

- I. Historical Background
 - A. Technological change
 - B. Delivery institutions
- II. Technological imperatives
 - A. Client groups
 - B. Development objectives
- III. Relevant Perspectives and Experience: Successes and Failures
 - A. Worldwide
 - B. Regional (Central America)
- IV. Promising Strategies to Meet Technological Imperatives, by client group

3) TTC content (topics)

Summarized in Tables 1-4.

4) General recommendations

Growth, equity and sustainability issues should be addressed by client group.

In addition to the specific content suggested above, the desirability of issuing a call for papers to obtain a broader representation of relevant experience was discussed by the panel. Although time did not permit reaching closure on this issue, there was apparent support for a limited call for papers relevant to Themes IIIA and IIIB.

D. **TTC Presenters**

SCM suggestions re authors of the papers to be commissioned are given in Tables 1-4. It was recommended that the authors should also, as appropriate, serve as work group conveners.

Table 1. Summary of subthemes, content, and activities for organizing Technology Transfer Conference
THEME I. HISTORICAL BACKGROUND

Subtheme	Content	Preparatory Activity	Suggested Authors/ Presenters	Conference Format
<p>A. Technological Change</p>	<p>1) Input use and misuse 2) Technological change dis-aggregated by: -geographic area -commodity -extension/research/educ. -socioeconomic group -effect on natural resources (photographic presentation) -breakthroughs</p>	<p>Commission and prepare paper with working title: "Technological Change: A Macro Perspective in Central America"</p>	<p>R. Hertford R. Evenson USDA De Janvry (CA.) IFPRI</p>	<p>1) Keynote presentation by author; 2) Discussion in plenary session; 3) Distribution of papers for work group use.</p>
<p>B. Delivery Institutions (Map)</p>	<p>1) Institutions: a) Public Sector b) Private Sector -for profit -non-profit -commercial -NGO c) Commodity groups d) Extension e) International agencies 2) Types of information needed for each institution: -size & nature of clientele -resources -model -role -mandate -accomplishments 3) Reflection on why there is so much diversification</p>	<p>Commission and prepare paper with working title: "The Delivery Institutions: Evolution and Current State"</p> <p>Paper should include a matrix of institutions involved</p>	<p>IICA M. Lindenberg A. Coutu (NCSU) W. Rivera (Md) B. Villanueva M. Ponce B. Swanson (Il.) PADF</p>	<p>Same as Subtheme A</p>

Table 2. Summary of subthemes, content, and activities for organizing Technology Transfer Conference
THEME II. TECHNOLOGICAL IMPERATIVES

Subtheme	Content	Preparatory Activity	Suggested Authors/ Presenters	Conference Format
General	Background and issues related to technological imperatives, in context of client groups and development objectives	<ol style="list-style-type: none"> 1) Commission and prepare paper with working title derived from content 2) Review and refine paper during national workshops 	D. Kaimowitz IICA M. Contreras	<ol style="list-style-type: none"> 1) Keynote presentation by author 2) Discussion in plenary session 3) Distribution of paper for reference use by work groups
A. Client Groups	<ol style="list-style-type: none"> 1) Non-traditional export product producers; 2) Producers of traditional export crops not in crisis (coffee, bananas); 3) Producers of traditional export crops in crisis (sugar, cotton, beef); 4) Intensive enterprisers (small and medium producers); 5) Extensive enterprisers (small and medium producers); 6) Marginal Producers (Low or no capital) 	Subthemes A & B considered together		<ol style="list-style-type: none"> 1) Papers in categories a and b to serve as basic resource documents for 6 work groups 2) One work group to be convened for each client group
B. Development Objectives	<ol style="list-style-type: none"> 1) Export crisis relief 2) Basic Food Security 3) Urbanization-Diversification 4) Equity 5) Sustainability 	<ol style="list-style-type: none"> 1) Commission and prepare the following papers (rough working documents): <ol style="list-style-type: none"> a) Most fully developed: <p>"Technologies for non-traditional export product producers"</p> <p>FUSADES INCAE FHIA Harvard K. Harrison</p> "Technologies for intensive enterprisers" <p>CATIE (E.Casas) IICA MinAg (& reg.) Input firms Producer Assoc. D. Fledderjohn Scaff Brown</p> "Technologies for marginal producers" <p>NGO-connected: TechnoServe CRS Save the Child. CARE Rodale, Intl. CIAT/CIMMYT/CIP D. Horton (Suggest NGO & IARC as co-convenors</p> 		

Table 2. Summary of subthemes, content, and activities for organizing Technology Transfer Conference
(Continued)

THEME II. TECHNOLOGICAL IMPERATIVES

Subtheme	Content	Preparatory Activity	Suggested Authors/ Presenters	Conference Format
		<p>b) Less fully developed:</p> <p>"Technologies for producers of traditional export crops in crisis"</p> <p>"Technologies for producers of traditional export crops not in crisis"</p> <p>"Technologies for extensive enterprisera</p> <p>Each of the above papers should address the following issues/questions to diagnose the present situation and identify future needs:</p> <ul style="list-style-type: none"> -Who comprises the client group? -socioeconomic characteristics -resources -demand characteristics -technology problems/require./availability -institutional configuration -equity -sustainability <p>c) "Sustainability in relation to client group and other development objectives</p> <p>2) Organize small national workshops to interact on all of the above</p>	<p>CIPC (Md) DESFIL/CATIE</p>	<p>3) Sustainability paper</p> <ul style="list-style-type: none"> a. Keynote presentation b. Discussion in plenary session c. Issue to be addressed by all work groups

