

CONTENIDO DEL INFORME TÉCNICO

PROGRAMA DE FORMACIÓN PARA LA INNOVACIÓN AGRARIA

1. Antecedentes Generales de la Propuesta

Nombre **Liderazgo en la inocuidad de los alimentos**

Código **F01-1-P-015**

Entidad Responsable Postulante Individual **Facultad de Ciencias Veterinarias y Pecuarias. Universidad de Chile**

Coordinador **Anita Soto Cortés**

Lugar de Formación (País, Región, Ciudad, Localidad) **San José de Costa Rica**

Tipo o modalidad de Formación **Seminario**

Fecha de realización **23 – 29 junio**

Participantes:

Nombre	Institución/Empresa	Cargo/Actividad	Tipo Productor (si corresponde)
Pilar Oviedo Hannig	Fac. Cs. Veterinarias	Académica	
Anita Soto Cortés	Fac. Cs. Veterinarias	Académica	

Problema a Resolver:

En Chile, al igual que en el resto del mundo, existen una serie de factores que conllevan a un aumento de los riesgos para la salud de los consumidores, una disminución de la calidad de los alimentos producidos y un aumento de la contaminación ambiental. Si bien es cierto, los esfuerzos de las autoridades ligadas al ámbito de la salud pública y de la producción primaria, han logrado reducir los peligros, especialmente los microbiológicos, igualmente nos vemos enfrentados constantemente a peligros emergentes y reemergentes como es el caso del cólera, síndrome de la vaca loca, residuos de medicamentos en alimentos de origen animal, residuos de pesticidas y metales pesados en productos agrícolas e hidrobiológicos, ciclosporas en productos agrícolas, entre otros. Todo esto se traduce en que se necesite más control, vigilancia, reglamentaciones, pero por sobretodo una excelente coordinación de acciones de las diversas instituciones públicas y privadas, adecuadas a esta nueva era.

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Entre los aspectos importantes para abordar la inocuidad de los alimentos, así como los productos primarios del área agropecuaria, aparece el tema de las alianzas público/privadas como una necesidad urgente de abordar, este es un aspecto difícil ya que se requiere de una serie de estrategias para una buena negociación entre tan variados sectores y con distintos intereses.

Objetivos de la Propuesta

Desarrollar en profesionales tanto del sector agrícola, como de los sistemas de salud y de control sanitario de los alimentos (públicos y privados) el liderazgo en el tema de la inocuidad de alimentos, además de lograr, en todos ellos, un mejor entendimiento de las políticas existente en esta materia.

Objetivos específicos:

1. Establecer la necesidad de las alianzas público/privadas y de las estructuras institucionales en la inocuidad de los alimentos.
2. Aprender como formar y mantener efectivas las alianzas público/privadas
3. Examinar los hechos más relevantes en Inocuidad de Alimentos que requieran de alianzas público/privadas
4. Aprender a manejar crisis en contaminación de alimentos
5. Conocer la producción de alimentos orgánicos
6. Desarrollar la creatividad en la formación de alianzas.

2. Antecedentes Generales:

No cabe la menor duda que esta experiencia permitió adquirir una gran variedad de conocimientos.

En este sentido, la selección que realizó el comité organizador de los participantes, expositores (anexo 2 ponencias) y mentores, contribuyó de manera exitosa en el logro de los objetivos que se había planteado el seminario.

Es así como, en el desarrollo del tema de liderazgo se contó con la participación de Michel Mitchel, experta en comunicación de la televisión costarricense; Ethel Thomas, especialista en recursos humanos, quien utilizando la técnica de Myers-Briggs nos ayudó a conocer nuestras habilidades para desarrollarnos como líderes.

La contribución de Mónica Castillo del Departamento de Cooperación y Desarrollo Internacional del USDA, especialista en economía agrícola; Enrique Pérez-Gutierrez, Kevin Walker y Robin Woo del IICA, nos ayudaron a soñar, pensar, crear e integrar nuestros conocimientos técnicos en pos del liderazgo en la inocuidad de los alimentos.

Fritz Kaferstein, coordinador del FDA y USDA; Sergio Abarca, Ministro de agricultura y Ganadería de Costa Rica; Erick Montero de la Cámara Nacional de Productores de Leche y Carlos Vargas, representante de la industria lechera Dos Pinos, plantearon diferentes puntos de vista en relación al establecimiento de alianzas público/privadas en la inocuidad de alimentos.

Respecto de la forma de enfrentar crisis producidas por la contaminación y su impacto en el comercio, así como la percepción del consumidor, se contó con la excelente participación de Jaime Sosa del Programa Integral de Protección Agrícola y Ambiental de Guatemala (PIPAA) y Mike Villaneva del Departamento de Alimentos y Agricultura de California, quienes presentaron un estudio de caso de la contaminación por cyclosporas en frambuesas y moras y su impacto en el comercio internacional.

Los ex presidentes de Costa Rica, Rodrigo Carazo y Oscar Arias (Premio Nobel de La Paz), nos mostraron sus experiencias y cómo debieron afrontar estrategias de negociación en la crisis de los años 80 en América Central, citando aquellos aspectos negociables y no negociables de su gestión. Ellos manifestaron que, *“para ser líder hay que ser auténtico y tener conocimiento profundo de la causa por la que se lucha”*, así mismo citaron como características indispensables del líder, la paciencia, la perseverancia, la humildad y el compromiso.

3. Itinerario Realizado:

Fecha	Actividad	Objetivo	Lugar
22 junio 2001	Viaje a Costa Rica Alianzas Público/privadas. Una necesidad?	Analizar las alianzas público privadas en inocuidad de alimentos Establecer una estructura institucional y grupos consultivos con la participación de todos los sectores	San José, costa Rica
24-25 junio 2001	Participación en ponencias Trabajo de grupos	Introducir la metodología de series Conocer como manejar posiciones controversiales Entender que es y no es negociable	San José
26- Junio 2001	Gira de campo Producción de alimentos orgánicos	Comparar las prácticas administrativas en la agricultura orgánica y tradicional Analizar asuntos tecnológicos, regulatorios, institucionales y de mercado en la producción de alimentos orgánicos	Turrialba
27-Junio 2001	Ponencias y actividades grupales	Analizar las alianzas público/privadas, ejemplificar como éstas pueden fallar Aprender como corregir la desinformación a través de una comunicación pública	San José
28-Junio 2001	Gira al Parque INBio	Demostrar como una idea creativa de liderazgo puede resultar Estudio de caso de propiedad intelectual	Parque INBio
1º de julio 2001	Viaje de regreso a Chile		

4. Resultados Obtenidos:

En el anexo 1 se adjunta el programa detallado de las actividades realizadas, con los expositores y objetivos. Este programa se cumplió cabalmente. Además en el anexo 3 se incorporan fotografías que grafican algunas de las actividades realizadas, como: trabajos de grupo para la formulación de los proyectos, entrevistas, discusiones grupales en torno a los

temas presentados; viaje a Turrialba para conocer la producción de azúcar orgánica v/s tradicional. También se incorporan fotografías del momento en que exponían los ex presidentes y ex ministro de la vivienda.

En cuanto a los conocimientos adquiridos podemos destacar los siguientes:

- Lo esencial que es, para promover el desarrollo de una política integral en inocuidad de los alimentos en los países, la formación de líderes que ayuden a convencer a los diferentes actores de la cadena agroalimentaria, desde la producción primaria en el predio hasta el consumo de los alimentos, acerca de los beneficios y ventajas de un modelo donde las autoridades, los productores, los industriales y consumidores asuman su responsabilidad, teniendo una participación más activa.
- Desde el punto de vista personal, todas las actividades realizadas, así como la interacción con los participantes y contactos establecidos nos ha permitido reforzar nuestra formación en torno a los temas tratados y visualizar en forma mucho más integral el problema.
- Hemos ampliado nuestra visión respecto de la realidad en torno al impacto que ha tenido, en la globalización de mercados, el tema de la inocuidad de alimentos para su comercialización.
- Es importante resaltar que el participar de actividades que obligan a cruzar las “fronteras” amplía considerablemente la visión de nuestra realidad.

5. Aplicabilidad:

El sistema de protección y control de los alimentos en Chile, se organiza con la confluencia de cuatro Ministerios: Agricultura, Salud, Economía, Relaciones Exteriores. Además participan instituciones privadas, semiprivadas, universidades, entre otros. Este gran número de organismos involucrados en la protección de los alimentos y del consumidor, produce serias dificultades de coordinación de acciones y responsabilidades; así esta situación conlleva a falta de atención en algunos aspectos de la inocuidad de los alimentos y acciones paralelas en otros.

Por estas y otras razones, es fundamental que se camine hacia una reestructuración del sistema actual, hacia un sistema más integral donde todos los actores, tanto públicos como privados trabajen coordinadamente de modo de manejar en forma más eficiente las crisis que se producen por la contaminación de productos primarios y alimentos, ya que esto puede causar serios daños a los consumidores, así como graves repercusiones en la comercialización de ellos.

El objetivo de este primer módulo no fue profundizar en la situación de la protección de los alimentos del país anfitrión; sin embargo, el intercambio permanente de opiniones entre los 21 países representados, hace ver que la realidad, en relación a este tema, en los países en vías de desarrollo, tiene muchos aspectos comunes

6. Contactos Establecidos:

Institución/ Empresa	Persona de Contacto	Cargo/Actividad	Fono/Fax	Dirección	E-mail
IICA	Kevin Walker	Director of Agricultural Health	506-216-0184		Kwalker@iica.ac.cr
Municipalidad de Asunción, Paraguay	Pasionaria Ramos	Jefe Laboratorio microbiología de alimentos	595-21-333412		Pasionaria@sce.cnc.una.py
Ministerio Agricultura. Bolivia	María Lourdes Abularach	Chief, National food safety, Servicio Nacional Sanidad	591-46-20151		Senasagia@yahoo.com
US Department of Agriculture.	Mónica Castillo	Research and scientific exchanges division, international	202-690-3893		Castillo@fas.usda.gov

7. Detección de nuevas oportunidades y aspectos que quedan por abordar:

Este seminario es parte de una serie de actividades y encuentros enfocados a la formación de líderes en inocuidad de los alimentos, organizado por el Instituto Interamericano de Cooperación para la Agricultura (IICA) y el Ceres Forum.

Para el desarrollo de esta actividad se reunieron representantes del sector gubernamental, empresa privada y educación de países, como: Costa Rica, Bolivia, Colombia, Honduras, Uruguay, Dominica, Trinidad/Tobago, Brasil, Estados Unidos, Guyana, Belice, Perú, Ecuador, Canadá, República Dominicana, Paraguay, Chile, Barbados, Guatemala, Italia y Francia.

Esta primera actividad, cuyo objetivo central era desarrollar el tema de las alianzas público privadas de la inocuidad de los alimentos, buscaba, además, establecer vínculos entre los diferentes participantes al seminario, con la finalidad de intercambiar opiniones respecto a la realidad de los países y la participación de los distintos actores en torno al tema.

Como meta de esta primera actividad, se encomendó a los participantes la elaboración de proyectos orientados a estimular la generación de líderes y fomentar las alianzas entre los sectores público y privado. Estos proyectos, que contarán con un financiamiento parcial del Departamento de Agricultura de los Estados Unidos, pretenden, en lo posible, realizar actividades conjuntas entre países, de tal forma que, en el mediano a largo plazo, se estructuren redes regionales, que permitan un accionar más participativo y que contribuya a la globalización de mercados.

