

IICA



GUIDELINES FOR THE
WORK OF THE CENTER
FOR INVESTMENT PROJECTS (CEPI)
WITHIN THE FRAMEWORK OF
THE MEDIUM TERM PLAN

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OFFICIAL DOCUMENTS SERIES No. 44

WHAT IS IICA?

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the Inter-American system. The Institute was founded on October 7, 1942 when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute of Agricultural Sciences.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, promote and support cooperation among the 31 Member States, to bring about agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its twelve observer countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agricultural Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection.

These fields of action reflect the needs and priorities established by the Member States and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

The Member States of IICA are: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela.

The Observer Countries of IICA are: Arab Republic of Egypt, Austria, Belgium, Federal Republic of Germany, France, Israel, Italy, Japan, Netherlands, Portugal, Republic of Korea and Spain.



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INTRODUCTION

As set forth in the 1987-1991 Medium Term Plan (MTP), approved by IICA's member countries at the Third Special Meeting of the Inter-American Board of Agriculture (IABA), held in Mexico from October 27 to 29, 1986, the operating structure of IICA consists of the management structure, the technical cooperation units and CATIE. The management structure is composed of the Office of the Director General, the management support units, the units for supervision of operations and the system for planning and evaluation. The technical cooperation units are made up of the program directorates, the national offices and the technical support units.

The technical support units provide specialized technical services to reinforce and complement the work of the program and area directorates and the national representations to which they are duly assigned.

The technical support units are: the Center for Investment Projects (CEPI), the Inter-American Agricultural Documentation and Information Center (CIDIA) and the Computerized Information Service.

The general guidelines set forth in the Medium Term Plan call for a specific document which lays down the guidelines and strategy for CEPI action in greater detail, thus providing a more thorough and concrete picture of the Center for the countries, IICA's technical staff, current and prospective donors and other interested organizations and private parties.

This document contains five sections, including the introduction. The second section defines the parameters of CEPI's work strategy, which must be flexible and complementary in order to be able to meet the demand for its services in its four areas of concentration. The development of said areas requires that CEPI update its skills and strengthen its operating

structure --a subject which is dealt with in section three of this document. Section four, "Strategy and Plan of Action," establishes criteria for ranking CEPI's activities in order of priority and describes pertinent operating procedures. The last section reports on the resources available to CEPI for carrying out the proposed actions.

Martín E. Piñeiro
Director General

I. GUIDELINES OF THE MEDIUM TERM PLAN 1/

The 1987-1991 Medium Term Plan (MTP) is the document in which the members countries -- through the IABA -- establish guidelines for the action of IICA during the stated period, based on the permanent objectives of the Institute and priorities in the Americas.

Accordingly, "the guidelines for cooperation" of the five programs defined in said Plan must use as a frame of reference the objectives, general strategy and specific recommendations for the programs as outlined in the MTP for the period.

1.1 General Objectives

The general objectives established for IICA action during the period at hand include "encouraging, promoting and supporting the efforts of the Member States to: propel the development of the agricultural sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source of foreign exchange; intensify modernization and increase production efficiency in the agricultural sector; and pursue regional integration."

The MTP furthermore states that the foregoing requires setting strategies for production, marketing and processing that will increase the value of agricultural production, maximize participation and ensure just distribution; increasing the incorporation of appropriate technology so as to maintain the traditional comparative advantages and competitiveness in a framework of equitable distribution of benefits

1. "1987-1991 Medium Term Plan," IICA, approved by the Inter-American Board of Agriculture at its Third Special Meeting, Mexico, Official Documents Series No. 35, 1986.

and conservation of natural resources; and promoting joint actions that facilitate better use of available resources and develop production and trade complementarity.

1.2 General Strategy

In pursuit of these objectives, the MTP prescribes the following four-point strategy:

- a. Concentration of efforts and technical leadership in a small number of subject areas of high priority for the member countries.
- b. Setting priorities on certain functions and types of action for which IICA is known to have greater experience and clear operational advantages over other organizations.
- c. Redesign of the operating structure to allow for concentration and technical excellence in the subject areas of the programs; decentralization and increased flexibility and responsiveness.
- d. An increase in the supply and effectiveness of external resources.