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Table 2. Summary of subthemes, content, and activities for organizing Technology Transfer Conference
(Continued)

THEME II. TECHNOLOGICAL IMPERATIVES

Subtheme	Content	Preparatory Activity	Suggested Authors/ Presenters	Conference Format
		<p>3) Organize 4 sub-regional "caucuses":</p> <ul style="list-style-type: none"> a. Focus on Client Group 1 b. Focus on Client Group 4 c. Focus on Client Group 6 d. Focus on Client Groups 2, 3, and 5 <p>4) Produce video presentation (If resources permit)</p>		<p>4) "Special Credentials" group to be assigned responsibility for analysis and aggregation of work group and plenary session outputs as critical step in developing & prioritizing conclusions and recommendations for follow-on action</p>

Table 3. Summary of subthemes, content, and activities for organizing Technology Transfer Conference
 THEME III. RELEVANT PERSPECTIVES AND EXPERIENCE

Subtheme	Content	Preparatory Activity	Suggested Authors/ Presenters	Conference Format
<p>A. Worldwide</p>	<p>Overview of relevant perspectives and experiences supported by selected summary case studies</p> <p>a. Theory</p> <ul style="list-style-type: none"> -linkages, mechanisms and dynamics, policy & technology, public and private sector -methodologies & strategies -conceptual framework for conference <p>b. Models and experience</p> <ul style="list-style-type: none"> -criteria: <ul style="list-style-type: none"> - agroecological relevance - client group focus - institutional plurality -areas: <ul style="list-style-type: none"> - high export value products - commodity systems approach - product diversification - traditional food production systems - marginal farmer production - corporations 	<ol style="list-style-type: none"> 1) Commission and prepare paper on worldwide perspectives & experiences 2) Refine prior to conference through cross-referencing to technological imperatives papers 3) Commission up to 3 case papers for short presentation (15 min. each) in "Worldwide Experience" session. Suggested cases: <ul style="list-style-type: none"> -T & V extension system -Ecuador Foundation(FUNDAGRO) -Pluralistic extension in Indonesia -CTTA in Honduras & Peru -Intensive farmer credit/TA model, Peru and Chile -Frontier farms, Bolivia 4) Make limited call for papers 	<p>ISNAR R. Hertford V. Ruttan</p> <p>J. Chang</p> <p>CTTA Proj.Staff</p>	<ol style="list-style-type: none"> 1) Presentation by author, followed by 2) Panel discussion 3) Distribution of paper for reference by work groups & Special Credentials group
<p>B. Regional (Central America)</p>	<p>Same as for worldwide experience, except carried out on regional basis</p>			

Table 4. Summary of subthemes, content, and activities for organizing Technology Transfer Conference
 THEME IV. PROMISING STRATEGIES TO MEET TECHNOLOGICAL IMPERATIVES

Subtheme	Content	Preparatory Activity	Suggested Authors/ Presenters	Conference Format
	Summation of work group and plenary session outputs translated into actionable recommendations	<ol style="list-style-type: none"> 1) Establish terms of reference for commissioned papers that facilitate their use for this purpose 2) Start process during pre-conference client group "caucuses" 3) Select small "Special Credentials" group with responsibility to aggregate conference outputs and develop recommendations (See Section IIE) 4) Develop clearcut terms of reference for credentials group 		<ol style="list-style-type: none"> 1) Assign "Special Credentials" group member(s) to each work group 2) Provide time for credentials group deliberations 3) Credentials group to feed back to entire conference with ample opportunity for discussion

E. TTC Participants

Discussion concerning the size of the conference was oriented around two points: 1) the possibility to obtain effective audience participation; and 2) the number that can be accommodated in IICA facilities. Although IICA's main conference room can accommodate up to 200 people by arranging all chairs in rows, no more than six working groups of approximately 15 persons each can be accommodated. It was also pointed out that, regardless of the limit imposed by the organizers, it is probable that a few more people will appear who must be accommodated. All factors considered, it was agreed that a limit of 75 participants should be placed on the conference. Representativity of all actors and institutions would be assured through the national and regional meetings and caucuses.

The panel also considered the desired mix of participants, and agreed that they should be selected from among those who would pick up from the conference and be involved in followup activities. Key people from the decision- and policy-making sector, public and private sector research and technology transfer system, donor agencies, university professors in the field of extension (e.g., University of Panama and Zamorano--it was noted that the paucity of people in this area might be a reflection of the problem), and talented creative thinkers should be invited to participate. Members of larger networks (e.g., umbrella organizations for the NGOs and PVOs) could be invited to have a multiplier effect. Care should be taken to have representatives from all collaborating countries, and key people to reflect the specific interests of the six client groups.