Con respecto a la modernización de este rubro en nuestro país, así como en muchos otros de la región, evidentemente queda aún mucho por hacer. Sin ir más lejos, actualmente, estamos realizando, en conjunto con otros profesionales de la Universidad de Chile, un diagnóstico de la situación del control de los alimentos en Chile, de modo que nuestra participación en este seminario ha sido extraordinariamente beneficiosa, ya que nos ha permitido intercambiar experiencias y opiniones con muchos otros actores vinculados al sector. Muy interesante ha sido conocer la experiencia de países como Canadá y Francia, quienes han encontrado fórmulas para dar solución a algunos problemas que enfrenta el sistema.

Dentro de los aspectos que aún queda por abordar, se nos ha confirmado la realización del segundo módulo del seminario, en el que se abordará el tema "Leyes regulaciones y ética" y que se llevará a cabo entre el 30 de septiembre y 6 de octubre en Canadá.

8. Resultados adicionales:

Como se había señalado en el punto anterior, la formulación de un proyecto, que incorpore los aspectos tratados durante el primer módulo del seminario, así como el tema de liderazgo, es una actividad que adquiere carácter de obligatoria para los participantes del seminario. En ese sentido, se estableció el 15 de septiembre como fecha límite, para enviar un borrador del proyecto. Por otro lado, los organizadores del Seminario han adquirido el compromiso de ayudar a buscar financiamiento complementario, para la ejecución de estos proyectos, independiente que cada uno de ellos debe proponer distintas fuentes (posibles) de financiamiento, en sus propios países.

En las distintas conversaciones que dieron origen a nuestro proyecto, se planteó, en reiteradas oportunidades, la opción de formular un proyecto conjunto (para la región o países de la región). Sin embargo, la forma en que cada representante priorizaba sus problemas, los diferentes campos de acción de ellos, así como las limitantes de coordinación propias de un trabajo de esa envergadura, hicieron que finalmente decidiéramos hacer un proyecto sólo para Chile, en el entendido que la experiencia y resultados podrían transferirse a otros países.

9. Material Recopilado:

Tipo de Material	Nº Correlativo (si es necesario)	Caracterización (título)
Programa. Anexo 1		
Ponencias. Anexo 2	01	Introducción al sistema Myers-Briggs
	02	Food safety. F.Kaferstein
	03	Manejo de crisis. Michael Villaneva
	04	Proyectos de liderazgo en inocuidad de los alimentos. Mónica Castillo.
	05	Alianzas público/privadas. Productores de leche Dos Pinos. Carlos Vargas
	06	Negociación y resolución de conflictos. Oscar Arias
	07	Políticas de vivienda. Fernando Zumbado
Fotos. Anexo 3	08	Trabajo de grupos para formulación de proyectos
	09	Entrevista
	10	Discusiones grupales
	11	Viaje Turrialba
	12	Ex presidentes y ex ministro de la vivienda de Costa Rica

10. Aspectos Administrativos

10.1. Organización previa a la actividad de formación

a. Conformación del grupo

_____ muy dificultosa ☒ sin problemas _____ algunas dificultades

(Indicar los motivos en caso de dificultades)

b. Apoyo de la Entidad Responsable

☒ bueno _____ regular _____ malo

(Justificar)

La entidad responsable acogió muy favorablemente esta actividad de formación porque es un área que está catalogada como prioritaria en la institución.

c. Información recibida durante la actividad de formación

☒ amplia y detallada _____ aceptable _____ deficiente

d. Trámites de viaje (visa, pasajes, otros)

_____ bueno ☒ regular _____ malo

e. Recomendaciones (señalar aquellas recomendaciones que puedan aportar a mejorar los aspectos administrativos antes indicados)

Deberían existir mecanismos más simples de postulación en caso de apoyo parcial por parte del FIA, a estos eventos, así como también simplificar el formulario para la realización del informe técnico.

10.2. Organización durante la actividad (indicar con cruces)

Ítem	Bueno	Regular	Malo
Recepción en país o región de destino	X		
Transporte aeropuerto/hotel y viceversa	X		
Reserva en hoteles	X		
Cumplimiento del programa y horarios	X		

En caso de existir un ítem Malo o Regular, señalar los problemas enfrentados durante el desarrollo de la actividad de formación, la forma como fueron abordados y las sugerencias que puedan aportar a mejorar los aspectos organizacionales de las actividades de formación a futuro.

11. Conclusiones Finales

Las conclusiones finales se pueden sintetizar en lo siguiente:

- Existen posibilidades reales de conformar una red de profesionales de los 21 países participantes en el evento, con el fin de establecer un vínculo que permita avanzar en el tema de inocuidad de los alimentos. Esta aseveración está avalada porque este seminario constituye el primero de una serie de 4 que se realizarán desde esta año al 2002.
- El seminario permitió a los asistentes en general y a nosotras en particular, tener una visión globalizadora acerca de cómo abordar la inocuidad de los alimentos, al poder analizar los puntos de vista del sector público y privado, los impactos en el comercio internacional de alimentos ante la aparición de crisis provocadas por contaminantes.
- Por otra parte este módulo nos ayudó a conocer nuestras fortalezas y debilidades para desarrollarnos como líderes en el tema en cuestión y como aplicar en nuestros propios países estas habilidades.
- Por último, la interacción con profesionales que se desempeñan en organismos públicos, privados, instituciones de carácter internacional, entre otros, es de gran utilidad para personas como nosotras que laboramos en el ámbito académico y que también somos actores en el desarrollo del sistema de protección de los alimentos.

12. Conclusiones Individuales:

En esta oportunidad no consideramos pertinente formular conclusiones individuales, por cuanto las conclusiones finales, antes expuestas (punto 11), corresponden el sentimiento integrado de ambas participantes. Además el nivel de satisfacción, respecto a los objetivos personales es muy similar y por último, el proyecto que se realizará durante el año del seminario se hará en forma conjunta.

Fecha: 1º de agosto de 2001

Nombre y Firma coordinador de la ejecución:  **Anita Soto Cortés**

AÑO 2001

ANEXO 1

PROGRAMA

Program

IICA-Ceres Executive Leadership in Food Safety

MODULE 1: THE ROLE OF PUBLIC/PRIVATE PARTNERSHIPS

Objectives:

- Forming and sustaining creative and effective partnerships
- Successfully managing food safety crises
- Weighing the food safety tradeoffs of organic versus traditional production
- Enhancing leadership; gaining clarity of who you are
- Forming community and assuming responsibility

June 23, Saturday

Fellows and mentors arrive; transportation from airport to hotel.

7:00 pm Reception (continuing through the evening)

9:00 pm Organizational Meeting for Mentors

June 24, Sunday

7:00-8:30 am Breakfast

9:00 am *Inauguration of Event*
Larry Boone, Deputy Director General, IICA

9:10 am *Welcome and Introduction to Executive Leadership in Food Safety (ELFS)*
Objective: To introduce series ELFS, methodology and expectations
Faculty: **Kevin Walker, Robin Woo, and Enrique Perez**

Leadership Fellow Introductions

Break

Series Approach and Expectations – Q&A

12:30 pm Group Lunch

2:00 pm *The Cutting Edge—Crisis Management: Case Study of Guatemalan Berries*
Objective: To discuss the *Cyclospora* contamination of Guatemalan berries and its impact on trade and consumer perception of domestic strawberries in California
Learning Objective: To understand how to successfully manage a crisis using an effective international public-private partnership
Moderator: **Robin Woo**
Faculty: **Jaime Sosa**, Integral Program for Plant and Environmental Protection, Guatemala
Faculty: **Mike Villaneva**, California Department of Food and Agriculture

- 3:15 pm Group Discussion
 Moderator: **Enrique Perez**
- 4:00 pm Break
- 4:30 pm *Leadership-Understanding Who You Are - Fellows hand in Myers-Briggs Assessment*
Objective: To introduce leadership self-assessment tools; video
Learning Objective: To gain clarity of who you are
 Moderator: **Fellow Jeannette Ayestas**
 Faculty: **Ethel Thomas**, American Society of Consultant Pharmacists (ASCP)
- 5:15 pm Session ends
- 7:00 pm Group Dinner
- 8:30 pm Gathering Place

June 25, Monday

- 7:00-8:30 am Breakfast
- 9:00 am *Public/Private Sector Leadership: Panel from Public and Private Sectors*
Objective: To understand different points of view related to food safety
Learning Objective: Finding commonality in diversity through leadership
 Moderator: **Fellow Olga Torres**
 Panel: **Fritz Kaferstein**, US Food & Drug Administration/USDA
 Sergio Abarca, Ministry of Agriculture and Livestock, Costa Rica
 Erick Montero, National Chamber of Dairy Producers
 Carlos Vargas, Dos Pinos Dairy
- 10:45 am Break
- 11:15 am Panel Discussion
 Moderator: **Fellow Ana Marissa Cordero**
- 12:15 pm Group Lunch
- 2:00 pm *Public/Private Partnerships: Challenges in Socioeconomic Development: What Works?*
Objective: To understand what is and is not negotiable *establecer prioridades*
Learning objective: How to present non-negotiable issues
 Moderator: **Fellow Luz Alba Cruz**
 Faculty: **Rodrigo Carazo**, former President, Costa Rica
- 3:00 pm Group Discussion
 Moderator: **Fellow Claudia Bellot**
- 3:30 pm Break
- 4:00 pm *Enhancing Leadership—Gaining Clarity of Who You Are*
Objective: To discuss variations in individual approaches to problem-solving
Learning Objective: To gain clarity of who you are
 Moderator: **Fellow Julie-Ann Laudat**
 Faculty: **Ethel Thomas**, American Society of Consultant Pharmacists (ASCP)

7:00 pm Group Dinner
8:30 pm Gathering Place

June 26, Tuesday

6:00-7:00 am Breakfast

7:15 am Load bus and depart promptly at 7:30 am for Turrialba

7:30 am *The Cutting Edge—Organic versus Traditional Food Production: Field Trip to a Sugar Cane Plantation in Turrialba*

Objective: To compare management practices in organic and traditional production

Learning objective: To understand the technological, regulatory, institutional, and marketplace issues involved in each production alternative

Group 1 Moderator: **Fellow Anita Soto**

Group 2 Moderator: **Fellow Pilar Agudelo**

Faculty: **Federico Ortuño, Assukkar S.A.** - Organic farm tour

Felipe Ortuño, Assukkar S.A. - Sugar mill tour

11:45 am Leave farms by bus to CATIE

12:30 pm Group Lunch at CATIE

1:45 pm Introduction to CATIE
Faculty: **Alejandra**

2:00 pm *The Cutting Edge—Organic vs. Traditional Food Production*

Moderator: **Fellow Carlos Oliveira**

Faculty: **Lester Crawford, CFNP**

"The politics of an Organic Food Certification Program"

Carlos Hidalgo, Cámara de Insumos Agropecuarios

"Judicious application of agricultural chemicals"