1.3 CEPI's Role

The MTP underscores the existence of new needs resulting from the crisis affecting the countries in the region and, on that basis, defines a strategy which stresses forging stronger links between IICA's various technical and administrative entities in an effort to improve its capacity to respond effectively.

One of these needs --the allocation of limited resources for funding and implementing development programs and projects-- constitutes a real challenge for IICA in the field of agricultural preinvestment. In order to rise to this challenge, IICA must tailor its operations so as to be able to meet the needs of the countries in this domain in a timely and effective fashion and better coordinate its actions in the pursuit of efficiency.

Within IICA's operating structure, the Center for Investment Projects (CEPI), attached to the Office of the Assistant Deputy Director General for Operations (ADDGO), works with the member countries and with IICA's units to identify, prepare and evaluate projects; assist in the preparation of IICA's technical cooperation projects, providing training services and designing methodologies in this same field. CEPI is one of IICA's technical support units which provides direct services to the member countries in its area of expertise.

The Center's functions are outlined in the MTP; it states that CEPI should upgrade its technical capacity and provide cooperation in its field of action to support IICA's endeavors in the hemisphere. In this way CEPI reinforces the work carried out by the Programs and the Directorate of Programming and Evaluation, and by the countries, through the respective Area Directors and IICA's representations in the countries.

CEPI is set up to respond to requests made from the member countries to IICA. Accordingly, its work plan, subject to rigorous scrutiny prior to the commitment of resources, must enjoy a certain degree of flexibility so as to be able to respond promptly to situations not envisaged in the annual operating program. The plan also involves the development and/or use of conceptual orientations and technical tools to help in understanding the overall situation of the countries and its relationship to the agricultural

sector. This is particularly important in light of the current regional crisis, in order that closer ties may be forged between adjustment and stabilization plans, programs and projects designed to revitalize the sector.

II. STRATEGIC GUIDELINES FOR CEPI ACTION

CEPI's functions are reflected in its plan of action and in the budget allocated for its implementation. The plan is designed and implemented in coordination with the Office of the Assistant Deputy Director General for Operations. It is prepared with the following related elements in mind: i) cooperation with the Program Directorates and the Directorate for Programing and Evaluation (DIPROE); ii) support to IICA's Representations in the countries through the Area Directors in the shape of specific activities and projects under the responsibility of technical personnel in these offices, and iii) support to the countries in the preparation of projects to be submitted for funding to different organizations.

2.1 Strategic Guidelines

The guidelines contained in the Medium Term Plan serve to structure CEPI's role within IICA. They aim to strengthen IICA and, at a different but no less important level, they seek to provide ongoing support to national entities responsible for identifying, preparing and evaluating agricultural investment projects.

These guidelines propose four modes of operation:

2.1.1 Revision and improvement of CEPI's ability to analyze the preinvestment process for agricultural development projects and/or programs, and their impact at the micro- and macroeconomic levels

The main objective of this component is to strengthen CEPI's operating capacity. The following activities, among others, work toward that end: procurement of funds for specific proposals; preparation of tools that improve the effectiveness and efficiency of the training process; provision of advanced training to the Center's technical personnel; design of methodologies, schemes and materials suited for this training, as well as for the formulation and implementation of activities described below.

In areas where CEPI lacks sufficient expertise, it should establish relations with national and regional financial and technical cooperation organizations and develop ties with a core group of professionals with whom to begin its work.

2.1.2 Strengthening horizontal cooperation with Program specialists at Headquarters and in the countries

Relations with project specialists in the countries and the Project Unit for the Caribbean should be broadened to encourage their incorporation into a hemisphere-wide network of specialists in project identification, preparation and evaluation under the technical guidance of CEPI. This network will improve IICA's capacity to respond to the specific needs of the countries and will contribute to developing a standard method and approach in this area. The network will also serve as a vehicle for increasing efficiency in the use of the institution's human and financial resources.

CEPI also works in coordination with IICA's Programs in order to ensure fulfillment of the Institute's technical, conceptual and institutional policy guidelines. This link facilitates: i) feedback between said entities; ii) horizontal cooperation between CEPI and the Programs, and iii) coordination between the Programs for the formulation of specific work proposals in the countries.

2.1.3 Improving ties with national institutions responsible for project identification, preparation and evaluation, and related training

Effective coordination with national institutions is of vital importance when diagnosing their needs and providing a timely response to them. This relation should be forged through IICA's Representations in the countries.