In addition to the general participant mix, it was the consensus of the panel that a smaller group of 10 to 20 notables be selected to have responsibility for considering the discussions and recommendations from both work groups and plenary sessions, and developing overall conference recommendations for followup action. To stimulate a spirit of competition and encourage full-hearted commitment and participation, it was suggested that, based on the presentations, this "special credentials" group could prioritize the client groups--making it easier for public and private donor groups to get backing for projects, networks and other activities that might result after the conference.

SCM recommendation:

- 1) Size: Limit to 75 participants
- 2) Composition:

General audience to represent:

- all client groups
- national decision- and policy-makers

- national public & private sector research and technology transfer systems
- implementing agencies
- farmers organizations
- extension professors
- donor agencies
- NGO and PVO umbrella organizations

Special Credentials group:

A group of 10 to 20 individuals selected on the basis of their qualifications for the group's assignment as defined above.

F. TTC Format

Due to time pressures, discussion concerning the TTC format per se was less extensive than on most other agenda items, although elements of the format were discussed throughout the meeting. In general terms, there appeared to be agreement that it should be a five-day conference, and that key features should include: an opening address; four keynote speeches; working groups organized by client group; extensive discussion; and one 1/2-day session each on relevant worldwide and Central American perspectives and experience. To visualize how the suggested format might look in practice, a preliminary illustrative conference agenda is shown in Figure 5.

Additional details concerning format as related to the conference themes and sub-themes are given in Tables 1-4.

SCM recommendations:

Duration: 5 days

Key features: opening address
 4 keynote speeches
 6 work groups (1 for each client group)
 extensive discussion
 1/2-day session on worldwide experience
 1/2-day session on regional experience
 1-day field trip
 Special credentials group

G. Preparatory Activities

Recommendations concerning preparatory activities, discussed throughout the meeting, are summarized in Tables 1-4, and shown graphically in Figure 6.

Figure 5. Preliminary Illustrative Conference Agenda

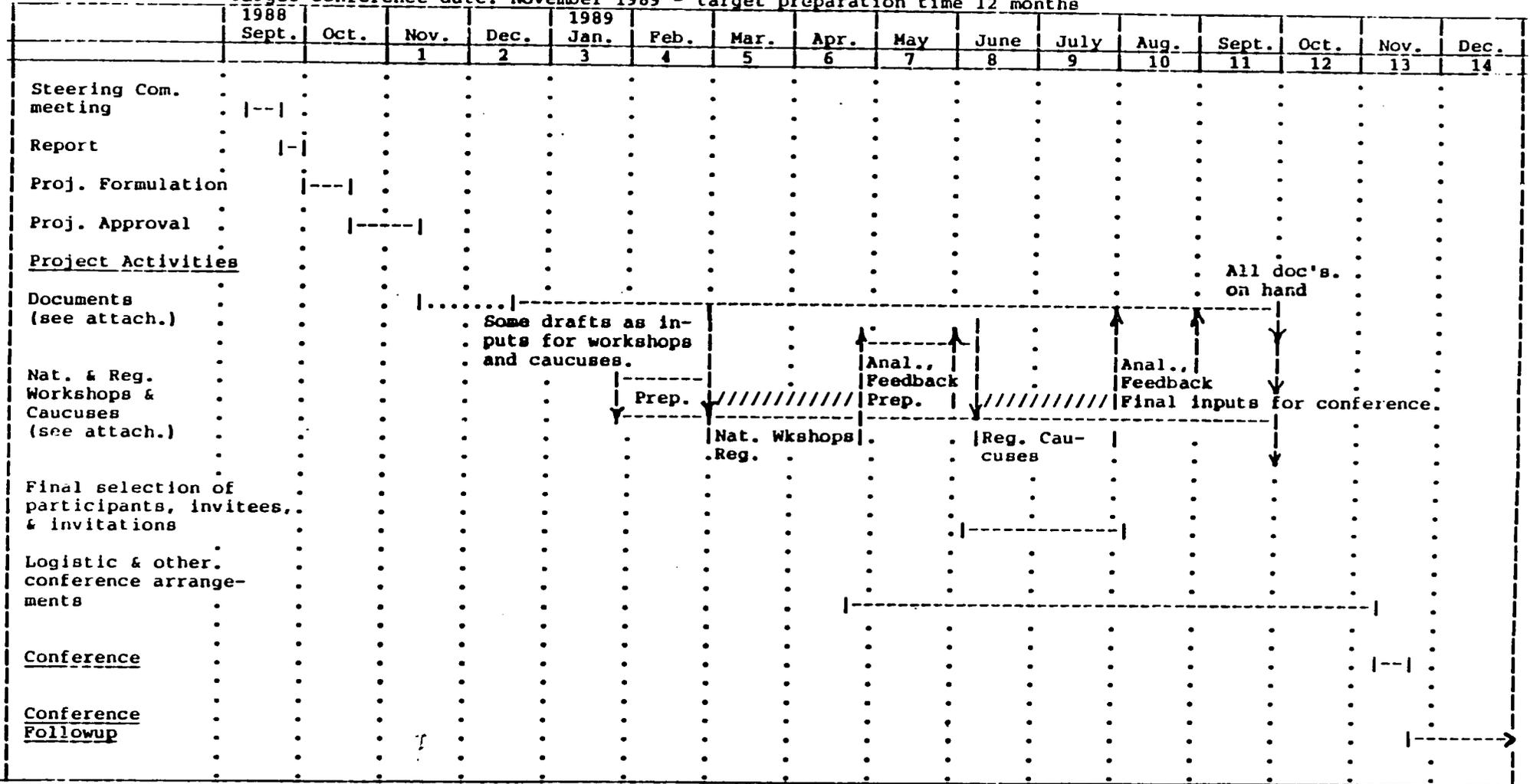
	Monday	Tuesday	Wednesday	Thursday	Friday
0800	Registration			1) General participants depart at 0800 on all-day field trip to CATIE 2) Credentials group work all day on recommendations to be derived from first 3 days of conference	
0900	Inauguration Opening Address	Plenary Session Theme IIIA: Worldwide perspectives	Plenary Session Theme IIIB: Regional perspectives		Plenary Session Credentials Group presentation
1000	BREAK	Presentation Panel	Presentation Panel		BREAK
	Keynotes: 1. Tech. Change	BREAK	BREAK		
1100	2. Del. Institutions	Theme IIIA cont'd	Theme IIIB cont'd		Discussion
1200	3. Tech. Imperatives	Discussion	Discussion		
	LUNCH				LUNCH
1300	Keynotes (cont'd): 4. Tech. System - Concept. Frame.				
1400	Discussion	Work group sessions	Work group sessions		Plenary Session Summary report discussion
1500	BREAK		BREAK		BREAK
	Organize work groups	BREAK	Plenary Session		
1600	Convene work groups	Work groups cont'd	Work group presentations (15 min. each)	Closing	
1700	ADJOURN	ADJOURN	Discussion	ADJOURN	
			ADJOURN		