3:00 pm Break

3:30 pm Discussion
Moderator: **Fellow Bertrand Gagnon**

4:30 pm Load bus and return to San Jose

7:00 pm Group Dinner

8:30 pm Gathering Place

June 27, Wednesday

7:00-8:30 am Breakfast

- 9:00 am *Leadership: Working Groups*
Objective: To discuss ELFS food safety projects
Learning Objective: To prepare the projects, identify potential partnerships and resources
 Faculty: **Robin Woo**
 Enrique Perez
 Monica Castillo, Foreign Agriculture Service, USDA
- 10:15 am Break
- 10:45 am Myers-Briggs Consultation (Assessment results)
 Faculty: **Ethel Thomas**, ASCP
- 12:00 pm Group Lunch
- 1:30 pm *Public/Private Partnerships: Negotiation Strategy in Dealing with Diverse Interest Groups*
Objective: To examine strategies used during the peace process in Central America
Learning Objective: How to deal with controversial positions
 Moderator: **Fellow Pilar Donado**
 Faculty: **Oscar Arias Sanchez**, Nobel Laureate and former President, Costa Rica
- 3:00 pm Break
- 3:30 pm *Public/Private Partnerships: Can Social and Economic Development Go Hand in Hand?*
Objective: To understand the housing problem in Costa and Central America
Learning objective: How a public/private partnership can succeed or fail
 Moderator: **Fellow Maria Martinez**
 Faculty: **Fernando Zumbado**, former Minister of Housing, Costa Rica 1986-90
- 4:30 pm Group Discussion
 Moderator: **Fellow Michael DeShield**
- 6:00 pm Group Reception

June 28, Thursday

- 6:30-7:30 am Breakfast
- 7:45 am Load bus and depart for INBio promptly at 8:00 am
- 8:15 am *The Cutting Edge—Bioprospecting*
Objective: To demonstrate how a creative idea plus leadership can work
Learning Objective: To resolve the apparent conflict of interest between protection of the environment and corporate R&D
 Moderator: **Fellow Fanny Maradiaga**
 Faculty: **Alfio Piva**, INBio
- 10:30 am Break
- 11:00 am Group Tour of the INBio Park Facility
- 12:30 pm Group Lunch at Restaurante Heliconias

- 2:30 pm *Leadership and Networking: Working Groups*
Mentor assignments and project proposal instructions
Keeping in touch with mentors and fellows
- 5:30 pm Closing Ceremony at INBio Park - marimbas, reception, dinner and dancing
Faculty: Setting the stage for Canada
- 7:00 pm Return to hotel
- 8:30 pm Gathering Place

June 29, Friday

Departure of participants and mentors; transportation to airport.

ANEXO 2

PONENCIAS

Introduction to Type



Sixth Edition

A Guide to Understanding Your Results on the *Myers-Briggs Type Indicator*®

Isabel Briggs Myers

Revised by

Linda K. Kirby

Katharine D. Myers



Consulting Psychologists Press, Inc.

Palo Alto, California

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What Is the MBTI?	5	Development of the MBTI	5
		The MBTI Today	5
What Is Psychological Type?	6	Components of Jung's Picture of Personality	6
		Jung's Eight Mental Functions	7
		Why the Differences Between People?	7
		Myers and Briggs' Development of Jung's Theory	7
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What Are Preferences?	8		
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Introduction



Isabel Briggs Myers wrote *Introduction to Type*® for clients to use after they have attended an introductory feedback session explaining psychological type and their results on the *Myers-Briggs Type Indicator*® (MBTI®) personality inventory. Her purpose was to equip clients with the information they need to reflect on their own psychological type and to begin integrating that knowledge into their everyday lives. Her intent was that everyone introduced to type and the MBTI receive this basic resource.

Using *Introduction to Type*

This new edition maintains the integrity of Isabel Myers' original presentation of psychological type while adding knowledge from decades of experience in introducing type. Changes and additions include the following:

- New formatting to make the information more accessible to readers
- Revised type descriptions based on research and increased knowledge about type development

- Suggestions for applying type in a variety of settings
- An outline of the dynamic and developmental theory underlying the MBTI
- Additional information about type combinations
- Practical ethical guidelines for using type
- Recommendations for further reading

Introduction to Type, Sixth Edition, is designed for use during an introductory feedback session and for further exploration following the session. It provides the initial information necessary to make constructive use of the MBTI and also offers a gateway to lifelong personal and professional development. It is the foundation for the *Introduction to Type* series, which leads MBTI users into increasingly deeper levels of the Jungian model of human personality and into applications of psychological type:

Psychological type model of personality

- *Introduction to Type Dynamics and Development*, by Katharine D. Myers and Linda K. Kirby
- *In the Grip: Our Hidden Personality*, by Naomi L. Quenk

Applications of psychological type

- *Introduction to Type in Organizations*, by Sandra Krebs Hirsh and Jean M. Kummerow
- *Introduction to Type and Careers*, by Allen L. Hammer
- *Introduction to Type in College*, by John K. DiTiberio and Allen L. Hammer
- *Using Type in Selling*, by Susan A. Brock
- *Introduction to Type and Teams*, by Sandra Krebs Hirsh

Be sure to read "Things to Remember About Type," p. 39, to help you use the MBTI accurately and constructively.

What Is the MBTI?



The *Myers-Briggs Type Indicator* is a self-report questionnaire designed to make Jung's theory of psychological types understandable and useful in everyday life.

MBTI results identify valuable differences between normal, healthy people, differences that can be the source of much misunderstanding and miscommunication.

Taking the MBTI inventory and receiving feedback will help you identify your unique gifts. The information enhances understanding of yourself, your motivations, your natural strengths, and your potential areas for growth. It will also help you appreciate people who differ from you. Understanding your MBTI type is self-affirming and encourages cooperation with others.

Development of the MBTI

The authors of the MBTI, Katharine Cook Briggs (1875–1968) and her daughter, Isabel Briggs Myers (1897–1980), were keen and disciplined observers of human personality differences. They studied and elaborated the ideas of Swiss psychiatrist Carl G. Jung (1875–1961) and applied them to understanding people

around them. Prompted by the waste of human potential in World War II, Myers began developing the Indicator to give a wide range of individuals access to the benefits she found in knowing psychological type and appreciating differences.

The MBTI Today

After more than 50 years of research and development, the current MBTI is the most widely used instrument for understanding normal personality differences. Because it explains basic patterns in human functioning, the MBTI is used for a wide variety of purposes including the following:

- Self-understanding and development
- Career development and exploration
- Organization development
- Team building
- Management and leadership training
- Problem solving
- Relationship counseling
- Education and curriculum development
- Academic counseling
- Diversity and multicultural training

More than two million Indicators are administered annually in the United States. The MBTI is also used internationally and has been translated into more than 30 languages.

1 ☐ **IICA-Ceres Executive Leadership Seminar in Food Safety**

Shared responsibility for

Food Safety

by F.K.Käferstein

2 ☐ **Situation 20 years ago**

- Food safety - privilege of rich countries
- Developing countries' preoccupation : enough food *not* safe food

3 ☐ **Situation 20 years ago (cont...)**

- Public health officials' perception :
 - marginal public health responsibility
 - infant diarrhea - waterborne/person to person
 - cholera - waterborne
- Public's perception : problem with chemicals in food supply

4 ☐ **Situation 20 years ago (cont...)**

- World Health Assembly requests in 1978 its Director-General to establish a **Food Safety Programme**
- 1980 Programme established
- 1983 Expert Committee on Food Safety

5 ☐ **Situation 20 years ago (cont...)**

Illness due to contaminated food is perhaps the most widespread health problem in the contemporary world and an important cause of reduced economic productivity.

Source : FAO/WHO Expert Committee on Food Safety, Geneva, TRS # 705, 1984

6 ☐ **Situation 10 years ago**

FAO/WHO International Conference on Nutrition (1992)

- Access to nutritionally adequate and safe food is a right of each individual
- Hundreds of millions of people... suffer from communicable...diseases

caused by contaminated food and water

7 **Situation today**

Developing countries

- diarrhea in children under the age of five
 - 1.800 000 deaths per year (decreased)
 - >1.5 billion episodes per year (unchanged)
- cholera
- foodborne parasitic infections

8 **Situation today**

Industrialized countries

- infections with *Salmonellae*, *Campylobacter* and Enterohaemorrhagic *E.coli* (increasing tendency)
 - up to 30% of population suffering annually from foodborne diseases

9 **Salmonellosis, USA**

10 **Foodborne diseases USA**

Diseases caused by food may result *annually* in an estimated

- 76 million cases of gastrointestinal illness
- 325,00 serious illness resulting in hospitalization
- 5,000 death

Source: CDC, 1999

11 **Foodborne diseases
England & Wales**

12 **Foodborne diseases
Australia**

13 **NUMBER OF REPORTED FOODBORNE DISEASE
OUTBREAKS IN JAPAN**

14 **Foodborne diseases
Venezuela**

15 **Situation today**

- BSE
- GMF
- Dioxin
- Map
- [FMD]

16 ☐ **Situation today**

World Health Assembly (May 2000) adopts resolution on food safety:

“53ed WHA urges Member States

(1) to integrate food safety as one of their essential public health and public nutrition functions and to provide adequate resources....”

17 ☐ **Consequence of WHO resolution**

- **National delegations to World Health Assembly must comprise food safety regulators**
- **National Codex Contact Point to be moved to health sector**
- **Codex Secretariat to be moved from FAO to WHO**

18 ☐ **Situation today**

**XII Inter-American Meeting on Health and Agriculture (RIMSA)
Sao Paulo, May 2001**

PAN-AMERICAN COMMISSION ON FOOD SAFETY (COPAIA)

19 ☐ **Pan-American Commission on Food Safety (COPAIA)**

- **Improve safety of food for export and domestic consumption**
- **Integrate FS programs as essential function of health & agricult. sectors**
- **coordinate with producers & consumers**
- **evaluate countries' progress in food safety**

20 ☐ **The solution:**

shared responsibility

21 ☐ **Shared responsibility:**

Governments

- **Coordination among sectors with health sector assuming lead role**
- **Legislation & enforcement**
- **Advise for industry & trade**
- **Consumer education**
- **Information gathering & research**
- **Health-related services**



Food safety

The Fifty-third World Health Assembly,

Deeply concerned that foodborne illnesses associated with microbial pathogens, biotoxins and chemical contaminants in food represent a serious threat to the health of millions of people in the world;

Recognizing that foodborne diseases significantly affect people's health and well-being and have economic consequences for individuals, families, communities, businesses, and countries;

Acknowledging the importance of all services – including public health services – responsible for food safety, in ensuring the safety of food and in harmonizing the efforts of all stakeholders throughout the food chain;

Aware of the increased concern of consumers about the safety of food, particularly after recent foodborne-disease outbreaks of international and global scope and the emergence of new food products derived from biotechnology;

Recognizing the importance of the standards, guidelines and other recommendations of the Codex Alimentarius Commission for protecting the health of consumers and assuring fair trading practices;

Noting the need for surveillance systems for assessment of the burden of foodborne disease and the development of evidence-based national and international control strategies;

Mindful that food safety systems must take account of the trend towards integration of agriculture and the food industry and of ensuing changes in farming, production, and marketing practices and consumer habits in both developed and developing countries;

Mindful of the growing importance of microbiological agents in foodborne-disease outbreaks at international level and of the increasing resistance of some foodborne bacteria to common therapies, particularly because of the widespread use of antimicrobials in agriculture and in clinical practice;

Aware of the improvements in public health protection and in the development of sustainable food and agricultural sectors that could result from the enhancement of WHO's food safety activities;

Recognizing that developing countries rely for their food supply primarily on traditional agriculture and small- and medium-sized food industry, and that in most developing countries, the food safety systems remain weak,