2.1.4 Participating in the Institute's in-house staff training, in CEPI's area of expertise

One of CEPI's main functions is to provide training to the technical cadres of the Institute, based on a determination of needs, defined jointly by the Office of the Assistant Deputy Director General for Operations and the Program Directors.

2.2 Areas of Concentration

CEPI's purpose and function, like the guidelines and types of action described, also involve four complementary areas in which it will concentrate its efforts: i) preinvestment and evaluation; ii) training in agricultural projects; iii) analysis and design of project methodology, and iv) direct technical cooperation. CEPI also conducts a series of activities

aimed at improving its efficiency in the aforementioned areas, in order to improve its capacity to meet the needs of the countries and of IICA, and to strengthen the Institute itself.

2.2.1 Preinvestment and evaluation

Attention will focus on the identification and selection of agricultural investment projects, including preparation and evaluation.

This will entail the design and application of pertinent methodologies suited to the nature of the problem at hand; identification of the type of information required and ways in which to organize that information; interpretation of results concerning their technical, financial, institutional, economic and social feasibility, and determination of appropriate indicators for evaluating project impact.

With this component CEPI will support the work of the Programs and of IICA's Representations in the countries through direct technical cooperation, preparation of studies and projects, counselling in specific subject areas, and training in project preparation and evaluation. The experience gained through follow-up can be documented and used to develop training materials.

2.2.2 Training in agricultural projects

Training will focus on the development and application of techniques and methods used for preinvestment analysis and the evaluation of investment projects in the agricultural sector. CEPI's activities in this area will reflect the general training strategy pursued by IICA.

Teaching methods will be tailored to the needs and level of the participants in the training events.

Insofar as possible, the foregoing will be coordinated CEPI's work in the area of preinvestment and evaluation. CEPI will help design training workshops and participate in them as an integral part of its actions in this area.

Efforts will also focus on selecting and strengthening national and regional training units and on consolidating in-service training systems. In this way, training actions will be integrated into the network of project specialists mentioned earlier.

Training will make use of materials compiled and/or produced from the analysis and development of project methodologies. The training process will also respond to an established support program, based on requests or specific commitments to the countries and a medium-term, systematic solution aimed at helping the countries overcome their difficulties in developing and maintaining their project preparation skills.

2.2.3 Analysis and development of methodologies for project preparation and evaluation

This is an important component associated with the strengthening of CEPI as pertains its function as a technical support unit. Its focus should be on the preparation of teaching and technical materials concerned with preinvestment and evaluation.

Special attention will be given to the study, adaptation and design of methodologies for the financial, economic and social evaluation of projects; the determination of their distributive, foreign exchange and fiscal effects; the production of information required for the foregoing, and the production and analysis of indicators (expected and real) of the projects' impact, including their micro/macro suitability.

Development of this area involves selecting and obtaining pertinent materials and documents, as well as reviewing and analyzing them in order to generate and complement the documentation on project experiences and the presentation of the results of this analysis. This will contribute to the production of teaching and technical materials for use in the aforementioned areas. Following testing or evaluation in specific events (training, application in projects and studies), these materials could be published officially.

This procedure is directly related to the strengthening of CEPI. It could include the establishment of CEPI's own internal mechanisms which would enable it to take maximum advantage of the results obtained from seminars and technical discussions organized by other IICA units and specialists.

2.2.4 Direct technical cooperation

This area deals with technical cooperation activities with the member countries and with other Institute units. CEPI will provide direct assistance in preparing projects to be funded by different sources and in training Institute and national personnel in project preparation and evaluation.

At the same time, and in coordination with the Directorate for Programming and Evaluation and the Program Directorates, CEPI will help prepare the technical cooperation projects which have been identified and will be implemented by the IICA Representations in the member countries.

III. STRENGTHENING CEPI

Since its inception in July 1982, CEPI has been working almost exclusively on project preparation and related training. However, the growing demand for

its services, on the part of the Program and Area Directorates and the countries, has prompted CEPI to search for mechanisms and strategies that upgrade its capacity to expand and improve its performance in its sphere of expertise.