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Figure 6. Illustrative Chronogram

From the time of partial or total budget availability on - includes existing funds and new funds, the latter from both public sector and private sector fundraising

Target conference date: November 1989 - target preparation time 12 months



Addendum to Figure 6

I. Documents/papers commissioned
Activities/sequence

1. Prepare terms of reference
2. Identify and contact authors
3. Arrange details for preparation
(Time, drafts, travel, honorarium, total costs)
4. Contract
5. Receive drafts and check
6. Validation of activities, if necessary
7. Final draft and document
8. Print
9. Distribute as necessary

II. Workshops and caucuses
National and/or regional

1. Prepare terms of reference
2. Program and define country/countries
3. Identify and invite participants
4. Make logistic arrangements
5. Implement activity
6. Analysis and feedback of results

(for documents, final list of participants, invitees, other outputs to be considered as inputs for conference)

H. Preliminary Cost Estimates

The estimates presented below have been revised by Ambros from those he presented at the Wednesday plenary session, to conform to recommendations developed during that session. The revised estimates are based on the illustrative time frame in Figure 6, and the list of papers in Appendix 7.

Illustrative Idea of Budget Magnitude Preliminary Estimates in U.S.\$ 000's

	<u>Low Estimate</u>	<u>Average Estimate</u>
Documents (12 papers)	175.0	200.0
Conference 5 days (all-inclusive)	90.0	100.0
Workshops/caucuses	41.0	50.0
* Translation of documents ?		
* Proceedings (Publication & Distribution)		
* Follow up activities		
Minimal manpower required		
Management personnel, 12 m/m)		76.0
Professional personnel, 12 m/m)	140.0	60.0
Support personnel & services, 18 m/m)		<u>24.0</u>
		160.0
Communications)		18.0
Travel & per diem)		25.0
Reproduction of papers (pre-conf.))	40.0	6.0
Office supplies)		5.0
Other costs)		<u>5.0</u>
		59.0
Subtotal	486.0	569.0
Contingency of 5% of total		To be added

* To be decided and costs added to above estimates.

I. Other Considerations

Among other considerations discussed by the panel was the need for close coordination of pre-conference activities and preparations. Although not discussed at length, it was recognized that the coordination task will be difficult, and that the assigned coordinator must have sufficient time on a regular basis to fulfill his/her responsibilities effectively.

III. IMPLEMENTATION CALENDAR

Although no dates were assigned, an abbreviated sequence of conference-related activities (listed in Appendix 8) was presented in the final plenary session. Discussion of the sequence was minimal due to time constraints.

In essence, the panel made only one recommendation concerning the implementation calendar, namely, that the conference should be scheduled for November 1989. During the discussion leading to that decision, Ambros pointed out that a minimum of 18-24 months lead time would be required to complete all preparatory activities recommended by the panel in the suggested sequence. The strong consensus was that preparatory activities can be compressed to make the desired lead time of one year feasible.

Following the SCM, dates were established for immediate followup activities as follows:

	<u>Completion Date</u>
Prepare SCM summary (Action: Indarte, Ray, Ambros)	16 Sept.
Circulate SCM summary to all participants (Action: IICA)	19 Sept.
Draft project proposal to submit to ROCAP (Action: Ray, with assistance of Ambros and interaction with IICA)	7 Oct.
Send draft proposal to IICA by fax (Action: Ray)	7 Oct.
Finalize proposal for submission to ROCAP (Action: IICA, with participation of Ray and Ambros)	14 Oct.