1. URGES Member States:

- (1) to integrate food safety as one of their essential public health and public nutrition functions and to provide adequate resources to establish and strengthen their food safety programmes in close collaboration with their applied nutrition and epidemiological surveillance programmes;
- (2) to develop and implement systematic and sustainable preventive measures aimed at reducing significantly the occurrence of foodborne illnesses;
- (3) to develop and maintain national, and where appropriate, regional means for surveillance of foodborne diseases and for monitoring and controlling relevant microorganisms and chemicals in food; to reinforce the principal responsibility of producers, manufacturers, and traders for food safety; and to increase the capacity of laboratories, especially in developing countries;
- (4) to integrate measures in their food safety policies aimed at preventing the development of microbial agents that are resistant to antibiotics;
- (5) to support the development of science in the assessment of risks related to food, including the analysis of risk factors relevant to foodborne disease;
- (6) to integrate food safety matters into health and nutrition education and information programmes for consumers, particularly within primary and secondary school curricula, and to initiate culture-specific health and nutrition education programmes for food handlers, consumers, farmers, producers and agro-food industry personnel;
- (7) to develop outreach programmes for the private sector that can improve food safety at the consumer level, with emphasis on hazard prevention and orientation for good manufacturing practices, especially in urban food markets, taking into account the specific needs and characteristics of micro- and small-food industries, and to explore opportunities for cooperation with the food industry and consumer associations in order to raise awareness regarding the use of good and ecologically safe farming and good hygienic and manufacturing practices;
- (8) to coordinate the food safety activities of all relevant national sectors concerned with food safety matters, particularly those related to the risk assessment of foodborne hazards, including the influence of packaging, storage and handling;
- (9) to participate actively in the work of the Codex Alimentarius Commission and its committees, including activities in the emerging area of food-safety risk analysis;
- (10) to ensure appropriate, full and accurate disclosure in labelling of food products, including warnings and best-before dates where relevant;
- (11) to legislate for control of the reuse of containers for food products and for the prohibition of false claims;

2. REQUESTS the Director-General:

- (1) to give greater emphasis to food safety, in view of WHO's global leadership in public health, and in collaboration and coordination with other international organizations, notably the

Food and Agriculture Organization of the United Nations (FAO), and within the Codex Alimentarius Commission, and to work towards integrating food safety as one of WHO's essential public health functions, with the goal of developing sustainable, integrated food safety systems for the reduction of health risk along the entire food chain, from the primary producer to the consumer;

(2) to support Member States in the identification of food-related diseases and the assessment of foodborne hazards, and storage, packaging and handling issues;

(2 bis) to provide developing countries with support for the training of their staff, taking into account the technological context of production in these countries;

(3) to focus on emerging problems related to the development of antimicrobial-resistant microorganisms stemming from the use of antimicrobials in food production and clinical practice;

(4) to put in place a global strategy for the surveillance of foodborne diseases and for the efficient gathering and exchange of information in and between countries and regions, taking into account the current revision of the International Health Regulations;

(5) to convene, as soon as practicable, an initial strategic planning meeting of food safety experts from Member States, international organizations, and nongovernmental organizations with an interest in food safety issues;

(6) to provide, in close collaboration with other international organizations active in this area, particularly FAO and the International Office of Epizootics (OIE), technical support to developing countries in assessing the burden on health and prioritizing disease-control strategies through the development of laboratory-based surveillance systems for major foodborne pathogens, including antimicrobial-resistant bacteria, and in monitoring contaminants in food;

(7) in collaboration with FAO and other bodies as appropriate, to strengthen the application of science in the assessment of acute and long-term health risks related to food, and specifically to support the establishment of an expert advisory body on microbiological risk assessment and to strengthen the expert advisory bodies that provide scientific guidance on food safety issues related to chemicals, and to maintain an updated databank of this scientific evidence to support Member States in making health-related decisions in these matters;

(8) to ensure that the procedures for designating experts and preparing scientific opinions are such as to guarantee the transparency, excellence and independence of the opinions delivered;

(9) to encourage research to support evidence-based strategies for the control of foodborne diseases, particularly research on risk factors related to emergence and increase of foodborne diseases and on simple methods for the management and control of health risks related to food;

(10) to examine the current working relationship between WHO and FAO, with a view to increasing the involvement and support of WHO in the work of the Codex Alimentarius Commission and its committees;

(11) to support Member States in providing the scientific basis for health-related decisions regarding genetically modified foods;

- (12) to support the inclusion of health considerations in international trade in food and food donations;
- (13) to make the largest possible use of information from developing countries in risk assessment for international standard-setting, and to strengthen technical training in developing countries by providing them with a comprehensive document in WHO working languages, to the extent possible;
- (14) to proactively pursue action, on behalf of developing countries, so that the level of technological development in developing countries is taken into account in the adoption and application of international standards on food safety;
- (15) to respond immediately to international and national food safety emergencies and to assist countries in crisis management;
- (16) to call upon all stakeholders – especially the private sector – to take their responsibility for the quality and safety of food production, including environmental protection awareness throughout the food chain;
- (17) to support capacity building in Member States, especially those from the developing world, and facilitate their full participation in the work of the Codex Alimentarius Commission and its different committees, including activities in food safety risk analysis processes.

Eighth plenary meeting, 20 May 2000
A53/VR/8

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"MANAGING A CRISIS" California Strawberry Industry's Response to the Cyclospora Outbreak

Michael Villaneva

California Department of
Food and Agriculture
CDFA

INTRODUCTION

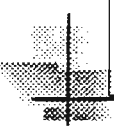
- A "water shed" event for the industry regarding food safety
- Demonstrated need for having a crisis management plan in place
- Showed the importance of developing partnerships with multiple entities
- The value of incorporating food safety practices into production practices



CHRONOLOGY OF THE EVENT

"It Started and Ended Quickly"

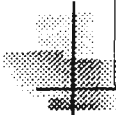
- Total time period for the event was 45 days from start to finish
- Characterized by multiple events and participants
- Many "twists and turns" within this short period
- Strengths and weaknesses of the crisis management system emerged



CHRONOLOGY OF THE EVENT

"continued"

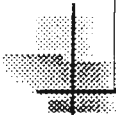
- **6/8/96:** Texas state and Houston Dept. of Health issue health alert for strawberries
- **6/8/96:** CA Dept. of Health begins water and soil testing for cyclospora
- **6/12/96:** Ontario Health Dept. issues press release advising to wash CA strawberries
- **6/14/96:** CA Strawberry Commission initiates survey to gauge public knowledge
- **6/19/96:** Marked decline in media coverage



CHRONOLOGY OF THE EVENT

"continued"

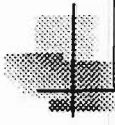
- **6/20/96:** New Jersey Health Dept. advises washing of strawberries and raspberries
- **6/20/96:** Advisory leads to New York Times article on cyclospora and CNN coverage
- **6/21/96:** All major media report on cyclospora and cyclospora connection
- **6/21/96:** Commission established toll free, 24hr, hotline
- **6/25/96:** Commission hosts initial meetings with trade and media in Houston



CHRONOLOGY OF THE EVENT

"continued"

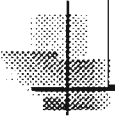
- **6/27/96:** Texas Health Dept. lifts advisory against eating strawberries
- **6/28/96:** Congress and FDA asked to work together to clear CA strawberries
- **7/3/96:** Florida Health Dept. reports of link to Guatemalan raspberries
- **7/5/96:** Florida Health Official reports of the Guatemalan link on national morning TV
- **7/8/96:** Commission personnel meet with health officials in Ontario, New York, Boston



CHRONOLOGY OF THE EVENT

"continued"

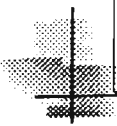
- **7/11/96:** Commission personnel, FDA and other officials appear on ABC Nightline
- **7/18/96:** CDC's weekly morbidity and mortality report links Guatemalan raspberries
- **7/22/96:** In response to shift away, the Commission initiates consumer research to gauge current consumer attitudes



MEDIA RESPONSE

"A Bias in Media Reporting?"

- Media reporting of events often shifts in response to new information or facts
- Of the follow-up story with new findings is not as strong as the original story
- **371** articles on cyclospora during event
- Positive Articles, **61** or **16%** of total
- Negative Articles, **226** or **61%** of total



INDUSTRY RESPONSE

"Short Term Actions"

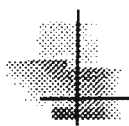
- Implemented crisis management plan
- Contacted industry experts to address initial reports of the incident
- Cooperated to expedite initial soil and water testing by CA Health Dept.
- Implemented the toll free hot line
- Sought out media and trade reps.
- Initiated use of contingency funds to cover unexpected costs



INDUSTRY RESPONSE

"Follow-up Actions And Initiatives"

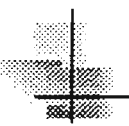
- Hired a quality assurance director
- Developed on-farm quality assurance manual for growers and packers
- Initiated focused training in good agricultural and handling practices
- Initiated tours with national and international experts in food safety
- Aggressive promoted the CA strawberry industry efforts in its food safety efforts



ECONOMIC IMPACT

"Loss To Growers And Packers"

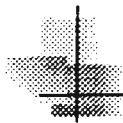
- Two weeks prior to the event, the average price per tray was **\$5.98**
- After June 8, the average price per tray dropped **40%** to **\$3.49** per tray
- Farmgate loss for last three weeks of June estimated at **11M** dollars
- Estimate **20M** dollars lost during the event
- Store owners reluctant to restock strawberries
- Loss of shelf space difficult to regain



ECONOMIC IMPACT

"Loss To Workers And Community"

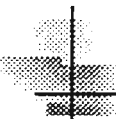
- Poor demand forced growers to "field strip" marketable fruit
- Poor demand resulted in full coolers
- Crews paid less for field stripping
- Reduced harvest frequency and smaller crews were typical in this period
- Some layoffs occurred



ECONOMIC IMPACT

"Loss To Strawberry Commission"

- Commission funded through mandatory assessments at **.05** cents per tray
- **4.8M** dollars annual operating budget
- Assessments used to fund critical research and marketing programs
- Assessment dollars were redirected to address the crisis
- A **\$500,000** contingency fund was fully expended



ECONOMIC IMPACT

"Loss To Strawberry Commission"

- Forced to hire outside legal counsel
- Increased funding for PR efforts and travel costs for staff
- **\$725,000** estimated loss for Commission or nearly **16%** of annual budget
- All operating reserves were depleted forcing reductions in services
- Total losses were higher because stripped fruit is not assessed



CONSUMER SURVEYS

"Gauging Public Sentiment And Response"

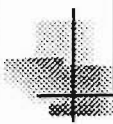
- Commission has relayed strongly on consumer surveys
- Recent surveys have asked if a certain food is being avoided because of safety
- Pre-1996, less than **.2%** of respondents were avoiding strawberries
- Cyclospora followed by the Hepatitis A event did erode consumer confidence



CONSUMER SURVEYS

"Gauging Public Sentiment And Response"

- A 7/96 survey showed **5.2%** of respondents had stopped eating strawberries
- In comparison, in a 4/97 survey after the Hepatitis A event, **7.0%** reported they no longer were eating strawberries
- The strawberry market in 1997, with survey showing only **1%** not eating strawberries



PARTNERSHIPS

"Considerations for Food Safety Leaders"

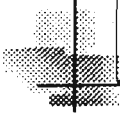
- An essential component in effective managing and resolving a crisis
- Partnerships must include industry, government and academia
- Without all elements in place, it will difficult to be resolve problems
- Partnership collectively at the onset of the event was key for resolution



PARTNERSHIPS

"Benefits When Created"

- Communication improved and enhanced between parties
- Efficient sharing of knowledge, information and resources
- Creates a "degree" of trust between multiple agencies and industry
- Decisions reached through mutual discussion and consensus
- Effectively identifies needed research



SUMMARY AND CONCLUSIONS

"Now What Are **You** Going To Do?"