3.1 Actions to Upgrade CEPI

This refers to other actions CEPI will take to increase its capacity to respond to needs arising from the application of the general strategy of the Medium Term Plan.

a) Internal training

CEPI operates within a extremely dynamic field: agricultural preinvestment activities continually incorporate new analytical and methodological criteria which increase their level of interaction with other phases of the project cycle, with investment planning and the definition and analysis of macroeconomic development policies and their impact on agriculture. Thus CEPI personnel attend refresher courses to update their technical skills. They also work closely with similar units and organizations on activities that help broaden their experience.

Attendance at and participation in activities of this kind will constitute part of CEPI's work. Technical and financial resources or other temporary resources provided for in the Center's operating budget will be used for these activities. The program budget will also provide for the purchase of pertinent and complementary materials for CEPI's staff training activities.

b) CEPI projects

In this complementary component of CEPI's program, projects will be identified and prepared for giving concrete solutions to obstacles hindering the

consolidation of its area of attention. Growth will be gradual, in keeping with the increase in the demand for its services.

One important obstacle is the lack of pertinent information for conducting economic analyses of production alternatives, which includes developing conversion factors for calculating efficiency prices. In this respect, a country-level project should be designed for organizing and implementing a mechanism to compile, edit and publish data for the purposes of these analyses. Later, the project can be expanded to the multinational level, so as to generate indicators on the performance of agriculture.

CEPI will draft proposals on other similar areas as well. These "CEPI Projects" can be submitted to the consideration of outside organizations for funding.

IV. STRATEGY AND PLAN OF ACTION

By virtue of its role as a technical support unit faced with a demand which exceeds its current capacity to respond, CEPI's plan of action and respective operating budget will seek to strike a balance between the regions, countries and programs. This balance should reflect the real demands of the users and should be sufficiently flexible to respond effectively in support of all of IICA's operating units. To that end, the Office of the Assistant Deputy Director General for Operations has defined a series of criteria and procedures for ranking the priority of CEPI's activities and tasks.

4.1 Criteria for ranking activities

CEPI's activities, including requests for its support from other IICA units, should:

- i) be in keeping with the strategy of the Programs of the MTP; they should be used as formal criteria for ranking proposals made to the Center.
- ii) establish certain balance for cooperation actions by region, country and program, bearing in mind the relative level of development in the different countries;
- iii) CEPI input should be inversely proportional to the amount of human resources at the IICA Representations in the countries;
- iv) be in keeping with the orientation and/or areas of CEPI action;
- v) have assigned to it necessary human and financial resources, either by the Center or the respective unit, and
- vi) be very likely to generate additional external resources.

4.2 Operating Procedures

In order to systematize its work, CEPI will keep an updated file of all requests received, from which it will select those to be implemented during the stated period.

Requests for assistance received by CEPI will be updated by the Office of the Assistant Deputy Director General for Operations, with input from CEPI and guidelines from the Director General. The Office of the Assistant Deputy Director General for Operations and the CEPI Directorate will determine the order of priority of the work to be conducted, in accordance with the approved operative budget and pertinent rules and regulations.

4.3 Operating Plan

Bearing in mind IICA's strategic guidelines and internal rules, CEPI, through the Directorate for Programming and Evaluation, will prepare an annual operating plan that reflects: i) CEPI's own activities conducted with quota and external resources, and ii) activities requested by the countries or programs, and financed by them with quota resources, CATIs or external resources. This plan will aim for a certain degree of flexibility to handle, whenever possible, unanticipated requests for short-term actions with funding obtained from the countries or CEPI itself.

V. AVAILABLE RESOURCES

5.1 Human Resources

Table 1 shows the list of international and local technical personnel assigned to CEPI to meet the requests for technical assistance from other IICA units and to conduct the Center's own activities and those associated with the IICA/IDB Agreement.

As part of the strategy to strengthen CEPI, the Directorate of External Relations has already approached the observer countries and international organizations seeking the services of associate experts in the areas of markets and marketing, institutional analysis and information sciences.

5.2 Equipment

CEPI is equipped with two WANG microcomputers, which IICA has reinforced with an IBM terminal linked

to the central unit and an XT microcomputer. The incompatibility of the equipment described above will be remedied in the near future in order to enable CEPI to take advantage of the vast array of programs available and thus improve the Center's efficiency.