A P P E N D I C E S

Appendix 1

Participants in Steering Committee Meeting
12-14 September 1988

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Trigo, Eduardo J. Director, Programa de Generacion y
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Appendix 2

IICA-ROCAP TECHNOLOGY TRANSFER CONFERENCE Steering Committee Meeting 12-14 September 1988

Terms of Reference

I. MEETING OBJECTIVES

This meeting has been organized for the purpose of assuring that the technology transfer conference projected for mid-1989 can achieve its objectives, and to assess the possibility for a world-wide review of the most commonly encountered elements in the availability of adequate technologies adaptable at the producer level.

The meeting objectives are (with the help of a group of high level technicians experienced in technology generation and transfer) to define the principal conference themes, subthemes and contents (topics); identify potential presenters and participants; suggest an effective format; determine needed preparatory activities, and highlight all other points necessary for an effective organization.

II. EXPECTED OUTPUTS

It is expected that the meeting will result in a series of specific, concrete recommendations and suggestions that IICA/ROCAP and their collaborators can use in organizing the conference.

Recommendations and suggestions should be organized as follows to facilitate discussion, consolidation, and reporting:

A. Conference Objectives

Are the conference objectives (as stated in the attached) appropriate and adequate? If not, how should they be restated, reformulated, supplemented?

B. Conference Theme and Content

Based on its objectives, what is the most appropriate overall conference theme? Sub-themes? What specific topics should be assigned for presentation/discussion during the conference?

C. Conference Participants

To maximize possibilities for achieving conference objectives, what should be the composition of the con-

ference audience? What types of people should participate? How many? How should they be selected--open invitation, targeted, sponsored, some combination of these, or how?

D. Conference Presenters

Identify persons you recommend to present the specific topics recommended, and/or to serve as discussants or moderators.

E. Conference Format

Your suggestions-recommendations for the conference format will be greatly appreciated. How can substantive audience participation be ensured? A two and a half to three-day open conference followed by a small two-day workshop has been considered as a possible mechanism to facilitate achieving the final objective. Would this be useful? What format or combination of formats do you suggest?

F. Preparatory Activities

In addition to the normal set of activities associated with program finalization, logistics, etc., what specific preparatory activities would be desirable and why? (List in order of priority.) For example, advance visits to participating countries were projected in the preliminary action schedule included in the materials sent to you recently. How important would such visits be? Could the same things be accomplished in some other way at lower cost? If so, how? Should presenters be required to submit their papers prior to the conference? Should synopses of the papers be made available to participants before the conference?

These are only a few questions to start your discussion.

G. Other Considerations

What important tasks necessary in organizing the conference have been inadvertently omitted from the foregoing list? What are your recommendations concerning each of them?

Your recommendations/suggestions within each of the above categories should be prioritized insofar as feasible, because it is unlikely that resources will be sufficient to permit use of all your recommendations.

III. MEETING STRUCTURE AND OPERATION

The meeting will be held 12-14 September 1988 at IICA headquarters, and will follow the attached program.

A. First Phase

The first phase of the meeting, scheduled for Monday, September 12, will include presentation of the meeting objectives, strategies and expected results; and presentation of the participants. Then, following a brief review of the conference objectives (attached for your ready reference), short individual presentations will be requested from those who have brought prepared materials. These presentations must be related principally to themes that should be included in the conference program.

The remainder of the morning session will be devoted to general discussion and interaction oriented toward reviewing and revising the provisional themes proposed earlier:

- Theme 1. Linkages between the technology generation and transfer systems; and the formulation and application of rural and agricultural development policies.
- Theme 2. Technology generation and transfer linkages.
- Theme 3. Public and private sector institutions and organizations for technology transfer.
- Theme 4. Technology transfer methods and strategies; public and private sector relationships.
- Theme 5. Factors that facilitate or hinder the adoption of technology at the farmer level.

The goal for this session is to reach agreement on the major themes and sub-themes to be assigned to two work groups.

B. Second Phase

It is proposed that meeting participants divide into two smaller work groups for the Monday afternoon and Tuesday morning sessions--to facilitate interaction and to divide what could otherwise be an impossible workload.

Each group will be assigned specific themes/sub-themes to consider in depth. The following provisional division is proposed, subject to modification at the close

of the Monday am session:

Group A

Themes 1, 2, 3, and

Other themes the group considers to be appropriate

Group B

Themes 4, 2, 5, and

Other themes the group considers to be appropriate.

The work group should direct their major attention to formulating recommendations and suggestions for each theme for each of the categories given in Section II, Expected Outputs, rather than on discussion of the themes per se. That is, Group A should develop its recommendations for Theme 1 in terms of conference objectives, themes, participants, presenters, format, and preparatory activities; and repeat the process for each of its other assigned themes.

Each group will be expected to select a moderator and rapporteur who will be responsible for reporting the group's recommendations at the Tuesday plenary session, and for delivering a written summary of same to Dr. E. Indarte at the close of that session.

The second phase will conclude with a plenary session on Tuesday afternoon during which the groups' conclusions will be presented and discussed, first by work group and then as a whole.

C. Third Phase

The third and final phase of the meeting is scheduled for Wednesday morning. It is expected that, building on the work of the two previous days, it will be possible to produce a set of suggestions and recommendations for organizing the technology transfer conference.