- The event helped to identify weaknesses in the system
- Premature reporting of outbreaks without sound data is being addressed
- Education and outreach efforts by the commission very effective
- Sharing of outcomes has improved the readiness of other commodity groups



SUMMARY AND CONCLUSIONS

"Now What Are **You** Going To Do?"

- All growers and shippers must be aware of crisis management programs
- Leaders need to be aware on food safety programs and how they can be incorporated by your industry
- Reducing illness outbreaks protects public health and enhances industry
- Success ensures that everybody benefits socially and economically



THANK YOU VERY MUCH!!

"I Appreciate The Opportunity"

Mike Villaneva

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Leadership Projects In Food Safety

IICA-CERES
Executive Leadership Series
In Food Safety
San José, Costa Rica
June 23-29, 2001

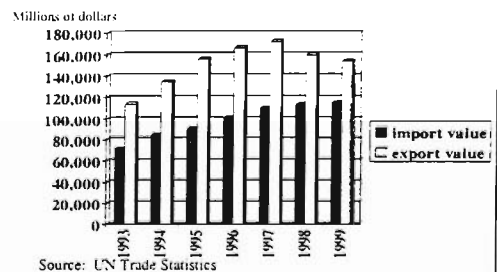
International Cooperation and Development (ICD)

- The office of International Cooperation and Development of the United States Department of Agriculture (USDA) links the U.S. agricultural community with international organizations.
- Technical assistance includes:
 - ◆ Technical needs assessments
 - ◆ Short-term consultancies
 - ◆ Training
 - ◆ Collaboration in agricultural research
 - ◆ Project design and evaluation teams

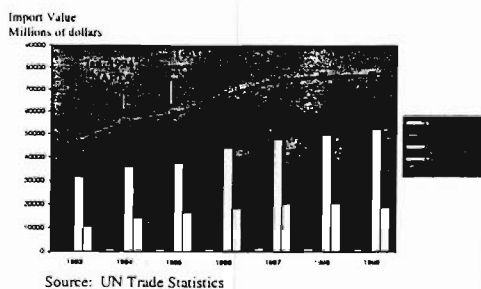
Food Safety

- Improving the food safety system is a key objective of USDA
- Growth in international agricultural trade is forcing an improvement of the food safety systems around the globe
- FTAA negotiations highlight this issue in the Western Hemisphere

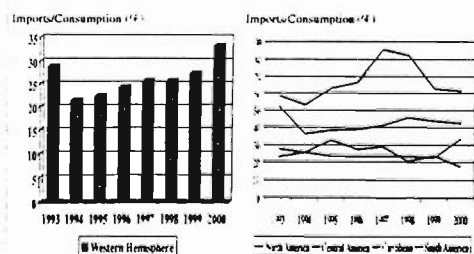
Trade between the Western Hemisphere and the Rest of the World in Agricultural, Forestry, and Fishing Products has Grown Significantly



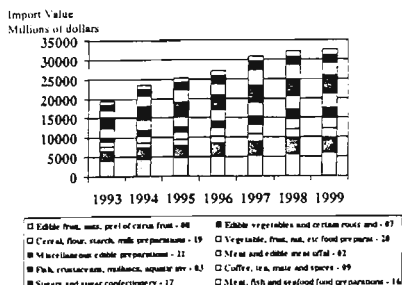
Agricultural Trade Among Western Hemisphere Countries has Benefitted from Free Trade Agreements



Agricultural Imports as a Share of Consumption Continues to Expand in the Western Hemisphere



Six of the Top Ten Foods Traded in the Western Hemisphere are Closely Associated with Food Safety Problems



The Challenge

- Globalization represents an enormous challenge for improving food safety systems in the Western Hemisphere.
- We must take advantage of the enormous opportunity offered by the IICA-CERES program to improve these systems in the hemisphere.

We Have a Great Opportunity

- The IICA-CERES leadership Series in Food Safety can serve as a model for other regions of the world.
- You must see yourselves as change agents.
- The knowledge and the tools you will learn must be shared with other agents in the community of your countries.

The Leadership Projects in Food Safety

- The Research and Scientific Exchanges Division (RSED) of ICD/USDA is financing a fund to be used for projects you will develop in your countries.
- Objective: To put into practice the information and the new techniques that participants will learn during the 4 modules.
- Key factors for success: Passion for the project and good management.

Each Participant is Required to Develop a Project

- Each participant will be required to develop and implement a project in order to participate in the IICA-CERES program.
- Participants must decide if they want to compete for project funds.
- Since it is a limited fund (\$37,000 total), only the best proposals will be selected.
- Each proposal will receive a maximum of \$0 - \$2,000 (possibly a higher limit if there is collaboration between 2 or more participants).
- We encourage cooperation between participants. (In this case, a principal investigator must be selected).

Important Criteria

The proposals should:

- ◆ Be creative and realistic
- ◆ Be clear and as concise as possible (maximum of 5 pages)
- ◆ State the potential impact of the project
- ◆ State the beneficiaries of the project
- ◆ Indicate if there are matching funds from other sources
- ◆ Indicate whether there are exchange rate problems or other particular problems in the country

Proposals Selected for Funding

- USDA will be the final authority, deciding which proposals will be funded and the level of funding of each proposal.
- Participants that submit proposals will receive a letter notifying them as to whether they've been selected and with information about the level of funding.
- Participants will have to sign these letters declaring their intention to use the funds as stated in the proposal.
- Selected participants must establish an accounting system for the project and submit a breakdown of expenses to USDA every 6 months.

Project Timeline

- **First Module:** Discussion about the project and funding; distribution of proposal guidelines.
- **Second Module:** Participants will submit the first proposal drafts on September 14 (i.e. BEFORE the second module). In Canada, proposals can be modified using new information. On October 19, final proposals will be submitted.
- **Notification of proposal selection:** First half of November.

Project Timeline (cont.)

- **Third Module:** Participants will submit a progress report on the projects.
- **Fourth Module:** Presentation of project reports, including a summary of results.
- **November 2003:** Deadline to submit final reports to USDA and IICA.

To Summarize . . .

- Globalization is resulting in continued growth in agricultural trade, leading to a greater challenge in food safety.
- We have a great opportunity to improve the food safety systems in the Western Hemisphere.
- This program can serve as a model for other regions.
- To make the dream a reality will require cooperation and also our passion.

1 2 

Década de los años 40 en Costa Rica fue una época convulsa y de profundos cambios:

- Reforma social, con el seguro obligatorio.
- Establecimiento de las garantías sociales.
- Promulgación del Código de Trabajo.

3 

La Cooperativa de Productores de Leche Dos Pinos R.L. surge como única opción viable para el desarrollo de la lechería Costarricense.

4 

En 1947 se constituye la Cooperativa, conformada por 25 miembros, algunos de sus objetivos fueron y siguen siendo:

- A. Vender la leche a una empresa que siendo propia les pagara un precio justo.**
- B- Comprar los insumos necesarios para sus fincas también a una empresa propia.**
- C- Promover el desarrollo industrial y comercial de Costa Rica.**

5 

La Industrialización de la leche la realizó en 1951, con 400 litros de leche diarios, en su primer planta de pasteurización y embotellado.

6 7 

Asociados Productores	1,400
Asociados Trabajadores	600
Trabajadores de la Cooperativa	
(60% Urbano y 40% Rural	2,650
Familias que dependen directamente	7,000
Personas dependientes directamente	40,000
Personas dependientes indirectamente	250,000
Producción de leche actual promedio por día	830,000 kg.
Vehículos de recolección	70
Vehículos de distribución	300
Centros de distribución en todo el país	10
Almacenes Agroveterinarios en zonas lecheras	18
Proveedores de la Cooperativa	500
Productos Fabricados	300
Ventas último período	\$ 250,000,000
Exportación a C.A. Y el Caribe	15% de producción

8 9 

- ♦ 1953 Construye Planta de Helados.
- ♦ 1955 Primera Planta de producción de Leche en Polvo en C.R.
- ♦ 1969 Inicia la operación en la zona norte del país (San Carlos). Logrando con ello desarrollo de esa zona.
- ♦ 1985 Se inicia el proceso de envasado aséptico de productos lácteos y jugos.
- ♦ 1997 Inicia fabricación de helados extruídos.
- ♦ 2001 Inaugura Moderna Planta de Lácteos.

10 

◦ Al asociado productor de leche.

11 

Planta de Concentrados y 18 Almacenes Agroveterinarios. (crédito, insumos para su finca, alimento del ganado, veterinarios e ingenieros agrónomos, asistencia técnica en microbiología, equipo de ordeño y otros).

12 

PARÁMETROS ACTUALES.

Menos de 100.000 bacterias\ml	Grado P
101.000—300.000	Exe
301.000—600.000	A
601.000—900.000	B

13 

PARÁMETROS ACTUALES.

Más de 900.000	(No se recibe)	C
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La leche es analizada diariamente.

14 

El sistema de pago premio y castigo.

Grado	Precio
Premium	Base + 2.2%
Excelente	Base.
A	Base - 25%
B	Base - 50%
C	100% menos del precio base.

15 

- Leche de calidad internacional.
- Más del 90% de las fincas cuentan con ordeño mecánico.
- Dominio de diversos temas de avanzada tecnología por parte de los asociados.
- 100% de las fincas cuentan con modernos tanques de enfriamiento.
- Recolección de la leche en camiones cisterna debidamente acondicionados.
- Ayuda financiera en situaciones difíciles

16 

**Capacitación permanente para un mejor desempeño.
Especialización internacional en cualquier categoría.**

17 

Como complemento se le otorga a todos los trabajadores los siguientes beneficios laborales:

Servicio de comedores con subsidios.

Consultorio médico y medicamentos gratuitos.

Consultorio odontológico.

Cooperativa de ahorro y crédito.

Asociación pro-bienestar de empleados.

Fondo de pensión complementario.

Aguinaldo escolar.

Asociación solidarista.

18 

La Cooperativa ha tenido conciencia en el papel que desarrolla en la nutrición de la población, por lo que ha invertido grandes recursos en investigación y tecnología de punta, para poder ofrecer productos especializados que vengan a permitir el consumo de éstos a personas de todas las edades y según sus necesidades.

19 

Para garantizar la calidad de sus productos cuenta con cuidadosos manuales de procedimientos, los cuales son sometidos constantemente a controles comparativos para dar garantía de su calidad internacional.

20 

Su amplia red de distribución, calidad y precios razonables, permite consumir productos lácteos en todos los rincones de Costa Rica. Contribuyendo a mejorar la expectativa de vida, y la reducción de la desnutrición y mortalidad infantil. Ejemplo de ello es el programa de Asignaciones familiares, que es un programa gubernamental de alimentación infantil gratuita, para niños de escasos recursos, con un consumo de millón y medio de kilos de leche en polvo por año, supliéndolo Dos Pinos a precios de costo y con distribución gratuita.