5.3 Financial Resources

The financial resources assigned to CEPI for 1988 and 1989, both from quotas and external resources, are shown in Table 2. The table groups CEPI activities by general areas of activity.

TABLE 1
CURRENT LIST OF CEPI PERSONNEL

NAME	PROFESSION	POST AT IICA	CLASSIFI- CATION
Caro Jorge	B.A. Econ., M.B.A.	Proj. Analyst	LPP(**)
Casás Roberto	Agronomist, M.A. Agric. Economics	Specialist in Project Prep. and Management	IPP(*)
Colmenares Humberto	Econom.,M.Sc. Ph.D Agric. Economics	Specialist in Training and Project Method. and Design	IPP
Espinoza Nelson	Agronomist	Specialist in Project Prep.	IPP
Monnerat Joao Bosco	Econom.,M.A. Economics	Project Specialist	IPP
Sánchez Eugenio	B.A. Econom.	ICI Coop. Spanish Government	Associate Personnel IICA
Sepúlveda Sergio	Econom.,M.Sc. & Ph.D Econ.	Project Specialist	IPP
Teruel Rodolfo	Economist, M.B.A.	Project Analyst	LPP

(*) International Professional Personnel

(**) Local Professional Personnel

TABLE 2

DISTRIBUTION OF QUOTA AND EXTERNAL RESOURCES
FOR CEPI PROJECTS/SERVICES IN 1988-1989

(Thousands of US\$)

PROJECTS/SERVICES	1 9 8 8		1 9 8 9	
	Quotas	External Total %	Quotas	External Total %
1. Management and Supervision of Center Activities	93.9	- 93.9 17.8	96.5	- 96.5 17.6
2. Training in Project Identification and Preparation	105.8	- 105.8 20.0	109.7	- 109.7 20.0
3. Project Identification and Preparation	155.4	- 155.4 29.5	167.0	- 167.0 30.4
4. Preparation of Projects for External Resources	4.2	168.5 172.7 32.7	5.5	170.6 176.1 32.0
T O T A L	359.3	168.5 527.8 100.0	378.7	170.6 549.3 100.0

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- 1 **General Plan of IICA**
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(1970 -- English and Spanish)
- 3* **CIES Resolutions on Rural Development**
(1971 -- Spanish)
- 4 **Eleventh Annual Meeting of the Board of Directors -- San Salvador, El Salvador, May 5 to 9, 1972**
(English and Spanish)
- 5 **Sixth Inter-American Conference on Agriculture -- Lima, Peru, May 27 to June 2, 1971**
(Spanish)
- 6* **Twelfth Annual Meeting of the Board of Directors -- Santiago, Chile, May 10 to 13, 1973**
(English and Spanish)
- 7 **Principal Resolutions of the Board of Directors -- Washington, D.C. 1962 to 1972**
(English and Spanish)
- 8 **Thirteenth Annual Meeting of the Board of Directors -- Caracas, Venezuela, May 16 to 18, 1974**
(English and Spanish)
- 9* **Fourteenth Annual Meeting of the Board of Directors -- Ottawa, Canada, May 6 to 9, 1975**
(English and Spanish)
- 10* **Implementation of IICA's General Plan (Elements for Analysis)**
(1976 -- English and Spanish)
- 11 **Fifteenth Annual Meeting of the Board of Directors -- Washington, D.C., May 6 to 12, 1976**
(English and Spanish)

* Out-of-print.

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- 12* Simon Bolivar Fund – Rules and Regulations
(1977 -- English and Spanish)
- 13* Sixteenth Annual Meeting of the Board of Directors – Santo Domingo,
Dominican Republic, May 11 to 19, 1977
(English and Spanish)
- 14* Seventh Inter-American Conference on Agriculture – Tegucigalpa,
Honduras, September 5 to 10, 1977
(English and Spanish)
- 15* Medium-Term Indicative Plan. IICA: The Next Five Years
(1977 – English and Spanish)
- 16 Seventeenth Annual Meeting of the Board of Directors -- Asuncion,
Paraguay, May 22 to 24, 1978
(English and Spanish)
- 17* Eighteenth Annual Meeting of the Board of Directors – La Paz, Bolivia,
May 14 to 16, 1979
(English and Spanish)
- 18 Nineteenth Annual Meeting of the Board of Directors -- Mexico, D.F.,
September 22 to 26, 1980
(English and Spanish)
- 19 Principal Resolutions of the Board of Directors. Washington, D.C.
1973-1980
(English and Spanish)
- 20 First Special Meeting of the Inter-American Board of Agriculture – San
Jose, Costa Rica, February 17 to 19, 1981
(English and Spanish)
- 21 Eighth Inter-American Conference on Agriculture -- Santiago, Chile,
April 6 to 11, 1981
(English and Spanish)
- 22rev. Base Documents: Convention on the Inter-American Institute for
Cooperation on Agriculture; Rules of Procedure of the Inter-American
Board of Agriculture, the Executive Committee and General Director-
ate
(1984 – English, Spanish, French and Portuguese)