To facilitate this work, on Tuesday evening, a small group comprised of G. Brekelbaum, E. Indarte, and H. Ray will prepare a consolidated summary of the recommendations of the two work groups for presentation at the opening of the Wednesday morning plenary session.

The meeting will be adjourned at noon on Wednesday, September 14.

IV. GENERAL GUIDELINES

In your deliberations this week, please take into consideration the following precepts around which the conference will be organized:

1. The conference will address agricultural technology transfer in its broadest context, specifically including linkages to research, and non-technological factors that may constrain or facilitate farmer adoption.
2. Technology has been, and continues to be, transferred to and among farmers. The problem, and justification for the conference, is that the rate of transfer (farmer adoption) is not satisfactory in today's world.
3. There is now widespread recognition of the importance of farmer participation in the technology generation and transfer process. The conference should explore what this means in practical terms, and how it can be achieved. Understanding of indigenous knowledge systems will be important in this regard.
4. The most important products wanted from the conference are practical and realistic experiences, suggestions, recommendations, models, etc., that can be adapted for use by every participating country to accelerate the rate of beneficial adoption of improved technologies by farmers. In other words, we are seeking concepts and theories translated into actionable methods and strategies.
5. Experience throughout the world would indicate that no "magic formula" for successful technology transfer exists that can be applied indiscriminately. Therefore, the desired products of the conference, indicated in No. 4 above, can only provide the practical conceptual framework, with examples of what has worked and why, and guidance for adapting that framework to the needs and situation in any given country.

OBJECTIVES OF THE CONFERENCE

- A. To contribute to determining the current status of mechanisms used to transfer technology to farmers; to obtain updated and accurate information that describes resources available, organizational structures, and modus operandi of the major experiences developed in this and other regions--compiled in such a way that needs can be identified and changes designed for improving the efficiency of the generation-transfer process, while taking advantage of elements already in existence to the extent possible.
- B. To provide a forum for discussing new perspectives and knowledge on farmer-level problems in technological innovation, oriented specifically toward development of a conceptual and operational frame of reference for the design, organization and operation of more suitable transfer-generation mechanisms.
- C. To contribute toward determining the principal elements (opportunity, timeliness, advisability, scope, most important components, strategy) of a possible regional (Central America and Panama) technology transfer improvement project, which would also serve as reference for developing actions in other areas.

Appendix 3

IICA - ROCAP Technology Transfer Conference
STEERING COMMITTEE MEETING
12-14 September 1988

Program

Monday, 12

- 8:00 a.m. Transportation from hotel to IICA
- 8:30 a.m. Registration, Administrative arrangements
- 9:00 a.m. Welcome and Inauguration
Dr. Harlan Davis, Deputy Director
- 9:15 a.m. Overview of Meeting
Dr. Eduardo J. Trigo, Director Program II, IICA
Objectives and strategy
Expected outputs
Presentation of participants
Organization
- 9:45 a.m. Questions and answers
- 10:00 a.m. Coffee break
- 10:15 a.m. First Plenary Session
Review of conference objectives
Individual presentations
Discussion
- 12:30 p.m. Lunch
- 2:00 p.m. Working groups
- 3:30 p.m. Coffee break
- 3:45 p.m. Working groups (continues)
- 6:00 p.m. Reception hosted by Dr. Martin E. Pineiro,
Director General, IICA
- 7:00 p.m. Transportation to hotel

Tuesday, 13

- 7:45 a.m. Transportation to IICA
- 8:15 a.m. Continuation of work in groups

10:00 a.m. Coffee break
10:15 a.m. Continuation of work in groups
12:30 p.m. Lunch
2:00 p.m. Plenary session
2:15 p.m. Group A report
2:45 p.m. Discussion of Group A report
3:00 p.m. Coffee break
3:15 p.m. Continuation of plenary session
Group B report
3:45 p.m. Discussion of Group B report
4:00 p.m. General discussion
5:30 p.m. Transportation to hotel

Wednesday, 14

8:30 a.m. Transportation to IICA
9:00 a.m. Plenary session
Consolidated summary or work group
reports and associated discussion
9:15 a.m. General discussion, suggestions, recommendations
concerning conference
- Objectives
- Themes and contents
- Participants and presenters
- Format
- Preparatory activities
- Other considerations
10:30 a.m. Coffee break
10:45 a.m. Continuation of plenary session
12:00 a.m. Adjournment
12:30 p.m. Lunch
2:00 p.m. Transportation to hotel

Appendix 4

IICA - ROCAP TECHNOLOGY TRANSFER CONFERENCE
Steering Committee Meeting
12-14 September 1988

Work Group Assignments

Group A

- | | |
|-----------------|--|
| Reed Hertford | - Director, International Agriculture, Rutgers |
| Ronald Curtis | - Regional Agricultural Development Officer, ROCAP, Guatemala |
| David Kaimowitz | - ISNAR |
| John O'Donnell | - AID/Washington, Bureau for Science & Technology |
| Howard Ray | - Sr. Agric. Consultant, AED |
| Darl Snyder | - Director, International Development, University of Georgia |
| Jorge Ardila | - Agricultural Technology Generation & Transfer Specialist, IICA |