21 

La Cooperativa Dos Pinos ha contribuido en forma contundente en el desarrollo rural y en la democratización económica de Costa Rica, al permitir que los habitantes de estas zonas, puedan incursionar en la actividad lechera, el 87% de los asociados son pequeños y medianos productores.

22 

**La Cooperativa Dos Pinos participa activamente en la formación de las cooperativas infantiles en diversas escuelas del país.
Su participación económica apoyando diferentes proyectos sociales a lo largo y ancho del país es incalculable.**

23 

La Dos Pinos ha jugado un papel fundamental en la promoción de la actividad lechera costarricense. En sus 54 años de vida no ha dejado de crecer, no ha dejado de innovar, y no ha dejado de ser la principal empresa de alimentos del país. Son muchos sus logros del pasado y también son muchos sus sueños a futuro, da fe de esto la importantísima inversión que realizó, para culminar su proceso de renovación industrial.

24 

Recientemente un panel de expertos, distinguió a nuestra Cooperativa, como la empresa más exitosa del siglo veinte en Costa Rica. Esto es un gran orgullo para nosotros, pero supone el gigantesco reto de la continuidad. Reto que estamos dispuestos a honrar, para beneficio de nuestro país y de nuestros hijos que nos sucederán en la cadena agroindustrial lechera.

25 

Speech by Dr. Oscar Arias
 IICA-Ceres Executive Leadership in Food Safety
 Heredia, Costa Rica
 June 27, 2001
Leadership in Negotiation and Conflict Resolution

Good afternoon. Although you have already been here for some days now, let me welcome you to Costa Rica. It is an honor and a pleasure for us to host this important conference. We have been favored by Providence with a central location at the crossroads of America, great natural beauty, and political stability, reasons for which I am sure the organizers of this seminar chose to begin your journey here. I hope that you are enjoying your stay, and that you have had some time to enjoy all of the gifts that Costa Rica has to offer.

I have been asked to speak today about the process we went through to establish peace in Central America, and the important lessons about negotiation and conflict resolution that came out of that experience. Let us begin by looking at the panorama of conflicts in the world today. All we have to do is pick up a newspaper or look at the television news to see how desperately humanity is in need of leadership for dialogue, negotiation, and peace. The ongoing battles in Israel/Palestine, Chechnya, Congo, Colombia, and Sudan pose tremendous challenges to leaders in those countries and around the world. The residents of these war zones are traumatized and exhausted, attending funeral after funeral, sinking ever deeper into hopelessness and helplessness. Well-meaning onlookers from around the world sympathize with those suffering, but have no idea how to help. In some cases, leaders are hard at work, desperately trying to stem the tide of violence and restore calm. In other cases, no leadership has yet emerged.

Leadership in times of conflict is fraught with risks and difficulties, and yet I also believe that there is reason to hope. Twenty years ago, Central America was mired in a morass of conflict, and few believed that an end was in sight. During the seventies and eighties, the stark inequalities that prevailed in the region exploded into a series of bloody wars that claimed the lives of more than two hundred thousand people. Teachers, labor organizers, priests, and human rights workers became targets of repression. We lost a generation of students. As Ezra Pound wrote in the wake of another terrible conflict, "There died a myriad, and of the best among them."

When I became President of Costa Rica in 1986, I was determined to give voice to the millions of Central Americans who knew that, somehow, the killing had to end, and that it was up to us to act. All around there was a steady chorus of voices saying that peace would be impossible. And yet our people persevered in demanding a peace with justice. Indeed, it was this popular resolve that allowed me to bring the Central American presidents to the negotiating table.

Perhaps we were just lucky in the end. But we, the children of Cervantes, Neruda, and García Marquez followed our passion and fantasy. We lowered our lance, charged every windmill in sight – and after a long, hard struggle, the guns were silent.

The change is deep. Ballots have replaced bullets. Government agencies commit themselves to human rights. Murder and torture are no longer leading causes of death. Our young people study agriculture, engineering, medicine, and law, rather than infantry tactics, sabotage techniques, and fields of fire. We are no longer exiles in our own hearts and homes.

Today, we do not live in a paradise in Central America, but we do not suffer the utter devastation of only a few years ago. Panama, for decades a military dictatorship, now has a democratic government and has joined Costa Rica in constitutionally abolishing its armed forces. El Salvador has worked to purge its army of human rights violators, built a civilian police force, and created a political system in which former guerrilla leaders are now leaders in the National Assembly. Nicaragua has emerged from the horrors of its civil war, and the process of reconstruction is underway. And Guatemala is now building a new political system, and is beginning to reckon with the long-repressed memory of genocide. A recent conviction of political assassins in that country has opened the way for an end to impunity for the horrible crimes of war.

I do not profess to have any magical solutions for all the challenges to diversity and community that we now face. But my experience tells me that we must persevere in dialogue and non-violence despite the difficulties. Throughout the world, people are calling out for peace and justice. I believe that these voices can prevail. A commitment to diplomacy and reconciliation in the face of conflict and tension is an essential step in establishing the peaceful world we all long for.

The use of the tools of peace--diplomacy and dialogue, tolerance and forgiveness, fair negotiation—is not confined to political leaders. Constructing peace in our world begins with each one of us, in the spheres where we work, as well as in our homes and communities. I am going to speak from my experience as a politician, but I would like you to keep in mind that each one of us faces situations which require leadership for peace and dialogue. In your field, you face dilemmas in reconciling the interests of governments, producers, and consumers to resolve issues of food safety, as well as many other issues, I am sure. Let us examine the process of negotiation in the most extreme type of disagreement—armed conflict—and then look at the ways in which we might use this information in the less extreme conflicts we all confront on a daily basis.

I would like to mention five qualities I believe to be necessary for successful leadership in conflict resolution situations. They are patience, perseverance, humility, commitment, and compromise. For some people, these qualities are inherent in their personalities, and from an early age they function as mediators in disputes between friends or family members. For others, these qualities are not instinctive, but must be cultivated. We should not be ashamed to recognize our shortfalls in these areas and work to overcome them. For who among us has not at times been impatient, quick to give up on something, prone to overvalue our own importance, forgetful of a past agreement, or unwilling to give an inch? Shakespeare wrote in *Twelfth Night* that “some are born great, some achieve greatness, and some have greatness thrust upon them.” I suspect, though, that anyone who finds himself or herself in a position of leadership will acknowledge a combination of these three circumstances. As leaders in our various fields, we

must use what we were born with, work to achieve more, and deal with the circumstances that are, at times, thrust upon us.

Why these particular five attributes? Let us take a look at them one by one. Patience is the first quality on the list, and is absolutely essential to successful conflict resolution. By the time most conflicts reach the negotiating table, they have already been going on for some time, and may even be so deeply entrenched that people have a hard time remembering why they began in the first place. If a confrontation has been building for years, decades, or even centuries in some cases, it is simply not possible to put it to rest in a day, a week, or a fortnight. Patience is vital to keeping hope alive, and it is only with hope that peace can be achieved.

Patience is also key in negotiating among business, political, and popular interests. Hastily reached solutions are rarely well thought-out and attentive to all interests involved, and therefore rarely stick. There are times in today's fast-paced world when we need a problem to be solved yesterday, but unfortunately we cannot escape the fact that quality solutions take time to develop and implement. We need patience.

But patience does not imply simply waiting for something to happen. To patience we must add perseverance, the active pursuit of what we are patiently hoping for. Perseverance implies the willingness to return to the negotiating table again and again and again, until a final agreement can be arrived at that is acceptable to all. Perseverance also includes flexibility. The most common saying in English to teach the value of perseverance is, "If at first you don't succeed, try, try again." I would add, however, that if your first attempt did not succeed, instead of trying the same thing again, it would be prudent to search for a different alternative. Do not be like the fly that, seeing the sunlight through a closed window, crashes into the window again and again in a futile attempt to get out, never seeing the open door just a few centimeters away. To find workable solutions to difficult conflicts, persevere with flexibility.

Humility is also a vital quality for anyone looking for a just solution to a conflict. It is a virtue which comes more naturally to some of us than others, but in situations of tension and disagreement, humility often tends to disappear altogether, as all parties feel the need to justify their positions. To be sure, we must speak our point of view clearly and not allow ourselves to be intimidated. However, we must never step over the line and attempt to intimidate others by inflating ourselves. Cultivating humility helps us to recognize when that line is being crossed. Humility, without sacrificing self-respect, respects the points of view of others. Conflict resolution cannot happen without it.

Commitment is the fourth necessary quality. We have all known of agreements that failed because one or more of the parties signed and promptly violated their commitment to the accord. And here I would insert a caution regarding, once again, humility. For when we attempt to use our power to impose an agreement on an unwilling party, when we forget about humility and resort instead to intimidation, then the signature we get from the other party is not likely to be accompanied by a strong degree of commitment. At the same time, each of us must be responsible for making commitments in good faith, and adhering to the commitments we do make.

The fifth necessary quality for participants in successful negotiations is willingness to compromise. Given that negotiation and conflict resolution only happen when there are two or more parties with at least some opposing views, it is perhaps obvious that compromise will be necessary to resolve the disagreement. Despite the obvious need to compromise, however, we repeatedly witness parties going into negotiations determined to give up nothing, and to get everything they demand. Obviously, if both or all parties behave this way, there will be no solution. But even if one side is willing to compromise and the other is not, any solution agreed will not be a real resolution of the conflict, but only the imposition of the will of the more stubborn party. This type of agreement seldom holds, as the party who has compromised in good faith, while the other has not, will leave the negotiations feeling bullied and taken advantage of. These resentments grow and eventually rekindle the conflict.

Conflict resolution can only be successful when it is carried out in an atmosphere of trust. Building trust is perhaps the most difficult but also most essential job of the peacemaker. Our peace process in Central America faced dogged opposition from the Reagan administration in Washington, who tried to convince all the other Central American leaders that the government of Nicaragua could not be trusted to keep the agreement it had signed. Of course, we all know that the U.S. during those Cold War years had its own agenda and interest in maintaining support for the armed Contra rebels in Nicaragua at that time. And so, in the face of an agreement which, among other things, stipulated an end to outside intervention in the Central American conflicts, the government of the United States resorted to sowing the seeds of mistrust in order to retain their position in our region. In the end, Mr. Reagan was wrong. The Sandinista government did hold democratic elections, and did abide by the results, even though they lost. Despite strong pressure and great obstacles, our efforts at negotiating with each other in good faith, and trusting even when it wasn't easy, were rewarded by the establishment of a real peace based on democracy. And although there are still problems, I believe we can say that democracy in Central America is irreversible now.

I have been speaking about conflict resolution in the context of wars and armed confrontations. However, the skills and attributes I have been talking about are just as necessary in the more mundane worlds of everyday politics, business, and organizational life. For conflict is a natural part of life in all spheres, and if handled well, it can be quite healthy. In the business world, differences of opinion among colleagues signal an appropriate level of critical thinking. Harnessing that critical thinking and channeling everyone's energy towards creative solutions is the task of a well-trained leader.

Looking at the political sphere, we all know that the hallmark of a strong democracy is the freedom people have to disagree with each other, and especially to disagree with the State. Political parties with differing views on how to meet the challenges of the day, or even on what the main challenges are, are as vital to democracy as food and water are to human survival. But what happens when such disagreements and differences of opinion are not met with the necessary leadership to turn conflict into compromise? We tend to see powerful groups attempting to strong-arm the opposition, or equally intransigent parties wasting time, sometimes money, and always public trust by turning disagreements into standoffs which drag on indefinitely.