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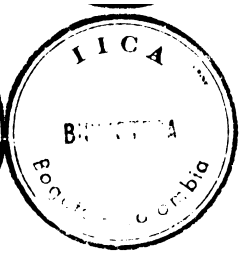
- 23 Resolutions adopted by the Board of Directors of the Inter-American Institute of Agricultural Sciences and Still in Force (1984 – English, Spanish, French and Portuguese)
- 24 First Regular Meeting of the Executive Committee and the Inter-American Board of Agriculture – San Jose, Costa Rica, June 9 to 12, 1981 and Buenos Aires, Argentina, August 7 to 13, 1981 (English and Spanish)
- 25 Second Regular Meeting of the Executive Committee – San Jose, Costa Rica, September 12 to 17 and October 25 to 26, 1982 (English, Spanish, French and Portuguese)
- 26 Second Special Meeting of the Inter-American Board of Agriculture – San Jose, Costa Rica, October 27 to 29, 1982 (English, Spanish, French and Portuguese)
- 27 General Policies of IICA (1982 – English, Spanish, French and Portuguese)
- 28 Medium-Term Plan 1983-1987 (1982 – English, Spanish, French and Portuguese)
- 29 (Second Regular Meeting of the Inter-American Board of Agriculture – Kingston, Jamaica, October 24 to 28, 1983 (English, Spanish, French and Portuguese)
- 30 Fourth Regular Meeting of the Executive Committee – San Jose, Costa Rica, December 2 to 7, 1984 (English, Spanish, French and Portuguese)
- 31 Fifth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 29 to August 2, 1985 (English, Spanish, French and Portuguese)
- 32 Third Regular Meeting of the Inter-American Board of Agriculture – Montevideo, Uruguay, October 21 to 25, 1985 (English, Spanish, French and Portuguese)
- 33 Sixth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 13 – 17, 1986 (English, Spanish, French and Portuguese)
- 34 Third Special Meeting of the Inter-American Board of Agriculture – Mexico, D.F., Mexico, October 27-30, 1986 (English, Spanish, French and Portuguese)
- 35 1987-1991 Medium Term Plan (1986 – English, Spanish, French and Portuguese)

- 36 **Seventh Regular Meeting of the Executive Committee** - San Jose, Costa Rica, 15-17 June 1987
(English, Spanish, French and Portuguese)
- 37 **Program II: Technology Generation and Transfer. Guidelines for Cooperation.** June 1987
(English, Spanish, French and Portuguese)
- 38 **Program I: Agricultural Policy Analysis and Planning. Guidelines for Cooperation.** June, 1987
(English, Spanish, French and Portuguese)
- 39 **Program III: Organization and Management for Rural Development. Guidelines for Cooperation.** September 1987
(English, Spanish, French and Portuguese)
- 40 **Program IV: Marketing and Agroindustry. Guidelines for Cooperation.** September 1987
(English, Spanish, French and Portuguese)
- 41 **Program V: Animal Health and Plant Protection. Guidelines for Cooperation.** September 1987
(English, Spanish, French and Portuguese)
- 42 **Ninth Inter-American Conference of Ministers of Agriculture.** Ottawa-Canada, 29 August to 2 September 1987
(English, Spanish, French and Portuguese)
- 43 **Report of the Fourth Regular Meeting of the Inter-American Board of Agriculture.** Ottawa-Canada, 31 August to 4 September 1987
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- 44 **Guidelines for the Work of the Center for Investment Projects (CEPI) within the Framework of the Medium Term Plan**
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