Group B

- | | |
|------------------|--|
| Mario Contreras | - Director of Research, FHIA, Honduras |
| Roberto Gonzales | - IICA, Ecuador |
| Niels Roling | - Dept. of Extension Science, Wageningen |
| Norberto Ambros | - Pan American Development Foundation (PADF) |
| Romeo Solano | - Head, Animal Prod. Systems Development Area, CATIE |
| William Baucom | - Rural Development Officer, USAID/Costa Rica |
| Nancy Fong | - Project officer, ROCAP, Guatemala |
| G. Brekelbaum | - Asst. to the Director General, CIAT |
| Eduardo Indarte | - Especialista Generacion y Transferencia, IICA |

Groups A y B

- | | |
|---------------|-----------------------------|
| Eduardo Trigo | - Director Program II, IICA |
|---------------|-----------------------------|

Appendix 5

IICA - ROCAP TECHNOLOGY TRANSFER CONFERENCE Steering Committee Meeting 12-14 September 1988

Report of Group A

Work Group Members:

Reed Hertford (Chair)	Ron Curtis
David Kaimowitz	John O'Donnell
Howard Ray, (Rapp.)	Darl Snyder
Jorge Ardila	Eduardo Trigo (part of time)

Discussion during the first plenary session led to the following restatement of the provisional themes suggested in the terms of reference for the meeting:

- I. Historical perspective
- II. The client group
- III. The technological challenges
- IV. Relevant theories and experiences worldwide
- V. Examining successes and failures in Central America
- VI. Promising organizational strategies to meet technological challenges for specific clients

Workgroup A was assigned Themes I-III to develop as indicated in the terms of reference. The group reorganized and refined the assigned themes into two major themes, with subthemes and subtopics for each. The Group's recommendations/suggestions are summarized below.

A. Appropriateness of Conference Objectives

B. Theme and Content

It is recommended that the three assigned themes be consolidated into two:

I. Historical Background

- A. Technological Change: A Macro Perspective in Central America.
- B. The Delivery Institutions: Evolution and Current State.

II. Technological Imperatives

A three-dimensional matrix: client group by target by institutional configuration. The first two dimensions are addressed below:

Client Groups	Targets				
	Export Crisis	Basic Food Security	Equity	Urbanization/Diversification	Sustainability
1.* Non-trad. export product producers	X			X	X
2. Producers of trad. export products not in crisis (coffee, bananas)					X
3. Producers of export products in crisis (sugar, cotton, beef)					X
4.* Intensive enterprisers (small & medium farmers)		X	X	X	X
5. Extensive enterprisers					X
6.* Marginals (no or low capital)			X		X

* High priority groups for which papers should be prepared and work groups organized.

Of the targets, three (export crisis, basic food security, and urbanization/diversification) can contribute to growth, while two (equity, sustainability) are more properly categorized as conditions of growth.

Contents (topics)

It is recommended that seven papers related to the two themes be commissioned. The topics--with brief content outlines, estimated level of effort and suggested authors for each--are summarized in Table 1. The levels of effort include both paper preparation and convening responsibilities.

C. Conference Participants

D. Conference Presenters

E. Conference Format

It is recommended that five work groups be convened, namely:

1. Client Group 1
2. Client Group 4
3. Client Group 6
4. Sustainability issues
5. Client Groups 2, 3, 5

F. Preparatory Activities

The following sequence of preparatory activities is recommended:

1. Commission and prepare papers (rough working documents)
2. Convene sub-regional caucuses (one for each paper)

Table 1. Summary of themes, papers, contents, levels of effort, suggested presenters, and format.

Theme	Paper	Content	Level of Effort	Suggested Authors
I. Historical Background	Technological Change: A Macro Perspective in Central America	I. Use & misuse of inputs II. Technical change disaggregated by: - geographic area - extension/research/education - socioeconomic group - effect on natural resources (photographic presentation) - commodity	6 p/mo	R. Hertford R. Everson USDA De Janvry (Calif.) IFPRI
	The Delivery Institutions: Evolution and Current State	I. Institutions a. Public sector b. Other: NGOs, PVOs, private firms, multinationals, farmer organizations, schools, international agencies (Develop an inventory) II. Desired information: Size and nature of clientele, resources, model, role, mandate, accomplishments	6 p/mo	IICA (Prog. II) Mark Lindenberg Art Coutu Bill Rivera Benjamin Villanueva Mario Ponce PADF Burt Swanson
II. Technological Imperatives	General Background Paper	Establish context for themes and other papers	1 p/mo	IICA M. Contreras D. Kaimowitz
	Technologies for Sustainability	I. Considered in terms of: a. Chemical misuse b. Fragile lands, deforestation, land substituting technology II. Desired information: - extent of problems (economic impact) - available technologies - technology transfer agents, linkages, and methods	6 p/mo	CIPC (Md) DESFIL/CATIE

Theme	Paper	Content	Level of Effort	Suggested Authors
	Technologies for non-traditional export producers	<ul style="list-style-type: none"> - Who are the exporters? - Sector description - technology problems/requirements/availability - institutional configuration 	4 p/mo	FUSADES INCAE FHIA Harvard Kelly Harrison
	Technologies for intensive enterprisers	Same as above	4 p/mo	CATIE -Eduardo Casas D. Fledderjohn Ministry of Agric. (and regional) Producers Assoc. Input supply firms IICA
	Technologies for marginal producers (no or low capital)	Same as above	4 p/mo	1.NGO-connected Techno-serve CRS Save the Children CARE Rodale Int'l 2.CIAT/CIMMYT/CIP (Suggest 1 & 2 serve as co-conveners)