I believe that many of today's well-established democracies are in trouble because they lack leadership for the resolution of conflicts. People lose confidence in their governments when they see legislators, month after month, accomplishing nothing for the country because they are so entrenched in their political positions that they refuse to collaborate or compromise. A few years ago, the government of the United States, the most prominent democracy in the world, was actually shut down because legislators could not—or would not—come to an agreement over the budget for that fiscal year. I mention this example only because it is probably the most well known. I am sure that each of you can think of others, in your own countries, states, or towns. Here in Costa Rica, a country whose democracy goes back more than one hundred years, the important position of Ombudsman recently went vacant for nearly three months while legislators politicized the selection of someone who is supposed to be a non-political defender of all the Costa Rican people.

Patience, perseverance, humility, commitment, and compromise. Wouldn't we all like these qualities to be more prominent in our elected representatives and business and organizational leaders? For these qualities are not only personal virtues, but also necessary job qualifications. They are what allow progress to be made in the face of ordinary, everyday conflict and disagreement. As leaders striving for excellence, my advice to you, my friends, is to do everything you can to cultivate and defend these values, in yourselves especially, and through your example, in your colleagues also.

In any of life's endeavors, very little is ever achieved by digging in your heels and clinging to a single point of view or way of doing things. On the other hand, I am not advocating floating on the wind and going along with whatever is popular at the moment. As leaders we certainly must stand for something, and must hold firm to our principles. But when our way of acting on our principles clashes with someone else's way of acting on theirs, let us remain calm and open, and negotiate a just middle ground. To return to the example of armed conflict for a moment, both sides in any given war may claim to be fighting for principles, but these principles mean very little to the families who lose their loved ones in violence that seems senseless. In light of the fact that civilians make up 90% of the casualties of today's conflicts, how can the principles of armies, rebels, or para-militaries justify such obscene destruction? I can assure you that the vast majority of the people in any of the conflict zones I mentioned earlier would rather have compromise and negotiation to end the violence, than continued bloodshed in defense of someone's principles.

If you'll indulge me for a few minutes more, I'd like to take a look at some current events on the world political scene in light of these criteria for effective leadership. Unfortunately, when we read or watch the news the type of leadership that most often stands out is that which embodies the opposite of peaceful conflict resolution. In the Southeast Asian country of Myanmar, we see a military junta which for eleven years has refused to recognize the democratically elected government, and instead holds its leaders under house arrest. One of those leaders, Aung San Suu Kyi, has repeatedly called for dialogue and a peaceful and non-violent transition to democracy. So far, her pleas have not been heeded, and the people of Myanmar continue to suffer distressing levels of poverty while military officials live a life of luxury and repress basic freedoms.

In Afghanistan, we know that the ruling Taliban wants nothing to do with dialogue or compromise. Instead, they base the oppression of women and the labeling of religious minorities on a fundamental interpretation of Islam that is rejected by nearly all of the other Islamic countries. It is important in this situation that we not demonize Islam itself, for we know that Hitler committed many atrocities in the name of his own version of Christianity, and we have seen Hindu nationalists in India inflame crowds by disparaging the Muslim and Christian minorities in that country. The common denominator among these leaders is not their religiosity, but rather their desire to exert absolute control and their willingness to use violence to achieve their means. If we want a world at peace, we cannot allow ourselves to fall prey to extremism of any sort. We should begin by examining our own hearts and minds and eradicating the seeds of exclusion, intolerance, and violence that exist within each one of us. We must weed our internal gardens to make room for the healthy plants of respect, compassion, integrity, and trustworthiness. With these qualities, we will be able to provide capable leadership in difficult situations.

Leadership which refuses to compromise is not limited to Asia and the Middle East. Here in the Americas, we also bear witness to stubbornness and intransigence on the part of some of our leaders. One example is the determination of the United States government to build a National Missile Defense system, in direct violation of the 1972 Antiballistic Missile Treaty with Russia. President Bush and his advisors have been traveling the world in attempts to win over governments who object to the plan, and yet this really seems to be more of a song-and-dance than a real attempt at dialogue. For all along, the message has been, "We will consult with our allies, but we are going to go ahead and do what we want to do, no matter what." It is widely acknowledged that the implementation of an NMD system would lead to increased arms build-up in China, Russia, South Asia and potentially the Middle East, and that it would actually decrease rather than increase global security. For now, the hopes of leaders around the world are pinned on the fact that the system is still years away from functionality and therefore implementation. But technical failures are a very poor basis for a sense of safety. Rather, safety and global security ought to be born of dialogue, diplomacy, and cooperation. Until the Bush team recognizes that the U.S. is just one of one hundred eighty-nine world governments, the other one hundred eighty-eight have good reason to be apprehensive.

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We could list many more examples of dangerous and frightening leadership in the world, but I believe you get the point. And let me add that not all the news is bad. We also bear witness today to many governments whose leaders do work tirelessly to reach fair compromises among opposing parties. The creation of the European Union and its ongoing struggles to integrate while preserving national cultures and law is a fascinating study in the art of negotiation and compromise. After many months of horrendous violence, negotiations are again showing some promise in the conflict between Israelis and Palestinians. There is much to be done there still, but it seems that there may be reason to hope. We also see peace negotiations happening in earnest in the Democratic Republic of Congo, whose conflict had sucked in the armies of six different countries along with various rebel groups.

And every day, my friends, people like you and me strive to resolve the conflicts that arise in our own corners of the world. By putting the tools of peace and negotiation to work, I am confident that we will be able to resolve the struggles between different interests, deal with

controversial positions, and come to peaceful and just solutions to our conflicts—whatever they may be. I hope that you will enjoy the rest of your stay here, and that you will have gained much from your participation in this leadership seminar. And most of all, I wish you great success in all of your endeavors.

Thank you.

POLITICAS DE VIVIENDA

La experiencia de Costa Rica

Fernando Zumbado

ANTECEDENTES

Costa Rica fue afectada por una severa crisis económica a principios de los 80, con una drástica caída del producto, niveles de inflación sin precedentes y una fuerte devaluación de la moneda.

Esa crisis tuvo repercusión en el sector de la construcción y sobre todo en los programas habitacionales, los que sufrieron una caída en relación con la tendencia observada en la década anterior.

Al aproximarse la elección presidencial de 1986, las encuestas mostraban la carencia de vivienda como una de las mayores preocupaciones de la gente. Se dieron además en esa época invasiones de terrenos, a escala no experimentada en el país, promovidas por grupos organizados, cuya única meta era la adquisición de viviendas para sus integrantes.

En este contexto una de las promesas de campaña del candidato que eventualmente resultara triunfador, Oscar Arias, fue la construcción de 80.000 viviendas en 4 años; esta promesa se hizo en el contexto de un promedio de construcción anual en el país cercano a las 15.000 viviendas, con el punto más bajo alcanzado en 1984, de 11.892, producto precisamente de la crisis señalada. Era notoria también la pérdida de poder adquisitivo de la población, resultante en el hecho de que la mayoría de las familias no podían acceder a una solución mínima en las condiciones de mercado imperantes.

La situación que se encontró en 1986 fue la de un sector sin coordinación, con entidades desfinanciadas por los elevados índices de morosidad y una amplia capa de la población sin capacidad de pago para acceder al crédito disponible. En efecto, el subsidio disfrazado existente consistía en el no pago de las obligaciones de las familias atendidas, sobre todo por el Instituto Nacional de Vivienda y Urbanismo, que por cierto no eran las familias más pobres del país.

Hacerle frente al problema requirió replantearse el papel del Estado, crear nuevas instituciones y desarrollar mecanismos de participación que canalizaran las demandas sociales que parecían desbordar la capacidad del Estado.

ARREGLOS INSTITUCIONALES

Creación Del Ministerio De Vivienda Y Asentamientos Humanos

La política de vivienda y asentamientos humanos y la coordinación de las entidades ligadas al sector, así como los nexos con organizaciones de la sociedad civil fueron responsabilidades asignadas al Ministerio de Vivienda, como ente rector del sistema. Anteriormente las responsabilidades estaban fragmentadas. Un ente autónomo era la institución que mayores facultades tenía, lo que dificultaba el liderazgo del sector.

Considerando la prioridad del programa, la debilidad de las entidades existentes, así como la necesidad de procurar el trabajo coordinado con otros ministerios, como el de Transportes y con otras instituciones responsables del agua potable y la electricidad, además de municipios y entes financieros, fue fundamental dar el rango político e institucional adecuado al ente responsable por la rectoría del sector.

Creación Del Sistema Financiero

La columna vertebral del sistema financiero creado es el Banco Hipotecario de la Vivienda (BANHVI), banco de segundo piso, para el descuento de hipotecas, relacionado con entidades autorizadas y no directamente con el público. La presidencia del Banco tradicionalmente ha recaído en el Ministro de turno.

En el Banco se crean dos fondos:

1. Fondo de Subsidio para la Vivienda (FOSUVI)
2. Fondo Nacional de la Vivienda (FONAVI)

Para el FOSUVI se asigna el 3% del presupuesto nacional (en 1988 esto representaba \$20 millones anuales) y una tercera parte de un fondo existente para el desarrollo social (esto representaba alrededor de otros \$20 millones anuales).

El FONAVI se nutre del 25% de las inversiones de corto plazo de la Caja Costarricense del Seguro Social (\$12 millones) donaciones (de capital semilla de la AID \$50 millones) y de títulos de las asociaciones de ahorro y préstamo.

El Banco debe velar por la sostenibilidad financiera de los fondos que nutren al FONAVI, garantizando rendimientos de mercado a los aportes de las entidades que le nutren, entre otros los fondos de pensiones que administra la seguridad social. Los fondos que alimentan al FOSUVI son de otra naturaleza, y una vez colocados en las operaciones

por medio del mecanismo del bono familiar, no permiten ninguna recuperación, aunque inicialmente la intención era otra.¹

Entre las entidades autorizadas, responsables del trato con el público y de tramitar las operaciones de crédito, están los bancos comerciales, las asociaciones de ahorro y crédito, algunos organismos cooperativos, entidades públicas ligadas tradicionalmente a la vivienda y fundaciones especializadas en el crédito habitacional.

EL BONO FAMILIAR DE LA VIVIENDA

El bono es un subsidio directo a la familia. El monto por asignarse depende de: el ingreso familiar total, el tamaño de la familia y el costo de la solución habitacional.

De acuerdo con la legislación original, se trataba de un préstamo a 25 años, sin intereses, con un periodo de gracia de hasta 15 años. Una vez iniciados los pagos estos podrían llegar a cubrir el 5% de los ingresos familiares. Posteriormente el bono se convirtió en una donación, resultado de una promesa electoral aduciendo dificultades de cobro.

Las operaciones sujetas al subsidio se limitaban a aquellas familias cuyo ingreso total fuera inferior al equivalente a 4 veces el salario mínimo, a construcciones de un máximo de 60 metros cuadrados, cuyo valor no superara los 10 mil dólares. Actualmente de estos parámetros se ha alterado solamente el referido al valor, habiendo subido a \$12.500.

El sistema funciona mezclando un préstamo en condiciones de mercado provenientes del FONAVI con el subsidio. A niveles bajos de ingresos el peso del bono en la solución total es mayor, hasta del 100% en el caso de familias cuyo ingreso represente los dos deciles más bajos (menos del salario mínimo vigente). El subsidio lo reciben familias con ingresos inferiores a 4 veces el salario mínimo vigente.

En el gráfico Figura 1 se muestra el porcentaje de la hipoteca que representa el subsidio por deciles de población de acuerdo al ingreso familiar en 1988.

1. Una idea para el financiamiento del subsidio

Como se señaló, es imperativo contar con recursos que no obligan a la recuperación. Hoy en día el clima para la obtención de donaciones para países de ingreso medio no es muy propicio. Una de las posibilidades que sí se dan para la generación de recursos es la venta de servicios ambientales, por medio de los denominados mecanismos flexibles del cambio climático.

A través de estos mecanismos un país en vías de desarrollo en condiciones de secuestrar gases con efecto invernadero, puede emitir certificados los que se venderían a algún país desarrollado, interesado en adquirir ese servicio ambiental.

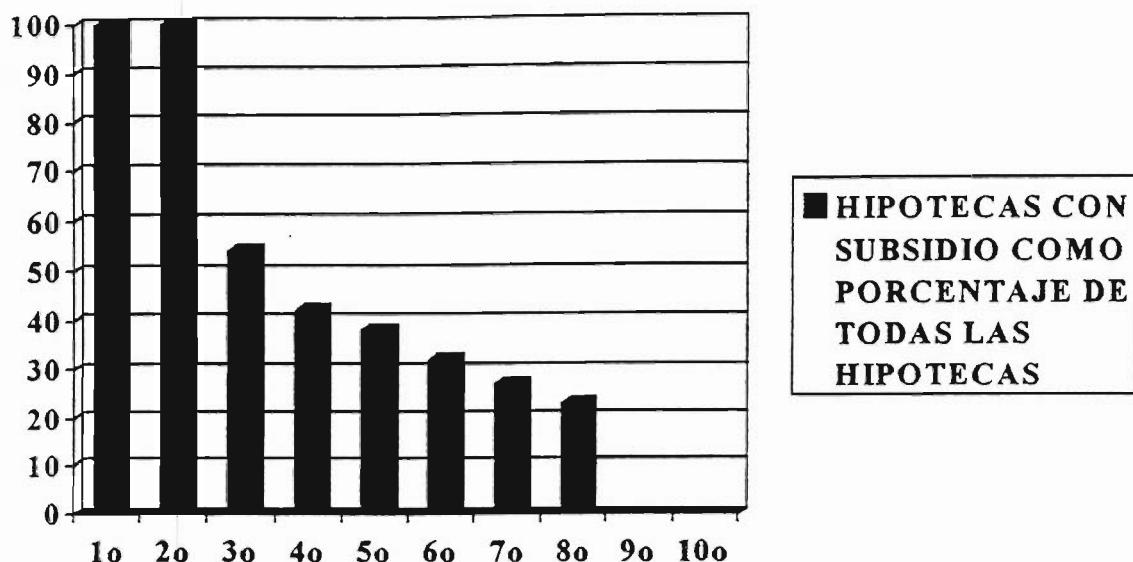
Si un país tiene áreas de reserva o propiedades del Estado que pueden ser incorporadas en un régimen forestal, una vez cuantificadas las posibilidades de captación se emiten los certificados de acuerdo a procedimientos establecidos internacionalmente.

Otra posibilidad es, una vez obtenidos los recursos semilla, trabajar con particulares, a lo largo de una cuenca por ejemplo, que estén dispuestos a reforestar recibiendo un monto por hectárea reforestada anual. En el caso de Costa Rica el monto estipulado es de \$50 por hectárea, calculado en base a que la reforestación en este tipo de esquema deja más utilidades que una actividad como la ganadería.

Se podría concebir un programa que combine: reforestación, generación de empleo, alivio a la pobreza rural y el financiamiento de un programa de viviendas, así como la prestación de un servicio ambiental a la humanidad.

Con los supuestos más conservadores que se puedan asumir por cada hectárea se derivarían \$365.

HIPOTECAS CON SUBSIDIO COMO PORCENTAJE DE TODAS LAS HIPOTECAS DE ACUERDO AL INGRESO FAMILIAR MENSUAL 1988 (población por deciles)



Conforme aumenta el ingreso, el peso relativo del subsidio decrece y pesa más la hipoteca de primer grado que se da en condiciones de mercado, a esto se le denomina el crédito base. El bono representa una hipoteca secundaria.

La combinación de estos dos instrumentos, el crédito base y el bono familiar produce un efecto equivalente a tasas de interés diferenciadas, que varían del 0% para los niveles de ingreso más bajo, hasta tasas más cercanas a las de mercado para familias con ingresos que llegan al nivel más alto permitido por la legislación. Para la mitad de las familias que recibieron bono familiar entre el 86 y el 90, la tasa promedio de interés fue inferior al 15%, cuando las tasas de mercado fluctuaban entre el 26 y el 28% anual.

En el caso costarricense, el porcentaje de las familias posibles beneficiarias del programa, con los topes de ingreso permitidos, alcanzaba el 80%, lo que refleja la ampliación de la demanda que el subsidio permitió. En condiciones de mercado 6 deciles de la población no tenían acceso a una solución mínima, que en aquel entonces representaba cerca de \$4.000 por vivienda, hoy \$5.100.

En el cuadro siguiente se indica en dólares la relación existente para algunos niveles de ingreso traducidos a dólares, el bono estimado a ese nivel y el crédito base, así como los parámetros actuales del programa.

Cuadro 1

CUADRO REFERENCIA DE BONO SEGUN INGRESO EN DOLARES OCTUBRE 2000		
INGRESO	BONO ESTIMADO	CREDITO BASE ESTIMADO
200	5.100	—
320	4.330	4.488
479	3.191	6.732
640	2.054	8.974
800	847	11.408

PARAMETROS	
Salario Mínimo	200
Bono Máximo	5.100
Bono Mínimo	847
Credito Base	22.25%
Plazo	15 años

RESULTADOS DEL PROGRAMA

En 1986 el número de viviendas en propiedad era 381.958, el 51% en las zonas urbanas. Ocho años después, el total ascendía a 538.884, un 41% de incremento, con un 54% en las zonas rurales; este último dato es interesante porque prueba que el programa evitó el sesgo urbano que algunos temían al inicio. Las viviendas en alquiler representaban en 1986 el 21% del total, en 1994 representaban el 14%.

El número de viviendas construidas por año pasó de 11.892 en el momento agudo de la crisis, 1983, a 26.150 en el año 1993 para luego volver a caer. En la época comprendida entre el 86 y el 90 se alcanzó el compromiso asumido con la construcción de más de 80 mil viviendas, tanto del sector privado como con el impulso del sector público.

DIFICULTADES

Junto al indiscutible logro de reordenar al sector, incluyendo la creación de un sistema financiero y el aumento en la producción de viviendas, el énfasis en alcanzar la meta cuantitativa produjo algunas distorsiones; la inversión pública que tenía que acompañar el programa no creció al mismo ritmo, provocando en ocasiones desfases en la prestación de algunos servicios básicos, a pesar de que las familias atendidas que vivían en asentamientos informales vieron mejoradas sus condiciones de vida sustancialmente. Los programas incluían agua potable individual, electricidad y la disposición de aguas negras.

Problemas surgen en obras de saneamiento ambiental, lugares de esparcimiento, áreas verdes. El desafío para el país en la actualidad precisamente es corregir esas deficiencias. Sin embargo, debe reconocerse que la presión social y la necesidad de cumplir con lo prometido atentaron contra el ordenamiento urbano; este hecho, junto a la debilidad de los gobiernos municipales impone nuevos desafíos al país en las zonas urbanas.

Con el tiempo el mecanismo del bono se ha ido convirtiendo en un botín político para el gobierno de turno. Esto obliga a replantearse los criterios de selección y de funcionamiento del Banco Hipotecario. Es recomendable separar el manejo de los fondos de subsidio de los otros recursos que maneja la institución para el descuento de hipotecas.

De las lecciones aprendidas, como elementos claves para una exitosa política de vivienda, señalaría los siguientes:

1. Una fuerte voluntad política es un elemento necesario para el éxito de la política de vivienda.
2. Pero no es suficiente, debe tenerse mucha claridad técnica sobre metas, mecanismos, institucionales y financieros.
3. La solución para los más pobres requiere de una política clara de subsidios, pero con especial cuidado dado el riesgo de caer en el clientelismo que se presenta con los subsidios a la demanda.
4. Un programa de vivienda bien concebido cuenta con el aporte del Estado, del Sector Privado y de las familias que participan en el mismo.
5. Garantizar la sostenibilidad del sistema financiero a largo plazo requiere que recursos de mercado se manejen como tales, a tasas de mercado y los de subsidio provengan con transparencia del presupuesto nacional o donaciones.

ANEXO 3

FOTOGRAFÍAS





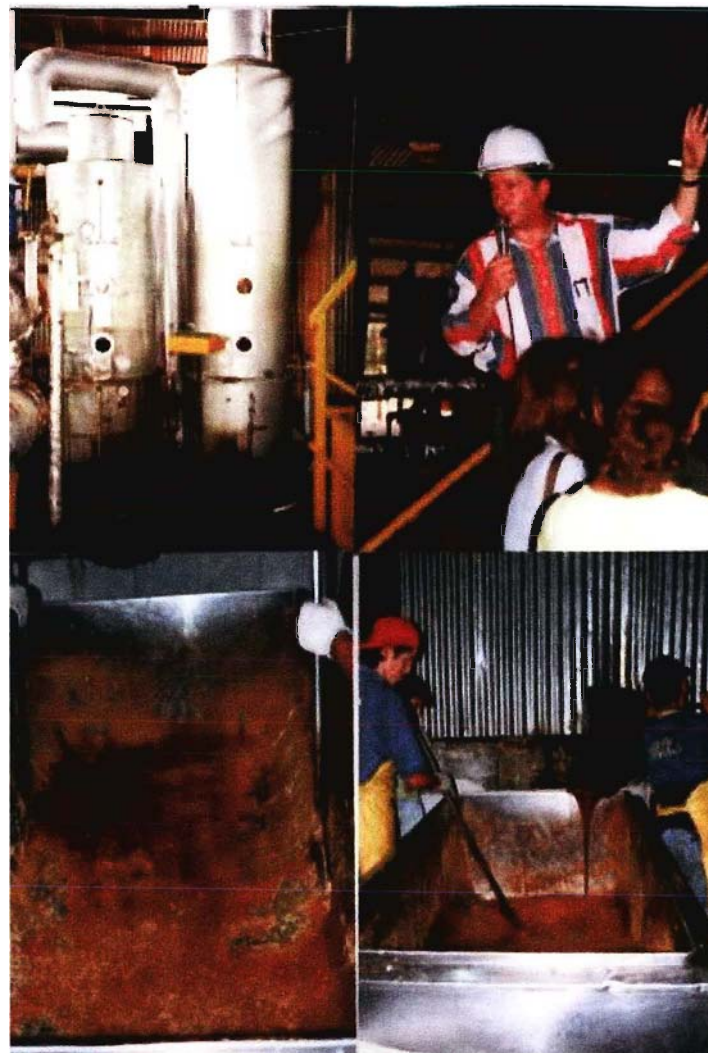
Viaje Turrialba

11



BAR REST. LA CASTA







Ex presidentes y ex ministro de la vivienda

12