Appendix 6

IICA - ROCAP TECHNOLOGY TRANSFER CONFERENCE Steering Committee Meeting 12-14 September 1988

Report of Work Group B

Work Group Members:

Mario Contreras (Chair)	Roberto Gonzales
Niels Roling	Norberto Ambros
Romeo Solano	William Baucom
Nancy Fong	Eduardo Indarte
Trudy Brekelbaum	

IV. RELEVANT THEORY & EXPERIENCE

A. Content

1. State of the art review of the process

a. Theory

Linkages, dynamics and mechanisms, policy & technology,
public and private sectors

Methodologies and strategies

Setting conceptual framework for conference

b. Models and experience

Criteria: Agroecological relevance, client group focus,
institutional plurality

Areas: High export value products (e.g., shrimp in
Ecuador)
Commodity system approach (e.g., cocoa in
Brazil)
Product diversification (Federcafe, Fedearroz
in Colombia)
Traditional food production systems
Marginal farmer production
Corporations (e.g., Del Monte in Costa Rica,
Hershey in Belize)

B. Format

- a. Paper to be written and circulated prior to the conference
Highlight presentation at the conference

- b. Case studies to be prepared prior to the conference
Presentation in the form of panel discussions

C. Speakers/writers

- a.
- b.

D. Preparatory Activities

- a. Commission paper and circulate
- b. Commission case studies

V. SUCCESSES/FAILURES IN CENTRAL AMERICA

1. Content/Focus

Plurality of institutions, clients and products

2. Format

Case studies

Criteria: Institutional framework (mechanisms: actors & linkages)
Dynamics
Technology availability & relevance
Impact (economic, production, equity, sustainability)
Responsiveness of technological system
Relevance to conference themes and clients

Illustrations (see chart)

3. Preparatory activities

Identify potential cases
Request case studies (Involve ISNAR)

Institutions	Client Group	Products	Technology Used
ICTA (Public/Natl)	Tradit. farmer & Gremial Trigueros	Food crops	Innovative & adoption
PROMECAFE (Public/Regional)	Tradit. export farmer	Coffee	Horizontal tech transfer, Grupos de Amistad y Trabajo
IHCAFE (Private) MinAg CR (support private groups)	Tradit. export	Coffee	Innovative & adoption
ALCOSA/Guatemala (Private)	Tradit. farmer	Nontraditional	Innovative & adoption
Honduras (Public & private)	Agrarian reform groups Frontier farmers Small commercial urban market	Grapefruit, oil palm	Adaptation & horizontal transfer
Honduras or CR		Banana/Plantain	
T&V in CR (Public/national)			Example of failure
	Coops/Farmers Associations		
NGOs/PVOs			

Appendix 7

Tentative list of papers to be commissioned
and cost estimates (in U.S. \$ 000's)
(Prepared by N. Ambros)

Document Title	Original for conference or translation		Translation of proceedings		TOTAL
	Prep. time mo.	Real time mo.	Honorarium	Travel & other	
1. Tech. change-macro, backgrounder, <u>keynote</u>	6	2-3	x		10.0-15.0
2. Delivery institutions Pub. & private sector backgrounder, <u>keynote</u> *	6	3-4	x	x	15.0 + travel
3. Tech. imperatives, backgrounder, <u>keynote</u> *	8	3-4	x		10.0-15.0
4. State of the art - theory, backgrounder * (Tech. system, conceptual framework, <u>keynote</u>)	6	2-3	x		10.0-15.0
5. Models & experiences cases worldwide	8	4	x	x	40.0-50.0 all-inclusive
6. Success & failure in C.A. - cases C.A.	8	4	x	x	40.0-50.0 all-inclusive
7. Tech. for non-tradit. export production	8	3-4	x	x	10.0-12.0 + travel
8. Tech. for intensive enterprisers	8		x	x	10.0-12.0 + travel
9. Tech. for marginal producers	8		x	x	10.0-12.0 + travel
10. Tech. for producers of trad. export products not in crisis	8		x	x	10.0-12.0 + travel
11. Tech. for prod. of export products in crisis	8		x	x	10.0-12.0 + travel
12. Tech. for intensive enterprisers	8		x	x	10.0-12.0 + travel

* Drafts as inputs for papers 7 through 12.

Appendix 8

Conference Process - Sequence of Events

- Steering committee meeting and recommendations
- Determination of conference dimensions by IICA and ROCAP
 - level of resources
 - geographic coverage
 - size, participant mix
 - sponsors and collaborators
- Designation of conference coordinator (as soon as dimensions are determined; at least half time until conference proceedings are published)
- Commissioning of first series of case studies/papers
- Completion of first series of case studies/papers in draft and commissioning of second series
- Small national-level working meetings
- Completion of second series of case studies/papers in draft and commissioning of third series
- Subregional thematic caucuses
- Promotion
- Finalization of conference format and program
- Final participant selection
- Logistic arrangements
- Conference
- Conference proceedings published
- Postconference followup